



## Chief Executive

### Job description and person specification

#### Context

Starfish Asia is a medium-sized and flexible charity motivated by Christian compassion and focused on the needs of the poor in Pakistan, especially the marginalised Christian community and:

- children who cannot afford to go to school and who therefore face a bleak future of poverty;
- the disabled, the disadvantaged or orphaned and the blind;
- the sick and the suffering, often too poor to obtain proper medical help.

The Charity funds and supports projects in Pakistan run by Christian nationals, based on partnering relationships -- we trust them, they trust us. We work closely with Starfish Pakistan, a local NGO based in Lahore that oversees all supported projects. Through them we:

- provide regular funding to 40 primary, middle or secondary schools – approximately 8,000 children;
- provide for 7 homes for disabled, blind or orphaned children, and a vocational training centre;
- provide scholarships for Christian students pursuing higher studies or vocational training;
- provide materials to more than 100 schools that serve the minority Christian community but lack essential resources, such as books, furniture, toilets or washrooms, teacher training and the like.

Our partners in Pakistan are capable, committed people serving their own community with often very limited resources. We are constantly invited to do more and are keen to help as much as funds allow.

Our founder, Mike Wakely, continues to do a great job leading the Charity but is wanting to hand day to day leadership to a younger pair of hands. We are therefore seeking to appoint a Chief Executive to lead the charity, which is in very good shape, into its next phase of development.

#### Transition

To help secure continuity of operations and knowledge transfer, it is proposed that the appointee will work initially as Chief Operating Officer (COO) for six months (on this job description) in parallel and close co-operation with Mike Wakely who would step down from his current Executive Trustee position to be Communications Director, also reporting to the Board. This will allow the COO to build relationships, 'understand the ropes' and formulate strategy without the distraction of producing routine external communications. After these initial six months, it is planned that Mike Wakely will become a Board Trustee available to support and assist the CEO as the CEO sees need.

Respective responsibilities during this transition period are set out in the appended RACI matrix.

## **The Role**

The Chief Executive will be responsible for providing leadership, developing and implementing strategic plans, securing increased funding, and being an effective advocate for the charity and its beneficiaries. He/she will also provide operational management and financial control, and ensure good governance across all aspects of the charity.

## **Job description**

Role:	Chief Executive
Hours:	Full Time (37.5 hours per week)
Annual leave:	26 days plus bank holidays; prorated to the full year for new employees.
Place of Work:	Flexible but willing to meet with staff in SE London.
Reports to:	Board of Trustees
Line management:	Two part-time volunteers (1 FTE) who work together on day to day database, accounts and records administration.
Salary:	£35,000 to £40,000 pa depending on experience plus bonus, bonus to be re-baselined at and to the Board's discretion following approval of the annual accounts.
Benefits:	Contributory Pension Scheme

<b>Bonus for increased annual income, net of any additional staff costs (baseline 2018/19 £500k):</b>	
£0-£200k	10% of increase
£200k - £500k	5%
>£500k	2%

## **Main duties and responsibilities:**

### **Leadership**

1. Be the face and voice of the charity, its principal ambassador.
2. Liaise with, support and motivate staff and secure their loyalty and commitment to the charity's mission, vision, values and objectives.
3. Seek out, develop and maintain effective working relationships with all interested parties to promote the work of the charity and facilitate its growth.
4. Lead by example, instilling a culture of professionalism and inclusion.
5. Maintain a professional, presentable and smart public appearance.

### **Strategy**

1. Liaise with the Board in relation to the development of the charity's strategic mission, vision, values and objectives and be responsible for leading their realisation.
2. Be responsible for the development, agreement and delivery of an annual prioritised fundraising strategy, content to include exploiting opportunities identified in the 2016 Schools' Survey Report.
3. Identify strategic risks, issues and opportunities and take responsibility for initiating and leading associated changes.
4. Develop a culture of continuous improvement, seek out and implement opportunities for innovation and ensure that the charity's systems and processes are efficient and its data secure.

## **Partnership and Business Development**

1. Lead the promotion and development of the charity's work, raising its profile and maximising its reach.
2. Seek out, develop and nurture beneficial partnerships with supporters, donors, other charities and interested parties.
3. Develop an annual fundraising strategy that aims to increase overall funding year on year, the strategy to target a broad donor base and long-term funding wherever possible, prioritising general rather than restricted funds.

## **Advocacy and influencing**

1. Be a passionate and effective advocate in advancing the charity's vision to enable thousands of deprived children in Pakistan to take the journey from ignorance and poverty to a life of dignity and responsibility.
2. Develop mutually beneficial relationships with churches, mission organisations, charitable foundations and generous individuals to increase prayer and support for the work in Pakistan.
3. Grasp every opportunity to champion support for schools and homes for disadvantaged children in Pakistan's Christian and minority communities.
4. Be the Charity's media spokesperson and increase its social media profile and reach.

## **Operations**

1. Be responsible for the development and implementation of all the charity's organisational plans.
2. Oversee all operational functions including administration, finance, fundraising, marketing, communications and IT.
3. Work closely with Starfish Pakistan (sharing ideas, initiatives and plans) to monitor and assure the UK Board that Starfish Pakistan is working effectively to:
  - a. contain its operational costs at fair and reasonable levels;
  - b. attain the Charity's objectives, whether through educational or other means;
  - c. disburse funds in a timely manner in accordance with donor wishes, best practice and financial probity;
  - d. promote and promulgate best practice policies, procedures and standards across its partner ministries, including child safeguarding, anti-bribery and whistle blowing policies;
  - e. monitor the performance and behaviours of its partner ministries in warranting ongoing donor support and enhancing their Christian reputation in local communities;
  - f. gather, analyse and understand performance metrics across its partner ministries so that it can identify exemplar ministries, prioritise funding and instigate performance improvements where needed;
  - g. address any financial impropriety, safeguarding or other issues that could compromise Starfish Asia's reputation with its donors and other interested parties.
4. Develop close working relationship with Starfish Asia (Singapore) Ltd, and work on developing better fund-raising strategies in the USA and/or Canada.
5. Take overall responsibility for the recruitment, management and effective deployment of staff, including volunteers; apply robust HR processes covering recruitment, performance management, appraisals and remuneration.
6. Line manage volunteers and new staff.
7. Be responsible for the custody, maintenance and efficient use of the charity's assets and data.

## **Financial Control**

1. Ensure that the charity's financial resources and the disbursement of funds are managed effectively and that Starfish Asia remains in good financial health, identifying risks and acting as needed.
2. Liaise with the Board to develop and lead on the implementation of the charity's financial plans, including setting budgets, formulating income generation strategies and overseeing fundraising activities.
3. Maintain effective financial management and control systems; maintain the agreed financial reserves buffer, manage timely disbursements within available funds.
4. Provide the Board of Trustees with regular, clear and understandable financial reports.
5. Ensure that appropriate returns are made within deadlines to the Charity Commissioners, HMRC and other appropriate bodies.

## **Governance and Compliance**

1. Liaise with the Board to ensure that the charity's overall governance structure, policies and procedures are appropriate and effective, taking actions and implementing changes as necessary.
2. Attend all Board meetings (held quarterly) and prepare a written report in advance of each meeting detailing matters of interest and concern; ensure that the Board is made aware in a timely fashion of any matters requiring its attention.
3. Participate in an annual appraisal with the Chair of the Board and/or Board members.
4. Ensure that all personnel policies and procedures are in place and are updated in accordance with changing employment law. This includes recruitment, training, staff development, appraisal, performance management and records maintenance.
5. Develop and maintain effective operational policies and processes in all the charity's functions and ensure they are in place where needed and understood and followed by everyone.
6. Ensure that all internal policies and procedures are reviewed and updated on a regular basis.
7. Promote ethics, anti-bribery, financial probity, child safeguarding and good employment practices, in Starfish Pakistan and its local partnering ministries.
8. Ensure that the collection, storage, maintenance and protection of personal information complies with current Data Protection regulations.
9. Ensure that all major risks are identified and regularly reviewed and that systems and procedures are in place to mitigate all such risks; be responsible for the development and implementation of the charity's Risk Register.

## **Other Duties**

1. Provide the Board of Trustees with all relevant agendas, minutes and papers as required.
2. Keep up-to-date with relevant research, developments and publications concerning the charity's work, NGOs and charity legislation.
3. Undertake regular training to maintain the skills and knowledge necessary for the post.
4. Undertake any other duties which may be required by the Board of Trustees which are commensurate with the responsibilities of the post.

## **Person specification**

### **Qualifications**

#### Desirable

- Educated to degree level or equivalent professional qualification.

### **Experience**

#### Essential

- Proven experience of sustained successful fundraising.
- Experience of operating at a senior strategic leadership level within an organisation, preferably within the voluntary sector.
- Successful track record of achievement through their career
- Experience of managing, motivating and developing staff.
- Experience of business planning and business development.
- Financial management skills including budgeting and delivery of cost and income targets.
- Robust approach to governance, controls definition and compliance.
- An understanding of, or willingness to learn, the Pakistani culture especially in terms of relationships and school governance.

#### Desirable

- Experience of overseas Christian mission or charity work, ideally in Pakistan.
- Experience of charity governance and working with or as part of a Board of Trustees
- Experience of managing organisational change.

### **Skills and knowledge**

#### Essential

- Inspirational leadership, management and motivational skills.
- Good relational and interpersonal skills.
- Ability to persuade and influence, both face to face and in writing.
- Networking capabilities that can be utilised for the benefit of the charity.
- Ability to motivate staff and volunteers and bring people together.
- Well organised and personally effective.
- Financial literacy i.e. able to read and interpret charity accounts and manage an annual budget in the order of £500,000.
- Significant fundraising and business development skills.

#### Desirable

- Verbal and written skills in Urdu.
- Rigorous analytical skills.
- Knowledge of Charity Commission requirements.

## Personal attributes

### Essential

- Personal ethical integrity as a committed Christian (occupational requirement), with good references from his/her church Minister.
- Empathy for the poor and disadvantaged in Pakistan's Christian and minority communities.
- Ability to pursue the charity's mission, vision, values and objectives with demonstrable passion, drive and commitment and with an attitude that can accommodate the Pakistani culture.
- Confident, assertive, tactful and diplomatic, with the ability to listen and engage effectively.
- Positive, pro-active, dynamic and outward looking.
- Inclusive and flexible, with a consultative approach to leadership.
- Able to delegate and committed to continual improvement.

The appointee will also be expected to be IT literate, have a driving licence and access to a car.

### Terms and Conditions of employment

#### Salary

£35,000 to £40,000 pa depending on experience plus bonus, bonus to be re-baselined at and to the Board's discretion following approval of the annual accounts.

Salaries are paid monthly in arrears and reviewed annually.

Bonus for increased annual income, net of any additional staff costs (baseline 2018/19 £500k):	
£0-£200k	10% of increase
£200k - £500k	5%
>£500k	2%

#### Conditions of employment

The post is full time (37.5 hours per week), mainly worked 9am to 5pm Monday to Friday. However, given the seniority of the position and the requirements of the job, the appointee will be expected to work as required outside these core hours, including, on occasions, on evenings and at weekends. No overtime is paid, but in relation to any significant additional hours (and subject to prior agreement with the Chair of Trustees) time off in lieu may be allowed.

#### Location

Location to be agreed but travel and overnight stays away should be anticipated from time to time.

**Management:** The appointee will report to the charity's Board of Trustees.

#### Please note

This job description forms part of the appointee's contract of employment and reflects the position at the present time only. As a general term of employment, the Charity may amend it in the future, provided that such changes are appropriate to the role. All members of staff are expected to be flexible and co-operative and to undertake additional duties as required.

#### Application details

For further information please contact David Wright, Chair of the Board of Trustees, [wright.todavid@gmail.com](mailto:wright.todavid@gmail.com) / +44 07801 707551.

**APPENDIX A – Task list**
**Transition Period RACI Matrix**
**Chief Operating Officer (COO), Communications Director (CD) and Board**

- R Responsible:** People who do the work. They must complete the task or objective or make the decision. Several people can be jointly *Responsible*.
- A Accountable:** Person who is the “owner” of the work. He/she must sign off or approve when the task, objective or decision is complete. Only one person is *Accountable*, “the buck stops there.”
- C Consulted:** People who need to give input before the work can be done and signed-off. These people are “in the loop” and active participants.
- I Informed:** People who need to be kept “in the picture.” They need updates on progress or decisions, but they do not need to be formally consulted, nor do they contribute directly to the task or decision.

Task	COO	CD	Board
<b>1. Fundraising and marketing</b> <ul style="list-style-type: none"> <li>• Prepare project appeals</li> <li>• Scour the Trust book and apply for Trust funds as widely as possible</li> <li>• Write enquiries to potential donors, private individuals and businesses.</li> <li>• Build up the database as much as possible – distribute SA publicity as much as possible.</li> <li>• Develop relations with the Christian Teachers’ Association, Etc.</li> <li>• Relate to donors directly and by correspondence</li> <li>• Engage in financial development initiatives of all and every kind</li> <li>• Maintaining relations with volunteers, churches and other charities, in order to raise the profile of the needs of Pakistan’s Christians.</li> <li>• Prepare monthly prayer and newsletters, etc. to inform the supporting and praying public of SA activities and needs.</li> <li>• Prepare an annual Projects and Partners summary overview for restricted circulation to</li> <li>• Produce specific project overviews as needed e.g. Survey Report</li> <li>• Keep the website alive and active including adding: <ul style="list-style-type: none"> <li>○ Mission, Vision and Ethics statements, agreed values and key policies, anti-bribery and child safeguarding;</li> <li>○ Restricted access to the SOM and other key documents.</li> </ul> </li> <li>• Keep Facebook, Twitter, Facebook and other social media alive and active and significantly increase their reach and profile.</li> </ul>	AR	RCI	
<b>2. Liaise regularly with Anser Javed in Pakistan (phone or Skype) in order to:</b> <ul style="list-style-type: none"> <li>• Share his burdens, problems, ideas, concerns</li> <li>• Modify his passion and his vision</li> <li>• Ensure adequate accountability, legal responsibility, etc.</li> <li>• Bring financial reality to his project expansion plans</li> <li>• Share resource availability with him</li> <li>• Encourage, enthuse, inspire, envision, advise, etc.</li> <li>• Promote teacher training and higher standards in schools, together with Anser</li> </ul>	AR	CI	

Task	COO	CD	Board
<p><b>3. Visit Pakistan at least twice a year in order to:</b></p> <ul style="list-style-type: none"> <li>• Act as an Ambassador for the UK Board</li> <li>• Listen and learn from Anser – share his load</li> <li>• Work on budgets, legal issues, relationship with the Starfish Pakistan Board.</li> <li>• Advise and counsel on new project initiatives, future development plans, etc.</li> <li>• Accompany visitors, potential donors, teacher trainers, in order to inspire new donors, develop new training avenues, etc.</li> <li>• Visit and familiarise oneself with all projects and partners in order to encourage them, sympathise with their problems and be able to meet their needs</li> <li>• Take photos, collect stories, gather resources, to be better able to understand and represent the work in the UK</li> <li>• Meet with and interact with the Starfish Pakistan Board</li> </ul>	AR	CI	C
<p><b>4. Prepare budgets, maintain standards, ensure vision by:</b></p> <ul style="list-style-type: none"> <li>• Reporting regularly to the Chairman and Trustees of SA</li> <li>• Preparing and ensuring adherence to agreed budgets</li> <li>• Maintaining the Christian standards of integrity, honesty and truthful reporting</li> <li>• Revising the SOP Manual</li> <li>• Ensuring that Charity Commission and HMRC regulations are kept</li> <li>• Ensuring that donors receive due thanks and reports and that all grants are adequately accounted for</li> </ul>	AR	RCI	I
<p><b>5. Budgeting and Planning</b></p> <ul style="list-style-type: none"> <li>• Prepare an annual fundraising strategy (prioritised) and Budget.</li> <li>• Prepare and maintain a cyclical planner of key meetings, board reports, statutory submissions, trustee term expiries and the like.</li> <li>• Oversee and ensure that income meets expenditure in order to balance the budget and maintain the agreed buffer.</li> <li>• Prepare the regular transfers to Pakistan.</li> </ul>	AR	RCI	
<p><b>6. Networking and training</b></p> <ul style="list-style-type: none"> <li>• Attend training courses and charity events (DSC, Action Planning, etc.) both to learn and to network with other charities and the charity world.</li> <li>• Visit with other Charities, businesses, Pakistan community events, etc. with a view to widening understanding</li> <li>• Take church meetings, attend conferences and conventions (Spring Harvest, Keswick, etc.) with a view to gaining new supporters and networking.</li> </ul>	AR	RCI	