



# Director of Finance and Resources

ALEXANDRA PALACE, ALEXANDRA PALACEWAY, LONDON, N2 2 7AY • 02 0 8 36 5 2121 •  
ALEXANDRAPALACE.COM  
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TRATION NUMBER: 281991



## ABOUT ALEXANDRA PARK AND PALACE

Alexandra Park and Palace is a major event, heritage and cultural destination in north London. It is a rare survivor of the great Victorian age of entrepreneurship, exhibition, and spectacle and was the birthplace of BBC Television in 1936.

Today we continue to deliver those great experiences for everyone, every day of the year, at major events like the darts or music gigs, to a round of pitch and putt, a skate on the ice or participating in our Creative Learning programme. We are known for our diverse entertainment programme, our natural parkland and panoramic views of the city, receiving over 3 million visits a year.



Before the pandemic we were preparing to build on the successful growth of previous years and the £27m redevelopment of the East Court and Theatre, developing a 5-year Strategic Plan, investing in our team and our values, and developing relationships with philanthropic and institutional funders.

Our team has shown great strength, commercial acumen and agility during the coronavirus pandemic. We have been creative and resourceful. We will emerge financially bruised, but in other ways more resilient and stronger than before, helped enormously by funding from Haringey Council, National Lottery Heritage Fund, the Culture Recovery Fund and donations from the public. We have taken time to strengthen our infrastructure and review our approach to financial management. We have supported the pandemic response efforts and our local community. We have worked hard to look after the wellbeing of our staff and volunteers as well as our supply chains.

We have a clear vision and purpose and exciting projects for the future across the organisation to increase our effectiveness, keep us relevant, generate income and deliver benefit to our community and the wider public.



**Alexandra Park and Palace Charitable Trust** was created by an Act of Parliament to 'maintain restore and repair the assets for the enjoyment of the public'. It delivers an annual programme of works and activities to ensure the charitable purposes are achieved and leases some of the property assets outside of the main building footprint.

**Alexandra Palace Trading Limited (APTL)** is the Trust's wholly owned trading subsidiary.

It delivers events, entertainment, and leisure activities on the premises all year round, from live music concerts to Health and Wellbeing exhibitions and generates essential income for the Charity, as well as bringing the site to life for a diverse audience.

The two entities work closely together under the umbrella of Alexandra Palace, but have distinct and separate roles to fulfil and different compliance and reporting requirements.

## ROLE DESCRIPTION

The Director of Finance and Resources role covers both entities, Trust and Trading. It is a crucial member of the Executive Leadership Team, responsible for supporting the CEO to lead the organisation, and advising and providing information and insights to the Board and colleagues as well as leading the finance team to be an effective partner to our operational teams.

Candidates need to have accountancy qualifications and experience at a senior level in a multifaceted organisation but will also need to demonstrate broader experience to undertake this wider than finance role.

The ideal candidate will have a strong background in financial & resource management at a senior level, good commercial awareness and an interest in the sectors that we operate. They will need to have good communication and interpersonal skills to lead and support the organisation and colleagues through a period of recovery, change and improvement.



This is a full time, permanent position.

**Salary: circa £85,000 pa**

## HOW TO APPLY

To apply for the role of **Director of Finance and Resources** please send your **CV** and a **cover letter** outlining how you meet the requirements of the role to [recruitment@alexandrapalace.com](mailto:recruitment@alexandrapalace.com).

Please also complete and return an [Equalities Monitoring Form](#) with your application. The information remains confidential but is essential to track progress against our EDI Action Plan and understand what more we can do to be more representative of our local and wider communities.

The closing date for applications is **5pm Wednesday 29 September 2021**

Due to the volume of applications, we are unable to provide feedback to those not shortlisted for interview

## OUR COMMITMENT TO EQUALITY AND DIVERSITY



Alexandra Palace values diversity, our strength comes from combining what we have in, our shared purpose and values, with what makes each of us different. We believe that people from different backgrounds bring fresh ideas, thinking and approaches and can help us to be more effective.

We have a staff led Equality, Diversity and Inclusion (EDI) Committee, a Board level EDI champion and an action plan to improve our performance on this even further.

Alexandra Palace is committed to the fair treatment of all our staff. We are committed to

giving equal access to recruitment and selection, promotion and career development, training, pay and benefits.

Alexandra Palace is proud to hold the Level I Disability Confident Employer Standard, demonstrating our commitment to recruiting and retaining disabled people and people with health conditions for their skills and talent, and providing opportunities to help them achieve their potential.

We will provide reasonable support to disabled applicants throughout the recruitment process. If you feel that you need any additional support or reasonable adjustments to take part in the interview process, please contact the HR team.

<b>Job Title</b>	<b>Director of Finance &amp; Resources</b>	
<b>Job Grade</b>	<b>TBA</b>	
<b>Department</b>	Finance	
<b>Team</b>	Finance	
<b>Responsible To</b>	Chief Executive Officer	
<b>Responsible For</b>	The Finance team and indirectly, on issues of financial management, all budget holders and budget administrators	
<b>Overall job purpose</b>	To lead and drive the transformation and continuous improvement of financial and resource management across the organisation, including oversight of the finance team, IT, procurement, insurance and risk management. To provide strategic and operational advice to the CEO, the Executive Leadership Team and strategic advice and support to the Boards of APPCT and APTL and their committees to ensure the effective use of funds aligned with our priorities.	
<b>Key internal relationships</b>	<i>Members of the Executive Leadership Team in particular Deputy CEO and Commercial Director, Heads of Department and budget holders</i>	
<b>Key duties and responsibilities</b>	<p><b>Part A – Organisation-wide responsibilities of Executive Directors at Alexandra Palace</b></p> <p><b>Be an effective Executive Director of Alexandra Park and Palace supporting the CEO to lead and direct the organisation to achieve its strategic aims</b></p> <ol style="list-style-type: none"> <li>1. Support the Chief Executive to lead the organisation and care for Alexandra Park and Palace effectively</li> <li>2. Contribute to the development and implementation of the Strategic Vision and 5-year Strategic Plan</li> <li>3. Lead organisation wide financial management and planning (<i>All other Executive Directors have a duty to <u>contribute</u> to this objective</i>)</li> <li>4. Contribute to the development of a high-performance culture across the organisation</li> <li>5. Contribute to improved performance and understanding by maintaining an organisation wide view and actively facilitating good communication flows</li> </ol>	

6. Contribute to the effective management of our stakeholder environment and uphold our reputation

*Points 1- 6 are detailed further and included in the induction pack.*

### **Part B Organisation wide portfolio**

This post has one organisation wide portfolio in addition to their broader Executive Director and operational area responsibilities.

#### **1. Act as the Executive Leadership Team IT & Business Systems lead -**

Oversee the information technology requirements of the organisation, working with the Head of IT and the wider Executive team to develop and enhance business systems across the organisation, contributing to our steady progress in improving the management and refinement of IT infrastructure and services

### **Part C Operational area responsibilities**

*Leadership & management of the Executive Directors operational areas of responsibility (Description of specific duties including any areas of regulation and compliance that they are responsible for - e.g., licensing)*

#### **1. Develop and lead the implementation of our Financial Strategy**

- provide an expert long-term view on all areas of finance, including financial planning, forecasting and analysis, ensuring key stakeholders and Board members are kept informed of key trends
- develop, implement, and oversee the Trusts financial strategy in support of the overall Strategic Vision and Strategic Plan.

#### **2. Create and maintain an effective internal environment for excellent financial management**

- ensure we have a finance team that is resourced to deliver the requirements of the organisation and maintain strong relationships across the organisation
- develop financial awareness and financial management competence throughout the organisation to create an effective internal environment for good financial management
- embed good procurement and contract management practice throughout the organisation, including the development and empowerment of staff to undertake agile, dynamic purchasing to achieve the best value possible
- lead and direct the finance team to be an effective service provider, business partner and contributor to the wider organisation and its strategic and operational objectives
- working with teams across the organisation create financial models and tools to support strategic and operational decision making
- develop and maintain efficient and appropriate internal processes to ensure effective forecasting, reporting, planning and budget planning and management across the organisation, liaising with different departments to understand their operations, requirements and capacity and ensure they have the skills and knowledge required.

#### **3. Provide clear analysis and insight on financial and broader organisational performance**

	<ul style="list-style-type: none"> <li>• analysing the financial performance of distinct business areas, working with colleagues to understand where efficiencies can be made and investment and growth achieved</li> <li>• develop an appropriate suite of KPIs and standardised management information to assist with performance monitoring and continuous improvement</li> <li>• devise and lead our process for investment decision making</li> <li>• provide financial input and assessment on business cases for investment</li> <li>• lead the preparation of Annual Reports, Statutory Accounts and external audit</li> <li>• provide reports on performance appropriate to our different stakeholder audiences to assist their understanding of the charity and its performance.</li> </ul> <p><b>4. Develop and lead our approach to Strategic Risk Management</b></p> <ul style="list-style-type: none"> <li>• responsible for developing, implementing, and reporting on the organisations strategic risk framework</li> <li>• put in place effective insurance policies for the estate and operations of the Trust and its trading subsidiary, updating and reporting to FFRAC and the Boards as required</li> <li>• develop, oversee, and report on our internal audit programme.</li> </ul> <p><b>5. Report to and advise the Boards and Committees of Alexandra Palace on finance, risk, and related matters.</b></p> <ul style="list-style-type: none"> <li>• prepare reports and presentations for Executive Leadership Team, Boards and committees of Alexandra Palace</li> <li>• act as the Executive lead on FRRAC and liaising with the Chair of FRRAC and independent FRRAC member on financial management, performance &amp; strategy</li> <li>• act as Company Secretary to APTL</li> <li>• provide training and development for non-executive Board members to support them to undertake their roles and understand the financial position and risks associated with the Trust and its trading subsidiary</li> <li>• contribute to the Governance Change and Governance Improvement Programmes.</li> </ul> <p><b>6. Develop and maintain key external relationships e.g. external and internal auditors, banking, funders and Corporate Trustee</b></p>	
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<b>Person Specification</b>	<u>Essential</u>	<u>Desirable</u>
	<p><b>Education / Qualifications / Memberships</b></p> <p>A qualified accountant (e.g. ACA, ACCA, ICAS, ICAEW, etc)</p> <p>Membership of recognised professional accounting body</p> <p>Up to date record of Continuous Professional Development</p> <p><b>Experience</b></p>	

	<p>A strong background in financial &amp; resource management at a senior level in a multifaceted organisation</p> <p>Knowledge of procurement best practice</p> <p>Delivering change programmes and transformational change</p> <p>Statutory and management accounting processes and reporting standards</p> <p>Reporting to and working with Board members</p> <p><b>Skills and Knowledge</b></p> <p>Excellent communication skills and the ability to explain and present data and financial information to non-finance colleagues and lay board members</p> <p>Strong interpersonal to engage with and understand the needs and concerns of colleagues</p> <p>Leadership skills to inspire and enthuse colleagues to collaborate to deliver the transformation required</p> <p>A nuanced understanding of wider strategic and resource management in a multi-faceted organisation,</p> <p>Good commercial awareness and insight and an interest in the operating environments of the different areas of the organisation and how this impacts income and expenditure flows and patterns</p> <p>Skill and aptitude to develop effective relationships to generate and gain insight from within the organisation and externally</p> <p>Ability to listen and interpret the needs of a growing organisation and collaborate with</p>	<p>To have held a senior finance position in a complex organisation – at Head of, or Director level.</p> <p>Knowledge and experience of:</p> <ul style="list-style-type: none"> <li>- charity accounting</li> <li>- managing fundraised income</li> <li>- business planning processes, formats and styles</li> <li>- IT</li> <li>- property &amp; estate financial management</li> <li>- risk management</li> </ul> <p>Experience of the leisure, events and entertainment industry</p> <p>Experience of assessing the financial information flows and requirements of an organisation and implementing systems and tools to meet their needs</p> <p>A passion for continuous improvement</p>
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	colleagues to put in place appropriate solutions  Good working knowledge of the Microsoft suite of software  Attention to detail  High level of organisation and prioritisation skills	
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## DIMENSIONS

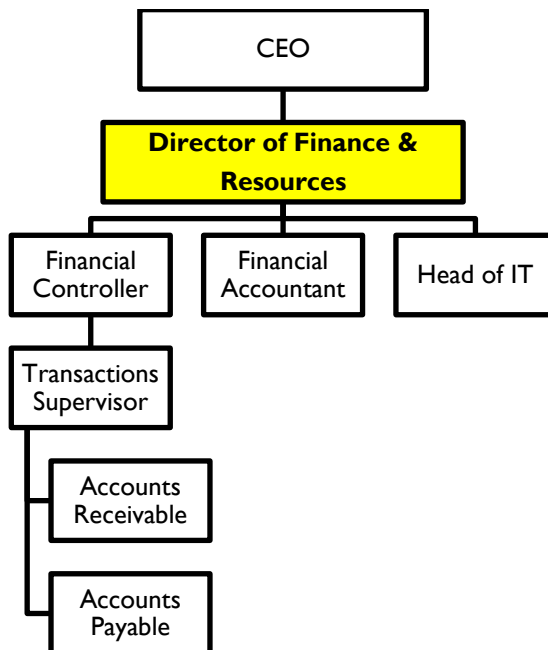
### Financial responsibilities

Budget manager

### People management responsibilities

3 x direct reports

## ORGANISATIONAL CHART



## GENERAL OBLIGATIONS

- i. **Health and Safety**  
All employees have a legal duty to ensure the health and safety of people at work and members of the public on site in accordance with H&S legislation and AP policy.
- ii. **Equality**  
Commitment to equality of opportunity in the service we provide to our customers and as an employer.
- iii. **Safeguarding**  
Demonstrate commitment to safeguarding of children, young people and vulnerable adults.
- iv. **GDPR**  
To handle personal data in accordance with the organisation's data protection policy and to record all processing activities in the organisation's data register where appropriate.



## VALUES AND BEHAVIOURS

1. We are Collaborative
2. We are Bold
3. We are Open and Genuine
4. We are Passionate and Fun
5. We are Resourceful



### The Core Competency Framework

Each competency has an overall description. It is then broken down by level into “We will” and “We won’t” indicators. This role is a level 4 (of 4) and therefore should be demonstrating behaviours at level 4.

#### 1. We are COLLABORATIVE

“We work as one team, sharing ideas, knowledge and insight to achieve our common purpose”

	We Will	We Won't
Level 4	<ul style="list-style-type: none"> <li>• Inspire a shared vision - considering the organisation holistically rather than by department</li> <li>• Share knowledge, information, ideas and people across the organisation</li> <li>• Encourage a “one Ally Pally” team spirit across the organisation</li> <li>• We will be united internally and externally - with one voice</li> <li>• Reach out to wider networks, outside of Ally Pally</li> <li>• Build strong stakeholder relationships</li> </ul>	<ul style="list-style-type: none"> <li>• See problems only through the eyes of our own department or team</li> <li>• Act or allow others to act divisively</li> <li>• Implement change without considering the positive or negative impact on other colleagues, teams or stakeholders</li> </ul>

#### 2. We are BOLD

“We are bold and we embrace change – we constantly look for new opportunities and innovative ways of doing things”

	We Will	We Won't
Level 4	<ul style="list-style-type: none"> <li>• Model the way by imagining new ideas, opportunities and ways of working to deliver organisational growth</li> <li>• Act as pioneers</li> <li>• Create a culture where new ideas are nurtured and rewarded</li> <li>• Encourage, enable and support our teams to develop creative and pragmatic solutions</li> <li>• Be realistic in what can be achieved</li> <li>• Encourage a culture where change is the norm</li> <li>• Accept that we will make mistakes and encourage others to learn from them</li> </ul>	<ul style="list-style-type: none"> <li>• Let self-imposed deadlines hold us back or set deadlines which are unrealistic</li> <li>• Expect to always be perfect</li> <li>• Stand in the way of progress</li> </ul>

### 3. We are OPEN AND GENUINE

“We are inclusive and diverse - welcoming all through our doors. We are genuine - we do what we say we will and do it in a way that is in line with our values.”

	We Will	We Won't
Level 4	<ul style="list-style-type: none"> <li>• Be more visible to all</li> <li>• Show zero tolerance when we see exclusion and discrimination</li> <li>• Be authentic and transparent</li> <li>• Deliver on our promises and commitments</li> <li>• Promote a culture of opportunity and development for all</li> <li>• Encourage diversity in everything we do and say</li> <li>• Demonstrate our values even when under pressure to do otherwise and challenge others to do the same</li> </ul>	<ul style="list-style-type: none"> <li>• Fail to deliver on our promises and commitments without explaining why</li> <li>• Fail to challenge when this value is not demonstrated by any of our colleagues or stakeholders</li> </ul>

### 4. We are PASSIONATE & FUN

“Our job is to put smiles on people’s faces, by being engaged and passionate about all that we do. We deliver our purpose with fun and enjoyment”

	We Will	We Won't
Level 4	<ul style="list-style-type: none"> <li>• Nurture passion and positivity by experimenting with fun – delivering it in many ways</li> <li>• Create an environment where fun and energy is recognised and rewarded</li> <li>• STOP to celebrate and recognise success across the organisation</li> <li>• Inspire others through our energy and passion for quality</li> </ul>	<ul style="list-style-type: none"> <li>• Easily dismiss people’s ideas quashing their passion and contribution</li> <li>• Force fun</li> </ul>

### 5. We are RESOURCEFUL

“We use what we have creatively to get the best results possible, solving problems and overcoming difficulties”

	We Will	We Won't
Level 4	<ul style="list-style-type: none"> <li>• Communicate a clear vision and shared purpose</li> <li>• Focus on the longer-term financial view when setting direction</li> <li>• Create a culture of collective responsibility, accountability and alignment</li> <li>• Review what has gone before and our own results to inform decisions</li> <li>• Look for economies of scale and share resources with other departments and partners when needed</li> <li>• Use our time together as an Exec Team wisely focusing on the things that really matter</li> <li>• Consider who needs to be involved at meetings and in decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Throw good money after bad</li> <li>• Easily accept short term solutions just to save money</li> <li>• Ask the impossible</li> <li>• Problem solve in silos</li> </ul>

## **JOB APPLICANT PRIVACY NOTICE**

As part of any recruitment process, Alexandra Palace collects and processes personal data relating to all job applicants. Alexandra Palace is committed to being transparent about how it collects and uses that data and to meeting its data protection obligations. For further information please see our job applicant privacy notice on our website: <https://www.alexandrapalace.com/about-us/jobs/>