

ROLE PROFILE

Role Title:	Head of Finance Operations	Job Family:	FIN M B
<p><i>This is a senior finance role – a member of Cancer Research UK’s Finance leadership team and an experienced leader of financial shared service-type functions. The role delivers financial operations (receipts, payments, accounts, taxes, compliance) that are efficient and well controlled, through a professional and motivated team. It constantly challenges and refines the operating model to optimise the balance of service, efficiency and control. As this is a new role, a significant focus will be to establish Finance Operations as a recognised and trusted centre of excellence in Cancer Research UK.</i></p>			
Reporting To:	The Finance Director.		
Responsible For:	A total of 50 people, including transaction processors and accountants, across the functions of income processing, accounts payable, accounting operations, financial systems, and regulatory & taxes. The Head of Finance Operations will lead these teams in the delivery of excellent, efficient, well controlled financial transaction and accounting services to internal and external customers.		
Main Purpose of the Role:	<ul style="list-style-type: none"> • To shape and establish a high-quality, financial shared services function for Cancer Research UK. • To ensure that all income and expenditure transactions are properly processed and recorded. • To maintain an effective and well controlled financial systems environment. • To maintain proper accounting records, including rigorous balance sheet control, and ensure that all statutory accounting & reporting requirements are fulfilled. • To oversee the efficient management of taxes and other financial regulatory requirements. • To develop a working environment that promotes professionalism, team working and career development. 		
Key Relationships & Stakeholders	<p>Finance Operations has customers throughout Cancer Research UK: this role will deal with escalated issues at various levels up to Director and Executive Director.</p> <p>Works with the Head of FSM¹ Finance and the Head of Research Finance on significant service issues.</p> <p>Liaises with FSM operations functions on significant income processing issues.</p> <p>Liaises with the Procurement Director and Head of Treasury on significant purchase-to-pay process issues; and handles escalated issues with suppliers.</p> <p>Liaises with Information Systems on financial systems; and is responsible for the Charity’s relationship with its financial systems supplier (currently Agresso).</p> <p>Manages the Charity’s operational relationship with the statutory auditors; and liaises with Internal Audit on internal control and audit reviews.</p> <p>Commissions and supports project work from the Head of Finance Projects.</p>		
Location:	Princes House, Kingsway, London, moving to the Angel building (Islington) in late 2010.		

¹ Fundraising and Supporter Marketing

Key Accountabilities:

1. Finance Operations

- The new Finance Operations function is established, with the management team working together, and the operating model in place.

2. Transaction processing

- Income processes and credit control measures that are efficient, effective and controlled.
- Expenditure / payment processes that are efficient, effective and controlled.
- General accounting processes that are efficient, effective and controlled.
- Proper accounting records.

3. Financial systems

- Robust, fit-for-purpose, well-controlled, user-friendly and cost-effective financial application systems.
- Prioritised systems enhancements are delivered.
- Internal and external accounting and reporting structures are aligned; and routinely reconciled.

4. Statutory reporting

- Appropriate accounting policies are in place and correctly applied.
- Annual report & accounts – audited, approved and filed to strict deadlines.
- Resolution of all audit issues.
- A strong working relationship with the auditors.
- All other returns properly and compliantly submitted, with minimal / no audit issues or costs.

5. Taxes management

- Compliance with tax law and regulations, and payment of all taxes properly due.
- Recovery of all overpaid taxes or taxes recoverable.

6. Governance & internal control

- An effective financial transactions control environment.
- Financial processing errors and irregularities (including fraud) are prevented or detected and promptly reported/rectified.
- Control risk self-assessments.
- Policies, standards and guidance.
- Culture of control risk & fraud awareness in Finance Operations and beyond.

7. Continuous improvement

- Continuous improvement culture in Finance Operations.
- Improvement projects/initiatives delivered.
- Progressive cost reduction in transaction processing.

8. Supporting new initiatives

- Technical (i.e. taxes and compliance) structuring advice delivered to new initiatives.
- Financial processes for new initiatives that are efficient, effective and controlled.
- Advice on the financial risk of new customers and suppliers.

9. Customer service

- A reputation for excellent customer service by Finance Operations.

10. People and leadership

- Team organisation design and resourcing.
- Team performance management, development and succession.
- Team delivery to budget.
- Focus on Cancer Research's strategy, vision, goals and values.

Key Responsibilities:

1. **Establishing Finance Operations:** Creates and establishes a professional financial shared services-type function that is recognised and trusted throughout Cancer Research UK, and has a mandate to deliver:-
 - customer service excellence;
 - a professionalised working environment for a diverse range of qualified and unqualified staff;
 - flexible and efficient working structures;
 - employee career development paths and personal development support; and
 - the highest standards of internal control, compliance, and professionalism.

2. **Transaction processing**
 - a) General:** By maintaining appropriate structures (people, organisation and process) and oversight, ensures that all financial transactions are processed efficiently, effectively and with appropriate safeguards and controls, so that:-
 - Cancer Research UK's financial assets and position are protected and optimised;
 - accounting information and audit trail is captured and stored completely, accurately and promptly in financial systems and archives;
 - related taxes, regulatory and compliance matters (for example gift aid, VAT, income tax, national insurance, house-to-house returns, data security, etc.) are handled promptly and appropriately so as to enhance Cancer Research UK's financial and reputational standing; and
 - Finance Operations share clarity with other participants in each process over role boundaries and the efficiency and control of the end-to-end process.
 - b) Income:** Ensures that all funds properly receivable (including gift aid) are banked promptly, completely and safely – working closely with colleagues in FSM and elsewhere; and that appropriate credit control measures are applied to credit customers.
 - c) Accounts payable:** Ensures that liabilities properly incurred² are disbursed to the right supplier in line with agreed terms and via the most appropriate payment method – working closely with Corporate Resources colleagues in Procurement and Treasury as well as users/customers of the 'procure-to-pay' process.
 - d) General ledger:** Ensures that proper books of account are maintained in line with statutory accounting and taxes requirements, and particularly that:-
 - specialist modules of the financial system (such as fixed assets, stock etc.) are used appropriately;
 - accounting data is brought into the general ledger from feeder systems and other modules completely, promptly, accurately, safely, and in a way that promotes transparency and efficiency;
 - necessary adjustment journals are properly and efficiently processed;
 - internal services costs are allocated to beneficiaries (working with Finance Planning & Analysis); and
 - account balances are routinely reconciled and analysed to the highest standards, including prompt follow-up and resolution of issues, and independent review.

3. **Financial systems:** Manages the Charity's relationship with the financial systems supplier, and works with Information Systems to provide a robust and controlled systems environment and support model, which:-
 - deploys accounting functionality and structures that are fit for the Charity's purpose, accommodating its specific needs (multi-company, multi-fund, etc.), and operates secure interfaces from feeder systems.
 - safeguards the Charity's assets and data, and embeds appropriate systems controls;
 - accommodates management reporting requirements – working closely with Finance Planning & Analysis to ensure external and internal accounting and reporting are properly integrated;
 - is demonstrably reliable, provides for routine support and maintenance, and is cost effective;
 - is user-friendly – ensuring customers can easily access helpful training, guidance and support; and
 - prioritises and manages change requests (enhancements, system patches and upgrades).

² In particular, expenditure must be properly approved in line with delegated authority and goods or services must be delivered to the agreed specification.

4. **Statutory reporting:** Ensures the Charity complies with all obligations in a way that enhances its financial and reputational standing.
 - Ensures the Charity and its subsidiaries adopt and correctly apply appropriate accounting policies – working with the Finance Regulatory & Taxes Manager.
 - Oversees the preparation, audit, approval and filing of the annual report & accounts, ensuring they not only comply with statute, but also help to communicate with relevant stakeholders.
 - Ensures the statutory audit process delivers an unqualified opinion efficiently, and issues are promptly and effectively managed.
 - Ensures that all other returns (including taxes) are properly prepared, reviewed, approved and submitted in line with requirements and deadlines – minimising the net cost of errors and audit findings.
5. **Taxes management:** Supports the Finance Regulatory & Taxes Manager's efforts to ensure compliance with tax law and to optimise the Charity's position with respect to taxes – particularly VAT and gift aid.
6. **Governance & internal control:** Ensures that an effective control environment operates around all financial processing, and in particular that:-
 - effective risk-based internal controls are embedded within all processes, with the aim of preventing or detecting errors, irregularities and/or fraud;
 - policies, standards and guidance are documented, published and promoted;
 - self-assessment activities happen routinely, and appropriate corrective actions are implemented;
 - Finance Operations works constructively with Finance Projects, Internal Audit and external auditors, and completes agreed actions to agreed deadlines.

Generally promotes good financial governance and control throughout Cancer Research UK.
7. **Continuous improvement:** Creates an environment where opportunities to improve service quality, value, efficiency, cost and risk management are identified, analysed and actioned appropriately. Routinely challenges Finance Operations, Finance colleagues and others to identify and action such opportunities. Works with others to anticipate relevant developments in regulation and best practice, and plans for the adoption / implementation of consequent new policies and standards. For more significant opportunities, requiring project management and resourcing, works with the Head of Finance Projects to initiate, sponsor, and support improvement projects.
8. **Supporting new initiatives:** Works proactively with FSM and others to support projects for business development and other new initiatives, ensuring that all financial processing, control and systems requirements are properly factored in, and that the Finance Regulatory & Taxes Manager is positioned to provide timely and effective input and advice on regulatory and taxes matters, as well as on the financial risk associated with new customers and suppliers.
9. **Customer service:** Establishes and maintains the reputation of Finance Operations for excellent customer service by adopting best practice customer service approaches. Aligns with Finance and Corporate Resources colleagues to find ways of enhancing customer service delivery across departments.
10. **People and leadership:** Leads and motivates a diverse team of 50 people, setting objectives, managing performance and co-ordinating training and development – all in the context of CR-UK's overall vision & purpose, and goals & strategy. Ensures the team remains fit for purpose; proposes and implements needed improvements. Participates in Finance and Corporate Resources leadership fora. Assists the Finance Director with project work and ad hoc assignments as required.

Knowledge, Experience, Skills and Competencies:

An experienced finance professional, with significant experience of leading financial operations / services.

Knowledge / Experience

- Qualified accountant, with a good knowledge of accounting statute & standards – ideally but not necessarily including charities accounting (SORP 2005).
- Significant experience of a financial shared services operation – ideally from having led one.
- Significant experience of managing diverse Finance teams (transaction processors and qualified accountants), including challenging individuals, and delivering employee engagement, development & career progression.
- Experience of change management.
- Experience of producing annual statutory consolidated accounts under UK GAAP, and of managing the external audit relationship.
- Good knowledge of taxes law & regulations – ideally but not necessarily as they apply to charities (including VAT, gift aid, income & corporate taxes).
- Good knowledge of current best practice in corporate governance, risk management and internal financial control – particularly income, expenditure, accounting and financial systems controls.
- Proven track record of providing excellent customer service in a services role.
- Experience of managing financial computer applications in mid-sized or large organisations – preferably some experience of Agresso.

Skills / Competencies

- Leadership qualities – capable of influencing at all levels, including up to board level.
- Strong people-management skills, and a real desire to manage employee performance & development.
- Customer-service ethos: able to deliver technical services that meet customer needs.
- Strong relationship-building and communication skills (written & spoken), able to convey technical matters to a range of audiences – including senior customers – in a way they can understand.
- Sees opportunities and potential business improvements, and has the drive to see them implemented.
- IT skills – in particular in finance-related applications.
- Strong organisational & planning abilities, and delivery focus - able to set and meet demanding deadlines.
- Strong attention to detail, whilst retaining sight of the bigger picture.

Values

Exhibits CR-UK's values, and in particular:-

- Ambition: prepared to set stretching goals, challenge the status quo, and innovate.
- Collaborative: works as a team with Finance, other internal colleagues, and external parties, building quality relationships to help deliver results.
- Integrity: approaches everything with honesty and trust; and seeks to do what they say.
- Impact: aims to make a difference, and knows when to say no to things if there is too little to be gained.
- Excellence: promotes learning and continuous improvement, sets the right standards so that CR-UK gets quality results and value for money.
- Passionate about our vision: engages with and promotes our vision & purpose, and makes the link with their own role.