

Candidate Information

Head of Operations



Constellate



SANDHURST
TRUST

A warm welcome



Thank you so much for your interest in the role of Head of Operations at the Sandhurst Trust – the charitable arm of the Royal Military Academy Sandhurst (RMAS). I am delighted that you are considering joining us at a pivotal moment for the organisation.

When I speak with people about the Sandhurst community, what strikes me every time is the extraordinary warmth and loyalty that exists within it. More than 50,000 alumni around the world remain deeply connected to the Academy, to each other, and to a shared experience and sense of purpose.

I am excited about what lies ahead. The Trust is at the beginning of a significant period of growth, with a clear sense of ambition and an opportunity to deepen its reach, engagement, and impact. In less than a year, we have secured more than £30 million in philanthropic support, an extraordinary achievement, but it is only the beginning. The relationships we are building now, together with the culture and foundations we establish as a team, will help shape the future of the Trust, and in turn, scale the impact we will have on RMAS, for decades to come.

That is why the people we bring in at this stage matter so much. The team is ambitious, collaborative, and energised by the opportunity ahead, and the Head of Operations will play an important part in that next phase of growth.

As a member of the Trust leadership Team, the Head of Operations will act as the organisation's operational and financial lead, offering significant opportunity to shape the operational infrastructure, ensuring the Trust is equipped to deliver on its strategic objectives.

This is not a role focused on maintaining something already established. You will have an opportunity to help create and shape it, with scope to make a lasting contribution to an institution that holds deep significance for the community it serves.

I hope you will find the enclosed information useful, and I look forward to hearing from you.

Warm Regards,

A handwritten signature in black ink that reads "Nicola".

Nicola Koppelman
Chief Executive Officer
The Sandhurst Trust

About the Royal Military Academy Sandhurst



Officer training has continued at Sandhurst through every major conflict since, adapting and evolving to meet the demands of each generation. New College was completed between 1901 and 1911, constructed from 3.5 million bricks and once home to the longest continuous corridor of any building in Europe. Women have trained at RMAS full-time since 1984, and today the Academy welcomes all officers (Regular, Reservist, and Professionally Qualified) through a 44-week commissioning course that remains amongst the most demanding and respected in the world.

Sandhurst's alumni are among the most remarkable in the world. The list extends far beyond famous generals: the Prince of Wales, Prince Harry, Duke of Sussex, Winston Churchill, David Niven, James Blunt, Tim Peake, Will Carling and countless heads of state, monarchs, ministers and diplomats share the common bond of having passed through Sandhurst's gates. It is a community defined by deep loyalty, shared experience and an enduring sense of belonging - shaped, as the Academy's doctrine has it, by the conviction that leadership is founded on character, earned through example, not bestowed by rank.

For further information, please visit www.army.mod.uk/support-and-training/our-schools-and-colleges/rma-sandhurst

Sandhurst is more than a military academy – it is a school of leadership that has, for over two centuries, prepared men and women to lead in war, in government, and in society. It is the United Kingdom's only officer training institution: unique, prestigious and elite, yet grounded in values of service, integrity and fellowship that transcend rank and nationality.

Our tradition began with Colonel John Le Marchant. Acutely aware of the disparity between his young officers and the French they were fighting, Le Marchant proposed a military academy for cavalry and infantry officers. Accepted by the War Office, the first group of Gentleman Cadets began training in 1802. The Sandhurst estate was chosen as the permanent site, with Old College constructed between 1801 and 1812. The first Sandhurst graduates were commissioned in time to take part in the Battle of Waterloo in 1815.



About The Sandhurst Trust

The Sandhurst Trust is the official charity and alumni community of the Royal Military Academy Sandhurst. Originally established in 2003 to promote leadership at the Academy, the Trust expanded its reach in 2014 to provide a comprehensive support network for Officer Cadets, serving and retired Army Officers.

As the only organisation linking all serving and former Army Officers, The Sandhurst Trust alumni community is built on a common bond of loyalty, trust and belonging. The Trust is independent of both RMAS and the Ministry of Defence, answering to its Trustees under charity law. The Board of Trustees includes the RMAS Commandant, currently Major General Nick Cowley OBE.

For further information, please visit <https://sandhursttrust.org>

A moment of transformation

The Sandhurst Trust stands at an inflection point. For much of its history, the Trust has operated as a relatively modest membership organisation, valued by its members but reactive in its approach. It had never fully harnessed the extraordinary depth of loyalty and resource that exists within the Sandhurst alumni community.

That is now changing. In January 2026, the Trust appointed Nicola Koppelman as Chief Executive Officer, charged with leading a transformation from a small-scale operation into an ambitious, best-in-class philanthropic development programme. The results to date speak for themselves: in less than a year, and still in the quiet phase of what will become a major public campaign, the Trust has raised more than £30 million in philanthropic income.

Wealth screening has identified a significant number of prospects capable of giving at transformational levels. The potential of this community, when properly cultivated and asked, is extraordinary.

This is a community of exceptional individuals - united by shared experience, driven by shared values, and ready to invest in the institution that shaped them. They have simply never been asked.

The Trust's membership programme, while historically entirely reactive, already achieves a 12% participation rate without systematic engagement activity, a figure that speaks powerfully to the depth of affection alumni hold for Sandhurst, and to the scale of what becomes possible with dedicated, professional stewardship.

The Sandhurst alumni community is one of the most distinctive in the world. It spans more than 60 nations, encompasses serving officers and retired generals, heads of state and business leaders, and is united by bonds forged during some of the most formative times of their lives. It is a community that alumni return to with pride throughout their careers and beyond.

Yet until now, this community has been largely untapped as a source of philanthropic investment. No systematic major donor programme has existed. Wealth screening has only recently revealed the true scale of capacity within the alumni base. And the eagerness of alumni to give back when properly asked has been demonstrated beyond doubt by early results.

Communities of particular depth and enthusiasm exist across three key geographies: the Gulf states, the United States and the United Kingdom. These represent alumni cohorts whose members are not only financially capable but deeply motivated, connected by the Sandhurst bond and eager to see the Academy thrive in a world where its mission has never felt more urgent.

Against the backdrop of a rapidly changing geopolitical landscape with global instability, complex threats and rapid technological disruption reshaping the security environment, the values that Sandhurst represents have never been more relevant.

The Opportunity



This is an exceptional opportunity to join The Sandhurst Trust in a newly created senior leadership role at an important stage in the organisation's growth. As Head of Operations, you will play a key role in shaping the systems, governance, and operational infrastructure that will support the Trust's continued development and long-term success.

Having achieved significant fundraising success in a relatively short period of time, the Trust is now entering an ambitious new phase of growth and is currently in the quiet phase of a major forthcoming comprehensive campaign. This creates an opportunity to further strengthen and professionalise the organisation's operational framework, ensuring that financial stewardship, governance, risk management, and organisational systems evolve in line with the scale of its ambitions.

Reporting directly to the CEO, Nicola Koppelman, and serving as a member of the leadership team, the Head of Operations will oversee finance, governance, compliance, HR operations, and organisational planning across the charity. The role combines strategic leadership with a hands-on approach, offering the opportunity to build processes, implement systems, and help shape a high-performing and collaborative operational culture.

You will play a central role in ensuring the Trust operates with efficiency, accountability, and professionalism across all aspects of its activity. From budgeting, financial controls, and investment reporting to governance support, HR and risk management, the role offers broad responsibility and visibility, while also contributing to staff development and overall organisational effectiveness.

The Opportunity

The Trust operates in an entrepreneurial and evolving environment, making this particularly well suited to someone who enjoys building structure within a growing organisation and is motivated by building systems and processes from the ground up. The successful candidate will bring strong judgement, operational capability, strategic planning and the adaptability needed to thrive in a fast-moving and ambitious organisation.

For the successful candidate, this role offers the opportunity to leave a lasting mark on a highly respected cornerstone British institution, helping to build the operational foundations that will support the Trust's ambitions and long-term impact for years to come.



Why join The Sandhurst Trust?

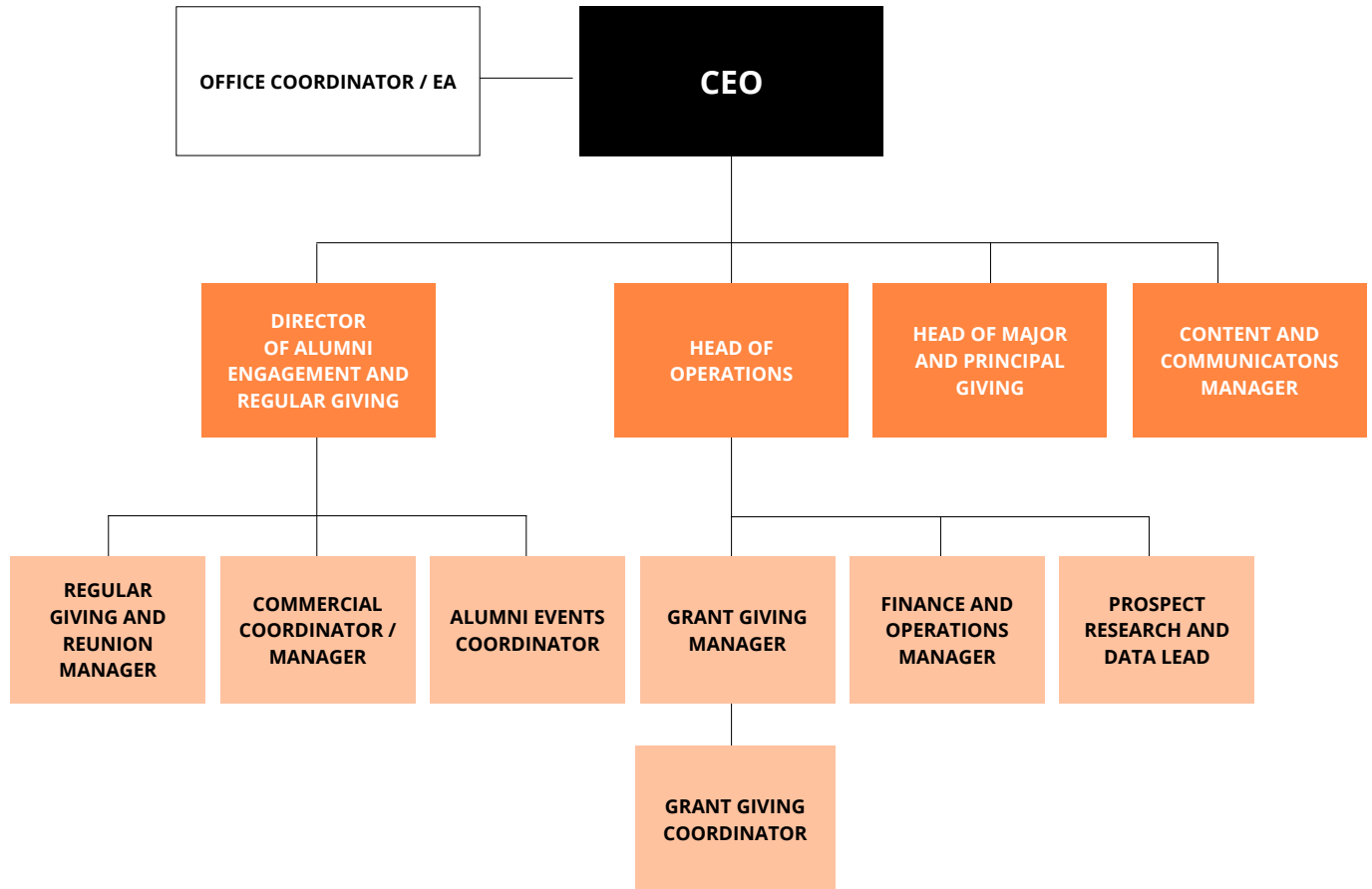
This appointment offers something that is genuinely rare in the fundraising profession: the opportunity to build something exceptional from the ground up, at an institution whose story, community and moment in time combine to make the case for philanthropy almost uniquely compelling.

- A once-in-a-generation mandate - you will be joining at the pivotal moment of transformation, with the leadership, momentum and resources to build something that lasts.
- An extraordinary community to work with - global, loyal, deeply engaged and, until now, largely untapped.
- A campaign with real momentum.
- An institution of singular national and international importance, whose relevance has never been greater.
- The chance to set the standard.

Equality and Diversity

We seek to develop a work environment where we treat all employees as individuals, fairly and in a consistent way. We work within the spirit and the practice of the Equality Act 2010 by promoting a culture of respect and dignity and actively challenging discrimination, should it ever arise. We will remove unnecessary barriers for our employees seeking opportunities through training and development, promotion and career planning.

Organisation Chart



Job Description

Reports to	Chief Executive Officer
Direct Reports	Grant Giving Manager (with Grant Giving Coordinator downstream), Finance and Operations Manager, Senior Research and Data Manager
Key Relationships	Director of Alumni Engagement and Regular Giving, Head of Major and Principal Giving, RMAS leadership and trust leadership

Purpose of the Role

As a member of the Trust leadership Team, the Head of Operations will lead the operational backbone of the organisation, ensuring strong financial stewardship, robust governance, and efficient organisational systems that support continued growth and impact. The Head of Operations acts as the organisation's operational and financial lead.

Key Responsibilities

Strategic & Operational Leadership

- Responsible for the overall financial health and regulatory compliance of the Trust.
- Lead the development and implementation of operational systems, processes, and policies that enable the Trust to operate efficiently and sustainably and which support and enable organisational growth.
- Contribute to organisational decision-making through analysis, reporting, and strategic insight.

Financial Leadership

- Act as the organisation's financial lead, overseeing budgeting, forecasting, and financial planning.
- Ensure robust financial controls, reporting, and compliance with charity and regulatory requirements.
- Provide clear financial analysis and reporting to support senior leadership.
- Act as the primary point of contact between the Trust and its investment management partner, overseeing the performance of invested donated funds.

Governance and Committees

- Support the CEO with governance relating to the ST Board and sub-committees, ensuring compliance with regulatory and statutory requirements including reporting and documentation.
- Own and lead the preparation and delivery of reporting to the Finance and Risk, Investment and Gift Acceptance Committees; ensure robust controls, clear insights, and effective follow-up on actions and decisions arising from committee meetings.

Risk Management

- Maintain and manage the Trust's risk register, with a particular focus on donor relationships. Pro-actively monitor and manage risk and mitigation strategies.
- Working closely with the Prospect Research and Data Lead, ensure appropriate oversight and compliance in relation to robust gift acceptance and due diligence policies and procedures.

Job Description

HR, People Management and Performance

- Lead HR operations covering recruitment, performance management and learning and development.
- Ensure the Trust maintains compliance with current employment legislation, acting as the first point of contact for compliance-related queries, and taking primary responsibility for ensuring all organisational policies and procedures remain current, accurate, and accessible to all staff and volunteers.
- Support the CEO to establish and monitor team-wide key performance indicators (KPIs) to track and report organisational performance.

Team Leadership

- Lead, mentor, and develop a team of four professional staff (three line reports).
- Build a collaborative, ambitious, supportive and positive team culture, where staff are motivated and empowered to deliver exceptional operations practices which fuel a fundraising and global alumni engagement ambition.

Other

- Due to the start-up nature of the team, on occasion the role may need to support areas of work which fall out of scope of the above job description.
- Maintain high standards of documentation to support audit readiness and transparency.

Person Specification

Essential Experience

- Significant experience in operations, finance, or organisational management within the charity or not-for-profit sector.
- Experience managing budgets, financial forecasting, and financial reporting.
- Demonstrable experience establishing or improving operational systems, policies, and processes within a sophisticated fundraising environment.
- Strong understanding of the role of prospect research and donor stewardship, in supporting successful fundraising programmes.
- Experience overseeing or working closely with fundraising and alumni geared CRM/database systems, ensuring strong data governance, reporting capability, and effective supporter management.
- Sound knowledge of data protection and confidentiality requirements relevant to donor data within an alumni context.
- Ability to line manage and support specialist roles, providing strategic oversight while enabling technical experts to deliver best practice in their respective areas.

Desirable Experience

- Experience working within education, military, heritage, or membership-based organisations.
- Experience of charitable grant giving best practice and related processes and protocol
- Professional financial qualification or equivalent experience.
- Experience overseeing risk management and mitigation strategies.
- Experience managing external suppliers, procurement processes, and contracts.
- Experience of/links with the military community.

Skills & Knowledge

- Strong financial literacy and analytical capability.
- Excellent organisational and operational planning skills.
- Strong written and verbal communication skills, including preparation of reports for senior stakeholders.
- Strong negotiation and relationship management skills.
- High level of discretion and professionalism.

Personal Attributes

- Entrepreneurial, proactive and adaptable self-starter, with the confidence to operate in a developing operational environment, building capability and structure as the organisation continues to grow.
- Strategic thinker with a practical, hands-on approach.
- Strong attention to detail
- Highly organised and able to manage multiple priorities.
- Collaborative leadership style with the ability to inspire others.
- Highly organised with strong delivery focus.
- Resilient and comfortable operating in a small but ambitious organisation where flexibility and initiative are essential.
- Motivated by the opportunity to shape and build the operational foundations of a growing charity.
- Strong commitment to the Trust's mission and the community it supports.

Other

- Ability to work evenings and weekends as required.

Terms & Conditions

Salary £50,000 - £55,000, depending on experience with scope to go beyond for an exceptional candidate

Contract Type

Permanent

Pension

Auto-enrolment pension (The Sandhurst Trust contributes 8% and employee 4% minimum)

Location & Hybrid working

2 days a week in the office (Old College, Royal Military Academy Sandhurst, Camberley, GU15 4PQ)

Hours of work

Normal working hours are 35 hours per week, typically worked between 9:00am and 5:00pm, Monday to Friday.

Probation period

6 months

Annual leave

28 days (plus bank holidays)

Other

Enhanced parental leave, life assurance benefit, volunteering days. Gym and Swimming Pool Access for a nominal annual fee.

Standard checks

If you are offered the post, the offer will be subject to standard pre-employment checks including Baseline security checks. You will be asked to provide proof of your right-to-work in the UK; proof of your identity; and we will contact the referees you have nominated.

Diversity and Inclusivity

Should you require reasonable adjustments made to the recruitment process, please let us know. Please also let us know of any reasonable adjustments that we would need to make for you to attend an interview.

How to Apply

To apply, please send your CV and cover letter no later than midnight on 30 June 2026 to info@weareconstellate.com or upload to www.weareconstellate.com

The Sandhurst Trust is partnering with Joanna Logan and Erin Hall-Westfall of Constellate Global Talent on this search. If you would like to have a confidential discussion about the position, please email info@weareconstellate.com



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