



**Evidence.  
Ideas.  
Change.**

# Application pack

Director of Finance and Business Improvement

Ref.: Finance/03/2019

Location: London

Closing date: Sunday, 28 April 2019

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ODI is an equal opportunities employer.

The Overseas Development Institute is a Charitable Company limited by guarantee:  
Charity No: 228248. Registered in England and Wales: Company No: 661818.

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Candidates are strongly advised to study ODI's activities and objectives before completing an application form. Further information can be found on [odi.org](http://odi.org).

## An introduction to ODI

### Who we are

ODI is an independent, global think tank, working for a sustainable and peaceful world in which every person thrives. We harness the power of **evidence** and **ideas** through research and partnership to confront challenges, develop solutions and create **change**.

ODI has around 240 staff, two-thirds of whom are researchers with the remainder providing a range of communications and professional expertise.

### What we do

- We undertake cutting-edge research and analysis to generate evidence, ideas and solutions.
- We act as trusted, expert advisers to those making change around the world.
- We bring people together to turn ideas into action.
- We communicate our work around the world to increase its reach and impact.

### Our guiding principles



We are **independent** and trusted: established in 1960, ODI is non-partisan, non-profit and evidence-driven. Our independence is the cornerstone of our credibility. It allows us to develop fresh ideas, challenge orthodoxies and take the risks we need to succeed.



At a time when the world is faced with complex dilemmas, **innovation** will be essential to finding, testing and scaling bold ideas and solutions. We will be increasingly innovative in the ways in which we bring people together, communicate ideas and increase our influence.



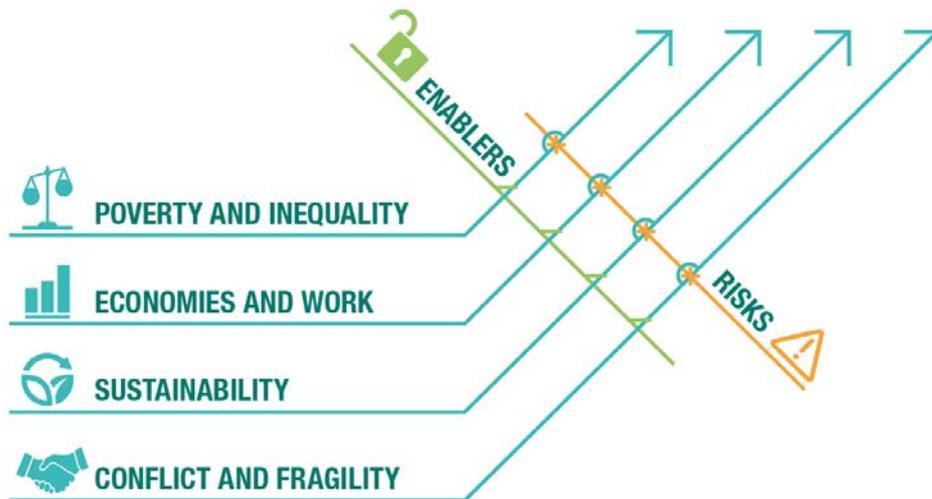
We are a **global** organisation, with staff, partners and ODI fellows in 50 countries around the world. The changes we seek require local knowledge, new relationships and perspectives, and credibility with decision-makers at both the national and international levels. We will therefore strive to broaden where we work in the world, as well deepen and strengthen our links with who we work with, especially at country level.



ODI exists to have real **impact** for those who need it most. This is at the centre of our thinking about what to do, where to go and how we measure our success.

## Our work

Our work addresses four key global challenges, and explores the tools and approaches needed to enable progress and address risks.



## Our values



### Independence

Our work is independent from our funders. Staff are able to challenge donor thinking and policy and the wider development consensus.



### High quality

We ensure best practice, innovative approaches and continuous improvement in our research, policy advice and public affairs.



### Fairness, diversity and equality

We treat all staff and partners fairly and with respect.



### Working together

We continuously try to foster better relationships throughout the organisation. We believe that by working together in a supportive environment, we will achieve more and have greater impact.



### Transparency and accountability

We report openly on our use of public funds, and fully communicate our work to our donors, research subjects and partners.



### Sustainability

We use resources in a sustainable way, conscious of our impact on the environment.

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<b>Job description</b>	
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<b>Job title:</b>	<b>Director of Finance and Business Improvement</b>
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<b>Responsible to:</b>	<b>Executive Director</b>
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<b>Responsible for:</b>	<b>Financial Accounting Team, Project Accounting Team, Business and Systems Development Team</b>
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<b>Purpose of Job</b>
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We are looking for a Director of Finance with strong commercial acumen who can take on an institutional leadership role and work in collaboration with the Executive Director and other members of the Senior Leadership Team to deliver on ODI's strategic goals for increasing the scale, quality and impact of its research.

The postholder will have lead responsibility for developing and delivering a new financial and commercial strategy and driving increased operational efficiency. They will be expected to both run and transform the existing finance department, which is in the final stages of implementing a new system, so it is able to deliver benefits of improved efficiency, better management of information and analysis.

The development of a stronger Business Development function will be critical to the ongoing change process and the postholder will have lead responsibility for this area.

Lead a finance function of up to 15 staff with responsibility for a functional budget of £1m. Owner of key external relationships within ODI including auditors, bank etc.

<b>Main duties and responsibilities</b>
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<b>Strategic Financial Management and Direction</b>
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- Ensure the appropriate vision, policies and processes are in place to ensure the long-term financial sustainability of the charity and advising the Executive Director, Senior Leadership Team (SLT) and the Board on the financial consequences of proposed actions.
- Advise on the business and financial implications of proposed major new projects, new services and partnerships, including financial models.
- Ensure at all times that the legal and tax structure of ODI operations is optimised. Implement a robust financial planning, budgeting, forecasting, and monitoring cycle that is well understood, widely accepted across the organisation and available at all times throughout the year.

- To meet the information needs of the Board and SLT notably the establishment and monitoring of key financial performance indicators
- Developing and maintaining multi-year financial planning alongside multi-year programme planning and ongoing annual budget setting within this context
- To support and participate in the communication of financial issues internally and externally, ensuring this is understood by non-financial managers and staff and that financial management capacity is developed in the organisation

#### **Fundamental Review of Business Model and Cost Base**

- Contribute to a fundamental review of the ODI business model. This will include ODI's ways of working, the mechanisms for generating and managing its funds and the way that ODI manages its support functions.
- Identify opportunities for improving systems and processes, working with external providers and internal staff to develop and implement the requisite changes. During 2019, a priority for the position will be responsibility for completing the rollout of a new financial management system and improving associated business processes across ODI.
- Monitor and contribute to managing the significant organisational change that will result from the review.

#### **Risk Management and Control Environment**

- Ensure ODI always has in place a set of processes, controls and checkpoints that provide adequate and effective governance, compliance with regulatory requirements and the management of risk
- Ensure that we have governance and audit processes fit for the purposes of a large (over 220 FTE, £40m turnover) charity
- Ensure we have in place at all times appropriate activities to manage as appropriate the currency risks we face due to the international nature of our funding base

#### **Management of Investment and Reserves**

- Manage the organisation's investments and cash including forecasting and monitoring cashflow
- Ensure that our reserves policy remains fit for purpose at all times, getting agreement from trustees when review is required
- Work with trustees to ensure an appropriate investment policy and implement strategy to hold reserves as cash, or realisable investments as maybe required

#### **Management and Development of Finance and Business Development Teams**

- To structure and lead the teams in working with colleagues across ODI, providing day to day support and financial advice, ensuring this team is recognised for effective, efficient, and a timely business-oriented service
- To develop an organisational culture of building financial analysis and other commercial inputs into key strategic decisions. Formulate and implement a vision for building organisational relationships between our key donors and senior ODI staff whilst ensuring new opportunities are assessed against robust criteria and are supported by a development framework and funding strategy.
- Review the operation of the Finance Department (in alignment with implementation of the new financial management system and outcomes of the business model review) to ensure it's operation is streamlined and fit for purpose and duplication and parallel systems are eliminated.

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- To lead, recruit, motivate, empower, develop and appraise the team

### **Crisis Management**

- As a key member of ODI's SLT, you will be expected to take an active role in the management of critical incidents that may affect the organisation as part of the crisis management team (CMT).

### **People Management**

- As an organisational leader you will be expected to role model positive leadership behaviours and manage staff in a collegiate way in line with ODI's values, ethics, policies and procedures, whilst pro-actively managing performance
- Responsible for ensuring managers throughout your areas of responsibility do so for their staff

## **Person Specification**

### **Essential**

- Authoritative understanding of specialist fields i.e. finance, risk, business planning
- Substantial experience of working at senior management and involvement in strategic development of an organisation
- A senior qualified financial professional with wide experience of business planning, functional development and performance reporting
- Significant experience of managing staff to be high performers, and leadership of accounting/finance function including restructuring/creating new functions
- Development of financial processes, systems and planning processes
- Experience of leading on new financial models and substantial change over significant timescales
- Track record of identifying and implementing new systems and solutions and achieving measurable improvements in service delivery

### **Desirable**

- Specific knowledge of the charity sector, and the not for profit/social enterprise sector, the SORP reporting requirements and of the applicable tax, accounting and legal environment OR knowledge of the financial environment of a consultancy business

### **Skills and abilities**

- Ability to understand the environment in which ODI operates, to contribute strategically and to make linkages between financial and non-financial issues
- Ability to exercise professional judgement at a senior level making key financial decisions within the framework of ODI governance
- Ability to translate strategy into workplans and actions, and to lead a team to deliver strategy
- Experience of change management to be part of delivering change effectively to a wide cross section of managers and staff
- Strong cross-functional and collaborative working style

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| <ul style="list-style-type: none"><li>• Strong communication and influencing skills, both written and verbal, including presentation skills and ability to communicate financial issues to non-financial staff</li><li>• Excellent team building skills</li><li>• Strong management skills including performance management, staff development skills.</li><li>• Highly analytical and strong problem-solving skills</li><li>• A commitment to the aims, objectives and values of the ODI</li><li>• Knowledge of IT and the IT function</li></ul> |
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<b>Key relationships and contacts</b>
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| <ul style="list-style-type: none"><li>• ODI SLT, Heads of Programmes, Heads of Departments and staff</li><li>• ODI Trustee Board and Finance subgroup</li><li>• Auditors, VAT and taxation advisors, Bank and Investment managers</li><li>• Peers within sector</li></ul> |
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**All staff are expected to:**

- Positively support equality of opportunity both within ODI and externally
- Help maintain a safe working environment and take responsibility for their own and colleagues' Health and Safety
- Undertake such other duties within the scope of their post as may be requested by their Manager

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## Application process

**ODI job site:** <https://jobs.odi.org.uk>

**Closing date:** The closing date for receipt of applications is midnight, UK time, on: **Sunday, 28 April 2019**

**Expenses:** It is our policy to only support the travel expenses to attend an interview for those who are travelling from outside the UK. Please contact the HR Department to discuss this and to ensure their approval prior to booking.

## Terms of employment

**Location:** ODI is based at 203 Blackfriars Road, London SE1 8NJ, UK

**Salary:** £78,539 - £102,425 per annum on ODI's pay structure. Starting salary will be dependent on qualifications and experience, and subject to review.

Salary will be payable by equal monthly instalments (half in advance, half in arrears) on the 15th day of each month.

**Hours:** 09:30–17:30, Monday to Friday, 35 hours per week.

**Contract: Permanent** All contracts of employment are subject to a six-month probationary period.

**Leave:** 25 days per annum, plus statutory holidays and 3 days' paid leave for the office closure during the Christmas and New Year period. Maternity, paternity, adoption and parental leave. Full-pay sick leave after a qualifying period.

**Pension:** The Institute offers a contributory pension scheme with the Universities Superannuation Scheme (USS). [www.usshq.co.uk](http://www.usshq.co.uk)

**Union:** ODI recognises UNITE and all staff have the right to become members.

## Additional benefits

**Loans:** The Institute offers an interest-free season ticket loan on completion of probationary period.

**Cycle to Work Scheme:** Save up to 42% on the value of a bike and accessories for commuting, and pay monthly through your salary.

**Learning and development:** ODI offers a comprehensive Learning and Development programme, with training available to all staff at all levels in a range of skills areas.

**Career progression:** ODI provides biannual career progression opportunities to all staff, whether through our researcher career progression (promotion) route or through our non-researcher career development route.

**Employee assistance programme:** Confidential Health and wellbeing support.

**Flexible working options:** Support in maintaining a healthy work-life balance.

**Maternity, paternity and adoption leave:** Enhanced pay for eligible employees after a qualifying period.

**Relocation:** Assistance is available towards employees who have been recruited from a place outside the UK.

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## Other information

ODI is based at: 203 Blackfriars Road, London, SE1 8NJ.

Our offices are close to a wide range of cafes and bars, and to Waterloo, Waterloo East and Southwark stations. There are good transport connections to all parts of London.

ODI is within easy walking distance of South Bank Concert Halls, the Old Vic and National Theatres.



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