



**Independent
Age**



**Director of Finance &
Governance**

Introduction from the Chief Executive

Thank you for your interest in the position of Director of Finance and Governance at Independent Age. This is a wonderful time to join us if you like driving positive change and impact!

Today our work remains as important and relevant as it was when we were founded 158 years ago, perhaps more so. Right now, in the UK, 18% of our population or 12 million people are aged over 65 and this number is set to grow over the next 50 years. Wonderfully, life expectancy has improved significantly since Independent Age was founded, increasing from 42 back then to over 81 today.

Yet over the last decade life expectancy has stalled and even declined for the poorest 10% of women. There is also now a five-year health gap in life expectancy between people living in wealthy areas such as some parts of London and others living in deprived areas such as in the North East.

Growing older can be a happy and joyful time. Providing an opportunity for us to focus on our interests, to spend more time with our family and friends, to learn new skills or go on new adventures. Yet too many of us find that those extra years are not all we'd hoped for, with an average 13 years of our later life spent in poor health.

Right now in the UK, 2.1m people over 65 are currently living below the poverty line and 1.2m people are chronically lonely, with Covid-19 having had a particularly cruel impact on their lives. At time of writing, 131,591 people have died due to Covid-19, the majority in later life. The chronic underfunding of the care sector and lack of Government focus left many people receiving care in their own home or living in a care home particularly vulnerable to the disease, re-highlighting the need for reform and investment.

A disturbing theme of ageism and discrimination has emerged during the pandemic. Too often older people have been reduced to their chronological age, or to a series of risk factors and put under pressure to sign a do not resuscitate order or refused access to treatment. Their rights and life stories ignored. This is the backdrop to our new strategy 2021-2023. Our over-riding aim is to deepen our impact and address inequalities in our society so that more people can live a happy, connected and purposeful later life.

To successfully deliver our strategy we need to ensure we have a strong positive culture and firm foundations, and this has required an extensive programme of root and branch change and transformation to ensure we really are fit for purpose. Since November 2019, we have had a long-term interim Director of Finance and Governance and we are now looking for a permanent postholder to continue the excellent work she has started. The new postholder will play a key role, with Senior Leadership Team colleagues, in leading and guiding the charity as we continue our transformation programme.

We are looking for an expert finance professional with in-depth knowledge of charity SORP and a strong knowledge of charity governance from working with the Board to assurance and compliance. Importantly we are looking for someone with a strong commitment to our work, our values and our Equity Diversity and Inclusion (EDI) principles and a transparent, accountable and compassionate leadership style. We need someone who will be able to lead, develop and inspire and be part of a fantastic team.

If you have these strengths and would like to join our transformation journey to ensure Independent Age is the charity people over 65 can rely upon then it would be great to hear from you.

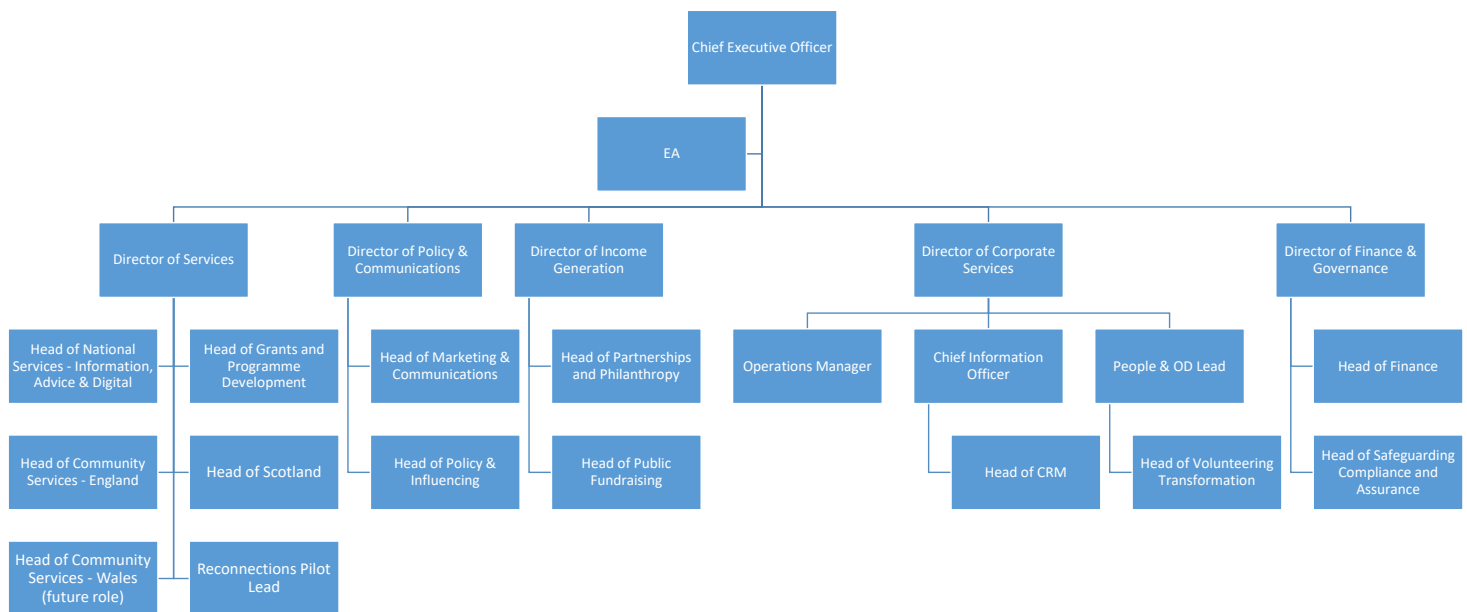
Deborah Alsina MBE
Chief Executive

About Us

Our mission is to make sure that as we grow older, we all have the opportunity to live well with dignity, choice and purpose. Our values and EDI principles (outlined in the job description) are central to our charity and how we deliver our mission.

We currently employ around 160 staff around the UK and benefit from the contribution of over 2,000 volunteers but have significant growth plans over the next three years as we work to scale up our impact and reach.

Our structure is shown in the organogram below:



After a great deal of work in 2020, assessing how we can maximise our impact for people over 65, 2021 sees Independent Age begin the implementation of our new strategic plan. The next three years will see us focus our resources on addressing inequalities in the critical areas of health and care, loneliness and poverty, and we will concentrate our efforts where we can have the greatest impact and reach.

As part of our new strategy, we've developed six strategic goals to ensure we successfully deliver our mission.

Goal One:

We will provide information and advice focusing on the issues that matter most as we grow older and will deepen our impact within communities, connecting people, places and services to reduce isolation and loneliness.

Goal Two:

We will develop a programme of support for organisations to strengthen the sector and develop an ecosystem of large and small organisations working more cohesively together to ensure everyone has the opportunity to age well.

Goal Three:

We will be a catalyst for positive policy change to ensure everyone can age well by producing credible and authoritative research and policy analysis; and using that insight to challenge the underlying causes of discrimination and inequality through effective influencing and campaigning activity.

Goal Four:

We will develop a strong reputation and significantly raise our profile to enable us to drive change and build our community of support.

Goal Five:

We will build a financially sustainable organisation that can deliver on our vision and mission for older people both now and in the future.

Goal Six:

We will be efficient, well run and a great place to work.

To achieve our goals, we are transforming our service model to one that is more tightly person centred and rethinking our geographic locations. We have no illusions that we can meet everyone's needs alone, nor do we have the resources to do so. That's why our strategy has a strong focus on building exemplar services, sharing our learning and on partnership working with other charities and across different sectors. We hope this will ensure that together, we can offer the services, activities and support people need, when, where and how they need them.

We also have a clear focus on ensuring we use our resources strategically and effectively and are working to diversify and grow our funding base, so that we build a strong sustainable charity. We are disinvesting our spending from some areas of activity so that we can instead invest, over the next three years and beyond, in our new direction.

We believe that key to our success will be to ensure that Independent Age is a brilliant place to work or volunteer. So, we are investing in our people – staff and volunteers – to develop them and ensure they have the skills and tools they need to deliver our mission. We are also creating a leaner, flatter staffing structure and building an organisational culture based on our values and EDI principles which is committed, positive and productive.

Our Governance

We have an active Board of 12 Trustees led by Baroness Julia Neuberger DBE who joined in October 2019. Our long-term treasurer is John Hannaford and our Vice-Chairs are Lucy Blythe and Vivienne Cogbill. The Board meets four times a year plus one annual away day.

We also have a number of Board Committees: Finance and Resources; Investment; Governance and Nominations; Services and Policy; and Marketing and Supporter Engagement. Most Committees meet four times a year.



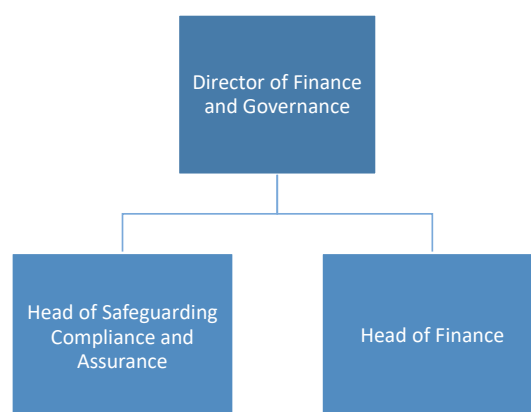
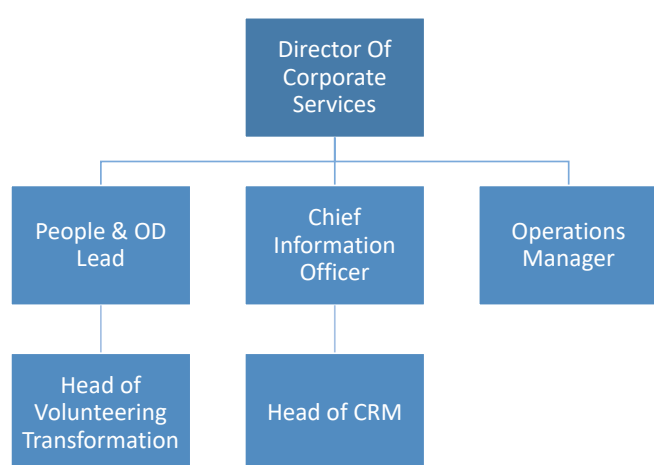
Our Leadership Structure and Corporate Services Directorate

Led by our Chief Executive, Deborah Alsina, our Senior Leadership team works closely together to strategically lead the charity and ensure we deliver our mission efficiently and effectively.

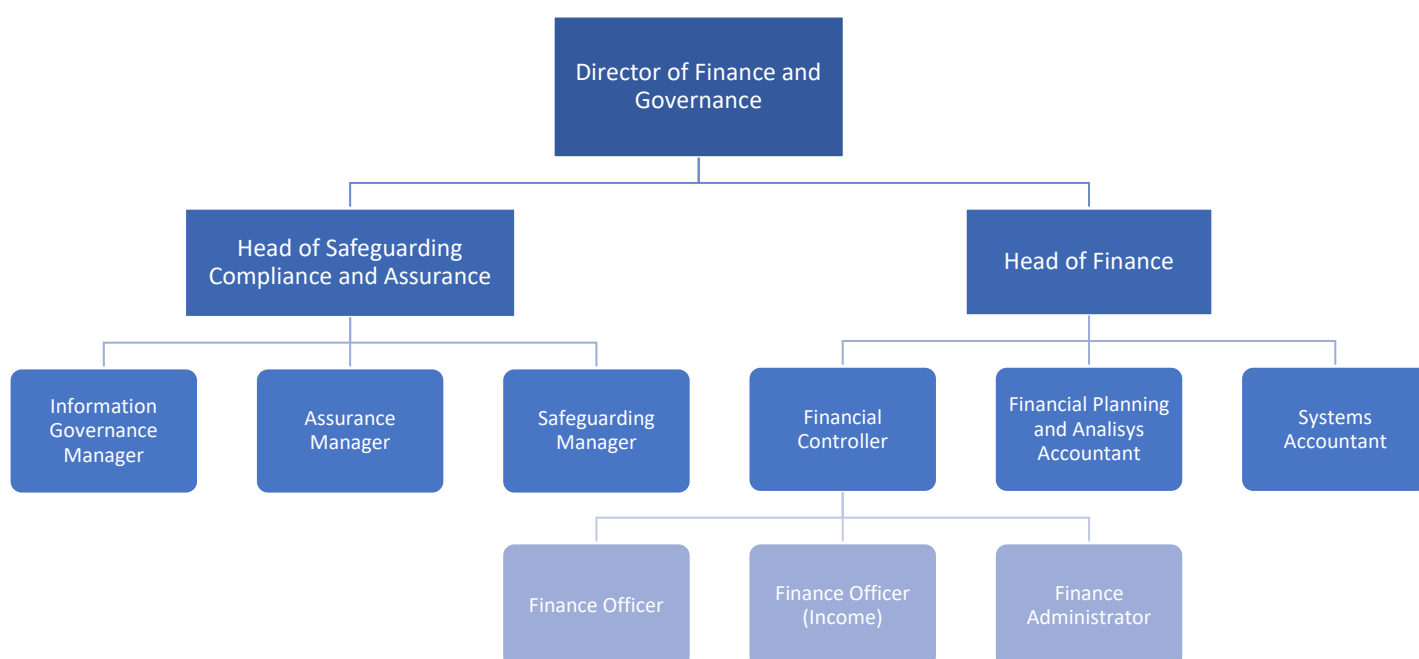
We have four Directorates at Independent Age each led by a member of the Senior Leadership Team:

- Services – led by Simon Hewett-Avison
- Policy and Communications – led by John Palmer
- Income Generation – led by Matthew Wilkley
- Corporate Services - jointly led by this role and our Director of Corporate Services, Stuart Rogers.

The structure of our Corporate Services Directorate is shown below:



The positions currently within the teams led by the Director of Finance and Governance are shown below – but of course the post holder will play a key role across the charity.



Job Description

Job Title:	Director of Finance and Governance.
Directorate:	Corporate Services (joint responsibility with Director of Corporate Services).
Reports to:	Chief Executive.
Direct reports:	Head of Finance & Head of Safeguarding, Compliance and Assurance – in total staff team of 11.

Role purpose:

As a member of the Senior Leadership Team (SLT), to provide inspirational and transformational leadership, developing and executing the strategy to ensure we deliver our mission efficiently and effectively and with a strong focus upon increasing our impact and reach.

This key post will be responsible for leading the continued development and implementation of the charity's financial strategy and processes so that we use our resources well and grow sustainable and diversified income streams for the future. Alongside this, the postholder will lead on the further development of our governance, internal planning, safeguarding, assurance and compliance processes including internal audit, to enable Independent Age to continue to deliver our mission safely, efficiently and effectively.

At Independent Age we live by our values and EDI principles.

Our Values are that we are:

- Purpose-driven – *the experience, needs and views of older people are central to everything we do*
- Compassionate – *we listen, care and take action*
- Expert – *our work is evidence-based and solution-focused*
- Collaborative – *we work in partnership to maximise our impact*
- Accountable – *we work with integrity and transparency*
- Inclusive – *we value diversity and always treat everyone fairly with dignity and respect.*

Our EDI Principles are that we will:

- Proactively challenge ageism and all other forms of discrimination throughout all our work.
- Celebrate and champion diversity within and outside our charity and create a culture where everyone knows that they belong.
- Develop our leaders so that they can act as role models and champions; and our staff so they can embrace these principles and apply them in their work.
- Deliver equity of opportunity for our staff, volunteers and the people who use our services whether they have a protected characteristic or not.
- Ensure our strategy, policies and actions are integral to our annual planning processes to ensure that we deliver our goals and that our values are central to their delivery.
- Commit to setting minimum target indicators for diversity and regularly review progress.
- Collect data to enable us to track our progress.
- Be publicly accountable and transparent about our progress.
- Use our influence to proactively champion the principles of EDI internally and with external partners.
- Continuously improve, adopt best practice and learn from and share with others.

Main Responsibilities

1. Leadership and Management

- As part of the Senior Leadership Team provide empowering, inspirational and transformational leadership to our staff and volunteers to achieve our mission.
- Perform a leadership role in delivering our values and EDI principles and proactively help to create a culture where everyone knows that they belong.
- Work collaboratively with the Senior Leadership Team and the wider leadership group to develop an integrated strategic plan, including multi-year financial projections, and ensure alignment of annual operating plans within the directorate and with other directorates.
- Support the development of a positive, values based and supportive culture whereby all of our people understand the significance of our work and are motivated to use their skills to make a meaningful difference.
- Provide effective performance management of any direct reports with agreed objectives and development plans in place to enable them to perform their roles effectively.
- Ensure your teams are effectively managing any budgetary or financial responsibility.
- Ensure your teams maintain compliance and adherence with all policies and processes to ensure good governance.

2. Financial Strategy and Policy

- Lead on the development and delivery of a rolling three-year finance strategy for the charity and ten-year financial model.
- Lead on the review and development of the charity's financial management policies and procedures including regularly reviewing delegated authority levels from the Board of Trustees.
- Advise the Chief Executive, SLT and Board of Trustees on tax implications of proposed activities and advise on the most tax efficient treatment (VAT, Gift Aid, employment taxes).
- Advise the Chief Executive and Board of Trustees (through the Finance and Resources Committee and Investment sub-committee) on the charity's financial investments and work with our investment managers to ensure effective ethical and responsible management of the charity's resources to maximise possible returns.
- Advise the SLT on all aspects of financial policy (including statutory requirements, best practice and the development of new initiatives).
- Proactively represent the charity in all appropriate fora and forge links with peers, potential partners and investors.

3. Financial Management and Accounting

- Working closely with the Head of Finance and Finance Team, ensure the effective financial management of the charity including monitoring the annual budget and cash flow, income and ensuring interim re-forecasts are prepared.
- Ensure the Finance Team partner effectively with colleagues to enable development of strong financial business cases and understanding of the financial implications of future plans.
- Lead on the development of a charity-wide culture of strong, effective and prudent financial management to ensure the charity uses its resources with maximum impact and support the Director of Corporate Resources with implementation of our new procurement processes.
- Ensure that the annual accounts are prepared and audited in accordance with statutory and internal requirements and that the results of this are reported to the Chief Executive and Board of Trustees.
- Work with the Director of Income Generation to develop an organisational view of fundraising performance and to ensure financial data and metrics are available to meet the needs of funders and other stakeholders.

4. Commercial Strategy and Implementation

- Working closely with the Director of Income Generation and Chief Executive to lead on the development and implementation of a commercial strategy for the charity.
- With the Director of Income Generation and SLT colleagues support the identification of commercial opportunities.

5. Organisational Strategic Management and Planning

- Participate in the leadership and management of the Charity as a member of the SLT and lead on corporate projects as requested by the Chief Executive.
- Deliver and model our organisational values and behaviours.
- In conjunction with the Chief Executive and SLT, lead on the development of annual plans across the charity and prepare an annual budget for sign off by the Board of Trustees.
- Work closely and in partnership with the Director of Corporate Services to provide excellent leadership of the Corporate Services Directorate.
- Work closely with the Chief Executive on development, implementation and monitoring of the charity's five-year strategic plan.
- Develop relationships with external stakeholders as is appropriate to the role.
- Represent the charity and speak at relevant conferences and events as appropriate.
- Deputise for the Chief Executive when required.

6. Governance including Safeguarding, Assurance and Compliance

- Work closely with the Chief Executive in convening, co-ordinating and preparing papers for the Board of Trustees, Finance and Resources Committee, Investment Sub Committee and Governance and Nominations Committee and attend all meetings.
- With the Head of Safeguarding, Assurance and Compliance and with SLT colleagues ensure development and review of policies and procedures seeking appropriate Board input and sign off.
- Work with Head of Safeguarding, Assurance and Compliance, CEO and SLT colleagues ensure the development and review of the charity's risk register and systems for monitoring and reporting on risk.
- Support the Head of Safeguarding, Assurance and Compliance to manage all areas of the postholders responsibility which includes safeguarding, contracts, compliance including GDPR and risk.

7. General Responsibilities

- Undertake any other duties commensurate with the level of the role.
- Have fun and challenge yourself at work, model the charity's values and abide by our policies and practices.
- Contribute to our fundraising effort by embracing opportunities to fundraise yourself, to promote fundraising and to support the fundraising team.
- Share in our commitment to safeguarding adults at risk of harm.
- Ensure that information is obtained, used and stored in accordance with our Data Protection and Confidentiality policy.



Knowledge and Experience

- Qualified accountant with 5+ year's operating at a senior level.
- A first class understanding of statutory and management accounting with knowledge of charity SORP.
- A detailed understanding of managing VAT, tax and Gift Aid risks within a UK registered charity.
- Proven success in budget and resource development including developing and monitoring performance management systems to manage both operational and project work.
- Proven experience of strategic and annual planning and the ability to develop business plans for external investment.
- Extensive experience of team management and development.
- Experience of managing significant financial investments.
- Experience of outsourced pension schemes.
- Good knowledge of accounting software packages (preferably SUNSystems).
- A good understanding of charity law and relevant charity commission guidance, the requirements of GDPR and relevant risk management and safeguarding frameworks.

Skills and Abilities

- Excellent written and verbal communication skills with an ability to build relationships with colleagues and external suppliers and an ability to present financial information to non – financial staff.
- A track record demonstrating a combination of commercial acumen, analytical rigour, attention to detail and ability to prioritise conflicting priorities and work to deadlines.
- Ability to work well cross – functionally and to lead on specific projects.

Styles and Behaviours

- Commitment to Independent Age's values and EDI principles.
- A positive, hands-on 'can do' attitude, with energy and enthusiasm for the cause.



Terms of appointment

Salary	The salary for this role is £80,000 per annum on a full-time permanent basis.
Location	This role will be based at our Head Office in Avonmore Road London, with home working available.
Annual leave	28 days annual leave
Working hours	35 hours per week
Pension	Pension The information about our pension scheme can be find below. Those in the pension scheme also get 4 x salary life assurance cover.

Employee Contribution	Independent Age Contribution	Total Contribution
3%	5%	8%
4%	6%	10%
5%	8%	13%
6%	10%	16%
6%+	10%	16%+



How to Apply

To make an application, please go to <https://starfishsearch.com/jobs/independent-age-dir-finance-governance/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date	Friday 8th October 2021
Preliminary interviews with Starfish	w/c 18th October 2021
Interviews with Independent Age	w/c 1st November 2021
Second stage interviews	End w/c 1st November 2021

