



# Motability

The leading car scheme for disabled people

## **APPOINTMENT OF FINANCE DIRECTOR JULY 2019**

Saxton Bampfylde





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“The Motability Scheme has given me back my freedom. I no longer have to rely on others for a lift and I can spend more time travelling with my children”

Bryony (above)



# FOREWORD

*Dear Candidate*

Thank you for your interest in Motability.

Motability is a unique charity which has transformed the lives of millions of people living with disability across the United Kingdom. From its pioneering foundation in 1977 to the sophisticated and large-scale operations of the present day, we have had one very clear vision; to help disabled people onto the 'Road to Freedom' by enabling them to lease a car, powered wheelchair or scooter through the Motability Scheme using their state-funded mobility allowance. The numbers are huge; 5 million cars have been delivered on the Motability Scheme since its inception and 1 in 9 new registrations on the roads of the UK today is a Motability vehicle. Most importantly, however, the effect has been transformative for millions of lives and plays a nationally-significant role in addressing inequalities of both opportunity and outcome for the disabled community and their families.

The word 'unique' is sometimes overused. In this case, it is quite justified when describing Motability and the Motability Scheme. There is no other organization (at least, not that we are aware of) anywhere in the world which combines the best of the charitable, public and private sectors in the same way to benefit disabled people. Through our leasing partner, Motability Operations plc, and in cooperation with the Department of Work and Pensions, the Motability Scheme provides vehicles to 625,000 customers, while the Charity itself made charitable donations totaling £33 million in 2018/19 to over 10,000 beneficiaries who require complex vehicles, adaptations or other financial assistance to secure the mobility that they need. This figure is set to rise in 2019/20, as we continue with a significant expansion in our charitable grant-making activities made possible by increased funding.

Motability is an organization which is often in the public eye and you would be joining us at perhaps the most exciting and challenging time since its foundation. You would lead a highly-motivated team as we help to chart a new strategy and expand both the headcount and the breadth of operations of the Charity, reaching out to new groups of beneficiaries and leveraging the potential of new technology to explore new mobility services for disabled people, as well significantly expanding our existing programme of charitable grant-making to existing Motability Scheme customers.

I joined Motability as the Director in 2018 after serving as a Royal Air Force officer. In my 'second career' I wanted to join another high-profile, professional and compassionate organization with a clear sense of purpose and service to others. I have not been disappointed and am proud to lead an outstanding team whose commitment to the people we serve shines through in everything they do. I hope that you will consider joining us and making a real difference to the lives of millions of people.

*Paul Atkinson*

Paul Atkinson CBE  
Director

# INTRODUCTION

Motability is a unique charity which works to provide affordable, worry-free transport for people living with disability. Utilised by the state-funded mobility allowances of its customers, the Scheme empowers people and assists them in staying connected to the world around them.

Today, 625,000 disabled people and their families enjoy everyday freedom from leasing a vehicle through the Motability Scheme.

Set up in 1977, Motability is incorporated by Royal Charter and its Chief Patron is Her Majesty the Queen. Since its establishment, Motability has provided five million vehicles and has helped millions of disabled people through the provision of cars, powered wheelchairs and electric scooters.

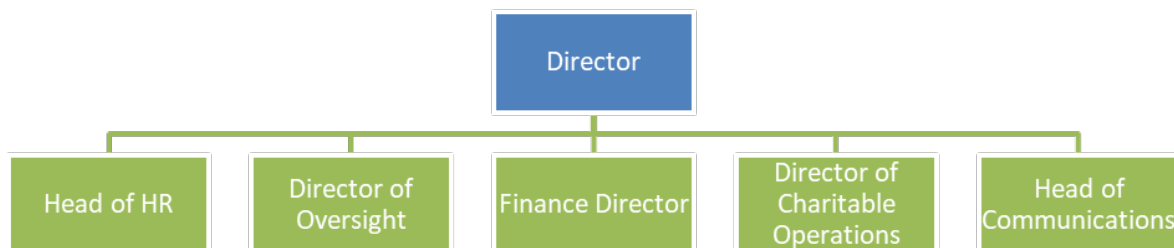
Motability's areas of responsibility include:

- Setting the strategic policies and direction of the Motability Scheme (which comprises the Car Scheme and the Powered Wheelchair and Scooter Scheme) and overseeing its performance to ensure that it meets the needs of disabled people.
- Providing grants to disabled people who would not otherwise be able to afford the vehicle or adaptations they need.
- Raising awareness of the Scheme among potential customers and beneficiaries and those who advise them, so that they can make an informed decision as to whether they join the Scheme or not.

Motability Operations operates the Motability Scheme under contract to Motability and is now the largest fleet operator in the UK; it is a highly-influential organisation within the UK motor industry as the largest supplier of used cars to trade. The contract between Motability and Motability Operations is known as the 'Scheme Agreement', which will be renegotiated in time.

Under the Scheme Agreement, Motability Operations provides significant funding to Motability. This funding, set to increase substantially in the coming years, will allow for a major expansion of the Charity. Increasing in scale will allow Motability to do more for its beneficiaries in conjunction with the Tenth Anniversary Trust. The Trust, established in 1989, is a further separate charity which was established to hold and disperse funds to support Motability's charitable objectives - its executive support is provided by Motability.

More information about Motability can be found on its [website](#) or in its most recent [annual report](#). Motability Operations also has its own [website](#) as does [the Scheme Agreement](#). Motability's top level organisational structure can be seen below.





## THE ROLE

This is a vital role for Motability and the appointee will be expected to provide sound strategic and financial advice to Governors, the Director and the Executive Team across a range of key operating issues. The role will sit at the heart of Motability and will be key to the interaction between it and Motability Operations; meaning this person will be required both to show an adept understanding of the challenges and workings of a charity and also be able to engage effectively with the senior executives of a major commercial organisation.

The appointee will be expected to deputise for the Director and provide leadership to professional, high-performing teams. It will be the Finance Director's responsibility to ensure the effective, efficient and economic design and delivery of business planning, finance, information technology and corporate administration services to Motability. This role therefore requires a broad understanding of business, financial, governance and IT issues in the context of a customer-focused service culture. The appointee will be involved in negotiation with internal customers and external suppliers, balancing needs and enabling operational flexibility within the confines of exacting standards of compliance and regulation.

As a senior figure in an organisation incorporated by Royal Charter, the Finance Director will also be required to ensure Motability complies with the highest standards of corporate governance and maintains a reputation for professionalism and principled work. It is expected that this person will be a key public face of the Charity and Scheme and so must be an exemplar of Motability's values: working together to enhance the lives of disabled people, encouraging a culture of continuous improvement, showing empathy and respect to everyone, valuing the expertise of those we work with and being friendly, honest and approachable.

This person will have a crucial effect on the longer-term development of Motability as a high-profile national charity. With 25 staff reporting to the Finance Director, an income of c£60m and responsibility for trust assets in the hundreds of millions, this is a role of significant scale, complexity and prestige.

# KEY RESPONSIBILITIES

## Business Planning

- Working closely with the Director, advise the Chairman, Honorary Treasurer and other Governors on major financial issues affecting not only Motability but also including the financial oversight and direction of the Motability Scheme and Motability Operations (MO) and the financial relationships with the Department for Work & Pensions (DWP).
- Lead on the development of Motability's business plans and budgets to ensure a consistent focus on the purpose of Motability as well as financial viability and appropriateness of key assumptions.
- Direct the annual business plan, budget and forecast proposals and provide advice to Governors, senior management and DWP.
- Co-ordinate financial and performance reporting activities within Motability to produce a comprehensive monthly Board Report for Directors and Governors.
- Monitor Government policy and proposals to assess relevance and impact for the Charity. Work with Government departments, service providers, legal advisers and research organisations on those policy and legislative issues which are relevant to Motability.
- Work closely with external stakeholders, including DWP and the Charity Commission, on any reviews or queries related to Motability.

## Finance

- Work closely with Director, Director of Scheme Oversight and Governors on financial oversight and the direction of the Motability Scheme and Motability Operations.
- Ensure that core finance processes in the Charity are simple, efficient and effective.
- Design and implement treasury management policies and processes covering management of cash, liquidity, investments, counterparties etc. to ensure that Motability reserves are managed in accordance with policies agreed by Governors and, where appropriate, in a co-ordinated manner with the Tenth Anniversary Trust and Motability Operations.
- In respect of investments and any future surplus cash distributions from MO, monitor performance of investment strategies and report on performance against appropriate benchmarks including any issues, risks or opportunities arising, to the Director and the Audit and Risk Committee accordingly.
- Oversee PIP cash flow management and investment activity.
- Advise on the likely financial consequences of proposed courses of action.
- Ensure the annual statutory accounts receive an unqualified audit opinion.
- Monitor assets, liabilities, investment strategies, risks and opportunities from the Motability DB Pension Plan and advise the Director and the Remuneration Committee accordingly.
- Plan and manage the Charity's tax liabilities including VAT.

## **Governance, Compliance and Risk Management**

- Ensure that an appropriate financial policy framework is in place to guide the Charity's financial decision making.
- Ensure regular liaison with the Honorary Treasurer and act as lead director in support of the Audit and Risk Committee (ARC).
- Build a culture of management engagement, supported by relevant management information and effective controls to ensure organisational compliance with all financial, tax, data security and governance requirements.
- Develop and co-ordinate the internal audit programme in consultation with Director and Audit Committee.
- Understand best practice governance in the charity sector as it applies to Motability.
- Ensure that the evaluation of business risks is fully and proactively undertaken by Directors and Managers across the organisation.

## **IT**

- Develop an IT strategy to support the core objectives and values of Motability.
- Ensure that IT systems operate to support Motability business objectives, within an environment which ensures business continuity, security and data integrity.
- Within the business planning process, advise senior Management and Governors on the long-term strategic direction for IT, as well as managing and reporting on the progress of IT projects.

## **Leadership**

- Provide strategic direction, leadership and management oversight to the planning, finance, IT and governance functions.
- Contribute to the effective leadership of the organisation as a Director and member of the Executive Team.
- Attract, build and maintain strong teams in each of the functional areas reporting into the role.
- Take a leadership role in communicating to Governors and other stakeholders on issues related to finance, planning, IT and governance.
- Create a culture of regular, open and constructive feedback with other areas of Motability, focussed on process simplification, effective use of IT, quality of service and continuous improvement.
- Act as a role model displaying commitment to Motability values, engaging each member of staff and avoiding 'command and control' approaches.
- Deputise for the Director as required across a wide spectrum of meetings, events and activities.



# PERSON SPECIFICATION

The successful candidate will be a professionally qualified accountant with commercially-focused experience and the ability to build, develop and coach a high-performing team. This person will be expected to have an adept grasp of the demands of working within a charity while also being more than capable of engaging effectively with a large, complex, private business. This is a challenging role which requires an exceptional person who will be unfazed by the pressure of significant organisational growth and change.

The successful candidate will be highly persuasive, strategically minded but capable of commanding detail and have a positive attitude to continuous improvement.

## ESSENTIAL

- Professionally qualified accountant with a strategic, even visionary, mind.
- Commercially-focused with experience of treasury management and/or managing substantial investments.
- Experienced at planning and performance reporting, financial management, and management of support services.
- Experienced team leader and inspirational manager.
- Able to identify key risks and develop sophisticated strategies to mitigate and manage these.
- In possession of strong analytical, interpretive, evaluative and organisational skills.
- A persuasive and dynamic person with the communication and interpersonal skills to gain commitment, respect, trust and confidence across a high-profile Board, Charity staff and a wide variety of external stakeholders.
- Alignment with the values of Motability.

## DESIRABLE

- Knowledge of the Statement of Recommended Practice (SORP) as applied to charities.
- Senior level experience of corporate governance.
- Experience of negotiating commercial contracts, leasing, and delivering business change initiatives.
- Up-to-date understanding of current government, European, economic and business issues.

# TERMS OF APPOINTMENT

An attractive package will be negotiated with the successful candidate. Motability offer 26 days' annual leave, health and wellbeing support, a generous pension, flexible working and enhanced maternity, paternity and adoption pay amongst other benefits.

The role will be based in Warwick House, Harlow, Essex, CM19 5PX, but will require regular travel to London.

Appointment will be subject to referencing.



## HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to Motability on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments), using code **FAMAOA**.

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter and fill-out an equal opportunities monitoring form\*. If you have difficulty applying please call 0207 227 0880 (during office hours) quoting reference FAMOA.

The closing date for applications is noon on **22 July 2019**.

\*The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

### GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



# Motability

The leading car scheme for disabled people

Registered charity in England and Wales

No. 299745