



The Hardman Trust

For the long term

Treasurer Recruitment Pack

May 2026



The Hardman Trust

7 Bell Yard, London, WC2A 2JR

www.hardmantrust.org.uk

Registered charity number: 109818

About The Hardman Trust

"The Hardman Trust gave me life. Without their commitment, I wouldn't be working as a supervisor, supporting my family, and helping other young people beginning their careers."

Our vision

A future where everyone can achieve their potential within and beyond prison.

Our mission

Specialising in the unique needs of people on long sentences, we provide tailored practical and financial support to help people find belonging, move into work or training, and reach their personal goals.

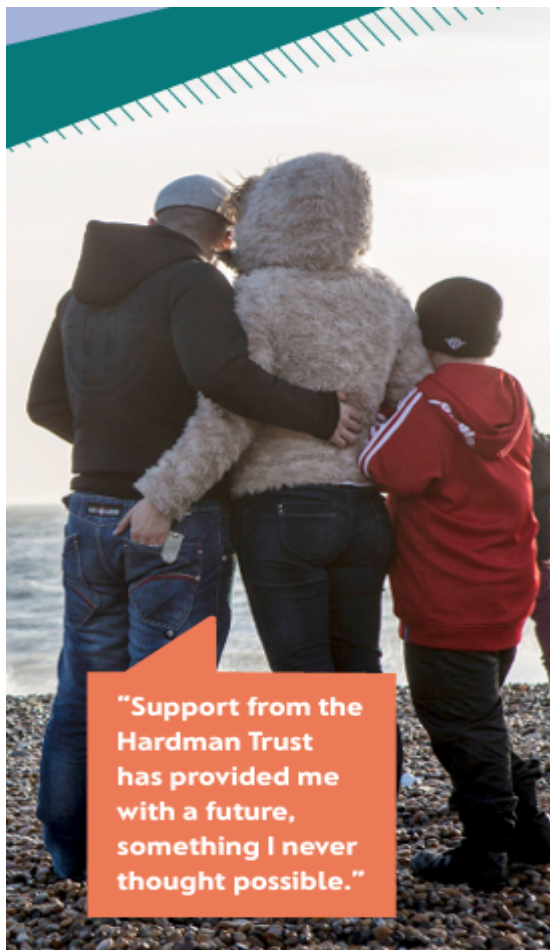
Our purpose

We support people on long sentences to take their next steps in life so they benefit, their families benefit and their wider community benefits too.

Our values

See the future, not the past	Collaborative	Integrity	Reflective
We recognise the dignity and potential in every person. We commit to see and support people as a whole, with empathy.	We collaborate and work with others in a meaningful way. We create spaces where everyone feels valued and respected.	We act with transparency, honesty and consistency. We set ambitious but realistic plans and expectations and communicate with clarity.	We constantly seek to learn and improve; grounded in robust evidence and proven good practice. We challenge ourselves to stretch outside of our comfort zones.

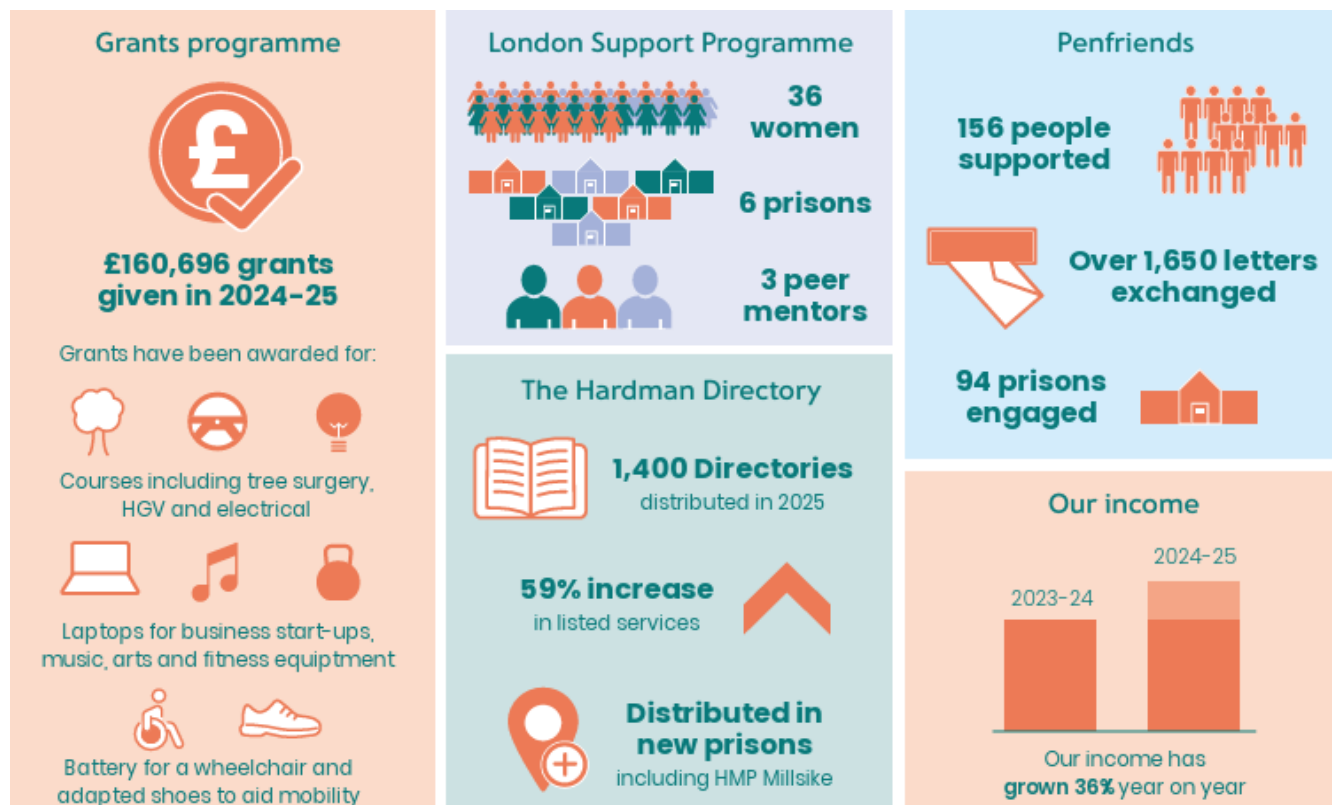
Our strategy 2023–2026



In our last strategic period, we focussed on four main areas:

1. Improving our financial support and offer to people leaving prison through our grants scheme.
2. Building on our support, pre and post release through 1-2-1 support.
3. Developing new products and services, including The Hardman Directory.
4. Becoming a respected voice on long term sentences and raising conversations to highlight issues related to long prison sentences.

Our impact in 2025



The Hardman Trust Trustees

Kevin Wong, Chair

Kevin is Visiting Reader at Manchester Metropolitan University, and currently serving as Chairperson of the Probation Professional Registration Panel. Kevin's 30+ year career in criminal justice policy and practice includes extensive experience of leading multi-site evaluations across the criminal justice system and research projects commissioned by the Ministry of Justice, Home Office, HMPPS, Youth Justice Board, Youth Endowment Fund and other charities. He has recently retired as Reader in Community Justice and Associate Director of the Policy Evaluation and Research Unit at ManMet. Kevin is also a trustee at the Manchester charity Back on Track, and was the former Chair of the Board at Criminal Justice Alliance, and a member of the Expert Advisory Panel to the Independent Review of Criminal Legal Aid led by Sir Christopher Bellamy.

Rachel Allan

Rachel joined as trustee in Jan 2026. She is Head of Learning & Development for an insurance company and has extensive experience in HR, learning, talent and inclusion roles.

Lathan Forrester

Lathan is currently a community coach and mentor at City in the Community in Manchester. He is also a children's author who uses his experiences to inspire others and change the narrative. Lathan was a grant recipient of The Hardman Trust and joined as trustee in Jan 2026.

Jim King

Jim is the former Head of Education, Arts & Libraries at the Scottish Prison Service. He co-founded SPACE ART Scotland to promote the use of creative arts as a core aspect of rehabilitation. Jim is also International Secretary of the European Prison Education Association. Jim became a trustee in 2020.

Chris Leslie

Chris is CEO of Inside Out Support Wales, a CIC that focuses on supporting people with criminal convictions to enter education and employment. Chris was a Hardman Trust grant recipient, and since 2021 has been giving his time as a trustee and a volunteer visiting people in prison.

Gareth Richards

Gareth brings extensive experience across criminal justice, social services, and violence reduction. He is currently Regional Manager for Engaging People on Probation in Wales at HMPPS. Gareth joined as a trustee in Jan 2026.

Liton Ullah

Liton has spent 20+ years working across social impact programmes in the UK and internationally. He previously held leadership roles at People Plus and has supported organisations across the criminal justice, employability, health and social care sectors, through consultancy, advisory and Trustee roles. He joined as trustee in Jan 2026.

Role description

Location: We expect to hold two meetings in person in London and two virtual per year.

Time commitment: Approximately two days per month.

Board meetings are held four times a year, with dates agreed at the beginning of each calendar year. Board meetings are split between afternoon and early evening time slots to accommodate the various commitments of Trustees and staff attending. We also hold an in-person annual staff and trustees away day.

The Treasurer chairs the Finance and Resources Sub-committee, which meets quarterly (virtually), usually one week before Board meetings.

Term: We do not currently have fixed terms in our constitution. We will be undertaking a governance review in 2026.

Remuneration: This is a voluntary role without remuneration. Travel expenses as well as other reasonable and necessary costs incurred (including caring responsibilities), as part of official Trustee business, will be reimbursed.

Induction: There will be both formal and informal training, which will include ongoing training ensuring Board members are up to date on good governance.

“You guys have transformed my life, my kids' lives, and my grandkids' lives. I wouldn't be working today if it weren't for your assistance - I tell everyone about The Hardman Trust.”

Role summary

We are seeking a strategic, financially experienced and mission-aligned individual to join our Board of Trustees as Treasurer.

The Treasurer is the Board's lead for financial governance, ensuring strong financial health, compliance, and effective resource allocation.

(See also the [*Charity Commission's Essential Trustee Guidance*](#))

Key responsibilities

1. Strategy and Governance

- To advise in the development and evolution of the Hardman Trust's strategy and work with particular regard to ensuring that the organisation has resources to deliver the strategy.
- Ensure that the Board is aware of its financial duties and responsibilities and the need to comply with relevant charitable and company legislation.
- Ensure healthy management by the Board of agreed risks by overseeing the maintenance of the risk register.
- Ensure compliance with Memorandum and Articles of Association, the Charities Statement of Recommended practices (SORP), and other application legislation including Company and Charity law.
- Oversee annual audit/independent examination.

2. Financial Management

- Provide clear financial insight to support Board decisions.
- Ensure that the Board receives appropriate budgetary and financial information on the activities of the organisation.
- Monitor the financial performance, forecasting, cashflow and reserves of the Hardman Trust and report to the Board regularly and in line with best practice, on the robustness of internal controls, management accounting and budgeting.
- Oversee and recommend to the Board appropriate accounting/financial procedures, controls and policies.
- Provide financial advice and guidance to the Board on strategic finance and investment issues.
- Work in close partnership with the CEO and SLT in developing and executing the Hardman Trust's fundraising strategy.

3. Support to the CEO and Staff

- Work closely with the CEO and relevant staff on planning and reporting.
- Provide guidance on financial implications of strategic decisions
- Review of the quarterly management accounts and prepare summary paper for the Board meeting (bookkeeping is outsourced to a 3rd party)
- Adhoc assistant with the monthly payment process.
- Review and challenge the annual budget prepared by the CEO and their team.
- Ensure cashflow management of the Trusts' cash balances, ensure excess cash is appropriately invested.

4. General responsibilities

- Chair the Finance and Resources sub-committee in line with its terms of reference.
- Act as a counter signatory on bank accounts and relevant applications to funders or other legal documents.
- Oversee the appointment of the Independent Examiner annually.
- Support recruitment and mentoring of finance-related Trustees.
- Support donor and funder confidence through strong stewardship.
- Represent the charity as required.

Person Specification

We want our Board to look like the world we serve and to have different voices within it. We know that diverse groups of people make better decisions. We are keen to hear from people who can bring perspectives or experiences often underrepresented in charity governance and how can help us progress our vision.

Essential	Desirable
• Chartered accountant • Strong understanding of statutory and internal audit processes • Prior experience as a charity trustee and solid understanding of good governance practices. • Robust planning and organisational skills. • Commitment to the HT's aims and values • Willingness to devote time to carry out responsibilities. • Sound independent judgment and strategic vision; ability to think creatively and challenge constructively. • A collegiate attitude and willingness to work with others. • Honesty, integrity and commitment to act in the best interest of the charity at all times.	○ Previous experience as Treasurer and/or trustee in the charity sector. ○ Expertise of lived experience of the criminal justice system. ○ Understanding of the needs of people serving long sentences and of the systemic issues within our justice system . ○ Experience of working in change management/ environments. ○ Experience of charity fundraising and/or grantmaking. ○ Experience of chairing meetings, committees or boards. ○ Experience (voluntary or paid) within the criminal or social justice sector at leadership level.

How to apply

Please send a copy of your CV and a covering letter (of no more than 500 words) outlining why you are interested in the role and what you could bring to our Board. Please also provide details of two referees.

Applications (marked 'Application: Treasurer') should be sent to recruitment@hardmantrust.org.uk by **11:59pm, 14 June 2026**. If you would like to discuss any reasonable adjustments you might need for interview, please advise us in your application.

In order to apply you must be eligible to serve as a charity Trustee. You are disqualified under the Charities Act from acting as a charity Trustee if any of the reasons shown in this [disqualifying table](#) apply to you. Please note that disqualification may, however, be overturned through the Charity Commission's waiver process.

Queries

If you would like to have an informal conversation with our CEO, Annette So and/or the Chair, please email our Office Administrator, philippa@hardmantrust.org.uk to arrange a time.

Key dates

- **Application deadline:** 11:59pm, 14 June 2026.
- **Interviews:** (online) w/o 22 June and w/o 29 June 2026.
- **Board meetings 2026:** 16 July (virtual); 21 October (in-person).
- **Finance and Resources sub-committee meetings 2026:** 16 July, 15 October.