



# CHAIR RECRUITMENT PACK 2020

# FINANCE INNOVATION LAB

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### THE ROLE

Our current Chair has now completed two terms as trustee and is required to stand down.

With our 2030 strategy currently being finalized, we are looking for a Chair to support the Lab on the next stage of its journey, alongside our Board, the CEO, and our exceptional team.

In particular, we are seeking to diversify our board by recruiting an individual who can complement the expertise of our existing board members, or that holds an identity currently under-represented on the board.

### ABOUT US

The [Finance Innovation Lab](#) incubates the people and ideas with the potential to transform finance. Our vision is a financial system that serves people and planet: one that's democratic, responsible and fair. We work with innovators developing new business models, regulators and policymakers shaping the rules of the game, and mainstream professionals who want to change finance from the inside.

Our work is driven by the belief that the dysfunctions of our financial system contribute to some of our most pressing social and environmental challenges, from fossil fuel extraction to unaffordable housing, but that it doesn't have to be this way: people created the system and people can change it. We see finance as a complex system that has become oriented to the wrong purpose, serving itself instead of the real economy, society and the wider environment.

The Lab began as a collaboration between WWF-UK and the Institute of Chartered Accountants in England and Wales in 2009, and became an independent charity in 2015. Since its inception eleven years ago and independence nearly five years ago, the Lab has worked at full stretch to catalyse systems change in finance.

There's no blueprint for this scale of transformation; instead, we act as a catalyst, seeding change efforts across the system and connecting them to each other. Our work is human-centred and positive: we focus on empowering and connecting open and willing changemakers, rather than convincing others of the need for change. We bring to this work our power to convene influential actors, our transformative facilitation and leadership development skills, and our thought leadership in financial systems change.

Our current board of 13 trustees (profiled in Appendix 1) support our Executive and broader team (see Appendix 2). Together with our [Senior Fellows](#), and a wider community of innovators and influencers, we work to change finance for the better.

### OUR GOVERNANCE

The Finance Innovation Lab was established as a Company Limited by Guarantee (CLG, number 09380418) on 8 January 2015 and became a Registered Charity (number 1165269) on 22 January 2016. Our constitutional documents are our Articles of Association.

The Board can consist of up to fourteen Trustees, all able to serve two terms of three years. Board meetings are held quarterly, currently wholly online. The longer-term plan for meeting (video vs in-person) is under review, but it is likely at least some Board meetings will continue to take place via video conferencing in future, with others in or near our London office.

Board sub-committees also meet quarterly. Current sub-committees are the Finance and Operational Risk committee, and the Communications and Fundraising Committee. In addition, the Chair and Vice Chair meet together with the CEO and COO on a monthly basis.

## OUR FUNDING

Since our transition to independence in 2015, we have remained largely reliant on grant income and we are committed to diversifying our income base to ensure our long-term financial sustainability. Our income for 2019 was £360k, and our budget for 2020 set an income target of around £400k.

## DIVERSITY, EQUALITY AND INCLUSION

We are committed to providing equality and fairness for all and not to discriminate on grounds of gender, marital status, race, ethnic origin, colour, nationality, national origin, disability, sexual orientation, mental health, religion or age. We encourage and celebrate the different qualities that our colleagues, and others we work with, bring to our work, and we believe that seeing things from a wide range of different perspectives helps us to resolve problems, adapt our approaches and develop as an organisation.

We want to bring greater diversity to our Board and we're keen to hear what you think you'll bring from your own background and experience (beyond your professional skills and knowledge).

## HOW TO APPLY

We are keen to hear from applicants who believe they have the skills and commitment to thrive in the role, even if you do not have every element of the person specification.

To apply, please download an application form from [here](#) to complete it, and send this together with a copy of your CV to [jobs@financeinnovationlab.org](mailto:jobs@financeinnovationlab.org) before the closing date. Please send your application form as a Word document (not a PDF). Please also complete our diversity monitoring form at <https://filab.uk/edi0820>. This is anonymous and will not be linked to your application.

**Please note that the first stage sift will review only your application form. You should ensure all relevant information is included on the form.** CVs will only be reviewed for candidates called to interview.

Closing date for applications: **9.00 am, Monday 28 September 2020.**

Interviews are expected to take place during the week commencing 19 October 2020, with second interviews in the week commencing 2 November.

The first board meeting after the appointment date is our board away day, which will take place from 9am – 5pm on Thursday 28 January 2021.

If you have any questions or would like to have an informal discussion about the role, please email [jobs@financeinnovationlab.org](mailto:jobs@financeinnovationlab.org).

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## ROLE PROFILE

### CHAIR OF THE BOARD OF TRUSTEES

- Time commitment:** 2-3 days per month.
- Role type:** Voluntary. Reasonable expenses reimbursed.
- Term:** 3 years. Trustees may serve a maximum of two consecutive terms.
- Location:** Flexible. Some travel to London will be required.  
(Please note that although the Lab’s offices are in London, our trustees live as far afield as Dorset and Edinburgh.)

### KEY RESPONSIBILITIES

In addition to the responsibilities of all trustees, the chair will be expected to:

- Line manage the CEO; undertake regular performance reviews and help coach and develop the CEO
- Ensure the board is effective in fulfilling their responsibilities for the overall governance and strategic direction of the Finance Innovation Lab, in accordance with the Charity Commission requirements
- Work in partnership with the CEO, the COO, and other staff to optimise the relationship between the board of trustees and the staff
- Ensure the board operates as a strong, collaborative team and regularly reviews its composition, effectiveness and ways of working
- Promote and represent the Lab to influential stakeholders, including funders, when appropriate.



## **ROLE DETAIL**

In order to discharge these responsibilities, the chair will be expected to:

### **Line manage the CEO:**

- Provide line management for the CEO, setting objectives, reviewing progress and providing coaching/mentoring
- Maintain regular two-way communication with the CEO, including through fortnightly one-to-one meetings
- Conduct annual performance appraisals and gather 360 feedback
- Act as an escalation point for any grievances or other staff related issues

### **Ensure the board is effective in fulfilling their responsibilities:**

- Chair and facilitate board meetings, monitor decisions taken at meetings and ensure they are implemented
- Approve the annual cycle of board meetings and meeting agendas
- Liaise regularly with the treasurer to maintain a clear grasp of the charity's financial position and to ensure full and timely financial information is made available to the board via the Finance and Operating Risk Committee
- Participate in board committees or working groups as appropriate
- Ensure that the board has the appropriate mix of skills and capabilities to discharge its functions effectively, including working with the rest of the board to identify and recruit new trustees as required
- Ensure that trustees have the appropriate training to support them in their roles

### **Maintain a strong relationship between trustees and staff:**

- Build a strong, collaborative and respectful working relationship with trustees and the CEO and COO, as well as other Lab staff as appropriate
- Be available to the CEO, COO and senior staff to respond to urgent issues as they arise

### **Ensure the board works as a strong and collaborative team:**

- Facilitate regular reviews of the board's structure, role and effectiveness and ensure agreed changes are implemented
- Ensure that the board works in an effective and collaborative manner, in line with the Lab's values, and encourage regular self-reflective evaluation of the contributions and effectiveness of the board

### **Promote the Lab to external audiences:**

- Represent the Lab as appropriate at events, meetings or functions
- Lead the board in fostering relations with potential partners and funders/donors

## PERSON SPECIFICATION

### Essential

Commitment to the Lab’s vision, purpose and culture (with a particular focus on diversity, equality and inclusion), including a belief in fostering collaboration for systemic change and a commitment to self-reflection and personal growth

Willingness and ability to devote the necessary time to carry out responsibilities, including ability to be available flexibly to respond to issues as they arise (this may include a limited amount of out-of-hours working)

Prior experience serving on a trustee board or management committee

Excellent leadership and facilitation skills, including the ability to chair meetings effectively – balancing the need to reach decisions efficiently with the need to ensure all voices are heard

A proactive approach to identifying current or potential issues which the board needs to address

Good, independent judgement and the ability to think creatively about the Lab’s strategy, assets and external environment

Good communication and interpersonal skills, including the ability to both empower others and challenge constructively when needed

Well-networked and willing to engage with contacts and/or fulfil an ambassadorial role for the benefit of the Lab

Ability to deal positively and constructively with conflicts and tensions within a group

Understanding of the needs of small charities and the competing demands placed on voluntary sector leaders

Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship

### Desirable

Prior experience as chair of a trustee board or management committee

Knowledge of the finance system, financial innovation and/or collaborative approaches to systems change

A wider involvement with the voluntary sector

Experience of charity finance and/or charity fundraising

Leadership skills exercised through a period of change

Experience of growing an organisation or charity

## APPENDIX ONE

### CURRENT TRUSTEES

#### **Sue Charman – Chair**

Sue has recently retired as Head of Sustainable Business at WWF-UK, having joined WWF-UK in 2010 to lead their Sustainable Finance Programme.

Previously, Sue had been with Barclays for 23 years and had undertaken a number of senior roles, including Financial Controller for the Global Retail and Commercial Bank, Head of the Finance and Reporting Service Centre, and Group Programme Director, Sarbanes Oxley. Sue is a chartered accountant with 23 years of experience in the finance sector and a German degree (BA Honours) from Exeter University.

Sue is currently holding the position of interim chair following the resignation of our previous chair due to unforeseen family commitments.

#### **David Carrington – Vice-Chair**

David is an experienced non-executive board member, adviser and consultant, working with social purpose organisations on governance, income generation and the development of social impact investing.

He is a non-executive director of the Impact Investing Institute and chair of Civil Society Media. He was a member of the Supervisory Board of Triodos Bank NV from 2009 to 2017 and a director of Big Society Capital from 2012 to 2017. David is an adviser on social impact investment to Giving Architects in New Zealand and Australia, a trustee of Guln and company secretary of the SOFII Foundation. He was a member of the Social Investment Task Force from 2000 to 2010 and the Commission on Unclaimed Assets from 2006 to 2009.

Previously, David was Chief Executive of three foundations, including The Baring Foundation; founder-director and chair of Alliance Publishing Trust and of Inspiring Impact; and a Trustee of Bridges Charitable Trust, the National Foundation for Youth Music, the National Youth Orchestra of Great Britain, and engage.

#### **Kate Ormiston Smith – Treasurer**

Kate has a background in the professional services. Having joined the graduate program at PwC, she gained her chartered accountancy qualification and worked on a wide range of financial reports. The audit of Plan UK spurred Kate's interest in the non-profit sector. After a career break volunteering in East Africa, Kate returned to join the Sustainability practice of PwC, where her focus was on the non-financial reporting of large international corporations, in the many forms that currently takes.

Kate now works at The B Team, a not-for-profit initiative formed by a global group of business leaders to catalyse a better way of doing business, for the wellbeing of people and the planet. She has just moved back from nearly 3 years in NYC to open a London office. Kate studied Accounting and Computing at the University of Leeds.

#### **Brhmie Balaram**

Brhmie Balaram is Associate Director of the RSA's Economy team. She heads up the Tech & Society programme, which explores the social and economic impact of emerging technology. Her role involves designing and delivering research on the power of tech over data, information and markets, and continuing the RSA's work on the ethical development and deployment of AI.

As part of this, she manages the RSA's Forum for Ethical AI, which engages citizens in a deliberative dialogue about the use of AI for decision-making.

## **Kit Beazley**

Having qualified as a Chartered Accountant with Price Waterhouse in London, Kit has spent most of his career in financial services. This includes ten years in consumer finance at Chartered Trust, four years at Zurich Financial Services, and two years as Finance Director of Stroud and Swindon Building Society.

From 2008 to 2019 he worked at Triodos Bank, one of the world's leading sustainable banks, an organisation closely aligned with his personal values of fairness, inclusion and transparency. For most of his time at Triodos he was UK Head of Finance and Risk, and during 2018-19 he was Head of Brexit Implementation. He is now building a portfolio of roles centred on working to make the financial system fairer, more inclusive and more sustainable, and is a Trustee NED of Avon Mutual Ltd, a community banking start-up.

Kit's senior and board level roles in financial services have included finance, strategy, risk management, governance structures, and capital and treasury management. He has a deep understanding of how the financial system works, and a commitment to helping to change it to enable a fairer, more sustainable society.

## **Simon Borkin**

Simon is a consultant, practitioner and researcher with a rich background in supporting co-operative and community enterprises to start, grow and contribute to a sustainable and inclusive economy. He moved into a freelance role in 2019 after seven years at Co-operatives UK where he led on the design and delivery of co-operative development programmes. In particular, since 2012 he oversaw the work of the Community Shares Unit, which promotes good practice and raises awareness of community shares as a sustainable funding mechanism for community enterprises. Beyond this, he has worked on programmes spanning place-based economic development, co-operative innovation and social investment.

Simon has a background in economic development in the North West, working with local authorities, universities, housing associations and regional development agencies on research, economic analysis, fundraising and evaluation activities.

Simon is also a board member at Friends of Stretford Public Hall – a Grade II listed heritage space in Manchester, owned and run by the local community. He has an MSc in Innovation Management and Entrepreneurship from Manchester Business School.

## **Katie Boswell**

Katie is Associate Director (Strategy & Leadership) at NPC, supporting charities and funders to develop high-impact strategies and tackle social issues. Katie has authored reports covering a range of social causes— including health, homelessness and poverty—as well as issues affecting the charity sector such as funder collaboration, charity mergers, and power dynamics in grant-making. She regularly works with charities and funders who are joining the dots between different issues and she is passionate about the potential for greater collaboration, user involvement and systems change approaches.

Before joining NPC, Katie gained ten years' experience in charities, grant-making, research and consultancy. At One World Children's Fund, she managed a programme that partnered with community-based organisations in over twenty countries to improve children's lives. She has worked and studied in the UK, USA and India.

Katie holds a BA in History from the University of Cambridge and an MSc in Development Management from the Open University. She is a Fellow of the RSA and has served as a Global Shaper at the World Economic Forum. Outside work, she helps to run her local community garden in East London.

## **Mikael Down**

Mikael Down is Executive Director for Assessment and Insights at the Banking Standards Board, where he leads the BSB's assessment, policy, behavioural economics and data science teams, and is a member of the board. Mikael started his career at the Treasury, where he worked in several policy roles before being seconded to the UK's Permanent Representation in Brussels.

On return to the Treasury, he led post-crisis reforms on bank resolvability and ring-fencing, before being appointed as Deputy Director for financial sanctions, anti-money laundering and counter-terrorist financing and Head of the UK Delegation to the Financial Action Task Force. In 2013, Mikael joined the Financial Conduct Authority, where he was responsible for leading a large programme of governance reforms in banking, until leaving to join the BSB in 2015.

Mikael has an MA in Economics from the University of Cambridge, and is studying part-time for a PhD in ethics and artificial intelligence. He is an Honorary Lecturer at Queen Mary University London and a Fellow at the Forward Institute.

## **Nana Francois**

Nana is Director of Membership in FaithInvest, combining her professional skills in alignment with her values to do better for people and planet. Nana has almost 20 years of experience in financial services, asset management, management consultancy and corporate strategy in the UK and South Africa. She joined FaithInvest in October 2019 after holding corporate leadership positions at Barclays Africa/Absa heading Retail and Business Bank Customer and Product strategies, and prior to that she worked as a rated financial institutions equity research analyst in both developed and emerging markets at J.P. Morgan in London and Johannesburg.

Nana supports businesses that create sustainable employment and sees a significant role for financial innovation in enabling sustainability through mainstream and non-traditional collaborations; in this regard she also sits as a non-executive director for the Women's DNA Fund, providing missing-middle financing, strategy and training for SMEs in Ghana, and the African continent.

Nana is a CFA Charterholder and holds an MA and BA Hons in Mathematics and Economics from the University of Cambridge.

## **Casey Lord**

Casey is an entrepreneurial digital product leader who's passionate about using technology to change the way financial services are designed and distributed. Casey is VP Product at Portify, a fintech startup that helps people with thin or damaged credit files improve their finances.

Previously, Casey was Head of Product at Europe's largest digital wealth manager, Nutmeg, and Chief Growth Officer at Xendit, a payment gateway in Southeast Asia that she grew from an idea into a revenue-generating, venture-backed business.

Prior to working in fintech, Casey ran the award-winning impact investing department of the Charities Aid Foundation. Casey has a BSc in Mathematics and an MBA from Berkeley-Haas, where she was a Fulbright Scholar, and has worked in financial services in the UK, US, India, Indonesia, and Hong Kong.

## **Laurie Macfarlane**

Laurie Macfarlane is Economics Editor at openDemocracy and Head of Patient Finance at the Institute for Innovation and Public Purpose at University College London, where his research focuses on how public banks and other forms of public finance can promote long-term investment and mission-oriented policy around the world.

Prior to this, Laurie was Senior Economist at the New Economics Foundation, the UK's leading think tank promoting social, economic and environmental justice. He is the co-author of the critically acclaimed book *Rethinking the Economics of Land and Housing*, which was listed by Financial Times as one of the best economics books of 2017.

## **Amit Shah**

Amit spent the first ten years of his career in finance and strategy consulting, after which he helped to establish and grow a charity and consulting firm focused on innovation in education. He then spent two years at Social Finance helping government, charities and finance come together to address social problems.

Amit is rethinking why he exists and so is now building two social ventures: Dust Jacket, that aims to create space for reflection and conversation about what it means to be human and the systems that turn humans into humanity, as well as Living Art Wall, which looks to create more space for shared creativity in our daily lives.

## **Marsha Taylor-Daniel**

Marsha has 18 years of experience working within the financial services industry. She spent over 13 years with American Express, undertaking roles across marketing, operations, business development and account management of leading financial institutions across EMEA. After this, she moved to Bank of America in a business consulting role for their Merchant Services division, supporting global e-commerce organisations with their merchant strategy needs.

She has now moved into the tech sector, where as Business Development Director for Infosys, she engages with financial services and fintech companies on their digital transformation plans, including around cards and payments.

## APPENDIX TWO

# EXECUTIVE TEAM

### Jesse Griffiths

Jesse is CEO at the Finance Innovation Lab, leading the Lab's work to build a financial system that serves people and planet.

Prior to joining the Lab, Jesse was Director of the Development Strategy and Finance Programme at ODI, an international think tank, where he led a research and policy team working on how to finance the Sustainable Development Goals (SDGs).

For the six and a half years prior to that, Jesse was Director of the European Network on Debt and Development (Eurodad), a network of 50 European civil society organisations (CSOs) working for transformative changes to global and European policies, institutions and structures to ensure an environmentally sustainable financial and economic system that works to eradicate poverty and ensure human rights for all. Before that he was Coordinator of the Bretton Woods Project, a watchdog of the World Bank and IMF, and worked for ActionAid UK on development finance policy. He has also worked for the Department for International Development (DFID) and various other non-governmental organisations, on both development finance and international environmental policy.

Jesse is a trustee of Jubilee Debt Campaign, which is focused on the connections between poverty and debt, part of a global movement working to break the chains of debt both globally and in the UK, and build a finance system that works for everyone. He is also a trustee of Tax Justice UK, a campaigning and advocacy organisation that works to ensure that everyone in the UK benefits from a fair and effective tax system.

Jesse has a Masters in Finance from SOAS, a Masters in International Politics from Aberystwyth University, and a Bachelors degree in Politics and Parliamentary Studies from Leeds University. He has published a wide range of reports and articles on international finance issues, in particular on how to reform the international financial system to help end poverty and support sustainable development.

### Rebecca Sumner Smith

Rebecca is COO at the Finance Innovation Lab, looking after the people, processes and resources which enable our work.

Rebecca has a diverse background with experience across private, public and social sector organisations. Prior to joining the Lab, Rebecca was Grants Lead at the Department for Digital, Culture, Media and Sport (DCMS), successfully designing and implementing a grants transformation plan across the department. She also founded and co-chaired the DCMS Green Network, championing green issues and supporting colleagues to make more sustainable choices in work and at home.

Rebecca started her career at Deloitte, where she qualified as a chartered accountant and international tax advisor. After a move into industry she relocated to Germany, working as Senior International Tax Specialist at the Deutsche Bahn (DB) Group in Berlin. At DB she led the tax input on various group-wide projects, including a review of tax processes across the c. 130 jurisdictions the group is active in.

Rebecca has a BA in Theology from the University of Oxford and an MA in Middle East Studies from the University of Exeter. She is currently completing a part-time MSc in Voluntary Sector Management at the Cass Business School's 'Centre for Charity Effectiveness'.

*Details of the rest of the Lab team can be found on our website, [here](#).*