

Director of the
Commonwealth War
Graves Foundation

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COMMONWEALTH
WAR GRAVES
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Dear Colleague

I am delighted you are considering the role of Director of the Commonwealth War Graves Foundation, the charitable arm of the Commonwealth War Graves Commission (CWGC).

The CWGC and its Foundation is a very special and unique global organisation, full of exceptionally talented and committed people who care passionately about the work we do and the organisation we represent. It is the world-wide work of the Commonwealth War Graves Commission that has for over a century, established a global remembrance landscape, that has helped shape the deeply felt values and culture of commemoration and remembrance we know today.



The battlefields may be long gone, but our cemeteries, memorials, records, events, community and outreach programmes remain an important and abiding memorial to all those who fell. They are the last physical and human reminders we have of those world-changing conflicts.

Director of the Foundation is a superb opportunity for an ambitious, accomplished and charismatic charity leader to spearhead and lead the growth and development of this young and exciting charity; ensuring it is set fit for the future, identifying and grasping opportunity and achieving its full and very significant potential.

Bringing experienced, innovative and collaborative leadership and direction; identifying new projects, growing multiple income streams (both fundraising and commercial), extending our brand and profile; increasing membership and delivering volunteering opportunities, you will be identifying programmes and initiatives that will deliver our core aims, attract major donors, corporate sponsors and other potential funders and build on those relationships to create a strong funding pipeline for the future.

Working with Commission colleagues to identify and create major projects and programmes in education and community engagement, with diverse and engaged audiences, will ensure that both the Commission and the Foundation extends its reach to as many people as possible, across the world.

We are looking for an energetic, highly skilled individual with a real understanding and passion for what we do now, and a vision for what we can also do in the future. You will be an exceptional leader bringing with you a significant track record of service delivery, income generation and organisational success. You will have a collaborative and engaging approach, with bold and innovative thinking, and a can-do attitude, to enthuse and inspire our very ambitious teams. This is a critical role at a pivotal and transformative point in our history.

As an organisation with 1,300 staff worldwide, we speak many languages, possess different talents, and come from a wide variety of backgrounds. We are an organisation that cares about our people; we recognise and celebrate our diversity and our individual contributions and work always to ensure we help everyone, in every role across the Commission feel valued, appreciated and connected.

But above all, we are all dedicated to one purpose – to preserving in perpetuity, the memory and telling the stories of the men and women from the two World Wars, who sacrificed their lives, so that we might live the lives we do today. If this is something that you are keen to be part of, I very much look forward to hearing from you.

Claire Horton CBE
Director General

About the Commonwealth War Graves Commission



The CWGC is a highly respected, prestigious, global organisation that honours and cares for the 1.7 million men and women of the Commonwealth forces who died in the First and Second World Wars, ensuring their sacrifice will never be forgotten. Funded by six Commonwealth Member Governments, we build and maintain memorials and cemeteries at 23,000 locations, in 150 countries, including some of the world's most iconic, landmark monuments.

Today, over a century after we first began, our work continues through our staff, supporters and volunteers who preserve our unique cultural, horticultural and architectural heritage and ensure that the stories of those who died are told.

At CWGC and in our charitable arm The Commonwealth War Graves Foundation (CWGF), we have a shared commitment, a clear vision and a set of values that drive all we do. They help define us and the standards we expect from our work and from each other.

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Find out more

Follow the link and take a look at our short film to get a feel for who we are and what we do around the world
https://youtu.be/EDS3x_nsBFw

Read more about us at <https://www.cwgc.org/>



OUR WORK IN NUMBERS

1.7 MILLION



COMMONWEALTH SERVICEMEN
AND WOMEN COMMEMORATED

1.1 MILLION



HEADSTONES WE MAINTAIN

104

NO. OF YEARS
WE HAVE BEEN
ESTABLISHED

NO. OF
STAFF
1273

A COMBINED
18,000
YEARS OF
DEDICATED SERVICE

COUNTRIES WE
WORK IN

153



216

JOB ROLES

NO OF LANGUAGES
WE SPEAK



200

112

SPECIAL/LISTED
MONUMENTS
& BUILDINGS
MAINTAINED



23,000

LOCATIONS
AROUND
THE WORLD

12,000

GRAVES IN OUR
LARGEST CEMETERY



72,000

NAMES ON
OUR LARGEST
MEMORIAL



ACRES OF OUR
SITES COMBINED

138,000

September 2021

OUR WORK IN NUMBERS

1.8 MILLION



PEOPLE USED OUR
WEBSITE IN THE
LAST 12 MONTHS

X2

VISITOR
CENTRES

6

MEMBER
NATIONS

SOCIAL MEDIA
FOLLOWERS

160,000

VOLUNTEERS WHO
SUPPORT OUR WORK

1,700



1,500

CWGF FOLLOWERS



160

CRAFTSPERSON



100+
VARIETIES
OF PLANTS/
FLOWERS



HORTICULTURAL
MACHINERY

6,000



GLOBAL TRAINING
HOURS COMPLETED

8112



13,467

ACRES OF
LAWN
CUT

ROSE TYPES

80+



800

HORTICULTURISTS

September 2021

In 2021-22, the Foundation commenced a detailed review of engagement and fundraising opportunities, while working to build a more collaborative and strategically focussed approach to delivering increased reach and impact. Over the year the Foundation made significant progress in terms of introducing new fundraising activities, rebranding, a new website, and increasing capacity within the team.

The intention is now to build significantly on this in the coming year through embracing shared strategies and objectives with the Commission, further improving co-working and collaboration across teams, and better overall planning and delivery.

Expanding the number of projects the Foundation supports with funding will be a key focus. This will include continuing to provide opportunities for volunteering and supporting some of the pilot education and engagement projects identified as part of the Commission's major Non-Commemorations programme*.

Key fundraising priorities for the Foundation will be in engaging and recruiting new members, adding to our portfolio of events, developing a Major Donor programme, securing corporate partners, and successfully bidding for grants from foundations and grant making trusts.

The 2022-23 Business Plan describes how the Foundation can deliver the desired increase in reach and impact through investment into new fundraising initiatives and activities, and improved integrated planning and delivery with the Commission.

The purpose of the Director role is to:

- keep stories alive – ensuring that the stories of those who died in the First World War and Second World War are told
- actively engage new audiences and find innovative ways to involve the whole community with our unique cultural, horticultural, and architectural heritage
- do this through education and outreach, voluntary activity, heritage projects, local research and partnership working 2022 Priorities
- working with colleagues across the Commission to ensure that the education, outreach and engagement programmes currently in development, deliver on our commitment to address historic inequalities in commemoration
- position the Foundation, internally and externally, as the charitable arm of the CWGC through increased profile and awareness and internal buy-in
- help fund four major projects: Eyes On Hands On, Tanzanian Oral Histories, Junior Volunteer Researchers and Speakers Programme, and
- significantly diversify income streams, to generate at least £500k p/a in total income and grow income annually.

* | [Non-Commemoration Report: Commemoration Inequalities | CWGC](#)

Role title	Director of the Commonwealth War Graves Foundation
Accountable to	Director General, Commonwealth War Graves Commission Director (<i>the DG is the official Foundation Chief Executive but delegates executive leadership and the day-to-day operational responsibility of running the Foundation, to the Director</i>) also reporting regularly to the Chairman of the Board of Trustees, Dame Judith Mayhew Jonas.
Responsible for	Development Director
Other key contacts	The Chairman and Trustees of the Foundation, Executive Leadership team within the Commission (<i>NB: this role also sits as a member of the Commission's ELT and therefore has an active role in the ongoing growth, development and oversight of the CWGC</i>); Commission teams across Communications, Marketing, Digital, Events, Education and Community Engagement and our multiple UK and International volunteer programme managers. CWGF Event and project volunteers.

This is a superb opportunity for a visionary, ambitious, accomplished and charismatic charity leader to spearhead and lead the growth and development of this young and exciting charity; ensuring it is set fit for the future, identifying and grasping opportunity and achieving its full and very significant potential. Key accountabilities of the role include:

Strategy

- With a global aim of perpetuating remembrance and ensuring the Commission and the Foundation, remain relevant long into the future, you will work directly with the Director General and take the executive lead on developing and then delivering, the Foundation's long term, future strategy.

Fundraising

- Building on existing income streams both fundraising and commercial, and identifying and growing new ones.
- Developing a long-term funding strategy and associated donor programmes to assure the future growth of the Foundation's services, volunteer and community projects.

Programmes and Projects

- Working with colleagues across the Commission, identify and develop projects and programmes of activity that align with the Foundation's core purpose and resonate with our increasingly wide audiences.

Profile and Brand

- Working to build and create a strong, meaningful Foundation identity that resonates with, and is recognised by increasing audiences across the UK and beyond.
- Creating impactful projects, inspiring messaging and engaging, galvanising campaigns that connect current and future generations to past legacies and move and inspire wider and younger audiences to seek to learn, discover and support.

Leadership

- Be a positive force for good as well as an active change agent, empowering and encouraging people and teams and leading by example; a role model of an empathetic, passionate, and energetic leader.
- Working as part of the Commission's Executive Leadership Team, be comfortable in the role of running a major, global organisation. Be happy to ask the difficult questions, be enthused in visioning the future; competent in understanding organisation compliance, managing risk and making the numbers work; and be passionate about developing our culture and our people.

Part One

Knowledge and Experience

- Successful track record gained at CEO, Executive Director, or very senior level in another significant or rapidly growing organisation. Or, you may be an aspiring leader who has worked at a senior level in a large or medium sized organisation (*this role is part of the Commission's Executive Leadership Team so needs to have worked at Board level and be familiar with corporate level responsibilities*).
- Significant background and profile in fundraising excellence, with a history of successful income generation.
- Experience of engaging with diverse communities as part of public or community engagement or education programmes would be useful.
- Strong experience of bringing teams and projects together and of developing effective, far-reaching and high impact strategies for organisational growth and development.
- High level understanding of Charity Governance, Compliance and Risk Management, ideally with experience of senior oversight and delivery of the same.
- Experienced in building a brand and successfully raising public awareness.
- Been instrumental in creating and delivering campaigns and public messaging, including using digital tools and technology, in engaging and innovative ways.
- Appreciation of the Commonwealth and/or the two World Wars and the CWGC role and legacy within that context.

Part Two

Skills and Abilities

- Strong written communication skills with the ability to craft and tailor high calibre, engaging presentations, reports, letters and briefing documents.
- Able to shape and develop persuasive cases for support, funding bids and donor communications.
- Highly effective presentation skills with the gravitas and presence to command the attention of diverse audiences.
- Strong interpersonal skills and able to work with colleagues and partners across the Commonwealth.
- Financially and commercially astute; can manage budgets, forecasts, assess business cases, identify opportunities, assess viability and take confident decisions.
- Able to assess and manage competing priorities, deliver projects to time and cost, and oversee special events.

Part Three

Personal Style and Attributes

- Culturally and emotionally intelligent.
- Holds influential networks across relevant networks and contacts.
- Personal credibility and demeanour that inspires trust and confidence.
- Highly organised and fiercely determined.
- Thinks creatively and imaginatively and can make abstract links and connections.
- Aligned with the Commission's Values and passionate about developing our culture and people.

Terms of appointment

Remuneration

The role is offered at a salary of circa £80,000 (more may be available for an exceptional candidate). Starting salary will depend on experience.

Location and working culture

Our office is in Maidenhead. The CWGC is piloting hybrid working with a blend of home and office working. We expect our senior team to be in the office at least two to three days per week when not travelling.

Hours

37 hours per week. As an Executive Director, there will be occasions where you will be required to work additional hours in line with the role.

Travel

There will be opportunities for travel in this role, so you must have the flexibility and ability to travel both nationally and internationally as needed. You will need to hold a valid UK passport.

Leave

CWGC offers a competitive holiday allocation with 25 days annual leave, rising by 1 day per year as at 1st January each year, until you have reached the maximum of 30 days. Additionally, Public and Bank Holidays, half day Maundy Thursday and extra paid holiday between Christmas and New Year as we close our offices during that period. We also offer a volunteering days allocation.

Pension

The CWGC offers a highly generous pension scheme. If you contribute to the Group Pension Plan the CWGC will double it and add 1%, up to a maximum employer contribution of 15%, of your pensionable pay.

Life Assurance

All UK CWGC employees, under the State pension age, are provided with three times salary life assurance cover. In addition to this, anyone who is a member of the Group Pension Plan is also provided with a further three times salary life assurance cover, making a total of six times salary cover between these two Plans.

Learning & Development

To help you achieve your full potential and the Organisational needs, we make considerable investment in training. We commit to providing both mandatory and technical training, together with a wide range of interesting and useful development opportunities throughout the year.

Qualifications and subscriptions to professional bodies

We may support work related qualifications to assist you in fulfilling your role and aspirations. We will reimburse professional subscriptions or memberships relevant and essential to your role.

Plus other – Health, Welfare, Wellbeing and Social Benefits

Access to Occupational Health and Wellbeing, travel insurance, discount vouchers, Cycle to Work scheme, competitive Maternity and Paternity allowances, health and fitness clubs and more. Please ask for the Benefits booklet.

How to apply for the role

To make an application, please go to <https://starfishsearch.com/jobs/cwgc-dir-foun/> and click on the **apply now** button, with the following prepared:

- a CV (no more than three sides) or equivalent biographical information, and
- a short covering letter that explains your motivation for being part of the CWGC and briefly outlines the top three experiences you think you can bring to the role.

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	Monday 13th June 2022
Longlisting	end w/c 13th June 2022
Preliminary interviews	w/c 20th June 2022
Shortlist meeting	w/c 4th July 2022
Due diligence	w/c 11th July 2022
Final Interviews	w/c 18th July 2022

