Finance & Governance Review

Specification

Overview

ARMA has embarked on a new strategic planning cycle with refreshed plans for the next 3 years. Given the significant shifts both internally and externally during the last strategic planning cycle, we wish to commission an independent review of our current structures and activities to assess whether they remain the most effective and efficient to deliver on our new strategy and within a new environment.

Objectives

The key objectives of this review are:

- to facilitate board decision making regarding the structure and focus of the governance groups and executive office
- to facilitate board decision making regarding the ARMA membership model and overall financial model
- to enable effective planning for successful delivery of our new strategic plan

Scope

We expect the review to consider the following:

- The current size and composition of the non-executive board, the executive office and the committees and working groups of the organisation;
- The distribution of responsibilities throughout governance groups and whether responsibility is appropriately assigned;
- The suitability of the current membership model and a consideration of potential alternatives;
- The alignment of activities carried out by the organisation with its revised strategic plan;
- The resource implications of moving, removing or expanding any activities as a result of potential misalignment;
- The financial and legal implications of moving, removing or expanding any activities as a result of potential misalignment;
- An options appraisal for adjusting legal structures and/or financial models to accommodate recommended changes.

We expect that the review would involve:

- Review of internal documentation pertaining including strategy, values, mission, planning, legal, risk, financial and member feedback documentation;
- Interviews with all members of non-executive board and executive office;
- Interviews with representatives from committees, working groups and wider membership;
- Review of sector-wide issues and external factors impacting organisation;
- Consultation with stakeholders across the sector, including members, sister associations and funders.

Indicative Timeframe and Deliverables

June 7 Launch Call for expressions of interest from consultants

July 2 Closing date for expressions of interest

w/c July 5 Shortlisting and selection of consultants, with a view to work starting early September.

July/Aug Exec Office to facilitate establishment of meetings with key individuals

September Main phase of consultancy

Early November

Special meeting of Board, or November Board meeting b/f to consider an interim slide based presentation on initial findings.

Christmas Delivery of full written report, including supporting evidence, sources, and recommendations.

Early January Special Board meeting to discuss above.

Mid January Consultants to provide summary slide-based report suitable for presentation to the membership.

Early February Proposed EGM to report main findings, make recommendations etc.

Evaluation Criteria

We will use the following criteria to identify to identify an appropriate delivery partner for this review:

- Engagement with and understanding of the brief
- Previous relevant experience
- Familiarity with the HE sector, specifically with research, research management and HE financial models
- Familiarity with effective governance structures and delivery models in not for profit organisations
- Ability to deliver to preferred timescale
- Value for money.

Further Information

For further information or to discuss the brief, please contact: Hamish Macandrew, COO, at Hamish.macandrew@arma.ac.uk.