

JOB DESCRIPTION

Job Title	Head of Services Development
Department	Services
Reporting to	Director of Services
Line Manages	Advice Manager (Quality & Compliance), Advice Manager (Impact & Evaluation), Impact Manager, Information and Advice Development Manager
DBS check requirement	Basic
Location	Avonmore Road, London W14 8RR (with hybrid working)

Our vision

Every older person can afford to live well.

Our mission

We stand with older people in financial hardship, offering urgent help today, and shaping a fairer, more secure tomorrow

JOB PURPOSE

The Head of Services Development plays a critical role in shaping and enabling the success of Independent Age's services ensuring they are insight-led, high quality, and deliver measurable impact for older people in financial hardship.

The postholder leads projects and change, continuous improvement and innovation (quality, compliance, evaluation, impact, and external training and partnerships development). They will ensure that the Services Directorate is continuously learning and adapting, using data, insight and collaboration to strengthen its effectiveness, sustainability and reach.

Working closely with the Head of Services Delivery and collaboratively with colleagues across the organisation, the postholder will translate the Services Strategy into a coherent programme of development and improvement activity, embedding new ways of working and supporting high-performing delivery and impact across our one-to-one and one-to-many services.

The role also oversees the frameworks and measures for evaluating impact across the entire Charity, with support from the Impact Manager, to advise on best practice and internal service user needs that enable effective recording and reporting of activities and impact.

Given the evolving nature of the Services strategy and operating model, functional responsibilities across the Head of Service Delivery and Head of Service Development roles may be refined over time to ensure optimal alignment, efficiency and impact.

KEY RESPONSIBILITIES

Strategic Development, Innovation and Continuous Improvement

- Lead the design, mobilisation and delivery of projects and change programmes across Helpline+, Information and Training aligned to the Services Strategy and organisational objectives.
- Lead the strategic development of our external training offer, ensuring it supports reach, influence and sustainability.
- Embed a consistent approach to innovation and continuous improvement, ensuring learning from data, evaluation and frontline insight informs and guides services development.
- Oversee the transition of project/programme outputs into business as usual, ensuring sustainable implementation and handover.
- Work closely with IT/CRM teams and other directorates to support systems development, data maturity and technology-enabled efficiencies.

Quality, Compliance and Evaluation

- Lead the development and oversight of quality assurance frameworks, ensuring consistent standards across all services and channels.
- Be responsible for compliance with relevant regulatory requirements, quality standards and organisational policies.
- Oversee the Services Evaluation Framework, ensuring robust measurement of outcomes, impact and effectiveness.
- Lead on supplier relationships and arrangements required for quality or evaluation
- Lead the development of approaches to evidence impact in Services and organisation-wide, supporting organisational learning, policy, influence and fundraising propositions.
- Work closely with the IT/CRM team and other stakeholders to ensure effective use of all systems across the Charity so the necessary data and statistical analysis is produced to make evidence-based decisions.
- Oversee charity wide impact reporting and reporting dashboards with implementation owned by the relevant Heads of department.

External Training

- Provide strategic leadership for the Training function to strengthen reach, impact, sustainability and alignment with organisational priorities.
- Lead the ongoing development of a high-quality, impactful external training offer that strengthens sector capability and extends organisational reach.
- Oversee the development of accessible and engaging training products and approaches across multiple formats and audiences, including digital and blended learning.
- Ensure training activity is aligned with organisational priorities and contributes to influence, impact and sustainable income generation.

Partnerships, Funding and External Engagement

- Develop strategic partnerships to test and pilot arrangements that extend reach, strengthen referral pathways, and support innovation and workforce development.

- Work closely with Fundraising colleagues to develop fundable and operationally viable propositions, demonstrate impact and secure investment.
- Build relationships with sector partners, positioning Independent Age as a collaborative and influential organisation for service development within the advice ecosystem.
- Use training as a mechanism to build sector capability, test innovation and support funded or partnership-based propositions.

Administration and Directorate Support

- Provide oversight of the Services administration function, ensuring effective, efficient and resilient support across the Directorate.
- Drive consistency in Services business processes, governance, reporting and operational coordination.

Leadership and Management

- Provide trusted, empowering and transformative leadership to support the charity's mission.
- Lead the development and delivery of strategies, departmental plans, policies and procedures within your remit.
- Foster cross-organisational collaboration to achieve shared goals, maximise opportunities, share learning and support income generation where appropriate.
- Build and maintain a high-performing team through effective leadership, objective setting, performance management, and team development.
- Champion equity, diversity and inclusion and ensure lived experience informs our work (as relevant).
- Own and manage your budget, ensuring effective use of resources and value for money through careful procurement and cost management.
- Manage operational risks, escalating as appropriate, and contribute to business continuity planning and incident management.
- Embed the organisation's impact framework within your area of responsibility, where relevant, ensuring high-quality data, reporting against KPIs to demonstrate impact, and making evidence-based decisions.
- Promote the use of technology and AI to improve efficiency, effectiveness and impact, in line with organisational policies.

General Responsibilities

- Embrace diversity and share in our commitment to equality of opportunity and to eliminating discrimination.
- Model and embed Independent Age's values and behaviours.
- Share in our commitment to promoting welfare and safeguarding adults at risk of harm and - protecting people we may come into contact with through our work.
- Ensure that information is obtained, used and stored in accordance with our Data Protection and Confidentiality policy.
- Undertake any other duties commensurate with the level of the role.

How We Work

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

Our **values** are:

- **Trusted** - a culture based on reliability and mutual respect
- **Empowering** - an inclusive approach that helps people thrive
- **Transformative** - a commitment to meaningful, intentional change towards shared goals

To put our **EDI Principles** into practice, we will:

- proactively challenge ageism and all other forms of inequality and discrimination throughout all our work.
- celebrate and champion diversity within and outside our charity.
- create a culture where everyone knows that they belong.
- ensure our leaders act as role models and champions.
- promote equity of opportunity for our staff, volunteers and the people who use our services.
- ensure our EDI plan is integral to our annual planning processes to ensure that we deliver our goals.
- collect data on diversity and inclusion to enable us to inform our work and review our progress and impact.
- be accountable and transparent about our progress.
- use our influence to proactively champion EDI internally and with external partners.
- continuously improve, adopt best practice and learn from and share with others.

PERSON SPECIFICATION

- Significant experience of leading and applying project and change management methodologies to translate strategy into measurable change and outcomes across people, process, technology and culture.
- Strong analytical, problem-solving and decision-making capability, with experience using data, evaluation and research to drive continuous improvement and inform service design.
- Experience of developing and overseeing evaluation, impact measurement and quality frameworks, including designing tools, embedding processes, and supporting teams to use data effectively.
- Proven ability to bring people together across teams and functions to develop credible solutions, alongside experience of building partnerships and working to establish deliverable service propositions.

Desirable:

- Strong understanding of data systems and governance (including GDPR and data compliance), alongside knowledge of monitoring and evaluation practice within the charity sector.
- Understand how external training can be used as a mechanism to build sector capability, test innovation and support funded or partnership-based propositions.
- A good understanding of the needs of older people, the ageing sector and the organisations working to improve the lives of older people.