



Head of Finance and Resources  
(Chief Operating Officer)

Information pack

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For an informal discussion contact  
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For background information on the Tudor Trust please go to  
[www.tudortrust.org.uk](http://www.tudortrust.org.uk)

## Background briefing

### About Tudor

The Tudor Trust is an independent grant-making charitable trust which supports organisations working to address the many different needs of people at the margins of society. We don't focus our funding on specific themes or programmes, but instead aim to support a wide range of people and organisations working to achieve lasting change in their communities.

### Our values

We base our activity on the following strongly felt principles. We regularly evaluate our practice against them and seek to work with those who are similarly motivated.

- **Supporting communities** to drive their own positive change
- **Investing in relationships** as the foundation of all we do - starting from a position of trust and demonstrating that we can be trusted
- **Listening with intent:** always trying to hear the real voice
- **Valuing people's time:** acting quickly where helpful and taking time where needed
- **Drawing on learning, creativity and experience** to offer flexible, practical support to people, ideas and communities
- **Making the most of our resources and independence,** and being open to challenge.

### Our grant making

A key feature of Tudor's grant making is a focus on funding smaller, under-resourced organisations which offer direct services and support within the most marginalised communities - both local communities and communities of interest. We think that these groups have the knowledge and experience to identify problems and develop solutions which meet the real needs of the people they work with. Our grant making is values-driven, generalist, responsive, enabling and flexible.

Tudor's grant making is characterised by high levels of trustee involvement. Trustees come together with staff every four weeks to make grant decisions, discuss issues of wider interest and meet with applicants and grantees. They also visit beneficiaries, lead small groups looking at proactive work in a few key areas and oversee the performance of our socially-responsible investment portfolio.

In 2019-2020 Tudor made 344 grants totalling almost £21 million. Most of Tudor's grant making - around 95% each year - takes place in the UK, but we also have a small proactive programme working with projects promoting

ecological agriculture in Zimbabwe, Kenya and Uganda. In response to the COVID-19 outbreak we are offering emergency funding to our grant holders. We are also beginning to plan how we can best support organisations as we emerge from this crisis.

### **Our teams**

Tudor has 22 members of staff (a mix of full-time and part-time) organised into three teams:

- The **Resources Team** maximises the effective use of the Trust's resources by managing and developing its finances, investments, human resources and the office environment, including IT and facilities. The Head of Finance and Resources provides leadership and line management to the Resources Team: the Resources Manager, Resources Officer (managed by the Resources Manager), Finance Officer and Database Transition Manager (contract role).
- The **Information Team** is responsible for the effective management of Tudor's first-stage application process and for internal and external information, communication, learning and research activity.
- The **Grants Team** is responsible for the grant-making process through assessing new funding proposals, engaging with applicants, presenting applications to trustees and providing ongoing support to around 800 grant holders.

### **The context for the role**

Fiona Young, the previous Head of Finances and Resources has left the Trust after 14 years to relocate outside London. Her contribution to the development and leadership of the Trust over the years has been significant and the new post holder will inherit an exemplary resources function. There are new challenges ahead however, as the Trust prepares for the next stage of its journey. The new post holder will have a key role to play in developing both Tudor's strategic vision and operational approach. There will be opportunities to work closely with other team members and trustees to build on what has been already been achieved and to bring creativity and leadership to the resources function and the Trust as a whole.

Whether supporting the vital day-to-day activity of the Trust or moving forward with new initiatives, the post holder will play an important role in ensuring that Tudor continues to demonstrate best practice and maintains its reputation as a respected, trusted and thoughtful grant maker, employer and investor.

### **About you**

Tudor has a collegiate and inclusive culture, with trustees, staff and associates working closely together. The Head of Finance and Resources will

need to be consultative, with high levels of emotional intelligence, a deep-seated respect for the opinions of others and an ability to listen carefully.

This is a highly responsible role and the new Head of Finance and Resources will need the confidence to advise and guide both trustees and colleagues when required. However, they will be able to do this in a supportive way, with the ability to take a nuanced and flexible approach to navigating grey areas and uncertainty. You will enable Tudor to take informed, positive risks in its grant making and to make the most of being an independent funder which can do things differently, whilst paying attention to the need for good governance and financial management. The ability to appreciate innovation and consider the bigger picture, as well as the fine detail, is vital.

While taking a hands-on approach to managing the Trust's finances, the post holder will also be able to advise trustees and the team on issues around finance and resources in a manner that enables creativity and exploration in decision making, strategic thinking and risk management. There will be plenty of opportunities to oversee and strategise for new initiatives, especially in relation to maximizing staff wellbeing and fostering a positive and supportive organisational culture. The Head of Finance and Resources will be a key member of the Management Team which, in close collaboration with the trustees, has overall responsibility for the strategic management and development of the Trust.

The applicant could be someone who is developing their career, with the potential to learn about how to lead and develop the finance and resources function of a grant maker. Or they may be someone who has already held a similar role in another charity. Whatever your background, we would be delighted to hear from you if you bring with you a strategic mind, a curious and open approach, sound and demonstrable financial expertise, management experience and a commitment to ensuring that Tudor continues to flourish in its grant making. Please talk to our recruitment advisor, Allyson Davies, if this sounds like you!

## Job Description

**Title:** Head of Finance and Resources  
(Chief Operating Officer Equivalent)  
**Reports to:** The Director  
**Salary:** c £70,000  
**Team:** Resources Manager (manages the Resources Officer)  
Finance Officer  
Resources Officer  
Database Transition Manager (contract role)

### Purpose of role

The Head of Finance and Resources will work closely with the Director and other members of the Management Team to ensure that The Tudor Trust works efficiently and effectively, making the best use of all its assets.

The post holder will manage and have responsibility for delivering Tudor's resources function, covering finances, facilities, IT, HR and investments. The Head of Finance and Resources will take an organisation-wide view of the Resources Team's role, aligning its operations with Tudor's grant-making remit and developing and encouraging creative and joined-up working practices.

This is a senior role: the post holder will have influence across Tudor with involvement at trustee, organisational and team levels and will also represent the trust externally.

### Working hours and office location

This is a full-time position based at the Trust's office in Holland Park, West London.

### Key responsibilities

Trust leadership, management and development

- As part of the Management Team, work with the trustees to develop and deliver the Trust's strategic vision.
- As part of the Management Team, provide effective leadership and operational management for the Trust as a whole.
- As part of the Management Team, ensure that the Trust keeps abreast of all risk management issues and addresses these as required.
- Work with the Management Team and other colleagues, to oversee the continuation and development of an effective and supportive

approach to staff performance and personal development.

- Work with the Management and other colleagues, to ensure that Tudor maintains and continues to build a learning culture.
- Work with colleagues to develop Tudor's values, policies and procedures.
- Represent Tudor externally, as required.
- Act as Company Secretary, ensuring that Tudor complies with all statutory and regulatory requirements, and keeps abreast of relevant legal and policy changes relating to charity and company law, the charity governance code and financial management.
- Oversee and manage the work of the Resources Manager to ensure that legal requirements and best practice are followed for HR, IT, GDPR and health and safety.
- Take the lead on relationships with regulators, including the Charity Commission and Companies House.

#### Financial leadership and management

- Lead on the delivery of all Tudor's financial activities, having oversight of all the assets and resources of the Trust and working with trustees on financial and investment issues and supporting them to understand and fulfil their responsibilities.
- Ensure Tudor's financial systems, procedures and policies continue to be exemplary and are developed in accordance with best practice.
- Act as a champion for good financial practice and support colleagues to understand and, where necessary, take responsibility for the Trust's finances.
- Ensure that all Tudor's activities are subject to appropriate internal controls and audit.
- Reconcile all grants, investments, income and reserves on a monthly basis.
- Actively manage the Trust's cash requirements, with input from the Investment Committee.
- Compile the audit file and produce Tudor's annual accounts, liaising with the auditors to ensure that the audit is conducted effectively, and working with the Head of Research and Information on the

financial aspects of the trustees' annual report.

- Develop and maintain an overview of the Trust's investment portfolio, acting as Secretary to the Investment Committee and working with the Investment Committee and fund managers to develop investment strategy and policies, and ensure that Tudor adheres to its investment principles.
- Develop and maintain an overview of the Trust's social investment strategy, monitoring and reporting to Trustee Committee on the social investment portfolio and managing the due diligence process on new investments.

#### Resources Team leadership and development

- Lead and work closely with the Resources Manager and Finance Officer to develop the Resources Team and its work to provide professional, effective and integrated financial, investment, HR, facilities (buildings and equipment) and IT functions for the Trust.
- Recruit, develop and appraise members of the Resources Team, creating a collegiate and supportive culture that delivers a strong foundation from which the Trust can operate.

#### ***Finance - managing and supporting the Finance Officer***

- Ensure that budgets, forecasts and management accounts are produced on a timely basis, are accurate and clear and that variances from budget to actual expenditure are analysed.
- Ensure that grant payments, and administrative payments, are issued in a timely manner.
- Oversee the effective and efficient administration of payroll, PAYE/NIC and staff pension arrangements.

#### ***Human Resources – managing and supporting the Resources Manager***

- Work with colleagues and trustees to continue and build upon our strategic approaches to learning and team development and wellbeing.
- Oversee HR projects and initiatives, delegating responsibility for their delivery and for day-to-day management of the HR function to the Resources Manager.
- Oversee the work of the Resources Manager to develop and maintain all HR policies and procedures, and maintain oversight of contracts, letters of appointment, etc., produced by the Resources Manager.

### ***IT – managing and supporting the Resources Manager***

- Oversee IT projects and initiatives within the Trust, ensuring that it meets the evolving needs of the organisation.
- Oversee the management of the outsourced IT support company to ensure that the Trust's IT systems are well-supported and meet the organisation's operational requirements.

### ***Facilities – managing and supporting the Resources Manager***

- Oversee the management of Tudor's building and other physical resources, ensuring they are well managed, including oversight of all insurance and contractual arrangements.
- Oversee the management of good practice in Health and Safety.

### **General**

- Offer flexible support for the work of the Trust generally, as and when necessary. Provide cover for other members of the staff team ensuring that the work of the Trust can continue effectively and without interruption.
- Behave in a way which is consistent with The Tudor Trust's values.

## Person specification

<b>Knowledge, qualifications, skills and experience</b>	<b>E</b>	<b>D</b>
Experienced charity finance professional, with senior experience, a suitable accountancy qualification and a good working knowledge of the Charities SORP	✓	
Experience of strategic planning and delivery	✓	
Leadership and management skills with experience of leading and developing a team	✓	
Project management skills with experience of delivering projects on time and to budget	✓	
Experience of HR processes and systems and of developing effective policy and practice around performance management and personal development		✓
Experience of scoping and managing the implementation of IT infrastructure projects		✓
Experience of working with trustees, or similar governance body		✓
Experience of acting as a company secretary, with a good working knowledge of charity and company law		✓
<b>Abilities and aptitudes</b>		
Ability to communicate clearly and effectively, with a range of different audiences, including good written skills	✓	
Ability to think clearly and strategically with strong analytical skills, and to synthesise new information quickly and accurately	✓	
Excellent listening skills and the ability to ask the right questions	✓	
<b>Personal qualities</b>		
Strong relationship building skills with a high level of emotional intelligence and an inclusive and consultative style	✓	
Commitment to equality and diversity, and to Tudor's values, aims and ethos	✓	
Flexible, diplomatic and approachable	✓	
Highly developed sense of personal integrity and respect for others	✓	
A team player who enjoys working in a small team	✓	

## The provisional recruitment process

### Timetable

Deadline for applications	10am on Friday 29 May
Screening interviews via Skype or Zoom	Weeks of 8 June and 15 June
Panel interviews	Late June
Final Interview	Late June
Decision made & successful candidate notified	End of June/early July

### How to apply

If you would like to apply for this role, please complete the Application Form that was with this pack, and the Equal Opportunities Monitoring Form (downloaded from [http://www.allysondavies-consultant.com/wp-content/uploads/2020/01/Equal\\_Opportunities\\_Monitoring\\_Form-12.doc](http://www.allysondavies-consultant.com/wp-content/uploads/2020/01/Equal_Opportunities_Monitoring_Form-12.doc)), plus attach a CV outlining your career to date, with any academic and professional qualifications.

Please send your application, by 10am on 29 May, 2020, to [Tudor@allysondavies-consultant.com](mailto:Tudor@allysondavies-consultant.com)

### Data Protection

The personal information that you provide will be used to process your application for employment with the Tudor Trust. Personal information about unsuccessful candidates will be held securely for 6 months after the recruitment exercise has been completed, it will then be destroyed or deleted. If your application is successful and you take up employment, the information will be used in the administration of your employment with us. It will be kept secure and will only be used for purposes directly relevant to your employment.

### Further Information

If you require any further information or you would like to discuss anything in more detail, please contact Allyson Davies by email at [Tudor@allysondavies-consultant.com](mailto:Tudor@allysondavies-consultant.com), or call 020 7828 3855 or 07968 556164.