

Job description: Chief Executive Officer

Australian Philanthropic Services Limited (APS)

Reports to	Chair (Chris Cuffe AO) and the APS Board of Directors
Direct reports	25 staff and seven direct reports including: Head of Advisory, Head of APS Foundation, Head of Philanthropic Giving, Specialist Giving Adviser, Head of Operations, Head of Marketing and Office Manager/EA
Location	Level 5, 8 Spring Street, Sydney (head office) and three locations outside Sydney
Hours	Full time
Website	www.australianphilanthropicservices.com.au

Business overview

Australian Philanthropic Services (APS) is the leading independent, not-for-profit philanthropic services organisation in Australia.

APS works closely with clients to establish and manage their charitable giving over time, using tax-efficient structures called ancillary funds. Specifically, the experienced APS team works closely with clients in all aspects of structured giving, helping them to establish their own private ancillary fund (PAF) or a named giving fund (also known as a sub-fund) in its public ancillary fund, the APS Foundation. The team also offers client advice from first gifts to strategic grants so clients can support the community more effectively.

Established in 2012, APS has grown to become the largest provider of PAF services in Australia, setting up more than 30% of all such structures each year. The organisation now supports over 600 individuals and families to structure their philanthropy and give over \$100 million to charity every year. Under the current CEO's leadership, APS has transformed from being a small start-up to a sustainable, financially viable organisation, with professional, specialised staff and operations and a market-leading philanthropic offering.

In 2022 APS will celebrate its tenth anniversary – a milestone worthy of celebration. It is also an opportunity to take a fresh look at what's ahead; to sustain success, review current strategy and continue building for scale.

With a high-profile board, strong specialist team, and proven track-record, APS is looking for a new CEO to build on their current success and lead them through their next exciting phase. You will be passionate about the core business of APS, skilful at building financial sustainability, have a keen eye for operational integrity and experienced in putting in place the right structures for operational transformation. You will bring a passion for technology and the way in which digital platforms can enhance both operational and customer experience outcomes. As the CEO, you will be able to clearly articulate APS's growth strategy for next three to five years; operationalise the strategy for scale and provide inspirational leadership.

Purpose of the CEO role

The overall purpose of the CEO role is to provide strategic leadership to APS as well as ensure the day-to-day management of the organisation is aligned with APS's strategic direction. This includes all areas of management including but not limited to; strategy, people, operations, financial resources, risk, board and partnership engagement while at the same time managing the performance and effectiveness of the Senior Executive Team. It is envisaged that approximately 30% of the CEO's time will be spent on growth focused responsibilities and 70% on operational initiatives to ensure the organisation achieves its objectives.

Principal responsibilities

Strategic planning & implementation

- Develop and implement the strategy for APS to achieve the scale and impact objectives including considering competitive positioning, detailed growth targets and marketing approach
- Manage the priorities of the team to ensure the right mix between business development, operational management and relationship management
- Grow the influence of the organisation in Australia as a leading independent, not-for-profit philanthropic services provider
- Support and lead the organisation into its next dynamic period of sustainable financial growth by identifying and implementing new strategic initiatives and opportunities
- Support in-house priority projects to strengthen the capacity and capability of the organisation

Leadership & management

- Lead and develop the culture of the organisation to ensure the high performance of a cohesive team that is both innovative and accountable, building a high level of credibility in the sector and beyond
- Ensure that the organisation has the resources (human, material and financial) to operate as effectively as possible
- Work collegially with team members to create KPIs, review performance and encourage individual and team professional development
- Lead by example acting at all times in accordance with the APS's values and behaviours, and regularly undertake a personal assessment and reflection against those values and behaviours
- Lead an ongoing technology transformation, working with the APS team and external providers to ensure that its systems and processes are fit-for-purpose
- Assure delivery of high, personalised quality of service through development and implementation of standards and controls, systems and procedures, and regular evaluation (creating industrial strength, error-free and systematic processes)

Financial, risk management and budgeting

- Responsibly manage regulatory compliance and the overall financial health of APS, in consultation with the Board; ensuring that expenditure is controlled in line with budgets as approved by the Board
- Maintain and develop income streams in line with the organisation's strategy
- Manage timely reports to funding bodies including the ATO, ASIC, ACNC and others, ready for approval of the Board
- Identify and manage operational and funding risks for APS and, where those risks could have a material impact on the organisation, formulate strategies for managing and mitigating those risks

Working with the Board and funders

- Support the Chair in ensuring the continued engagement/involvement of all members of the Board and funders
- Work with the Board in fulfilling the organisation's constitutional, regulatory and legal obligations
- Ensure appropriate presentation and reporting on the progress of the organisation and on all matters relevant to the delivery of its responsibilities at bi-annual meetings, including
 - Updates on the general operations of APS
 - Presentation of management accounts and forecasts/budgets
 - Presentation of opportunities and issues and trends etc
 - Development of policy proposals for discussion and decision
- Assist the Chair in fundraising if required, including nurturing existing funder relationships

External communication and engagement

- Working closely with the Head of Marketing, develop a highly effective strategy for external communications with supporters, partners the wider public and media
- Provide thought leadership across the market being visible as an influential and a respected voice at key forums and through multiple mediums including media, industry roundtables and conferences
- Lead and oversee APS's relationship with external regulators
- Develop and maintain effective relationships with key stakeholders including strategic advisers, wealth advisers, funders, clients, peak bodies, suppliers, pro bono supporters and the media
- Identify and create opportunities to expand and promote philanthropy and the work of APS
- Ensure the organisation is presented in an appropriate and professional manner to all stakeholders

Sector participation

- Keep informed of developments in philanthropy, not-for-profit management and governance
- Act as an advocate for issues relevant to philanthropy
- Engage with clients, funders, service providers and relevant stakeholders in order to continually improve APS services
- Act as spokesperson for APS and philanthropy, assuring proper representation

Key stakeholders

The role's key internal stakeholders are:

- The APS Chair and Board
- Direct Reports
 - Head of Advisory
 - Head of APS Foundation
 - Head of Philanthropic Giving
 - Executive Officer, Eisen Family Private Fund & Specialist Adviser, Giving
 - Head of Operations
 - Head of Marketing
 - Office Manager/EA

Key external stakeholders include:

- APS clients, prospective clients and their advisers
- Funders and donors – including high net worth individuals and philanthropists
- Peak bodies, including Philanthropy Australia
- Regulatory Bodies – ATO, ACNC, ASIC, state and territories fundraising regulators

Personal requirements

To make a demonstrable and transformational impact, the CEO will require the following experience and attributes:

Critical experience

- An affinity, interest or engagement with philanthropy/philanthropic structures in Australia
- Senior leadership experience at CEO or Director-level, preferably in a wealth advisory, philanthropic or self-managed superannuation administration organisation
- Strong operational and financial experience, in order to understand sustainability and risk mitigation
- Evidence of having led a digital transformation and an understanding of how technology can be leveraged to increase efficiency.
- Financial services background or senior leadership experience in a related sector would be a significant advantage
- A relationship development mindset including the identification and engagement of a diverse, sophisticated market and engagement through a range of channels
- Proven strategic thinking skills, with the ability to develop and deliver strategic innovation
- Demonstrated success in building for scale and operational transformation
- Experience in the boardroom with financial professionals and sophisticated philanthropists would be an advantage
- Exceptional leadership experience, including managing team culture and high-quality performance

Core capabilities

- Strategy as demonstrated by a forward-looking, strategic mindset with operational capability and experience in marketing and engagement
- Financial performance as a financial strategist and thinker, including advanced risk management
- Team leadership including outstanding communication and influencing skills
- Stakeholder engagement with strong interpersonal skills; someone who builds collaborative relationships

Personal qualities and values

- A deep connection and commitment to APS's mission
- A professional with high emotional intelligence who excels in forging close and productive working relationships with a broad range of personality types, styles, cultures and perspectives
- A strong commercially-minded leader, experienced in operational transformation and building for scale
- A leader with the intellectual capacity required to function effectively at this level; someone who shares ideas with clarity and has an intellectual curiosity for APS's work
- A respected leader and strong people manager with the ability to motivate and engage with professionals across diverse fields

Formal qualifications

- Undergraduate qualification in relevant field (e.g., Commerce, Law, Finance, Accounting)
- Professional and/or postgraduate qualification in relevant area desirable (e.g., CPA, CA, CFA, MBA, Masters in Applied Finance)

Other relevant information

- **Delegation of Authority:** The CEO is responsible for understanding and complying with the Delegation of Authority (D of A) policy set by the Board for the CEO. All matters not explicitly delegated to the CEO through the D of A policy, other Board policies and the budget process and related financial policies must be referred to the Board for decision. The CEO may delegate to other managers in accordance with the D of A policy.
- **Travel requirements:** Interstate and occasional international travel required
- **Out of hours work:** Attendance at evening meetings and after-hours events for industry, community and government are an essential part of the role

APS organisational chart



Giving and growth

FOR THE 12 MONTHS TO 30 JUNE 2021



GIVING ACROSS APS



\$1.9b

committed to charity and held in giving structures supported by APS



\$102.5m

distributed to charity



3,836

gifts made



1,330

charities supported



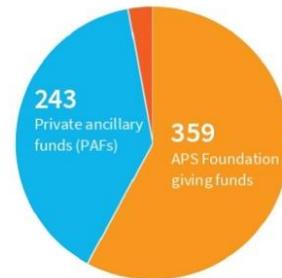
91

new clients



620

APS clients



APS FOUNDATION



\$183.5m

balance



\$13.7m

distributed to charity



\$4,000

median gift



\$217k

median giving fund balance



APS FOUNDATION

Investment performance (after fees)

11.2% pa

3 years

10.2% pa

7 years

11.9% pa

Since inception*

*The since inception date used is July 2012. Figures greater than one year are expressed as annual compound returns.

PRIVATE ANCILLARY FUNDS



\$2.5m

largest gift



\$88.9m

distributed to charity



\$1.7b

held in assets



\$10,000

median gift



\$1.8m

median PAF balance

For more information contact Australian Philanthropic Services
02 9779 6300 or hello@australianphilanthropicservices.com.au
australianphilanthropicservices.com.au

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