

Position Specification

Charities Aid Foundation
CFO

Our Client

The Charities Aid Foundation (CAF) is a leading charity operating in the UK and internationally. Their work connects and enables the vital organisations, institutions and individuals working to ensure that everyone has a stake in the future.

CAF exists 'to accelerate progress in society towards a fair and sustainable future for all'. CAF is one of the largest charitable foundations in Europe, and works with people, companies, and charities to facilitate and encourage giving, and provide financial services tailored to the needs of charities, including banking, investment and advisory services.

Founded in 1924 and established as a separate Charitable Trust in 1974, distributed more than £958 million to good causes in the year 2019/2020, as well as providing a wide range of services. Since 2009, CAF has distributed over £7 billion to charities worldwide. It currently works with 2,500 businesses – including the majority of the FTSE 100 – and 100,000 charities.

[Discover more about CAF – Trustees Report](#)

The headquarters are in West Malling, Kent where c. 410 staff are based with a second office in London with c. 90 staff. There are a further c. 90 colleagues in the US. The CAF Global Alliance brings together an international network of locally led organisations working at the forefront of philanthropy and civil society in the United States, Canada, India, Brazil, South Africa, Russia, Australia, and Bulgaria, as well as the UK.

How CAF delivers on its purpose

- Charities Aid Foundation (CAF) operates in the United Kingdom, the United States of America and Canada and works with companies and private philanthropists to enable them to give more.
- CAF are regulatory experts and ensure that funds reach charities and social enterprises as quickly and safely as possible; through their sector-leading charity validation they enable effective cross-border giving.
- CAF partners with Government and donors to achieve maximum impact, including the delivery of large-scale grantmaking programmes.
- CAF works with regular donors to help them support charities.
- CAF helps companies deliver employee charitable giving and supports their communities and chosen charities.
- CAF enables charities to do more life-changing work with lasting benefits for all by providing them with funding and finance solutions including banking, investments, fundraising tools and social investment.
- CAF leads an international network of like-minded charitable organisations; collaborates across sectors and borders to inspire innovation, share best practices and improve cross-border giving in support of civil society.
- CAF acts as a voice of the charitable sector with Government and external stakeholders to deliver supportive legal, fiscal and regulatory conditions for donors, charities and social enterprises.

CAF Services

For donors

- *Flexible giving*: Donor Advised Funds in the United Kingdom and United States.
- *CAF Charitable Trust*: Major donors give cash, shares or other assets to CAF. CAF adds Gift Aid and holds or invests the funds for the future until donors ask to send their donations to charitable causes around the world.
- *CAF International*: A dedicated CAF team working to build a network of exceptional charities across the world capable of enabling more cross-border grantmaking direct to in-country beneficiaries from donors.
- *CAF Charitable Legacy Service*: CAF offer an easy and flexible way to leave a gift in your Will to benefit as many charities as you like.
- *CAF Give As You Earn*: Employees give direct from their payroll, before tax and either send the money to charities of their choice right away or fund a CAF Charity Account or CAF Charitable Trust to fund their chosen charities at a later date.
- *CAF Charity Account*: Regular givers donate to CAF, who add Gift Aid and hold the donations until donors asks to send them to charitable causes around the world.
- *CAF Company Account*: Companies can donate to CAF, who hold the funds and companies can fund charitable causes around the world.
- *Payroll Giving Services*: CAF's sector-leading payroll giving service allows companies and organisations to offer a convenient way to give for all their employees.
- *Corporate Advisory Services*: CAF offers advice to companies so they can put their purpose into practice through considered grantmaking services.

For our charities and partners

- *Grantmaking programmes*: CAF partners with businesses and organisations to design grant schemes and offer diverse grantmaking programmes to charities working across causes and borders.
- *Charity banking*: Through CAF Bank, the specialist bank for charities, wholly owned by CAF.
- *Savings and Investments*: A range of instant access and savings accounts and investment options designed with charities in mind.
- *Loans and borrowing*: Secured loans to fund charity projects from CAF Bank or social investment from CAF Venturesome, including mixed social investments/grants from CAF's pioneering social investment arm.
- *Fundraising tools*: CAF Donate makes fundraising easier by helping charities manage donations online, by post and by phone, all in one place.
- *Strategic consultancy*: Supporting charities to become resilient, so they can make a bigger impact.
- *Research, policy and public affairs*: CAF's thought leadership in research, insight and policy work helps inform and shape the environment for civil society, in the UK and around the world

CAF Bank

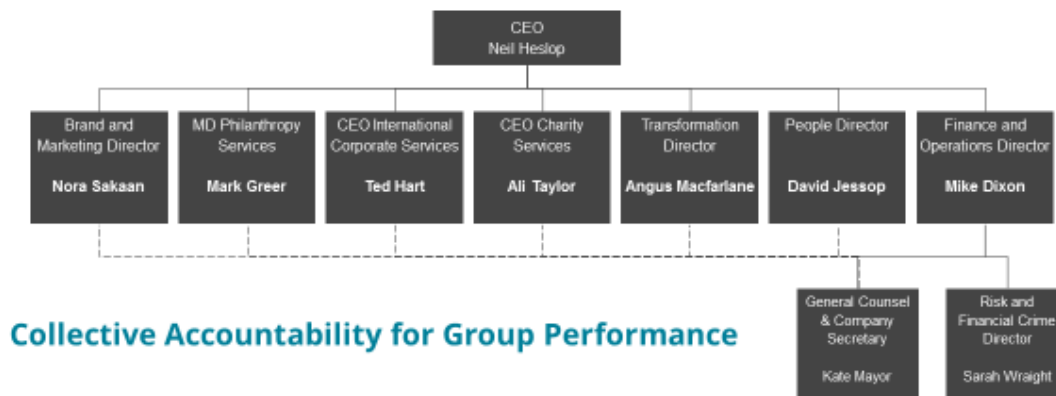
The Bank offers services to 16,000 UK charities, social purpose organisations, and philanthropically minded individuals. Products include current accounts, free online banking (including dual authorisation), loans, development funding, working capital, overdraft facilities, and cash flow

funding. For individuals, the Bank offers a tailored philanthropic banking service, including social purpose loans.

The Bank has assets of c. £1.5bn and has been actively lending for over five years. Looking forwards, the Bank will continue to develop more accessible, secure, efficient products and services. CAF Bank will continue to empower donors, companies, charities and social organisations by offering banking services to the sector regardless of their size or cause; increasing the number of loans advanced to charities; enhancing their online banking services; and investing in upgrading their IT infrastructure.

Background

EXECUTIVE



Background

Impact of Covid 19

The past year has upended the charity sector that CAF exists to serve and the repercussions of the Covid-19 pandemic will be felt for years to come. For CAF, it has been a time of immense effort from the team to deliver ever greater impact through their support of tens of thousands of charities in more than 100 countries. The result has been remarkable. CAF has seen donations into their stewardship surpass £1 billion for the first time, an increase of 43% or more than £300 million. CAF has worked tirelessly to help charities survive and adapt in the face of the pandemic. The grantmaking team began the year delivering the £6.5 million CAF Coronavirus Emergency Fund that helped 1,265 small charities survive the initial shock of the first lockdown. By year end the CAF Resilience Fund had paid a further £19 million in grants to another 645 small and medium sized charities. This initiative is part of an innovative partnership between CAF, the Department for Digital, Culture, Media and Sport and a group of corporate partners from the UK’s insurance and long-term savings industry, who combined their efforts in the Covid-19 Support Fund. CAF was charged with safely distributing more than £100 million of Covid-19 support into many thousands of UK charities from this important private, public and third sector collaboration.

It is an exciting time for CAF as it grows and develops its support for charities during a time of uncertainty, and continued challenge for civil society in the UK and around the world. CAF as an organisation is also going through a period of modernisation and change, and will continue this transformation by focusing on the following strategic imperatives:

- Drive business growth
- Improve operating quality and efficiency
- Accelerate digital capability
- Deliver service excellence

The Role

The CEO of CAF, Neil Heslop, is looking to appoint a new CFO following the retirement of the previous Director of Finance and Operations.

As a key member of the Group Executive Management team, the CFO is accountable to the CEO and takes a strategic role in the overall management of CAF Group. The CFO has primary day-to-day responsibility for planning, implementing, managing and controlling all financial-related activities of CAF Group.

The CFO provides and is responsible for the overall financial leadership and associated governance controls, strategy and its execution for the organisation and its subsidiaries (e.g., CAF Bank, CAF Financial Solutions, CAF America, CAF Canada).

Key Responsibilities

- To advise the CEO on all financial and risk matters, both strategic and tactical in support of the delivery of the organisation's strategy, its objectives and vision.
- To ensure the financial health of the organisation is secure and assured through the design and delivery of a fit for purpose financial strategy, which supports the organisations ambitions.
- To provide functional leadership for Finance, Risk, Regulatory Compliance, Legal, Procurement and Internal Audit. In addition, CAF America CFO and CAF Bank CFO will have a strong dotted line to the Group CFO.
- To work with the Board of Trustees to ensure that financial reporting, strategy and reserves are responsibly led, whilst ensuring optimal service delivery.
- To ensure a healthy Group structure is established, nurtured and sustained.
- To create a client-focused culture dedicated to finding new and innovative ways to serve diverse stakeholder groups and maximise impact.
- To play a lead part in the delivery of the organisation's digital and technological transformation.
- To ensure appropriate and fit for purpose financial performance analysis (FP&A) is established and continuously evaluated and improved with measures that assure the organisation's performance and health is monitored and measured effectively; and
- To ensure the organisation meets and discharges its statutory, regulatory and all relevant financial obligations to protect the organisation itself and its reputation.
- Plays a supportive peer role across the Executive team

Performance Responsibilities

- Lead on all financial strategy and management matters at Executive level, supporting the CEO accordingly.
- Lead discussions with appropriate regulators, both UK and Internationally (for example the Charity Commission/Financial Conduct Authority/Prudential Regulation Authority, where appropriate noting the Bank Executive's primary responsibility)
- Chair and/or participate in all appropriate committees and working groups across the Group requiring finance leadership expertise.
- Attend and support sub-committees of the Board of Trustees.
- Attend and support subsidiary financial services companies and a subsidiary charity, CAF Financial Solutions Ltd, CAF Investments, and Southampton Row Trust Ltd (trading as CAF American Donor fund);

People Leadership

- Leads, motivates and develops a high calibre team to support the delivery of organisational performance objectives.
- Establishes appropriate bench strength and talent development within the team to meet the capability needs of the organisation.
- Actively promotes the organisation's diversity, inclusion and equality policies and practices

Key Experience

- Proven track record of successful Group CFO leadership of an organisation of significant scale and complexity.
- Demonstrable successful track record of financial leadership within the 'services' sector (customer services/financial services, commercial services, etc.);
- Ensuring the effective management of constrained financial resources to achieve maximum impact of services, including navigating a low interest rate economic environment.
- Sound commercial thinking, problem-solving and judgement.
- Strong track record of managing finances and operating at Board level across a Group structure and international entities.
- Proven ability to lead, motivate, and develop a high calibre team in a relevant organisational context and play a supportive peer role within a developing Executive team.
- Senior leadership experience within a charity/third sector organisation of scale.
- Demonstrable experience of charity regulations surrounding accepting donations of, and making investments in complex assets, including private equity, hedge funds, secured and unsecured lending and similar).

Personal Attributes

- Results orientation; Focused on the formulation and execution of strategy, galvanising and motivating senior leadership and subject matter expert teams, achieving demanding organisation targets, and delivering consistency across a Group structure

- Collaboration and influencing; Ability to command the respect of and be credible with a diverse group of colleagues at all levels, providing clear direction and motivation through collaborative but assured leadership.
- Ability to influence stakeholders, charitable sector thought leaders, and the media to enhance CAF's reputation and further the cause of civil society.
- Possessing the gravitas, the confidence and credibility with senior leadership, notably with a Board of Trustees
- Good judgement; High competency in effective problem solving and decision making within an organisational setting to deliver success and financial sustainability.
- Breadth and flexibility; The intellectual flexibility and capability to provide leadership across a highly diversified range of activities (from banking to research to services, thought leadership and transformation) and international geographies.

Location

London and West Malling.

Compensation

Competitive salary and benefits offered, commensurate with experience.

Contact

Emily Blott
Russell Reynolds Associates
Almack House, 28 King Street
London
SW1Y 6QW
United Kingdom
Tel: +44-20-7839-7788
Direct: +44-20-7343-3660
Mobile: +44-7916-292-275
emily.blott@russellreynolds.com

Simon Kingston
Russell Reynolds Associates
Almack House, 28 King Street
London
SW1Y 6QW
United Kingdom
Tel: +44-20-7839-7788
Direct: +44-20-7343-3672
Mobile: +44-7901-553-904
simon.kingston@russellreynolds.com