

# Chief Operating Officer (COO)

## About Oxfordshire Community Foundation

**Oxfordshire Community Foundation** (OCF) is an independent charity that has been working to improve the lives of Oxfordshire's most disadvantaged people since 1995. We do this by bringing together people with the passion, resources and expertise to tackle the most pressing social problems facing our county.

We are a leading member of the 46-strong UK Community Foundation movement, recognised for our management quality and innovation.

Key achievements include:

- **Publishing [Oxfordshire Uncovered](#)** an insight report that for the first time created an accessible but in depth understanding of our most urgent social problems, shining a light on the priority issues and pinpointing their location
- **Building an unrivalled network of partnerships** across the public, business and charity sectors that have started to collaboratively address the urgent social problems in our society
- **Consulting members of the community** for their views on the issues affecting them, and their ideas for practical solutions
- **Stewarding over £14.5 million** in philanthropic donations from a committed group of generous individuals, families, businesses and trusts who want to pool their resources to help
- **Giving £8.5 million in vital funding** to over 1,500 charities and community groups that are improving people's lives in Oxfordshire and beyond
- **Developing our philanthropic services** to support a growing number of donor-advised funds, such as Step Change Fund
- **Investing nearly £6 million in our endowment fund** creating long-term stability to support our charitable activities.

We believe passionately that significantly more must be done to alleviate the social problems that impact the lives of local people in Oxfordshire. We want to see a county where no-one has to sleep rough on the streets and everyone has a place to call home; where every child has the opportunity to thrive and fulfil their potential; and where no-one, young or old, has to experience the despair of loneliness, instead feeling a true sense of belonging to their community.

**This will only be possible if OCF can dramatically scale up investment and people resources, and consequently the level and impact of the work we do. Achieving this will require a much more targeted focus on the priorities for change, and an absolute commitment to making a real and measurable difference to people's lives.**

## The challenges before us

Oxfordshire seems to many a place of great wealth, privilege and resources. However, if you scratch beneath the surface, you find that there are large numbers of people and even whole communities that are feeling left behind. We see **homeless** people sleeping rough on a cold night in Oxford. In many areas across the county, there are pockets of poverty that many people would find shocking, leading to dramatic **educational disadvantage**. And there is an epidemic of **loneliness** affecting people young and old, especially in the county's many rural settings.

Therefore, with great urgency to inspire more place based giving, Oxfordshire Community Foundation (OCF) is embarking on a period of transformation and growth. With ambitious plans and strategy in place, the board and CEO are looking for a focused, experienced, strategic, new team member reporting to the CEO, to hold the organisation to account.

With experience scaling up an organisation as part of an executive management team, the new COO will have the skills, sensitivity, and personal confidence to both lead and build on the capabilities of a committed, bright, diverse and effective team.

As one of 46 community foundations across the UK, OCF seeks to play a proactive and influential role within UKCF movement, which will also involve the role holder in the implementation of larger scale projects measured against national objectives and collective goals.

## Benefits of this new senior role, Chief Operating Officer

This is an outstanding opportunity for a highly motivated professional to assume a pivotal role in the evolution of a fast-growing, highly respected organisation. We are seeking an experienced individual with proven track-record of managing change and exceeding results.

Job Title, Chief Operating Officer

- Reports to Chief Executive (CEO)
- Annual salary circa £55,000 Full Time Equivalent
- 3% Pension Contribution
- 35 working hours per week
- Annual Leave 25 days plus bank holidays
- A 6 month probationary period
- Flexibility for home working
- Office location is 3 Woodin's Way, Oxford OX1 1HD

Managing the full range of the organisation's internal activities, in particular, distribution of funds and finance functions, the new COO must be a leader who is able to help others at OCF deliver measurable, cost-effective results, to control costs and manage budgets, and to ensure the timing and scheduling of OCF Strategic Programmes are well resourced and planned.

## Responsibilities

Working alongside the chief executive the COO will lead all internal operations and will have the following responsibilities:

1. Enable strategic delivery of the medium term Business Plan and the development of new processes and activities to achieve it.
2. Direct the internal operations of the organisation
  - Coordinate the annual operations plan and budget
  - Ensure costs are managed to budget across the organisation
  - Lead the preparation and laying of OCF's annual accounts to charity SORP standards and to meet statutory deadlines
  - Lead the performance management process that measures and evaluates progress against goals for the organisation
  - Ensure OCF governance is strong and fit for purpose
  - Ensure continuous improvement and quality standards (in particular, meeting the quality standard for Community Foundations, known as QA5, as an exemplar)
  - Provide a strong day-to-day leadership presence; an open-door policy for all staff
- Distribution processes for OCF Funds (OCF charitable activities and grant programmes)
  - Establish key impact measures and benchmarking of OCF Strategic Programmes
  - Ensure OCF meets terms of any donor advised fund arrangements and that all grant programmes are delivered in accordance with agreed Terms of Reference and / or Memorandum of Understanding
  - Develop services and tools that meet cost guidelines
  - Lead and line manage grant and finance teams
  - Achieve timely (financial) management reporting to improve wider stakeholder engagement as well as recruitment and retention of donors and supporters (working alongside Programme Managers and the Chief Executive)

- Finance, Technology, and Human Resources
  - Cultivate the values of OCF within the organisation, exemplar governance
  - Manage including, where appropriate; administration of BreatheHR, online platform for human resources; training, development, performance framework and recruitment
  - Ensure the provision of strong financial support to the organisation, and maintenance of an effective system of internal control. This will include developing the SAGE system used by OCF to enable an effective control environment, providing quick access to financial information, strategic budgeting and oversight
  - Ensure all infrastructure systems are fit for purpose; review and develop proposals to deliver the next level of IT and office systems that support the growth of specific programmes and the organisation overall
- 3. Work with the board of trustees: present to the board at quarterly meetings and service/report to board sub-committees
- 4. Work with external consultants: advisers, e.g. external auditors, HR advisers, lawyers

## Key Qualifications, Experience and Characteristics

As a pre-requisite, the successful candidate must believe in the core values of OCF and demonstrate a passion for breaking new ground to lead social change and a willingness to embrace new opportunities and emerging digital technologies. Beyond that, we are seeking a candidate that has proven experience in scaling up and managing change within a budget.

The candidate is expected to have a professional accountancy qualification with one of the institutes recognised in the UK. However, an MBA could be acceptable provided it is supported by substantial professional financial experience and sufficient technical knowledge to direct a finance function.

## Additional requirements are:

1. Results - proven track record of exceeding goals; evidence of the ability to consistently make good decisions through a combination of analysis, experience, and judgment; high level of business acumen including successful P&L management; the ability to balance the delivery of programmes against the realities of a budget; and problem solving, project management, and creative resourcefulness
2. Strategic Vision and Agility - ability to think strategically, anticipate future consequences and trends, and incorporate them into the organisational plan
3. Capacity Building - ability to effectively build organisation and staff capacity, developing a first rate workforce and the processes that ensure the organisation runs smoothly
4. Leadership and Organisation - exceptional capacity for managing and leading people; a team builder who has experience in scaling up organisations; ability to connect staff both on an individual level and in larger groups; capacity to enforce accountability, develop and empower quality leaders from the bottom up, and learn the strengths and weaknesses of the team so as to put people in a position to succeed
5. Action Oriented - enjoys working hard and looks for challenges; able to act and react as necessary, even if limited information is available; not afraid to take charge of a situation; can overcome resistance to leadership and take unpopular decisions when necessary
6. General Management - thorough understanding of finance, systems, and HR; broad experience of the full range of business functions and systems, including strategic development and planning, budgeting, business analysis, finance, information systems, human resources, and marketing