



Director of Finance & Resources

CANDIDATE PACK
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ABOUT US

Sands is the stillbirth and neonatal death charity. We operate throughout the UK, supporting anyone affected by the death of a baby, working to improve the care bereaved parents receive, and promoting research to reduce the loss of babies' lives.

Sands was founded in 1978 by a small group of bereaved parents devastated by the death of their babies, and by the total lack of acknowledgement and understanding of the significance and impact of their loss.

Since then, Sands has played a key role in raising public awareness of baby death across the UK, supported thousands of parents whose babies have died, worked closely with Health Care Professionals to improve the care bereaved parents receive, and funded much social and medical research to help better understand why babies die and prevent such tragedies.

We are made up of staff and volunteers. The Sands Helpline works together with our local volunteer Groups and befrienders to ensure that anyone affected by the death of a baby has access to compassionate, experienced support.

Our Improving Bereavement Care team works with health and social care professionals to provide training and resources to support them in delivering the very best bereavement care for parents.

Thanks to the hard work of our supporters we are able to fund crucial, high-quality research to understand why babies die and find new interventions to prevent more deaths. Our Research and Prevention team work at national level on quality-improvement initiatives to make maternity and neonatal care safer.

For more information please visit us on www.sands.org.uk

“

Today, despite Sands' successes, there is still much work to be done, not only in supporting anyone affected by the death of a baby, but in striving to reduce the baby death rate which remains unacceptably high in the UK.

”



ABOUT US

OUR VISION FOR THE FUTURE

Sands' vision is for a world where fewer babies die and when a baby dies anyone affected by the death receives the best care and support for as long as they need. Parents and families who have experienced baby death remain at the core of everything we do.

OUR MISSION

We work to reduce the number of babies dying and to improve care and support for anyone affected by the death of a baby, closely with Health Care Professionals to improve the care bereaved parents receive, and funded much social and medical research to help better understand why babies die and prevent such tragedies.

OUR PURPOSE IS

- ▶ to support anyone affected by the death of a baby
- ▶ work in partnership with healthcare professionals to ensure that bereaved parents and families receive the best possible care
- ▶ to promote improvements in practice and fund research to help reduce the number of babies dying

OUR VALUES

We will be compassionate, collaborative and evidence-based

We commit to working as one organisation; learning from experience and striving for continual improvement through innovation

We will be open and honest; working with respect and integrity, showing empathy, and being inclusive in everything we do

OUR 4 STRATEGIC OBJECTIVES

1

To reduce the number of babies dying before, during and shortly after birth

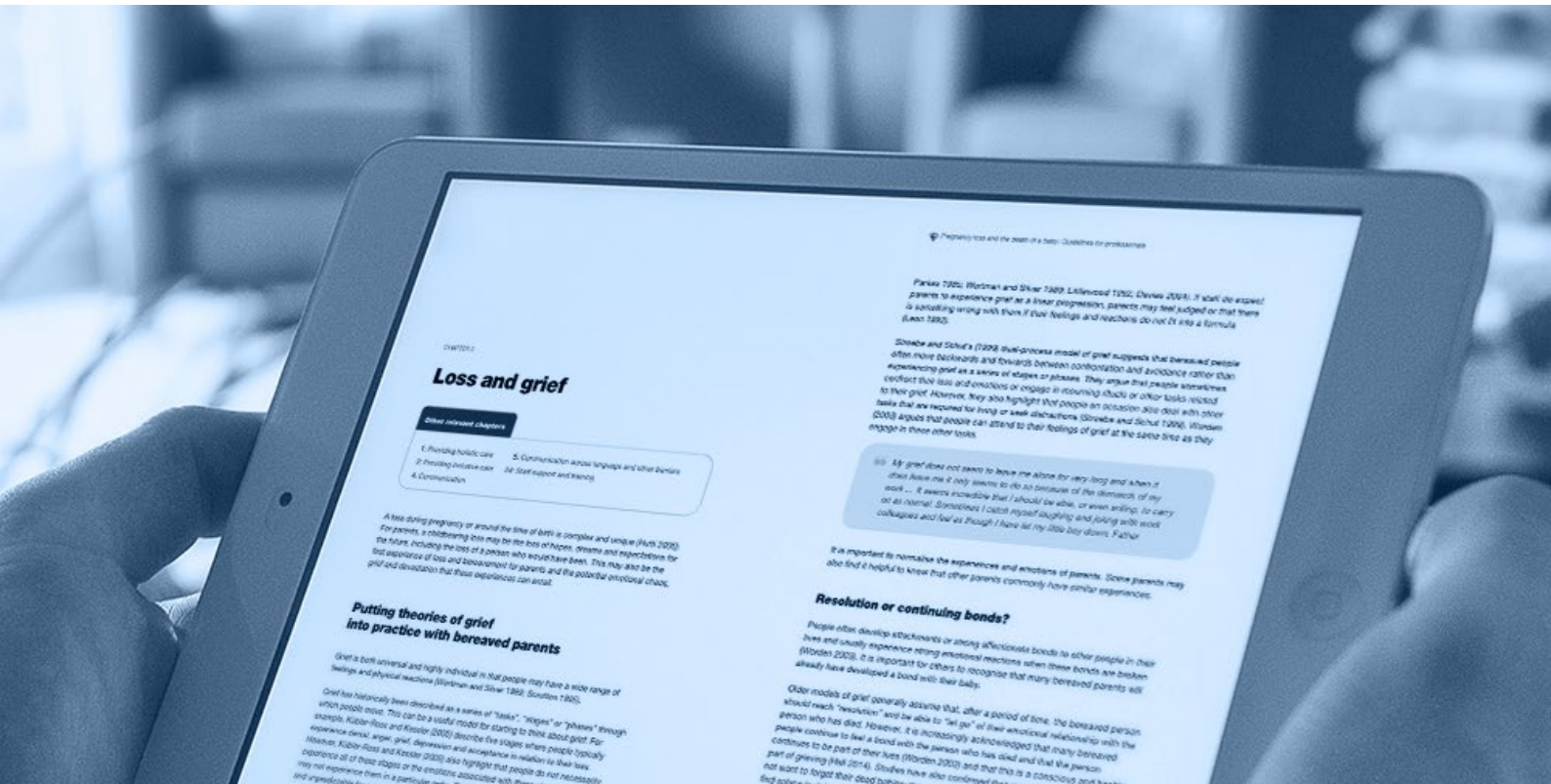
Many of these tragedies are potentially avoidable; research and a thorough review of every death will help us understand better how to avoid them, but then this understanding must be put into practice. At Sands we work to ensure that healthcare professionals, parents and the public understand what makes a difference.

2

To ensure the right care and support is available at the right time after the death of a baby

The care and support that is available after the death of a baby can make a significant difference to the emotional and physical wellbeing of parents.

Many parents and families tell us that it was the support that they received that made the biggest difference to their ability to cope with both the initial devastation, but then also in the longer term. It is absolutely vital that all parents are able to access the support that they need, in the form that they need and when they need it.



OUR 4 STRATEGIC OBJECTIVES

3

To grow as one strong, sustainable and effective organisation

In order to make a real difference, Sands needs to grow in such a way that keeps bereaved parents and families at the heart of what we do, and which encourages the whole organisation to work, think and act together as one. Using innovation, collaboration and holistic thinking, we will focus on continually improving what we do and how we do it – developing our approach as a learning organisation to become as effective as possible.

4

To raise awareness of the issues relating to stillbirth and neonatal death

When their baby dies, the profound grief that parents feel is often compounded by disbelief – ‘we didn’t know this could happen’. Parents describe feeling isolated and alone, with friends and family uncertain how to reach out and offer much needed support.

In addition, lack of awareness of the issues means that the key actions that parents can take to reduce the risk of stillbirth and neonatal death are often not known.

By raising awareness of the issues relating to stillbirth and neonatal death we can not only break the taboo and lift the isolation felt by so many, but also raise awareness of safer pregnancy messages.



KEY HIGHLIGHTS FROM 2017-18

517

bereaved parents
and families helped
per month

1,059

bereaved parents
and families used our
online community

101

new befrienders
trained

1,500+

support group
meetings hosted

2,679

helpline calls
and

1,801

emails

72,300

bereavement
support booklets
distributed

2,084

memory boxes
provided

5,215

family support packs
distributed

11

pilot sites
in England

2,640

healthcare
professionals trained

1,123

copies of
Guidelines for
Professionals
distributed

4

new research
studies funded
£250,000
invested



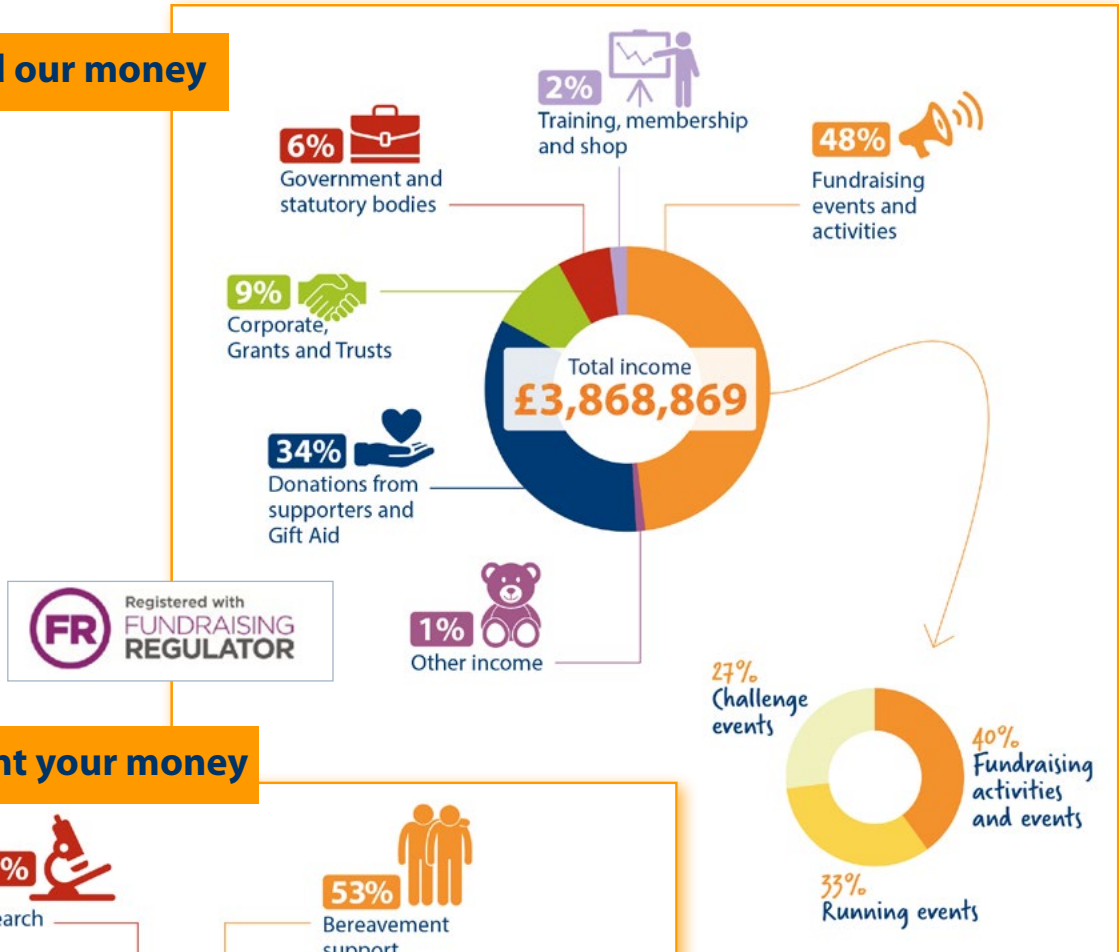
1,082

mentions in media,
TV and radio

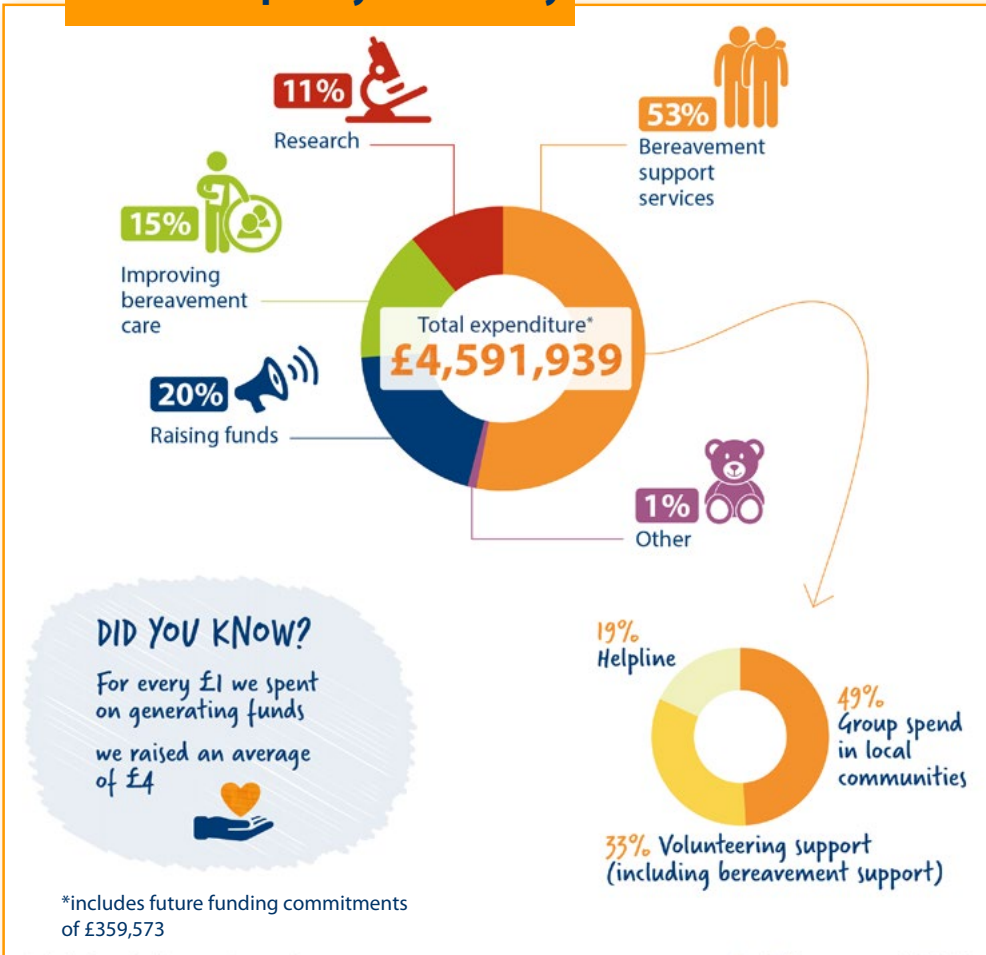


OUR FINANCES 2017-18

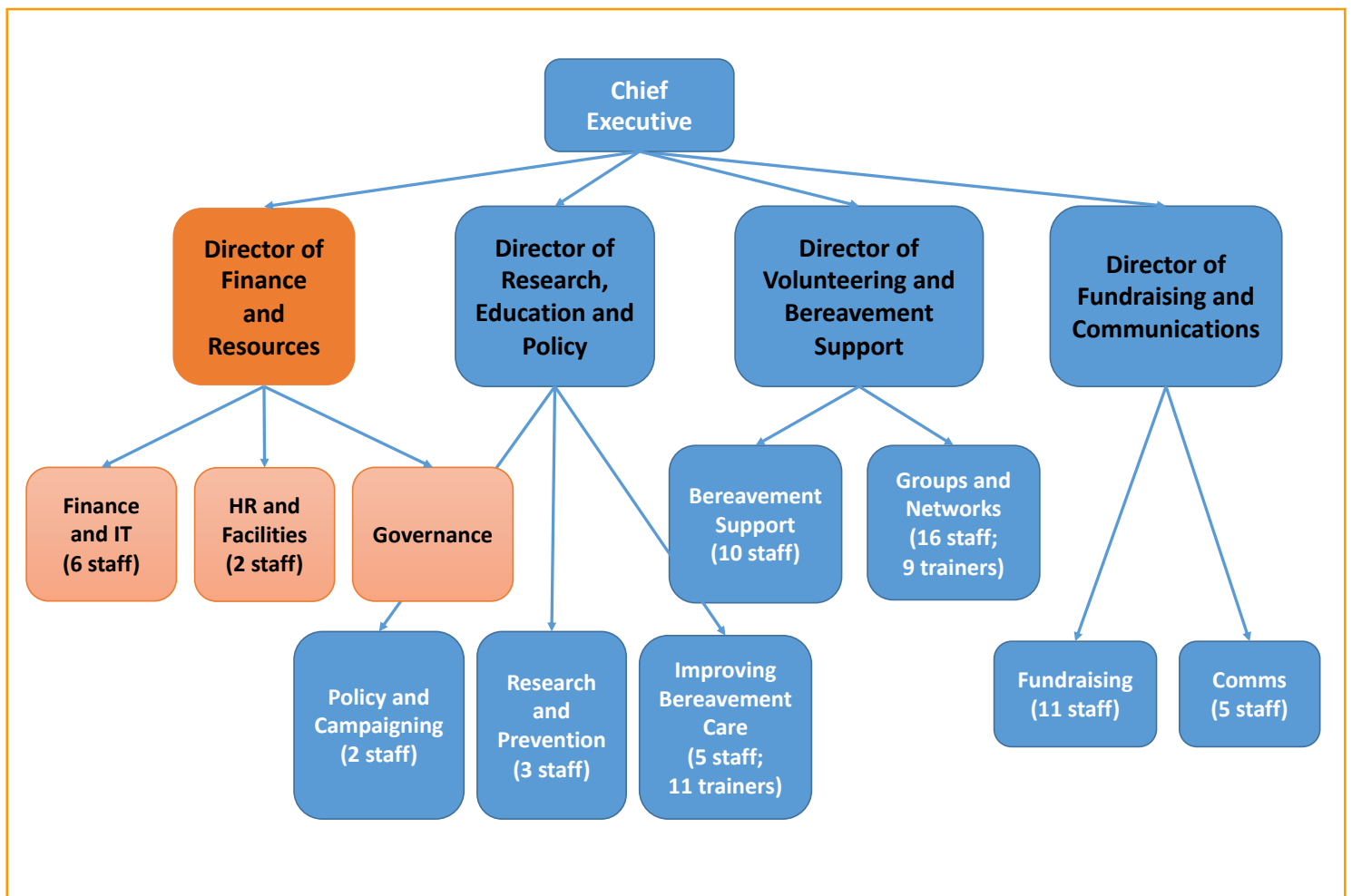
How we raised our money



How we spent your money



OUR ORGANISATION



THE ROLE

Job title:	Director of Finance and Resources
Responsible to:	Chief Executive
Responsible for:	Finance and IT; HR and Facilities; Governance
Location:	Sands Head Office
Contract:	Permanent
Hours:	35 per week (9.30am to 5.30pm)
Remuneration:	£60,000 plus London Weighting Allowance

MAIN PURPOSE OF THE JOB:

1. To provide strategic and financial guidance to ensure that Sands' financial commitments are met, developing the necessary policies and procedures to ensure sound financial management and control across the organisation, and embedding the 'New Financial Model' that has been adopted to support the holistic work of Sands
2. To develop and manage Sands' IT services so that the organisation is better enabled to deliver on strategy and achieve its objectives
3. To provide guidance and strategic direction for HR in Sands, implementing relevant policies and programmes that promote excellent practice
4. To manage Sands' premises and facilities, ensuring they support Sands in achieving its strategic objectives
5. To support Sands in demonstrating an exemplary approach to governance, both through the role of Company Secretary and as senior staff lead on governance
6. To ensure that the 'Finance and IT' and 'HR and Facilities' teams are structured and developed to enable them to work effectively and confidently to an excellent standard, supporting the strategic aims of Sands
7. To manage the teams in the Finance and Resources Directorate to achieve the effective delivery of the strategy and business plans
8. As a member of the Senior Leadership Group to contribute to the development and implementation of Sand's organisational strategy, ensuring a holistic approach to the delivery of our objectives, and that best use is made of the strengths of staff and local groups

THE ROLE

PRINCIPAL TASKS AND RESPONSIBILITIES:

1. LEADERSHIP

1.1 As a member of the Senior Leadership Group (SLG)

- Using excellent leadership skills lead the 'Finance and IT' and 'HR and Facilities' teams to achieve Sands' full potential in these areas
- Support the CEO in the development and implementation of organisational strategy, taking an organisation-wide view, as well as providing expertise on finance, IT, HR, facilities and governance
- Contribute to the monitoring of progress towards Sands' strategic objectives, using evaluation and feedback to strive for continual improvement to ensure the organisation meets its strategic objectives
- Contribute to the effective and efficient running of the organisation, including providing advice and support around appropriate governance frameworks, and identifying opportunities to improve and further both internal and external activity
- Provide a model of good leadership, supporting the culture of Sands as a learning organisation, demonstrating Sands' values and enabling the growth and development of others within the organisation

1.2 As Director of Finance and Resources

- Develop relevant strategy and business plans, setting team objectives that will deliver them
- Manage and motivate staff including recruitment, supervision, objective-setting, and performance review
- Set and monitor income and expenditure budgets for Finance and IT, HR and Facilities and Governance, acting to correct under-achievement of income and/or over-expenditure
- Lead on quality assurance in the directorate ensuring that high quality work is delivered on time and effective systems and structures are created to achieve this
- Build a team culture that reflects Sands' values, and nurtures strong co-operative working within the team and with colleagues across the organisation
- Identify and manage risk arising from the Department's activities and implement appropriate systems of internal risk management and control
- Work with all other directorates to ensure an organisation-wide approach

THE ROLE

2. FINANCE AND IT

- Develop and implement Sands' financial strategy, ensuring that the organisation is supported in whole-organisation strategic planning and that key financial risks are identified and mitigated
- Embed the New Financial Model adopted by Sands to ensure it becomes business as usual and supports holistic working across the whole organisation
- Ensure timely, comprehensive and transparent financial reporting which is tailored to meet the needs of different stakeholders from staff through to the Board, providing a 'compass' for sound and robust decisions to be made
- Develop annual budgets with the Senior Leadership Group and Senior Line Managers, ensuring that financial targets are met and financial and statutory regulations are complied with. Provide financial advice and guidance where needed which promotes understanding and ownership of budgets and enables objectives to be met
- Responsible for the preparation of Sands' financial accounts to ensure that these are presented accurately and on time; liaising with internal and external auditors where appropriate to ensure that all finance-related activities are carried out to the highest standards and in accordance with accepted best practice
- Ensure that Sands complies with all agreed financial procedures, regulations and internal controls assisted by a robust internal audit programme
- Ensure all necessary processes, policies and procedures are in place and maintained, promoting effective and efficient financial management
- Implement necessary improvements and maintain the operation and control of financial controls, standards and systems
- Monitor external contracts and services provided by suppliers to ensure that these are free of conflicts, operating effectively and provide the best value to Sands
- In consultation with the Board of Trustees, develop an appropriate reserves strategy and an ethical investment strategy
- Support funding and grant applications
- Maintain oversight of all contractual arrangements at Sands in order to safeguard the charity's assets, including its intellectual property
- Responsible for payroll and production of year-end HMRC payroll returns. Responsible for other relevant reporting and returns, such as VAT, Gift Aid and P11D

THE ROLE

3. INFORMATION TECHNOLOGY (IT)

- Responsible for the introduction of a new Information System which will enable Sands to work more effectively and efficiently, with particular focus on enhancing the interface between finance and fundraising
- Responsible for the outsourced IT services, ensuring an efficient and effective service across Sands, whilst also seeking continuous improvement and an innovative approach
- Ensure the IT service for all users is fit for purpose

4. HUMAN RESOURCES (HR) AND FACILITIES

HR

- Ensure that effective systems and policies are in place to support all HR aspects of Sands' work
- Promote and embed employee engagement and consultation across Sands, creating a culture of respect that reflects the values and strategic objectives of the organisation. Oversee all contractual relationships and ensure that the recruitment and retention process is effectively managed
- Provide a strategic approach to relevant training and skills development across Sands
- Work to prevent accidents and work-related ill-health by managing health and safety risks in the workplace

Facilities

- Ensure that Sands' premises and facilities offer a safe, collaborative and welcoming environment for all, and support the principles of conservation, recycling and sustainability

5. GOVERNANCE AND COMPANY SECRETARY

- Ensure compliance with relevant legislation and with Sands' Articles of Association
- Ensure regulatory and reporting requirements are met, including timely submission of statutory returns to Companies House, the Charities Commission and the Office of the Scottish Charity Regulator
- Data Protection Officer for the charity; ensuring that GDPR-compliant processes are embedded across the charity, including registration with the Information Commissioner's Office
- Ensure a robust and effective approach to risk management and business continuity, including all relevant policies to support this approach
- Provide support to the Board of Trustees in their governance of Sands
- Provide a point of contact for all legal matters relating to Sands

THE ROLE

6. GENERAL

- Undertake other duties commensurate with the post as required by the Chief Executive and Board of Trustees from time to time
- Work flexibly with other members of the team
- Maintain confidentiality over personal information relating to staff and clients
- Abide by all Sands Policies and Procedures
- Undertake all mandatory training as required
- Participate in annual appraisal and personal development review
- Promote the Sands vision and values at all times
- This Job Description is not contractual and is liable to change over time



PERSON SPECIFICATION

The person appointed will have strong leadership qualities, be a strategic thinker, and bring energy and an innovative approach to the role. We are looking for someone who can provide strong financial leadership, who has the ability to provide effective HR leadership, and who can provide governance support. Above all, we are looking for someone who believes in the importance of the work that Sands does, who feels real empathy for those who are affected by the death of a baby, and has a determination to reduce the number of babies dying and to improve the care and support that parents receive.

ESSENTIAL CRITERIA

QUALIFICATIONS

- Honours Degree
- Qualified accountant (ACA, ACCA, CIMA)
- An appropriate HR qualification would be desirable

KNOWLEDGE, SKILLS AND EXPERIENCE

- Experience working at a strategic level with a multi-disciplinary leadership team
- Extensive senior level accountancy experience
- Ability to communicate and translate complex financial matters to non-financial staff and stakeholders
- Experience in meeting a diverse range of reporting needs and requirements in a tailored fashion
- Demonstrable success in leading high-performing and motivated finance teams in the charity/commercial/public sector environment
- Clear understanding of Charity Fund accounting, SORP (FRS 102), The Charities Act and accepted accounting principles, tax, National Insurance and pensions legislation
- Experience in working across teams and directorates to provide financial support and advice where needed
- Experience in successful cross-organisational project management that has driven change and improvement
- Ability and knowledge to provide excellent proactive management of IT services
- Demonstrable success in driving continuous improvement in relation to IT services
- Experience of leading and managing successful HR teams
- Knowledge of employment law issues, best practice processes for disciplinarys, redundancies and payroll, and experience of employee relations
- Knowledge of charity and company law
- Strategic thinker with excellent analytical and decision-making skills
- Ability to demonstrate a positive approach and to champion cultural and organisational change
- Excellent understanding and championing of diversity issues
- Empathy with Sands and its aims and objectives

HOW TO APPLY



FURTHER INFORMATION

The Sands Impact Report for 2017/8 will be available from **Monday the 19th November**.

TO APPLY FOR THIS POSITION please provide the following two pieces of information:

A comprehensive CV, including details of your achievements in each role and details of two referees.

A supporting statement, explaining how you believe your skills and experience match the requirements of the role, directly addressing the criteria as outlined in the person specification.

Applications should be submitted at the following website page: [Application link](#)

For an informal and confidential discussion about the role, please contact:

Melissa Baxter - Director of Executive Search: **07789 985229**
melissa.baxter@russam-gms.co.uk

Marsha Gosling - Executive Search Consultant: **07818 509690**
marsha.gosling@russam-gms.co.uk

TIMETABLE

Closing Date:	Monday 3 December 2018
Preliminary Interviews with Russam GMS:	Tuesday 11 December 2018
Final interviews with Sands:	Either Tuesday 18 or Wednesday 19 December 2018

