



*Citizenship Foundation*

## **Honorary Treasurer (Trustee)**

**Appointment Brief, February 2017**

**Voluntary Role**

**We are recruiting for a new trustee with strong financial credentials to act as our Treasurer, during this exciting time of change for the Foundation.**

**Closing date for applications: Monday 3<sup>rd</sup> April 2017**

*The Citizenship Foundation is an enterprising charity. We work to ensure that young people can, want to and will make a positive difference to the society in which they live – locally, nationally and globally. We do this by helping them develop knowledge, skills and confidence. It is good for the individual. It's also essential for strengthening and safeguarding our society and democratic way of life.*

# 1. Introduction from the Chair of Trustees



Thank you for your interest in the role of Honorary Treasurer.

The Citizenship Foundation is an enterprising charity. We work to ensure that every young person has the knowledge, skills and confidence they need to become an active citizen. Not only is that good for the individual, it's also essential for strengthening and safeguarding an inclusive society and democratic way of life.

We help young people to understand the law, politics and society. We help teachers deliver engaging education about citizenship. And we help professionals partner with schools and young people to equip them with the knowledge and skills to participate in their local communities and beyond.

Democracy is facing serious challenges. People's faith in the way it operates, and in its ability to bring about positive change, has been seriously challenged, both in Britain and across the world. Healthy scepticism towards elected politicians has turned too often into contempt and even hatred. Trust has been eroded in both elected representatives and in the institutions in which they serve. This cynicism has, at times, spread to other fundamental institutions of democratic society including the legal system.

Since 1989, the Citizenship Foundation has helped young people understand the democratic structures of our society, and rights and responsibilities of citizens within them. We believe in democracy with a passion, as the best means to create a fair, just, and equal society. But this isn't 'business as usual' for us. There's an urgent need to breathe new life and confidence into democracy, if we're not to witness the destruction of this fragile and precious way of ordering human affairs. Our work has never been more vital.

After several years in the role, our current Hon Treasurer Nick Johnson is standing down. We seek an inspirational Trustee who can work with the Trustee Board to build on our strong foundations and provide strategic and financial governance. We want somebody who shares our passion for our mission of helping young people to be active, engaged and confident citizens. You'll have the financial capacity and experience to work with a committed and experienced Board of Trustees and capable and passionate staff team, as we continue our journey of transforming our finances and diversifying our income streams.

If you are interested in this great opportunity, we'd love to hear from you. If you'd like an informal conversation please contact me via [tom.franklin@citizenshipfoundation.org.uk](mailto:tom.franklin@citizenshipfoundation.org.uk).

I look forward to hearing from you.

**Martin Bostock**  
**Chair of Trustees**

## 2. Introduction from the Chief Executive



Thank you for your interest in becoming the Honorary Treasurer of the Citizenship Foundation.

The Citizenship Foundation has an incredibly important mission. We give young people the knowledge, confidence and inspiration they need to make an effective contribution to our democratic society. We help them become active citizens, shaping their own future in a rapidly-changing world.

We achieve this through a series of programmes aimed at giving young people experiences of citizenship which they can build upon throughout their lives. Programmes such as:

- Our 'Mock Trials' competition, which give tens of thousands of young people the opportunity to understand the legal justice system - held in real courtrooms, supported by legal professionals and overseen by senior judges.
- Our 'Social Action' programme for primary school children, based around our famous 'Go-Givers' cartoon characters, which prepares young children for life in the modern world.
- Our 'Lawyers in Schools' programme, where lawyers volunteer to go into schools to teach pupils about aspects of the law which are particularly relevant to young people.
- Our 'Brexit for Young People' pack, which helps young people decide what's important for them from the Brexit negotiations, so they can articulate these as citizens.

We use the experience and knowledge we gain from running these programmes to provide a strong national voice for the importance of active citizenship in the UK.

This is an exciting time for the Citizenship Foundation. We're currently finalising our new 10-year strategic plan. We are developing new programmes and reaching out to more schools, as we become more entrepreneurial. We are becoming more enterprising – changing our funding base from relying heavily on government grants a decade ago, to being more diversified with more mission-related commercial income.

I hope you will be inspired by the Citizenship Foundation's mission and work, and will be interested in getting involved.

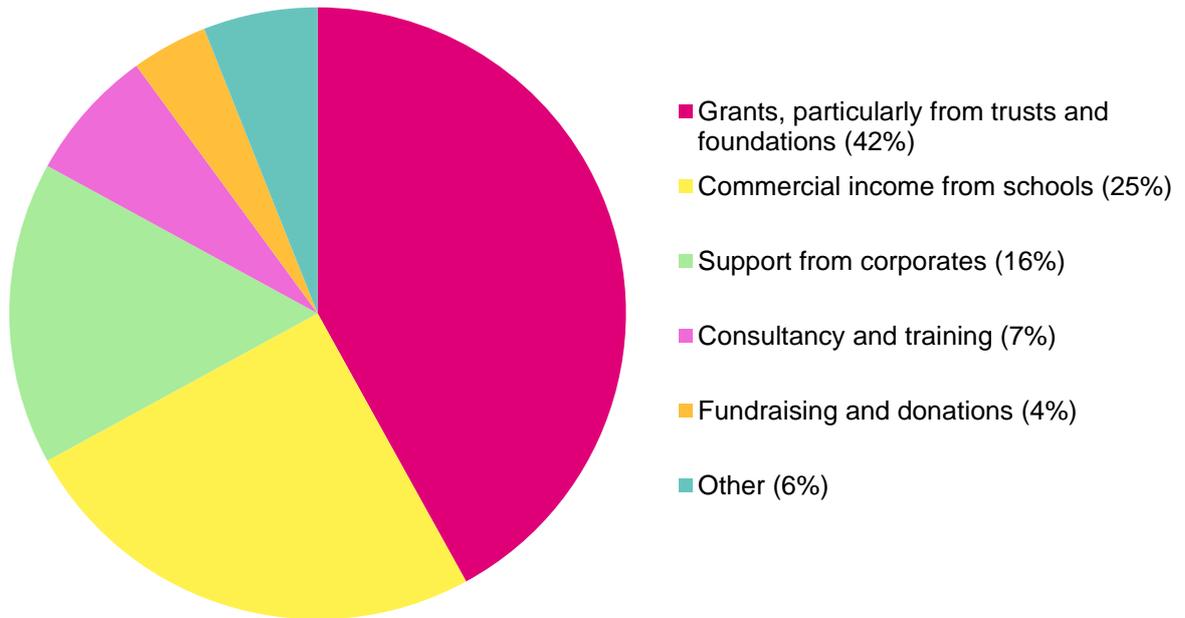
**Tom Franklin**  
**Chief Executive**

### 3. Citizenship Foundation in numbers

- 16** the current edition of our hugely popular and long-running 'Young Citizens Passport', a guide to the law for 14-19 year olds
- 24** the number of Citizenship Foundation staff based across England, Wales and Northern Ireland
- 160** the number of professionally-developed resources, to help primary school pupils develop the trait of empathy and the habit of giving, on our 'Go Givers' website
- 1,000** the number of legal professionals – including barristers, solicitors, magistrates and judges – who volunteer to help with our programmes
- 2,570** the total number of volunteers who have helped us in the course of the past year
- 7,000** the number of secondary school students who take part in our mock trial competitions every year
- 12,000** the number of primary school children reached by our social action programmes
- 20,000** the number of secondary school children reached by our social action programmes
- 90,150** our estimation of the number of direct beneficiaries in the past year
- 80%** the proportion of secondary schools which have used the Citizenship Foundation's teaching materials.

## 4. Sources of income for the Citizenship Foundation

In 2010, around 60% of our income came from central government grants. Today, this has reduced to zero. We have successfully diversified our income sources, as we have developed a new business model.



Over the next few years, we are aiming to grow the proportion of our income from our mission-related commercial activities, and from fundraising and donations, and to put the charity on a sustainable footing for the longer term.

## 5. Why the Citizenship Foundation?

Being a Trustee at the Citizenship Foundation is a rewarding and exciting experience. With 24 employees based in our London offices and around the UK, and more than 2,500 volunteers across the country, you'll join a strong network of people dedicated to spreading the citizenship message.

Each year we reach tens of thousands with our educational resources and supported programmes, and we put the case to politicians, policy makers and practitioners on why every young person needs the education and experiences to be active, engaged and confident young citizens.

### Governance

The Citizenship Foundation's Board of Trustees is responsible for the charity's strategy and financial security. While the day-to-day running of the organisation is delegated to Tom Franklin, the Chief Executive, who is supported by a senior leadership team, trustees are ultimately legally accountable. The Board currently consists of 10 people.

The Board has a Chair, Vice Chair and Treasurer, chosen by the board. There are also two board committees: the Finance and Audit Committee, and the HR and Remuneration Committee. The board also currently has a working group to review and where needed improve governance matters, and to help to ensure the board has the skills and experiences needed in line with our strategy.

The role of the Finance and Audit Committee - which is chaired by the Hon. Treasurer - is to maintain an overview of the financial performance of the organisation, its controls, assurance mechanisms, and of its compliance with statutory requirements, and to provide support for the Senior Leadership Team in drawing up and monitoring the budget.

The Board usually meets four times a year. Citizenship Foundation Board meetings are scheduled for

16th March 2017 (evening),

15th June 2017 (morning),

14th September 2017 (evening),

14<sup>th</sup> December 2017 (evening).

The Finance and Audit Committee usually meets quarterly, in between board meetings.

The Board has the following minimum expectations of all Trustees:

- Attendance at quarterly Board meetings, and occasional strategy meetings. Board meetings take place in the evenings at our offices in Aldgate. Strategy meetings are usually held during the working day.
- Availability via phone or email to the Chair or Executive for advice from time to time.

In addition, Trustees will normally be expected to undertake membership of a Board Committee, requiring attendance at about four meetings each year, usually held during the working day.

## **Financial Strength**

Our turnover currently stands at just over £1m, with income coming from a variety of sources:

- Grants from partner organisations and charitable trusts.
- Donations from organisations and individuals.
- Subscriptions from schools.
- Contracts for consultancy work.

Before 2010, most of our income came from central government funding. As with many other charities, this has been progressively withdrawn, and we currently do not receive any grants from central government. We have been successful in switching our model to include a strong social enterprise element, with several new and successful mission-related commercial income streams. Our challenge is now to embed this, build up our reserves, and develop further income streams to increase our resilience to future income changes.

Our most recent [Audited Accounts and Trustee Report](#) for 2015/16 can be downloaded from the Companies House website.

## 6. Treasurer - Role Specification

### Trustee responsibilities

The honorary treasurer will fulfil all the duties, obligations and responsibilities of a trustee.

- to ensure that the Citizenship Foundation complies with its governing document, charity law, company law and any other relevant legislation or regulations.
- to ensure that the Citizenship Foundation pursues its objects as defined in its governing document.
- to ensure the Citizenship Foundation uses its resources exclusively in pursuance of its objects: the charity must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are.
- to contribute actively to the board of trustees' role in giving firm strategic direction to the Citizenship Foundation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- to safeguard the good name and values of the Citizenship Foundation.
- to ensure the effective and efficient administration of the Citizenship Foundation.
- to ensure the financial stability of the Citizenship Foundation.
- to protect and manage the assets of the charity and to ensure the proper investment of the charity's funds.
- to appoint the chief executive and monitor his/her performance.

### Specific Treasurer duties

In addition, the Treasurer is authorised by the trustee board to carry out additional duties as described below.

#### Duties toward the board

- to guide and advise trustees on the Finance and Audit Committee and/or the trustee board in the approval of budgets, accounts and financial statements
- to inform the trustee board about its financial duties and responsibilities and to assist in developing their financial skills and understanding
- to advise on the financial implications of the organisation's strategic plans and key assumptions in the operational plan and budget, especially those outside the agreed boundaries of management authority
- to chair the Finance and Audit Committee and ensure that its remit is carried out effectively
- to meet on an ad hoc basis with the Director of Finance and Operations, outside of the meeting cycle, to review progress and give support and advice

- to ensure the development of an appropriate reserves policy and to provide assurance that the financial resources of the organisation meet its present and future needs
- to ensure the development of an appropriate investment policy; to ensure that there is no conflict between investments held and the organisation's aims and values; to monitor the charity's investment activity and ensure its consistency with policy, objectives and legal responsibility
- to ensure the adequacy of the system of internal financial controls and to monitor its implementation and effectiveness

### Legislation and reporting

- to ensure the organisation's compliance with relevant financial and Charity Commission regulations
- to ensure that accounts are prepared and disclosed in accordance with the requirements of statutory bodies and funders, reviewed or audited as required, and that any audit recommendations are implemented

### Other duties

- to support the work of the Director of Finance and Operations, providing advice to them and other members of staff or volunteers as appropriate
- to understand the accounting procedures and key internal controls which are in place, in order to be able to assure the board of the organisation's financial integrity
- to ensure the charity holds sufficient insurance cover
- to ensure adequate financial control and monitoring information is presented to the board
- to meet the external auditor independently of the Director of Finance and Operations, at least annually
- to advise and guide the organisation when it appoints the Director of Finance and Operations.

### Communicating

- to make a formal presentation of the accounts at the AGM drawing attention to any important points in a coherent and easily understandable way;
- to contribute to the organisation's fundraising strategy and
- to sit on appraisal, recruitment and disciplinary panels, as required.

The role is unpaid. Reasonable travel expenses will be met.

## 7. Treasurer – Person specification

### Specific skills and experience relating to the Treasurer role

- financial and business planning experience, including the skills to analyse proposals, interpret financial data and examine their financial consequences
- financial qualifications desirable;
- knowledge of not for profit finance, fundraising and pension schemes
- experience in budget setting and monitoring;
- experience of the not for profit sector either in a paid or voluntary capacity;
- knowledge of the sector's reporting regimes;
- ability to present financial information clearly and make it understandable for non-finance people.

and

- Commitment to the Citizenship Foundation and its mission.
- Understanding of the legal duties, responsibilities and liabilities of trusteeship.
- Willingness to put time and effort into the trustee role.
- Commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

### Personal qualities

- Good, independent judgement.
- Impartiality, fairness and confidentiality.
- Willingness to speak his or her mind
- Tact and diplomacy
- Respect for others.
- Willingness to learn new skills

### Specific skills and abilities

- Strategic thinker
- Creative thinker
- Effective team member
- Excellent communicator and strong interpersonal skills

## 8. How to apply

Please send us a CV with a short statement about why you want the role of Treasurer and how you meet the requirements of the role. Please include a copy of your cv, and also the names and details for two referees.

The application should be sent by email to [ray.ayivor@citizenshipfoundation.org.uk](mailto:ray.ayivor@citizenshipfoundation.org.uk) with the subject: *Treasurer Application*.

The closing date for applications is 5pm on Monday 3<sup>rd</sup> April 2017. Informal interviews with those shortlisted are likely to take place during the w/c 17<sup>th</sup> April.

The recruitment process is overseen by a Board Working Group chaired by Sue Simmonds, who is the Vice Chair of the Board.

Please let us know if you will require any special provision as a result of any disability should you be called for interview.

### Queries

If you have any queries on any aspect of the appointment process, need additional information or would like to have an informal discussion, please contact Sue Simmonds [susansimmonds@hotmail.com](mailto:susansimmonds@hotmail.com).

## 9. Further reading

Our website [www.citizenshipfoundation.org.uk](http://www.citizenshipfoundation.org.uk) contains much information about the charity. Please note, however, that we are soon to renew our website and so it is not as up-to-date as we would like.

You may also wish to look at some of our other resources websites:

[www.gogivers.org](http://www.gogivers.org)

[www.lawyersinschools.org.uk](http://www.lawyersinschools.org.uk)

[Citizenship Foundation Annual Report and Accounts 2015/16](#)

You may also be interest in our latest 'Brexit resource' as an example of what we do: [A Better Brexit for Young People](#). This resource helps those working young people to facilitate discussion about what is important for them in the forthcoming Brexit negotiations.