



British Asian  
Trust



Candidate Pack for  
Chief Operating Officer

# Welcome

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Thank you for your interest in applying for the role of Chief Operating Officer at the British Asian Trust.

This is an exciting new role for the organisation and we are looking for an outstanding individual who will be at the heart of the next phase of our ambitious growth.

The British Asian Trust has been one of the fastest growing not-for-profit organisations in the world in recent years, with annual turnover increasing from £1m to more than £20m and programme assets under management in excess of £100m. We are a unique organisation, established by His Majesty The King when he was The Prince of Wales and driven by the South Asian diaspora to address poverty and inequality in South Asia. The ethos of successful British Asian entrepreneurs runs through our DNA – we are innovative, disruptive, ruthlessly focussed on outcomes and impact, and never satisfied with what we have achieved! As long as there is poverty in South Asia we know we can do more.

We are now at a crucial stage in our development and we strongly believe that our growth and impact trajectory can continue. This will be achieved by continuing to increase our ambition and growing and diversifying our income streams. But we can only be really successful if we are functioning effectively as an organisation to support these aims and ambitions.

We are therefore seeking an exceptional candidate to be our COO who will work with us at pace, bringing a proactive attitude that is as ambitious and entrepreneurial as we are. They will provide high quality internal operational support and development, covering finance, people, operations, IT and cybersecurity, risk and compliance – both in the UK and across our teams in South Asia. The postholder will be responsible for the development of these functions as we move towards a pioneering new phase, ensuring the right culture and processes are in place to build resilience as we grow. We are also looking for someone who can work closely with me to offer strong corporate leadership to the organisation, building and developing our strategy moving forward.

This is an exciting opportunity for an experienced leader who can engage, inspire and influence at all levels. You will provide a clear vision, bring a systematic approach to delivery, and be able to work at pace in a fast-moving and often ambiguous environment. You will have excellent interpersonal and influential alliance-building skills, show credibility at Board level, demonstrate strategic judgement and be comfortable with complexity. A technical expert but also a creative and entrepreneurial thinker, with ideas that are backed by the rigour and evidence to achieve change, you will also inspire our talented and committed team. You will be a self-starter and get things done, with a high capacity for self-reflection and resilience.

If you believe you have the skills and qualities we are seeking, we would be delighted to hear from you.



Richard Hawkes,  
Chief Executive



# About Us

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Established in 2007 by the former Prince of Wales and a group of British Asian business leaders, the British Asian Trust was created to address widespread poverty, inequality, and injustice in South Asia.

We are a diaspora-led international development organisation that delivers high-quality programmes in South Asia. We believe that traditional approaches to development cannot alone defeat poverty and inequality. We are passionate about innovation and disruption and we are global pioneers in using social finance products to drive positive change.

The vision of the British Asian Trust is a South Asia free from poverty, where everyone can reach their full potential. Our mission is to unlock the potential of disadvantaged people by leveraging the impact and support from the South Asian diaspora and beyond. Our focus, at all times, is on outcomes and impact.

## **Our work spans five key areas:**

### **Education**

We focus on improving education systems, working with partners to train teachers and develop teaching tools. We use technology and new solutions to ensure children are not just in school but are learning.

### **Livelihoods**

We focus on disadvantaged women and young people, developing their skills, investing in entrepreneurship and increasing access to markets.

### **Child protection**

There are thousands of children in India who are out of school and at risk of exploitation. We support Government initiatives to address these challenges and are working with local partners on a range of programmes throughout the country.

### **Mental health**

We are lifting the silence on mental health issues and raising awareness in communities. By opening up the conversation and developing services, we are ensuring that people can find and receive the support they need.

### **Conservation**

We are expanding our conservation work through our merger with Elephant Family which will allow us to build an ambitious conservation strategy in South Asia.

To date, our work has positively impacted almost 12 million people in India, Pakistan, Sri Lanka, and Bangladesh.



**Our vision** is a South Asia that is free from poverty, where everyone can meet their full potential.

**Our mission** is to unlock the potential of disadvantaged people in South Asia by maximising the impact and support from the South Asian diaspora and beyond.

### Our values

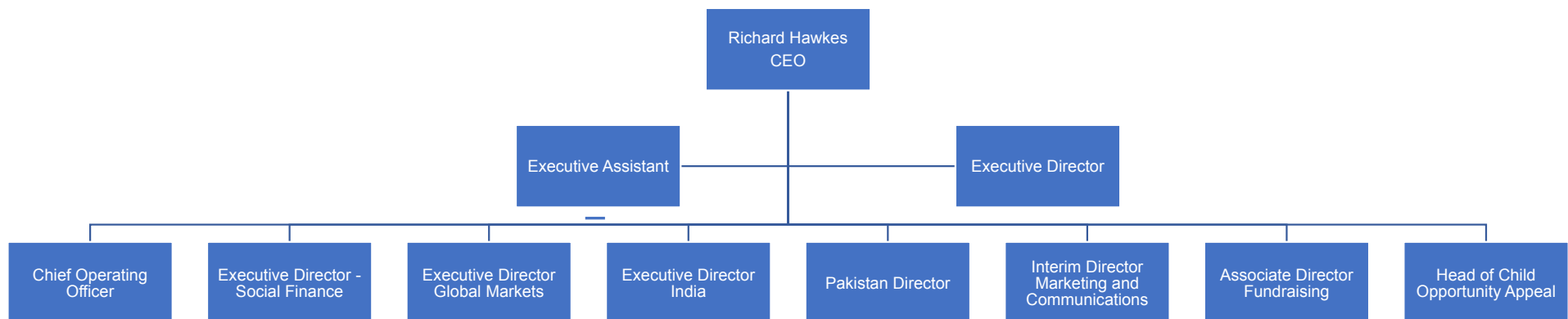
- We are brave – we challenge traditional approaches and seek to disrupt the development agenda.
- We have integrity – we are accountable, credible, transparent and trustworthy.
- We are passionate – we are driven by a passion for social change and a determination to achieve the most impact possible.
- We are entrepreneurial – we are agile, we take opportunities, and innovation and creativity are at the heart of everything we do.
- We are one global team – we work together and we work in collaboration and partnership with others to achieve impact at scale.

In the last five years we have seen **rapid and significant growth**:

- Increased the annual turnover of the organisation from £2.3m to more than £20m.
- Launched a \$50m Child Opportunity Fund in India.
- Successfully delivered the world's largest \$11m Education Development Impact Bond, with 200K students learning 2.5 more than other students as a result of an outcomes-based financing model.
- Launched a \$14m Skills Impact Bond with the Government of India to train 50,000 young Indians (60% women) and help them secure and retain jobs.
- Delivered a \$9.3m India Oxygen Appeal and India Recovery Fund to support people during COVID, supporting over 2.3 million people in 12 months.
- Delivered ground-breaking mental health work in Pakistan, reaching millions of people, increasing access to support, influencing policy and transforming the mental health system.
- Secured several multi-million-pound partnerships (UK Government, BT, Tata Trusts).
- In Pakistan, our Driving Women's Economic Empowerment programme (supported by the UK Government) has so far trained 1,700 women so they could be financially independent.
- Launched a new programme in Bangladesh on mental health, training 2,500 ready-made-garment workers as lay counsellors to support better mental health in the workplace.
- Launched a £1m Bangladesh Climate Innovation Fund.
- Merged with another Royal charity (Elephant Family) and launched a major conservation programme which will be expanded further in 2024/25.

To find out more, please visit: <https://www.britishasiantrust.org/>

## Structure Chart



# Job description

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Job title: Chief Operating Officer

Reports to: Chief Executive

Direct reports: Directly overseeing a wider team of 8, plus dotted lines to colleagues in South Asia

## Role purpose:

To translate BAT's strategic vision into operational reality, fostering collaboration and innovation across the organisation to drive sustainable growth and success. To drive excellence and efficiency across the British Asian Trust by strengthening the business processes in Finance, HR, operations and IT, to ensure that goals and objectives are achieved, ensuring seamless execution and robust management of risk.

To be a member of the Senior Management Team and take on other corporate leadership responsibility as required.

## Main responsibilities:

- With the SMT, drive and improve the BAT business model and be responsible for ensuring that the model is executed effectively.
- Take a central role in shaping BAT's strategy and its delivery, working collaboratively with the Chief Executive and the SMT.
- Ensure BAT achieves and executes its financial goals, including growing healthy and free reserves, and lead on business planning with a key focus on finance strategy.
- As Company Secretary, act for the charity with regulators, discharging all associated responsibilities, and ensure that BAT's governance and compliance processes are robust and fit for purpose.
- Oversee risk management for the organisation including responsibility for risk management strategies and contingency plans, and lead any necessary crisis management.
- Drive forward the operations function including oversight of all contracts and agreements to protect the organisation's interests.
- Lead and be accountable for all reporting to the Finance & Risk Committee and the main Board of Trustees and other sub-committees.
- Generate and lead relationships with appropriate professional advisers as well as stakeholder relationships with relevant bodies to promote the public image of the charity as a best practice financial institution.



### Key finance responsibilities

- As COO and the Chief Financial Officer, enable robust and informed decision making at SMT level, and take overall responsibility for the Finance team.
- Oversee and ensure BAT's finance system requirements, finance system and associated processes are at the highest standards.
- Direct key policies, including use of reserves, the fund structure and unrestricted funds, to ensure that they are always appropriate to the organisation's needs.
- Spearhead the preparation of budgets, oversee financial planning and analysis, and execute appropriate financial controls to safeguard the organisation's assets.
- Direct BAT's approach to foreign exchange management including local currency grant payments to partners.
- Oversee the annual statutory accounts, the monthly management accounts and filing returns as appropriate.

### Key HR responsibilities

- Set the standard for management and team building with direct reports and in the wider organisation, and drive a staff learning and development strategy that meets organisational needs.
- Oversee and regularly review a full human resources strategy to guide recruitment, retention, training and development, providing leadership and advice to the SMT as needed.
- Spearhead an appropriate HR infrastructure to meet the needs of a fast-growing organisation.
- Drive a collaborative, values-based and mission-driven culture ensuring this is embedded at all levels of the organisation.

### Key IT responsibilities

- Lead an appropriate IT, information management and telecommunications strategy to meet the needs of the charity, including cyber security.
- Ensure effective management of the outsourced support contract and review future strategies to ensure they are appropriate to BAT's needs and purpose.

### Key programme responsibilities

- Maintain clarity over BAT's approach to partner/project budgets and finance, analysis of project budget proposals, and the financial due diligence of partners.
- Ensure a continued robust and evidence-led framework for monitoring, measurement and evaluation across BAT's work.
- Provide appropriate support in other areas and work closely with programme teams as required.



# Person specification

## Knowledge and experience

- Demonstrable experience of working at senior management level including management of teams.
- Proven experience and oversight of financial planning, budgeting, management and statutory account production.
- Excellent knowledge of good governance (in either the commercial or charity sector) and of company secretarial duties.
- Excellent knowledge of relevant regulatory regimes, in particular charity and employment law, VAT, health and safety, and data protection.
- Strong commercial / financial acumen with experience of driving income generation and cost control.
- IT literacy and strong awareness of current technology.
- Sound knowledge and expertise in people / culture strategy.

## Skills and abilities

- Proven track record in strategic and operational planning skills.
- Sharp analytical, influencing and negotiation skills.
- Excellent communication and interpersonal skills.
- Proven ability to work at pace, often in an ambiguous environment.
- Attention to detail / commitment to technical accuracy.
- Ability to work independently, with conflicting demands, in a high-pressured environment.

## Personal qualities and attributes

- Ambitious, innovative, target driven and self-motivated.
- Role model for strong leadership, influence and accountability for the achievement of outcomes relevant to organisational goals.
- Standard setter of a collaborative working culture which encourages transparency and open communication.
- Trustworthy, patient, yet flexible and nimble.
- Strong relationship builder and enjoys working as part of a team.
- Open to new ways of working, learning new tasks and skills as required.
- Passionate about overseas development and supporting people to transform their lives, and commitment to the values and ethos of the British Asian Trust.



# Terms of appointment

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## Salary

The salary for this role is circa. £110,000 per annum on a full-time permanent basis.

## Location

Contractually the base location for all staff is Scale Space, White City, West London. Some home working is allowed but all staff are required to work from Scale Space on Tuesday and Wednesday.

## Pension

The British Asian Trust operates an automatic enrolment scheme via NOW Pensions. You will be automatically enrolled if you fulfil criteria based on age and earnings. Employer contribution is 5%.

## Annual leave

In addition to normal Bank and Public Holidays, staff are entitled to 25 days paid holiday per leave year, pro rata. The leave year is from the 1 January to 31 December and holiday entitlement accrues throughout a year.

## Additional benefits

- Cycle to work scheme.
- Access to a wellbeing platform.
- We have in the recent past offered staff half day Fridays off during the months of August and December and a further three days between Christmas and New Year. These days are over and above annual leave entitlement.





# How to apply

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We hope you will consider applying for this role. To make an application, please go to <https://starfishsearch.com/jobs/bat-coo/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date: Friday 26 January 2024

Preliminary interviews: w/c Monday 5 February and w/c Monday 12 February 2024

Final Panel interviews: w/c Monday 26 February (tbc)

