Cromarty Community Development Trust

Organisational Development Manager

Candidate Information Pack

Fixed-term, 2 years | Cromarty, Black Isle, Scottish Highlands

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1. Advert

Full advert

Organisational Development Manager

Cromarty Community Development Trust (CCDT)

Contract	Fixed-term, 2 years (1 January 2027 to 31 December 2028), with the aim of extending if the post can be funded from CCDT's own income.
Hours	Full-time
Salary	£40,000–£45,000, depending on experience
Location	Cromarty, Black Isle. Based at the new Community Hub, with some home working
Closing date	10th November 2026
Interviews	w/c 23rd November 2026

Help a thriving Black Isle community trust stand on its own feet.

Over eight years CCDT has grown from a volunteer-led group into a community organisation running a motorhome site, a community sauna, a thrift shop, a community garden and (very soon) the East Church Hall as a Community Hub.

We are very proud of what we have achieved in our special wee town, but our growth has been fast and our volunteer Board is stretched thin.

We are looking for our first senior member of staff to change that.

As Organisational Development Manager you will lead CCDT's journey from a volunteer-led operational board to a sustainable, independent and commercially viable development trust: developing a business plan, building the income model that proves the post can be funded from our own trading, consolidating our systems, putting in place the policies and management structure we need and freeing our Directors to focus on strategy.

You will bring commercial and business-development nous, a talent for building order out of busy and varied operations, and the people skills to lead part-time staff and volunteers in a small town. You will report to the Board and have real scope to shape the organisation.

The post is funded for two years through the Recovery and Resilience Programme run by Development Trusts Association Scotland, with funding from Foundation Scotland. Delivering a funded route beyond that, from CCDT's own income, is central to the job.

To find out more and apply, download the candidate information pack at https://visitcromarty.com/about-ccdt or email matt@cromartycdt.org.uk. CCDT is committed to equal opportunities and welcomes applications from all sections of the community.

2. About CCDT

Cromarty Community Development Trust is a community-led organisation based in Cromarty, on the Black Isle in the Scottish Highlands. We exist to make Cromarty a thriving town, visibly so to residents and visitors alike, by owning, running and developing community assets and services.

Today we operate:

- a campsite and a sauna, which are growing income-generating services (the sauna began as a volunteer-led project that CCDT then bought and staffed);
- a thrift shop and a community garden, both delivered by volunteers;
- the maintenance of the town's ferry slipway; and
- a new Community Hub (in the town's East Church Hall), which we are leasing and bringing into operation, a project five years in the making.

We also own Townlands Barn / Sandilands House, Cromarty's oldest building, currently an empty roofed shell that we want to bring back into use.

We are led by a Board of volunteer Directors and employ 9-10 staff across the sauna, campsite and East Church Hall, supported by a committed group of volunteers.

Over the last eight years our projects, services, income and staff numbers have grown continuously. That success is what has created this opportunity: our systems, processes and management structures now need to catch up, so that CCDT is robust enough to sustain another decade of growth.

We have solid foundations. With support from Just Enterprise we now have budgets for every project and core service, each with a named lead Director, and with support from DTAS we have developed our vision, aims, objectives and strategic plan.

3. The role: why now, and what it is (and is not)

Why now

CCDT's Board is volunteer-led and is running close to capacity. Directors are too heavily involved in day-to-day operations, which limits their ability to oversee systems, manage policies, evaluate impact and plan. We rely on a small number of Directors, which is a real vulnerability. Our staff deliver services well, but they and our volunteers are under-supported.

At the same time, we are taking on the Community Hub. It carries short-term financial and reputational risk, and we believe it can be financially sustainable, but it needs dedicated capacity to bed in properly.

An independent self-assessment, completed with both staff and Directors, identified People and Operations, Communications and Impact, and Assets as our highest-priority areas for development, with Finance, Funding and Enterprise close behind. This post is designed to address all four.

The ambition

To lead CCDT from a volunteer-led operational board to a sustainable, self-contained, independent development trust that is operationally robust and commercially viable: less reliant on grant funding, and less reliant on a handful of Directors.

What the role is, and is not

This is a resilience and development post, funded to build CCDT's capacity. That distinction matters to us and to our funder.

This role IS	This role is NOT
Building and embedding the systems, policies and structures that make CCDT robust	Running the sauna, campsite, shop or hall day to day. Our staff and volunteers continue to deliver those services
Leading and supporting staff and volunteers through clear, coordinated line management	A stop-gap to cover staff absences or routine service delivery
Developing and testing the income model that proves this post is affordable from our own trading	Responsible for the Board's governance. Directors remain accountable for governance, and you support them
Bringing the Community Hub into steady operation and putting it on a sound commercial footing	A role with a guaranteed future beyond the funded two years. Continuation depends on what the income model shows

4. Job description

Job title	Organisational Development Manager
Employer	Cromarty Community Development Trust
Contract	Fixed-term, 2 years (1 January 2027 to 31 December 2028), subject to a three-month probationary period
Hours	Full-time 35 hours per week, flexible and some weekends
Salary	£40,000–£45,000, depending on experience
Location	Cromarty, based at the Community Hub (once open!), with some home working. Regular presence across CCDT's sites is expected
Reports to	The Board of Directors, through the Chair
Line manages	CCDT's employed staff, currently up to 10 people
Works with	Directors, staff, volunteers, tenants and users of CCDT's facilities, DTAS and its advisers, funders, local groups and partners

Purpose of the post

To lead CCDT's transition from a volunteer-led operational board to a sustainable, professionally run, independent development trust that is operationally robust and commercially viable, reducing reliance on grant funding and on a small number of Directors, and embedding the systems, policies, income streams and management capacity CCDT needs for long-term resilience.

Key responsibilities

1. Income, enterprise and financial sustainability

- Build, test and maintain a rolling income model covering Community Hub tenancy income, campsite and sauna occupancy, and thrift shop sales, with year-by-year targets.
- Identify and develop new and improved income opportunities from CCDT's assets and services, including higher-value thrift shop sales.
- Align financial management and reporting with CCDT's Reserves Policy and budgets, working with the Board's finance lead and bookkeeper.
- Present formal viability reviews to the Board at 12 and 24 months, and recommend any adjustments to scope, hours or income strategy.

Lead the work to show that this post can be funded from CCDT's own income by the end of the grant, and prepare the plan for what follows.

2. Compliance & Policies

- Develop, implement and maintain the statutory and good-practice policies CCDT needs, specifically across all projects and assets. Make sure policies are understood and followed in practice: through induction, training, checklists and regular review, not just a folder of documents.
- Maintain risk assessments, compliance records and an annual policy review cycle, reporting regularly to the Board.

3. People: staff and volunteers

- Take on coordinated line management of staff across all services, replacing the current arrangement in which individual Directors each manage one or two people, and enable shared working across projects.
- Provide regular supervision, support and development, and promote staff wellbeing and retention.
- Lead recruitment, induction and training processes, including a staff training and development plan where necessary
- Develop a volunteer support framework, especially for the thrift shop, community hub and community garden: recruitment, induction, supervision, recognition and clear roles.

4. Systems and operational resilience

- Review CCDT's current systems and processes in the first months and agree a prioritised plan with the Board.
- Consolidate, simplify and professionalise our parallel systems: customer bookings (campsite and sauna), project reporting, financial management and reporting, and maintenance scheduling across the slipway, campsite, thrift shop and sauna.
- Pull together live occupancy, sales and performance reporting so the Board has reliable information at a glance.
- Document processes so that operational knowledge sits in systems and people, not in individual Directors.

5. Assets and the Community Hub

- Bring the Community Hub into steady operation: attracting and supporting tenants, community users and services, and developing its income streams.
- Introduce planned maintenance and replacement-cycle scheduling across all assets, replacing reactive responses.
- Review the performance of each asset and advise the Board on opportunities and risks.
- Lead an options appraisal for the future of Townlands Barn / Sandilands House, working with the Board and relevant advisers.

6. Impact and communications

- Develop simple, proportionate tools to measure and report what each service delivers, for CCDT and the wider town.
- Produce regular impact reporting and case studies for the Board, funders and the community.
- Develop and deliver a communications and community engagement plan, strengthening our relationships with residents, local groups and partners across Cromarty, the Black Isle and the wider Highlands.

7. Supporting the Board and succession

- Provide the Board with timely, accurate management information and clear recommendations.
- Support the Board to refresh the strategic plan, adopt a succession plan and recruit new Directors, so that CCDT is less dependent on a few individuals.
- Help CCDT use its legal and administrative capacity to support smaller local groups with projects but no legal status, where the Board decides this is appropriate.

8. General

- Meet the monitoring and reporting requirements of CCDT's funders, including quarterly spend and progress reports, midway and end-of-project self-assessments and a final report to DTAS.
- Represent CCDT positively in the community and with partners.
- Undertake other duties consistent with the purpose of the post, which is to build CCDT's capacity rather than to deliver routine services.

What success looks like

By 12 months	By 24 months
Systems and policy audit complete and a prioritised plan agreed with the Board	Core staffing costs shown to be affordable from CCDT's own trading surplus, with a Board-reviewed income model
Single coordinated line-management structure in place for all staff	All statutory and good-practice policies in place, embedded and reviewed across every project and asset
Operations processes standardised across the trust with updated systems in place where necessary	Aligned financial, reporting and maintenance-scheduling systems across all services, linked to the Reserves Policy
Statutory policies developed and being implemented	At least two full impact-reporting cycles completed and regular community engagement embedded
Baseline income model and business plan built and first viability review presented to the Board	Succession plan adopted and Directors freed from day-to-day operational management
Volunteer support framework launched; Community Hub operating	Development plan for Sandilands House is operational; documented handover of all systems and models
East Church Hall operationalised and running in line with the above	East Church Hall is a thriving and successful asset to the town

5. Person specification

We want to hear from people who can show the knowledge, experience and qualities below. You do not need to meet every desirable criterion, and we welcome evidence from paid work, voluntary work or other experience. Please tell us in your supporting statement how you meet each essential criterion.

Essential

Criterion	Assessed by
Experience of leading and line managing a team, including part-time staff, and ideally volunteers	Application, interview
Experience of designing, implementing and embedding organisational systems and policies (for example HR, health and safety, safeguarding, recruitment), and making them work in practice	Application, interview
Experience of income generation, business development or running a trading operation, and the ability to build and use a financial or income model	Application, interview, task
Sound financial skills: budgets, management accounts and monitoring against targets	Application, interview
Experience of working with a Board, committee or other volunteer governance body, and of supporting or advising it	Application, interview
Ability to use data and simple measurement tools to evidence impact, and to report clearly in writing and in person	Application, task
Confidence with digital systems (for example online booking and accounting platforms) and the ability to introduce and consolidate them	Application, interview
Excellent communication and relationship skills, with the ability to engage community members, tenants, partners and funders	Interview
Self-motivated and resilient, able to work independently, set priorities across competing demands and use sound judgement in a small organisation	Interview
Commitment to community-led development and an understanding of what it means to work in and for a small rural community	Application, interview
Right to work in the UK	Pre-employment checks

Desirable

Criterion	Assessed by
Experience of a development trust, community enterprise or other community-owned organisation	Application, interview
Experience of managing buildings, visitor attractions, hospitality, retail or property	Application, interview
Knowledge of community asset ownership, asset management planning or asset transfer	Application, interview
Knowledge of the Scottish third-sector funding and support landscape	Application
A relevant qualification or training, for example health and safety (IOSH or NEBOSH), HR, project management, safeguarding or management	Application
Experience of recruiting and inducting staff or volunteers	Application
Local knowledge of the Black Isle or Highlands, and a full driving licence	Application

6. Terms and conditions

Contract	Fixed-term for two years, to 31 December 2028. The post is funded by the Recovery and Resilience Programme run by Development Trusts Association Scotland, with funding from Foundation Scotland. The grant period runs from 1 January 2027 to 31 December 2028
Start date	1 January 2027, or as soon as possible thereafter
Hours	Full-time, 37 hours. Some evening or weekend work may be needed occasionally
Salary	£34,000 to £37,000 per year, paid monthly. Starting salary within this range will depend on experience
Pension	Workplace pension scheme
Annual leave	28 days plus public holidays
Probation	three months
Notice period	1 month
Place of work	Cromarty, based at the Community Hub, with some home working by agreement
Equipment	Laptop to be provided
Checks	Right to work in the UK, satisfactory references
After the funded period	Our aim is to continue this post beyond the grant period, funded from CCDT's own income. Extension depends on the Board's decision, informed by the income model reviews at 12 and 24 months. We will be open with you about progress throughout.

7. How to apply, and what happens next

To apply, please send:

- an up-to-date CV (no more than two pages); and
- a supporting statement (no more than two pages) explaining how you meet each of the essential criteria in the person specification, and why you want to lead this work at CCDT; and
- the names and contact details of two referees (we will only contact them if you are offered the post, with your permission); and
- the completed equal opportunities monitoring form here: https://tinyurl.com/ccdteqo
- This is used only for monitoring and is separated from your application before shortlisting.

Send your application to [hello@cromartycdt.org.uk] by 10th November at 5pm GMT.

If you would like an informal conversation about the role before applying, please contact Matt Hall, Chair, on matt@cromartycdt.org.uk. If you need information in a different format, or any adjustments to take part in the process, please tell us and we will do our best to help.

Timetable

Stage	Date
Closing date for applications	Tuesday 10th November
Shortlisting	From Thursday 12th November
Interviews	w/c 23rd November

Selection process

A panel of Directors will shortlist against the essential criteria.

Shortlisted candidates will be invited to a panel interview and asked to prepare a short presentation.

Interviews will be based on the person specification, and all candidates will be asked the same core questions.

Equal opportunities and data protection

CCDT is committed to equal opportunities and to creating an inclusive workplace. We welcome applications from people of all backgrounds, and we will make reasonable adjustments at every stage of the process.

We will use the personal information you give us only to manage this recruitment process, will share it only with the people involved in recruiting, and will keep it securely. Unsuccessful applications will be deleted after six months. https://visitcromarty.com/wp-content/uploads/2026/09/DPP-Policy.pdf

8. Frequently asked questions

Will I be running the sauna, campsite and community hub day to day?

No. Our staff and volunteers continue to deliver those services. You will manage the staff and build the systems, policies and income model around them, so that the services run reliably and the Board is no longer pulled into daily operations. Of course, at times everyone needs to roll up their sleeves and help out, but our hope is that this will be minimal.

Who will I work with most closely?

You report to the Board through [the Chair] and will work with Directors who currently lead individual projects, with our staff and volunteers, and with the treasurer and bookkeeper on financial reporting. We also have access to support from DTAS.

Is the post permanent?

No, it is fixed-term for two years, from 1 January 2027 to 31 December 2028, and funded by the Recovery and Resilience Programme. A central part of the job is to build and prove the income model that would allow CCDT to fund the role itself afterwards. We cannot guarantee that outcome, and we will be open with you about progress through the formal reviews at 12 and 24 months.

Do I need to live in Cromarty?

You will need to be based locally enough to be regularly present in Cromarty, at the Community Hub and across our sites. Some home working is possible by agreement.

I have not worked for a development trust before. Should I apply?

Yes, if you can show the essential experience: leading a team, building systems and policies, income generation and working with a volunteer board. Experience of community enterprise is desirable, not essential.

How much freedom will I have?

A great deal. The Board has agreed the purpose and the outcomes it wants, and the postholder will shape how they are achieved. You will be expected to propose priorities, make decisions within agreed limits, and bring options to the Board.