

## Role Title

SSA Regional Finance Director – Sub Saharan Africa

## Role Information

Role Type	Pay Band	Location	Duration	Reports to:
Business Support	10	Nairobi, Kenya is preferred. Flexible to Lagos, Nigeria and Johannesburg, South Africa	Indefinite	Chief Finance Officer (CFO)

## Role purpose

The Regional Finance Director will have responsibility for all aspects of strategic and operational finance across the region, acting as the principal finance business partner to the Regional Director and Regional Management Team. S/he will be responsible for ensuring the regional finance strategy is rolled out as part of the global plan, and that it delivers sustainable regional growth through new business operating models, as well as conforming to our financial control environment and CFO standards and objectives, including the broader corporate objectives.

The post holder will be a key member of the Regional Executive team and work collaboratively with the UK Senior Finance Team, actively contributing to the design and implementation of the global finance strategy. The person will head and mentor the wider finance community across the region.

S/he will need to be comfortable with a highly visible senior role, during a period of significant organisational change. S/he will have a broad base of finance experience and have previously led multi-location finance teams in an international setting. Beyond the finance and technical elements of the job, strong people management capability to set direction, lead, manage and coach the regional finance community across the region, are key to success.

The post holder must also display an understanding of the organisation's aims and the ability to connect and forge strong relationships with operational colleagues.

## About us

The British Council is the UK's international organisation for cultural relations and educational opportunities. We create friendly knowledge and understanding between the people of the UK and other countries. We do this by making a positive contribution to the UK and the countries we work with – changing lives by creating opportunities, building connections and engendering trust.

We work with over 100 countries across the world in the fields of arts and culture, English language, education and civil society. Each year we reach over 20 million people face-to-face and more than 500 million people online, via broadcasts and publications. Founded in 1934, we are a UK charity governed by Royal Charter and a UK public body.

## Function and Geopolitical overview:

The Corporate Plan sets out ambitious growth targets for both the number of people we will work with and the income that we will generate. Global turnover by 2020 is expected to be close to £1.5 billion despite a lower UK Government grant and we will be more profitable, reinforcing financial sustainability. The British Council will achieve this by being more entrepreneurial in its approach whilst maintaining its public service ethos and charitable purpose. It will create a lower costs structure and use more efficient and simpler processes, with control and compliance focused on where risk is the greatest.

An essential element of our global strategy is the development of new expertise across global teams and the creation of a single Finance culture. In addition, we will move from a one size fits all approach for finance delivery to models aligned to corporate priorities and market conditions within an overarching global finance framework. This will enable commercial growth and sustain the emerging group structure and business operating models.

Implementation of the Financial Transparency programme will be the top priority of the post. Inconsistency across the region (in terms of timing, approach, process, GL account use, firewall apportionment, quality of business partnering given to CD's – and the quality of business partnering expected by CD's) reflects that across the wider organisation. We must be materially transparent by the end of FY 2017/18. During the financial year the line management of the finance function will move from CDs/ SBU leads to that of the Regional Finance Director and ultimately the CFO; this will go hand in hand with a restructuring of the finance function along functional rather than primarily geographical lines as is currently the case.

## **Internal Operating Context – Regional:**

With 1.75 billion - one in five of the world's population - set to live in the region by 2050 and a GDP that is forecast to grow by seven per cent over the next two decades - faster than China – the future for Sub Saharan Africa is looking more positive than ever. The African demographic is young, aspiring and not tied to the past. Within 15 years it will represent 25% of global under-25s. However, 25% of them will face unemployment.

The challenge for the British Council and the wider UK is to recognize this new African reality and respond to it with products and services which serve the fast changing needs of the region, and at the same time respond to the major developmental issues that remain.

Grant funding remains important to us as part of our commitment to Overseas Development Assistance (ODA). However, earning income from other sources to enable us to deliver our cultural relations impact is becoming increasingly important, as the overall grant to the British Council decreases. Key areas for growing income are Full Cost Recovery (FCR) and co-funded contracts with donor agencies, foundations and corporate partners, particularly in English, Education and Society.

Our income targets are ambitious for 2020 with a planned turnover of in excess of £100m.

Across the region, key programme areas are in English, Education and Society. English is our biggest priority area with opportunities for significant growth in English for education systems. We are reviewing our 6 teaching centres aiming to reach a bigger audience through our mobile and digital technology tools.

A growing demographic of young people looking for qualification for jobs in a competitive market provides opportunities to grow the examinations business; and in turn to market the UK Higher Education & Skills sector in priority markets such as Nigeria and South Africa.

We also have expanding programmes in the Arts – where the challenges are to deliver scale and impact, but with a lessening grant. Again, partnership funding will be key to allowing us to achieve our aims in these areas.

Against this backdrop of significant opportunities, and a desire to scale up and generate considerably more income, is the fact that we operate in a high-risk region geopolitically, economically and with regards to security. Operating contexts in many of the countries in the

region are complex and volatile and this can have a very adverse impact on business performance. Fraud and financial compliance risks are ever present in the region and we are currently moving to regularise our tax and status position across the region, which, while putting us on a firmer footing to generate more income, is not without its complexities and business risks. All of this serves to make this role a particularly challenging one for the Sub Saharan Region.

### **Main Accountabilities:**

The role is accountable for the effective operation of all aspects of strategic and operational finance control and management, financial planning and delivery, following-up and reviewing. This comprises:

- Provision of financial information which supports the Regional Director, SBU leads and Country Directors in making business decisions in line with regional strategy, which grow the business in a profitable and controlled manner in line with agreed strategy
- Assessment of financial risk and return on market opportunities and investments in new products and services
- Leading on ensuring all financial aspects of setting up new products, projects, investments and services e.g. tax and accounting compliance, as well as pricing and costing are addressed
- Effective financial control and risk management
- Overall control of all aspects of statutory accounting and reporting across the region and for global consolidation purposes
- Cash flow management, FX reporting and liaison with central Treasury team
- Management of relationship with the Shared Services Centre, making sure regional needs and expectations are met
- Coordinate advice on financial and legal aspects of commercial negotiations
- Contribute to corporate level understanding of challenges and solutions as manifested in the regional context
- Directing, leading, managing and coaching a multi-site team of regional and country finance professionals to enhance finance capabilities and support future succession planning, career development and talent management of the regional finance community

### **Regional and Functional Team Working:**

- Ensure Performance Management process in undertaken to meet corporate requirements.
- Contribute to ensuring the policies, procedures and systems are delivered with integrity.
- Work closely and effectively as part of the regional and global finance teams.
- Actively support equality and diversity and work to the British Council's EDI policy at all times.

### **Key Relationships:**

- Regional Director and Regional Management Team
- British Council Chief Financial Officer and Director, Financial Control
- UK based Finance teams, Regional Finance Team, Country Finance teams and Shared Services Centre
- External & Internal Auditors
- Corporate Affairs team (Corporate Governance and Legal)
- Key colleagues in Strategic Business Units (SBUs), Programmes and Projects, and Partnerships and Business Development team

- Global Business Services and Business Solutions
- All Management Board and Executive Board members
- Global Network Team

## Role Requirements:

Threshold requirements:		Assessment stage
<b>Passport requirements/ Right to work in country</b>	<i>Applicants must have pre-existing rights to live and work in Nigeria, South Africa or Kenya. The British Council will not facilitate/sponsor visa applications and work permits.</i>	Shortlisting
<b>Direct contact or managing staff working with children?</b>	No Local Police Check is required.	N/A
<b>Notes</b>	Travel across the region and to the UK will be required and estimated as 30-40%	
Person Specification:		Assessment stage
Qualifications		
<i>Minimum / essential</i>	<i>Desirable</i>	<i>Assessment Stage</i>
<ul style="list-style-type: none"> <li>▪ Qualified accountant or equivalent with proven experience of successfully managing and delivering across several countries in a global organisation.</li> </ul>		Shortlisting
Role Specific Knowledge & Experience		
<i>Minimum / essential</i>	<i>Desirable</i>	<i>Assessment Stage</i>
<ul style="list-style-type: none"> <li>▪ Change management.</li> <li>▪ Group set up and consolidation.</li> <li>▪ Creation and implementation of new/revised business models in international organisations.</li> <li>▪ Commercial experience, including analysis of business operations, investment appraisal feasibility analysis.</li> <li>▪ Ability to communicate, lead, and build a strong multi-site team across the region</li> <li>▪ Strong evidence of managing the performance and development of finance teams, including leading in a matrix</li> </ul>	<ul style="list-style-type: none"> <li>• Languages relevant to the region languages are beneficial</li> <li>• Setting up of subsidiaries and branches</li> <li>• Leading medium and large-scale change programmes</li> <li>• Experience gained in 'not for profit' organisations</li> <li>• Evidence of being a key decision maker i.e. member of board or senior management team</li> </ul>	Shortlisting and/or Interview

<p>structure and a geographically dispersed team</p> <ul style="list-style-type: none"> <li>▪ Operating in international and multi-cultural organisations</li> <li>▪ Experience in commercial organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of managing government funded projects</li> <li>• Extensive project management with regard to change with evidence of leading and delivering</li> </ul>	
British Council Core Skills	Assessment Stage	
<p><b>Analysing Data and Problems (Level 4):</b>  <i>Able to apply or devise specialised concepts and methods of analysis or commission them from others. Understands the output and uses the results to make clear and/or solve complex business, market or policy problems.</i></p> <p><b>Communicating and Influencing (Level 5):</b>  <i>Influences and manages relationships at the highest levels to build mutual understanding, shapes perceptions of the British Council and creates positive change over the medium term.</i></p> <p><b>Managing risk (Level 4):</b>  <i>Has a track record of balancing and mitigating risks in strategic and business plans and of providing a clear model of best practice to the business area/function.</i></p> <p><b>Planning and Organising (Level 4):</b>  <i>Shapes forward plans for three-five years ahead for a major unit or multiple units, taking account of British Council strategy and the need to manage contingencies, risks and impact.</i></p> <p><b>Managing People (Level 5):</b>  <i>Leads a major business unit or function, setting its structure and processes, defining future workforce requirements, promoting diversity in the workplace and reshaping the workforce to meet need.</i></p> <p><b>Managing Finance and Resources (Level 4):</b>  <i>Evaluates resource allocation and use over time, to understand business and service performance and assess future opportunities and constraints.</i></p> <p><b>Planning and Organising (Level 4):</b>  <i>Shapes forward plans for three-five years ahead for a major unit or multiple units, taking account of British Council strategy and the need to manage contingencies, risks and impact.</i></p> <p><b>Commercial and Business Development (Level 5):</b>  <i>Uses a range of market analysis, research and business intelligence to develop and implement across a group of diverse</i></p>	<p><i>Shortlisting AND Interview</i></p>	

<p>products/programmes/services and markets to meet British Council objectives.</p> <p><b>Managing Projects (Level 5):</b>  <i>Develops and ensures the implementation of high-quality projects management disciplines across functions, teams and business areas.</i></p>	
British Council Behaviours	Assessment Stage
<p><b>Being Accountable (Most Demanding):</b>  <i>Achieving stretching results when faced by change, uncertainty or major obstacles.</i></p> <p><b>Connecting with Others (Most Demanding):</b>  <i>Building trust and understanding with people who have very different views.</i></p> <p><b>Making it Happen (Most Demanding):</b>  <i>Achieving stretching results when faced by change, uncertainty or major obstacles.</i></p> <p><b>Working Together (Most Demanding):</b>  <i>Creating the environment in which others who have different aims can work together.</i></p> <p><b>Creating Shared Purpose (Most Demanding):</b>  <i>Inspiring others to want to take a specific role as part of a shared purpose.</i></p>	<p><i>Interview</i></p>
Prepared by:	Date:
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