



Social Finance

Chief Financial Officer

Candidate Pack

August 2024



TALL ROOTS

Welcome

Thank you for your interest in becoming our next Chief Financial Officer at Social Finance.

At Social Finance, we work to improve the lives of people and communities in the UK and across the world. Our mission is to take innovation to scale – shifting the way whole systems work to achieve lasting and widespread change. We are all united in our passion for making the world a fairer place.

Since we started in 2007, Social Finance has helped to pioneer programmes that improve outcomes in complex and enduring issues in society. Our innovations, including the social impact bond model, have mobilised more than £500 million globally. We have sister organisations in the US, Israel, the Netherlands and India and a network of partners across the world.

There has never been a greater need for more innovative solutions to tackle deep-rooted, systemic issues in our society. We focus our efforts on the most complex challenges, where outcomes are poorest, combining finance, strategy, design, data and partnerships to deliver bespoke solutions and impact at scale. To do this, we need the best capabilities and expertise internally to serve our funders and partners effectively, underpinned by robust financial management.

As our Chief Financial Officer, you will be a key member of our leadership team, working closely with me, our Board and leadership team colleagues to provide ongoing advice and insights on the financial health and sustainability of the organisation, ensuring that we are best placed as an ambitious non-profit enterprise to take advantage of new opportunities that become available to us in the future. Overseeing a small team, you will drive continuous improvement of our finance function, as well as work across the organisation to build even greater financial awareness and accountability as we continue to grow. As CFO, you will also contribute to the wider business strategy, as well as having oversight of our risk management, IT and Information Governance functions.

To be successful in this role, you will be a chartered accountant with excellent strategic finance skills gained at a leadership level, including substantial prior experience in P&L management, financial modelling and project accounting in a fast-paced environment. You will also bring strong controls and governance experience, with an understanding of what good looks like in finance. With exceptional relationship building skills, you will be a trusted advisor to staff at all levels and confident in presenting to influential internal and external stakeholders. While we welcome candidates from all backgrounds, we are particularly interested in those who bring blended sector experience across commercial and social enterprise or charity settings. Experience of working in a project-based or consulting environment is also beneficial, especially with organisations that work closely with the public sector.

We are passionate about building a diverse, inclusive team and we particularly welcome candidates from diverse backgrounds who are committed to putting equity, diversity and inclusion at the heart of our ways of working internally and externally. We value inclusive, inspiring leaders who bring high degrees of diplomacy, empathy and compassion to their work, with an appreciation of how to empower others.

This is an exciting and rare opportunity to play a vital role in our organisation as we continue on our mission to achieve lasting and widespread change for people and communities. I hope this document will inspire you to apply to us. I look forward to hearing from you.

Adam Swersky

Chief Executive Officer

About us

We are an ambitious not for profit organisation that helps to design, fund and scale better solutions to complex social problems. Our vision is a fairer world where together we unleash the potential of people and communities. We do this by working in partnership with local and national governments, funders, communities and the social sector to tackle complex and enduring social problems in the UK and across the world.

Our skills include financial analysis, data and digital insight, outcomes-focused partnerships, strategy, research and design. We combine these specialisms in different ways to address specific social challenges. We create effective solutions that blend the expertise of communities and professionals to deliver better outcomes in issues such as homelessness, domestic abuse, children's services, health, employment and skills.

Our multi-skilled team of over 120 people come from diverse backgrounds in the public, private and charity sectors, all sharing a passion for making change happen. We provide a high-quality training and development programme in-house with great opportunities for career progression. We're a friendly and intellectually curious bunch, always up for a debate.

Our work improves the lives of people and communities in the UK and across the world. We are experts in systems change – shifting the way a whole system works around a specific social issue in order to ensure long-lasting change. Examples include:

- Employment & skills: Scaling evidence-based employment services through IPS Grow.
- Health & social care: Investing in health transformation, such as in End of Life Care services.
- Children & young people: Maximising access to education by building more inclusive systems.

Our approach is a collaborative one, where we bring the best capabilities and people from across the organisation together to solve the challenges we face.

Data + Digital Labs

Harnessing the power of data and digital for people and communities.

[More about the Data + Digital Labs team](#)

Government + Enterprise

Resolving complex social problems through innovative partnerships.

[More about the Government + Enterprise team](#)

Health + Social Care

Uniting operational, clinical and financial expertise to deliver new models of care.

[More about the Health + Social Care team](#)

Health + Work

Creating equal opportunities to fulfilling employment.

[More about the Health + Work team](#)

Impact Incubator

Creating new opportunities with philanthropy for lasting social change.

[More about the Impact Incubator](#)

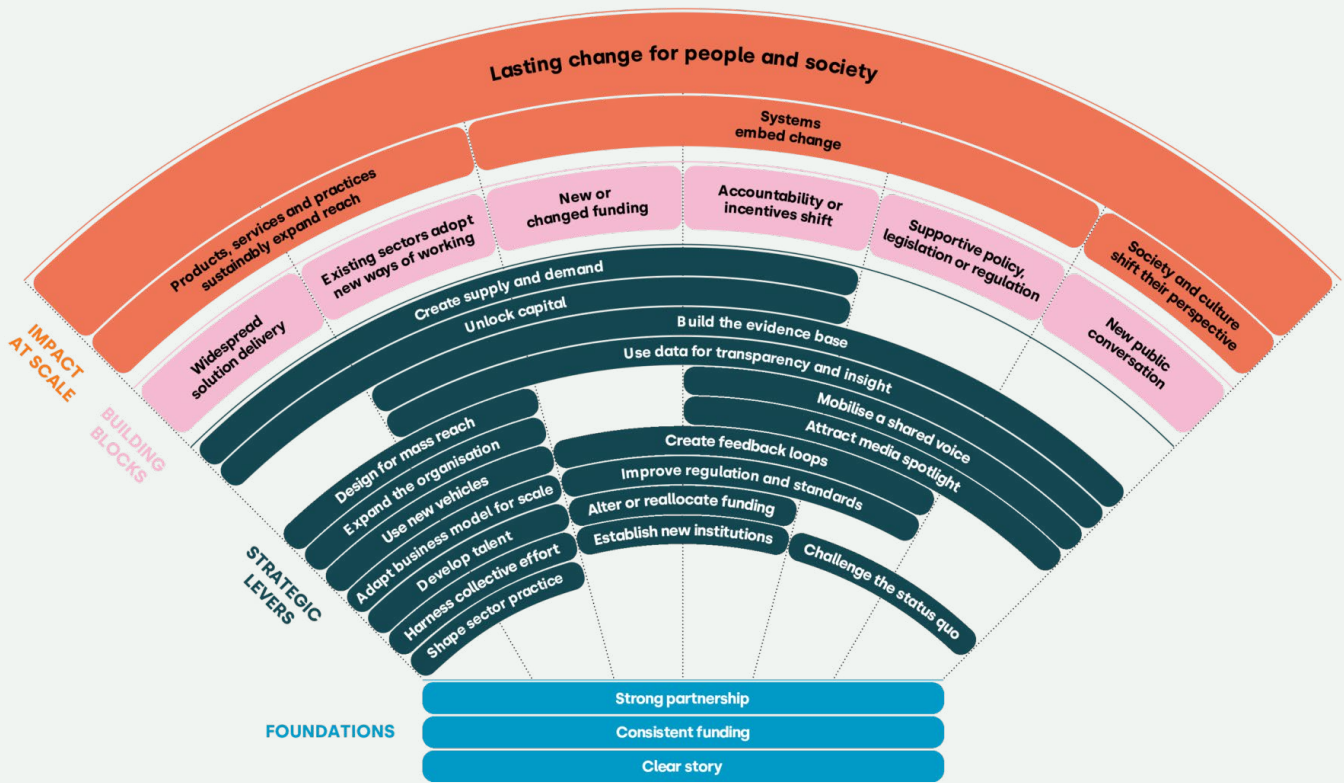
International

Putting outcomes at the heart of development.

[More about the International team](#)

The routes to scale framework

The routes to scale framework outlines our definition of success and the means to achieve it. It starts with the big end goal – defining the change you want to see – and works back through to the foundations that are needed to underpin the work.



In our companion report, [Building routes to scale](#), we walk through the framework and share over 20 examples that have achieved or are making progress towards impact at scale, as well as setting out our key learnings about what it takes to shift systems for the long term in order to make change for people and communities.

The framework addresses the following questions:



Impact at scale

What is it, and how can you tell when you get there?



Building blocks

What are the milestones to scaling impact in an issue?



Strategic levers

What are the different strategies that you can use to put in place the building blocks of impact at scale



Foundations

What are the foundations on which the most effective change efforts have been built?

Our Values

Everyone at Social Finance believes that change is possible. Our unique blend of skills and backgrounds enables us to create breakthrough solutions to society's toughest problems. To help us do it, we have three core values that guide everything we do:



Curious

We unearth the evidence, ask the awkward questions and don't give up until we get an answer. Through rigorous thinking, and learning from others, we generate ideas that make a big social impact.

Empathetic

We look from all angles, welcome all viewpoints. We seek to understand without reproach. We build strong teams from diverse backgrounds, with a shared goal to create lasting partnerships for change.

Pioneering

We are ambitious for lasting change and won't stop until social systems truly meet people's needs. Change is hard. But by combining social insight, business flair and practical innovation – we make it happen.



There are so many people here from different backgrounds that it's not about what you did before, it's about what you can bring to the job.

Matthew Pugh, Principal Software Engineer,
Data + Digital Labs team



Diversity & Inclusion

Our vision is a fairer world, where together we unleash the potential of people and communities. Equity, diversity and inclusion (EDI) is central to this vision.

We cannot have a fairer world if inequities persist in society or within our organisation. To achieve impact in complex social issues, we need people with a diversity of perspectives and life experiences.

We must nurture an environment where our people can do their best work — an organisation where people feel valued, where their voice is heard, and where they are proud of their achievements in driving social change. Our EDI strategy focuses on three priority areas to help us achieve our vision.

Race equity

Racism stands in the way of achieving our vision.

For Social Finance, working towards race equity means continuously and intentionally challenging structural and individual racism, both in the systems we work in and within our organisation.

To guide the development of our principles and action plan, we have defined what race equity and racism mean for us as an organisation:

We will be closer to race equity when someone's racial identity is no longer a factor in determining their life outcomes.

Racism at an individual level can include overt bigotry and discrimination, microaggressions, and unconscious and conscious bias. It can be both intentional and unintentional, and results in ethnic minorities having less influence, opportunities and resources than others.

Structural racism is discrimination and inequity embedded through policies, practices, social structures and culture that result in some ethnic minorities facing worse socioeconomic outcomes.

Gender equity and the experiences of women

We are a majority female organisation, but this was not always reflected in the balance of power across our team. We have improved representation of women in senior positions and there is now similar representation of both genders at every level of the organisation, including the leadership team and Board.

Alongside this we have improved our maternity policy and processes, signed the [Menopause Workplace Pledge](#), enhanced our travel safety polices, and closely monitor retention trends in relation to gender experience.

We know there's much more to do as we strive towards gender equity at Social Finance.

Cross-cutting EDI initiatives

Alongside race and gender we are making progress in other areas including socioeconomic background, sexuality, age, disability, mental health, and neurodiversity. We are a [Disability Confident Committed](#) employer, and we have signed the [Mindful Employer Charter](#).

Our ambition is to address the different aspects of EDI, recognising that social categorisations are inter-related and everyone's individual experience is unique. As we embed EDI approaches more fully into our culture, we will improve everyone's experience.

Read more about the actions that we are taking and some of our outcomes [here](#).

Job Description

Job title: Chief Finance Officer
Team/Department: Finance & Corporate Governance
Reporting to: Chief Executive Officer

Job Purpose:

Reporting to the Chief Executive Officer, this role will be responsible for the financial stewardship of Social Finance, an FCA-regulated, not-for-profit social enterprise. As CFO, you will be responsible for leading our finance function, ensuring the financial health and sustainability of the organisation, and providing strategic financial guidance to support the achievement of our mission. You will also take on wider strategic and operational responsibilities, including oversight of the execution of parts of our business strategy and managing both our corporate risk framework and risk register and our IT and Information Governance function. This role will be a member of our leadership team.

Key Responsibilities

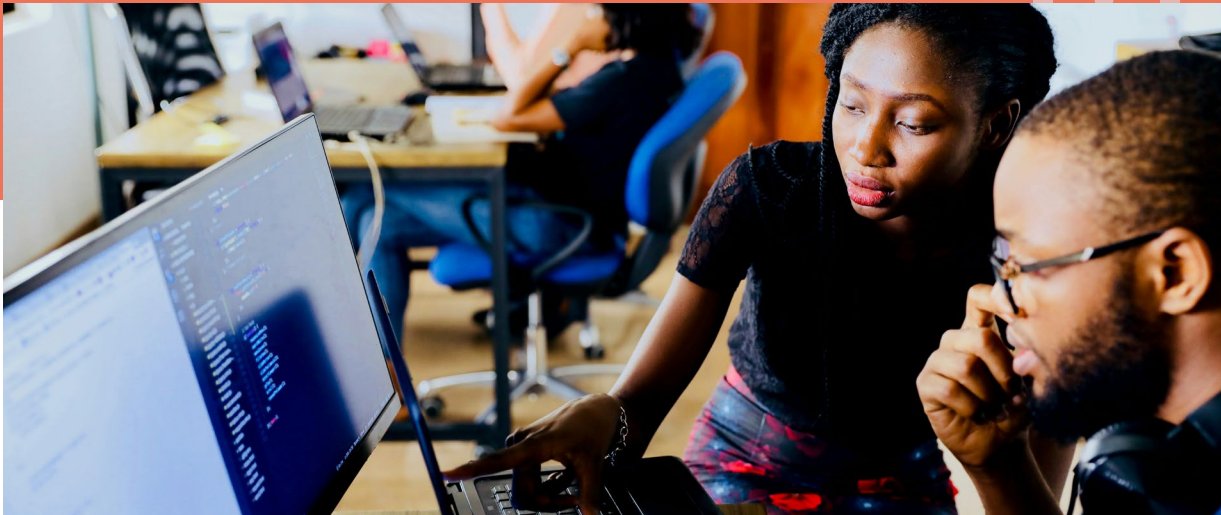
Financial leadership

- Provide corporate leadership for the finance team, working with our Financial Controller to oversee all aspects of financial operations including budgeting, forecasting, financial reporting, and internal controls.
- Develop and implement the financial strategy, ensuring alignment with the organisation's overall strategic plan. Oversee our capital structure and financing, ensuring the Board receive timely advice and that the organisation has access to the capital it requires.
- Work collaboratively with the CEO, Board of Directors, and leadership team to provide financial insights and analysis to support informed decision-making, in particular around annual budgeting and regular reforecasting.
- Develop and maintain strong relationships with key financial stakeholders, including auditors, bankers, and advisors.
- Work with the Financial Controller and the Director of Compliance and Regulatory Affairs to ensure compliance with all relevant legal requirements and FCA regulatory requirements.
- Work with the Financial Controller to prepare accurate, informative, and timely financial statements for internal and external stakeholders and ensure a clean audit.
- Act as senior sponsor for our Management Information System, including acting as corporate champion for the system, fostering collaboration across finance and business teams to maximise user adoption and to realise the system's benefits.
- Stay abreast of developments in our sector and identify opportunities to improve financial performance, including by understanding our competitive position.

Wider strategic and operational responsibilities

- Oversee the delivery of key parts of our business strategy, including management of our corporate entities and any changes to our group structure.
- Oversee Social Finance's corporate risk management framework, ensuring that our risk register is maintained and updated through a regular risk review cycle. Ensure that risks are shared and discussed with the Senior Leadership Group and shared and/or escalated to the Board as required. Support and manage the operation of the Audit & Risk Committee.
- Oversee Social Finance's IT and Information Governance (IG) function, including leading on our IT and IG strategy and ensuring we have appropriate capacity and capability internally and through third party relationships to deliver against our IT and IG requirements.
- Act as the Senior Information Risk Owner (SIRO) for Social Finance.

Person Specification



Knowledge and Experience

- A fully qualified accountant (from ICAEW, ACCA, CIMA or equivalent) with a strong track record of achieving results and financial leadership in a mix of social enterprises, charities, or private sector organisations.
- Significant experience of effective P&L management, financial modelling, forecasting, budgets, and project accounting.
- Experience with risk management, IT, IG, or P&L leadership is desirable, as well as experience managing entities within a group structure.
- Experience leading and motivating diverse teams within Finance functions and, ideally, other functions or business units.
- Experience working with Boards and Audit and Risk Committees.

Skills and Abilities

- Exhibits strategic thinking to plan for the future, prepare strategies and deliver solutions that can cope with changing environments and challenges.
- Ability to provide cross-functional leadership for strategic and operational responsibilities beyond finance.
- Excellent communication skills and ability to work collaboratively and effectively with leadership teams and Boards.
- Excellent leadership abilities to engage all audiences and motivate others, including at Board level.

Personal Attributes

- High level of trust, integrity, empathy and commitment to driving social change.
- Entrepreneurial spirit, curious nature and comfortable working with uncertainty.
- Adaptable and flexible - maintains effectiveness in a constantly changing environment. Able to be flexible in approach to work without losing sight of key objectives.
- Resilient and independent with a strong personal drive - maintains performance under pressure.
- Confident communicator with excellent relationship management skills – able to express ideas effectively and convey information appropriately and accurately both verbally and in writing.
- Strong attention to detail and accomplishes tasks with thoroughness, accuracy and reliability.
- Inclusive and engaging style, diplomatic, and able to offer strong leadership in a collegiate and collaborative cross-functional environment.
- Commitment to equity, inclusion and driving social change.



Terms of Appointment

- Salary** The fixed salary for this position is £110,000 per annum.
- Contract** Permanent, full-time. We support a range of flexible working options.
- Location** Regular travel to our London office (87 Vauxhall Walk, London, SE11 5HJ) and to clients or partners around the UK will be required. We welcome UK based applications from outside of London/the Southeast so far as they can meet the in-person meeting requirements for the role.
- Pension** Contributory pension scheme (matched 4%).
- Annual leave** We offer a generous annual holiday allowance of 28 days, plus additional leave between Christmas and New Year when the office is closed.
- Additional** Healthcare cash plan; Enhanced maternity and paternity policies; Volunteer leave; Employee assistance programme; Cycle to work scheme; Give as you earn; Twice monthly unplugged afternoons (digital detox); Quarterly all staff offsites, including our summer fun day.

Working for a mission driven organisation is more than just what we pay, it's about our culture, our approach and what else we offer. Read more about working at Social Finance [here](#).

Equity, Diversity and Inclusion

We actively encourage applications from under-represented and minoritised groups, including those with lived experience of the social issues we are working to address. We are an equal opportunities employer.

We support a range of flexible working options and welcome UK based applications from outside of London/ the Southeast so far as they can meet the in-person meeting requirements for the role. We can also accommodate secondments and part-time working.

We work on some projects where our clients may require different levels of DBS checking for our employees. Candidates deemed suitable for a role after interview will be asked to declare any unspent convictions to ensure that we are able to resource them to projects appropriately.

How to apply



Tall Roots is acting as an employment agency partner to Social Finance. Applications should be made online at www.tallroots.co.uk/socialfinance-cfo and include:

- a CV.
- a Covering Letter that provides brief responses to the following four questions:
 1. What is motivating you to become our new Chief Financial Officer at Social Finance? *(200 words)*
 2. Given what you have read about us so far, what do you believe would make an effective Chief Financial Officer at Social Finance? *(200 words)*
 3. Can you provide an example of where you have successfully delivered a change programme in finance that has involved wider stakeholders. What was the impact of the programme? *(250 words)*
 4. How would you work with other senior leaders to deliver a budget to the Board that has broad buy-in from the leadership team? Please describe the key steps you would take to achieve this. *(250 words)*

The closing date for applications is **Friday 27th September**.

Preliminary interviews with Tall Roots will be held virtually between **Thursday 3rd – Tuesday 8th October 2024**.

First round interviews will be held on Wednesday **16th October 2024**.

Final interviews will be held in-person at Social Finances Offices, 87 Vauxhall Walk, London on **Monday 21st October 2024**. Shortlisted candidates will also be invited to meet with a selection of internal stakeholders virtually on **Tuesday 15th October 2024**.

If you have any questions relating to the role or the process, or would like any adjustments made to accommodate your needs, please contact Natalie Sanders or Mark Crowley at Tall Roots by email at natalie.sanders@tallroots.co.uk / mark.crowley@tallroots.co.uk.



Tall Roots Search
Recruiting exceptional leaders for inspiring organisations
71-75 Shelton Street, London, WC2H 9JQ, UK
www.tallroots.co.uk

Design by
Amber Jackson Communications
www.amberjacksoncomms.com



TALL ROOTS