



RECRUITMENT PACK

TRANSFORMATION LEAD



WELCOME

RBL has supported the Armed Forces community for over a century, but we are ambitious to modernise the organisation, so we can continue to provide the help that is needed as those needs change. RBL is well-resourced to enable this transformation.

RBL is the largest Armed Forces charity and is at the heart of a national network, assisting those who have protected us and defended our way of life and democratic freedoms. We provide support to individuals who need it – during active service, in transition to civilian life, and for a lifetime – when they need it, campaign for better recognition of their service and sacrifice and needs, and of course we lead Remembrance on behalf of the nation.

The needs of today's Armed Forces community – both serving and ex-serving personnel, and their families – are diverse and often complex. While we continue to support the 'National Service generation', our work is increasingly focused on the needs of those who saw active service in Iraq and Afghanistan and of the wider health and social challenges that can affect operational and non-operational personnel and their families.

In this context, we are: -

- extending our Welfare support; including highly specialised support for Independent Living; Benefits, Debt & Money Advice; and War Pensions and Compensation advocacy; - and our Recovery services – including for example, our ground-breaking Battleback and Bravo 22 programmes, and support for Invictus Team UK
- renewing the purpose of our Membership network: to act as allies and friends of the armed forces family in communities across the nation;
- working to ensure that we are relevant to, and engaged, with all sections of society in cities, towns and country across the nation;
- focusing our fundraising efforts within and outside the Poppy Appeal to future-proof our income, and to ensure that this reinforces our core purposes of remembrance and support; and
- transforming the culture of the RBL to be more inclusive, collaborative, flexible, customer-focused, and evidence-based; and
- refreshing the governance of the RBL group – which includes Poppyscotland and the National Memorial Arboretum – to ensure that we have the oversight and leadership needed to make certain that we continue to meet our charitable aims and deliver the maximum public benefit, while complying with our many legal and regulatory obligations.



ABOUT US

The Royal British Legion is at the heart of a national network that supports our Armed Forces community. We're here through thick and thin – ensuring their unique contribution is never forgotten. We've been here since 1921 and we'll be here as long as they need us.

We are the country's largest Armed Forces charity, with over 200,000 members, 110,000 volunteers and a network of partners and charities; helping us give support wherever and whenever it's needed.

We provide lifelong support to serving and ex-serving personnel and their families. Our support starts after one day of service and continues through life, long after service is over. From providing [expert advice and guidance](#), to [recovery and rehabilitation](#), through to transitioning to civilian life – we can be by their side every step of the way. And it's not just members of the Armed Forces but their families too.

If there is ever a reason we can't help, our vast network will mean that we know someone who can. Read more [Stories](#) of the support we've given beneficiaries.

RBL works with politicians and officials at all levels to represent the interests of the Armed Forces community. Through our [research and campaigning](#), we challenge myths about serving and ex-serving personnel. Our [manifestos](#) outline key actions we think the government should take to improve the health, finances and wellbeing of the Armed Forces, veterans and their families.

We give our Armed Forces community a voice. We champion interests of serving and ex-serving personnel and campaign on key issues to help improve their lives and make their voices heard. We often call on members of the public to add their support, helping us make a real impact. Read about our [Latest Campaigns](#).

Every year we lead the nation in commemorating and honouring those who have served and sacrificed. We remember those who lost their lives on active service in all conflicts; from the beginning of the First World War right up to the present day, as well as all those who have served and their families.

Every year in November, we distribute our paper poppies to raise vital funds to help today's Armed Forces community. Our red poppy is a national symbol of Remembrance and hope.

Wearing a poppy is a way of showing appreciation for the service and sacrifice of our Armed Forces, veterans and their families, both past and present. Read ["The Story of the Poppy"](#).



"Battle Back was my light at the end of the tunnel."

After contracting Q Fever in Afghanistan, Ted couldn't even find the motivation to get out of bed to brush his teeth in the morning – but attending our Battle Back Centre changed everything.

[Read Ted's Story](#)



"Thanks to the Royal British Legion, I've found my confidence again."

World War II veteran, Reggie, was housebound for eight months after a fall. After we installed a new step and handrail, he's back doing what he loves.

[Read Reggie's Story.](#)

JOB DESCRIPTION

Job Title:	Transformation Lead
Reporting to:	Director General
DBS Level:	N/A
Role Location:	Hub (min 2 days/week anticipated in the London Bridge office, some remote)
Responsible for:	Transformation Office (Programme Managers, Project Supports officer, Project Co-ordinator, Business Analysts)

PURPOSE OF THE BOARD

Reporting to the Director General (DG) and working with the Executive Board (EB) to ensure the delivery of the Transformation Programme by:

- supporting the refinement and delivery of a clear and consistent Strategic Narrative and its use and integration across our range of channels and activities; and
- defining the Strategic Portfolio of programmes, the dependencies and changes required and ensuring sound programme management and leadership of the Transformation Management Office (TMO) required to support the delivery of those.

KEY RESPONSIBILITIES:

Develop, maintain and refine the Strategic Narrative, the voice of the Legion to the various communities and stakeholders (staff, members, volunteers and partners), which lays out the compelling explanation of why we are changing, the destination and the journey required.

Act as the 'champion' for that narrative; work with the Senior Leadership, and the Internal Comms and Culture & OD functions in particular to ensure the consistent and clear use of the narrative across our wide range of engagement, communication, channels and activities including leadership events, town halls and departmental briefings.

Work with the EB to help define and maintain full oversight of the Strategic Portfolio of programmes, understanding the priorities and interdependencies, the sequencing, capacities and capabilities and change management required and ensuring that plans are in place to ensure on-time, in-full achievement of results.

Support the DG, EB and Directors in the development and delivery of Transformation Programmes through expert knowledge, critical assessment and open constructive challenge across all stakeholders.

Ensure the delivery of the Strategic Portfolio of programmes:

- through the provision of business analysis and process improvement expertise;
- directly through the leadership and management of the TMO, building on the strong programme and project infrastructure including governance, reporting, project management skills, best practice and resourcing capability; and
- indirectly by supporting the maintenance and development of that same good practice by the Senior Leadership and those involved in the programmes.

Support the Director General through the proactive management and delivery of key projects owned by the DG's office, working both directly and with others including the EB.

Build the capability, knowledge and skills of Senior Leaders to be able to maintain and evolve the Strategic Narrative and manage ongoing change and transformation as part of business as usual activity by the end of the assignment. Lead and be accountable owner for the development and deployment of RBL's approach to the implementation of change.

Role model inclusive behaviours and actively contribute to achieving the organisation's Equality, Diversity and Inclusion (EDI) commitments, ensuring that this remains front of mind in decisions made within the remit and influence of this role.

GENERAL

- To work in accordance with The Royal British Legion's shared values of **Service; Collaboration; Passion; Excellence; Valuing** our people which underpins the fundamental beliefs and qualities of who we are and what we do.
- As part of the Senior Leadership Team, you will represent RBL at events, in the media and with strategic stakeholders.
- RBL strives to be an inclusive employer and all employees are expected to work within, and abide by, our Diversity and Inclusion Policy.
- To be responsible for your own health and safety and that of your colleagues, in accordance with the Health & Safety at Work Act (1974) and relevant EC Directives, including reporting any health and safety hazard immediately you become aware of it.
- To work in accordance with the General Data Protection Regulations and Data Protection Act 2018; to ensure the correct reporting of data breaches, any changes to the processing of personal data which require a Privacy Impact Assessment and any requests under the Individual Rights provisions are reported to the Legion Data Protection Officer.
- It is clear that due to the nature of the role, the postholder will have access to material which is confidential. It is a condition of their contract of employment that they ensure that no confidential material is leaked from the department to unauthorised members of staff.

This job description reflects the current scope of duties and responsibilities of the role. The postholder may be asked, and is expected, to undertake any other duties commensurate to the grade of the post. As duties and responsibilities change and develop, this job description will be reviewed and may be subject to amendment.



PERSON SPECIFICATION

KNOWLEDGE & EXPERIENCE

- Significant experience in managing multiple programmes and the governance of individual programmes and portfolio management
- Experience in delivering high quality Executive and Board level reporting
- Demonstrable experience of leading, managing and developing high performing teams.
- Significant experience in managing stakeholders at all levels
- Knowledge and demonstrable track record of using a range of change management approaches to realise significant transformational change

SKILLS & ABILITIES

- Ability to build trusting relationships, influence and work collaboratively with diverse leaders.
- Ability to analyse data and present data in a way that captures the hearts and minds of senior leaders.
- Exceptional interpersonal and communication skills with the ability to communicate with a variety of audiences.
- Highly organised with the ability to work on your own initiative.

SHARED VALUES AND BEHAVIOURS

Service

- We support and serve. We are compassionate. We provide great customer care to all the people who come into contact with us. We are accountable and act with integrity.

Collaboration

- We value working together and with partners to achieve shared goals. Through effective communication and support, we build trust with each other and treat everyone with respect and honesty.

Passion

- We are passionate about our role and contribution. With a positive outlook we are resilient and committed to our work.

Excellence

- We strive to be the best we can. We are effective and efficient. We are bold. We are open to innovative ideas and approaches, challenge each constructively and are willing to learn.

Valuing our People

- We support, encourage, and provide opportunities for all our people – ensuring we recognise and value everyone's contribution.



DIRECTOR SUCCESS PROFILE

We expect all colleagues working at this level within our organisation to be able to fulfil the below 'success profile'. Elements of this that are particularly pertinent to the fulfilment of the Responsibilities set out above will be assessed at Interview.

CORE SKILLS

Planning and Organising	Leads business and operational planning; organising, prioritising and overseeing activities in own area to deliver business objectives.
Performance Management	Enables, supports and coaches team members to deliver results in line with RBL strategy.
Managing Upwards	Keeps the organisation informed of developments, communicating proportionately with senior leaders and ensuring there are no surprises.
Organisation Design and Development	Ensures RBL develops and maintains the culture, values and design it needs to reach its objectives.
Verbal Communication	Uses clear and effective verbal communication to express ideas, request actions and formulate plans.
Builds Networks	Creates, maintains and develops networks across and outside the organisation, to break down silos and enable consistent delivery of strategy.
Adaptive Mindset	Balances application of expertise around tried-and-tested methods with innovation and flexibility, as circumstances require.
Customer-driven performance	Develops a comprehensive understanding of customer needs and delivers against these.
Financial Management	Effectively manages budgets and analyses financial information to enable efficient and effective use of resource and financial planning.

BEHAVIOURAL COMPETENCIES

Cultural Alignment	Champion and live RBL's vision, values and culture.
Customer Focused	Building strong customer relationships and delivering customer-centric solutions.
Drives Results	Consistently achieving results, even under tough circumstances
Manages Ambiguity	Operating effectively, even when things are not certain, or the way forward is not clear.
Manages Conflict	Handling conflict situations effectively, with a minimum of noise.
Builds effective Teams	Building teams with a clear sense of purpose, who apply their diverse skills and perspectives to achieve common goals.
Decision Quality	Making good and timely decisions that keep RBL moving forward.
Planning & Alignment	Planning and prioritising work to meet commitments aligned with RBL goals.
Action Orientated	Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.
Strategic Mindset	Seeing ahead to future possibilities and translating them into breakthrough strategies.
Personal Resilience	Rebounding from setbacks and adversity when facing difficult situations.

TERMS OF APPOINTMENT

Salary

£87,000-£94,000 DOE + 4.4k London Weighting

Holiday

28 day's paid holiday per year (incl. statutory), plus the ability to buy up to 1 working week of additional leave

Pension

Contributory pension scheme – min 2% employer contribution receives 6% employer contribution up to max of 10% employer contribution matched with 5% employee contribution (until 5 years' service reached, when 14% employer contribution achievable).

Other benefits

Death-in-service Life Assurance, with a benefit of 3x annual salary

Employee Assistance Programme

Season Ticket and Rental Deposit Loan Schemes / Cycle to Work Scheme

Reward Hub online benefits platform with extensive offers and discounts



HOW TO APPLY

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact catherine.kift@starfishsearch.com and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/rbl-transformation-lead/> 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: 4th April 2023

Interviews: Friday 14th and Thursday 20th April

