



# RECRUITMENT PACK

## INTERIM DIRECTOR OF MEMBERSHIP DEVELOPMENT



# WELCOME

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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

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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 just under 200,000 members and 2,300 branches in the UK and overseas. 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

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**Job Title:** Interim Director of Membership Development

**Reporting to:** Executive Director: Membership

## ROLE PURPOSE

To facilitate, lead and deliver initiatives and projects for membership that require strategic organisational design, collaboration across other directorates and engagement with the membership to secure buy-in and support. This requires a cultural transformation within the membership directorate and out across the membership network; an alignment of ways of working, processes, and systems across the Charity, there will be occasional weekend working.

## KEY RESPONSIBILITIES

- To provide strategic advice, guidance, support, and leadership to the Executive Director: Membership and senior management team in the development and delivery of the membership change programme including projects and initiatives.
- To lead change in the Directorate, both cultural and organisational, setting out the future state for the Membership Directorate, aligned to the One Legion Strategy.
- To work towards a common purpose, a RBL code of Conduct and new ways of working that encourages a joined-up approach across staff, members and volunteers.
- To represent the Directorate on the Future of Membership programme and facilitate the change needed to welcome in new younger members through a new digital experience. To not underestimate the challenges in introducing a new membership model whilst continuing to support existing branch membership.
- As a first step, to design, develop and implement the single touchpoint into membership for all enquiries, issues, member complaints and stakeholder feedback. Then working closely with the Director of Customer Operations, to strategically consider opportunities for membership to form part of a single charity wide customer centric solution.
- To navigate through some complex supplier contracts and working with the Director of Customer Operations propose future solutions to ensure we deliver a much-improved customer service whilst also putting in place the systems and technology to support the Future of Membership deliverables.
- To work pan Charity and from a membership perspective support the wider cultural and governance programme of change ensuring it dovetails into our membership formations – ensuring we have the most appropriate structures, good governance, and robust election process.
- To embed the recent changes to the member-on-member complaints process and the focus on local resolution before escalation, whilst also supporting the wider ongoing RBL complaints review.
- To represent Membership and actively participate in the Directors Forum, cascading relevant information out to the wider Membership Directorate as appropriate.



This job description reflects the current scope of duties and responsibilities of the role.

The post holder 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.

## 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.
- 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 legislation, 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.
- It is clear that due to the nature of the work of the Legion, the post holder may 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 personnel.
- To implement the Equal Opportunities Policy into your daily activities. Royal British Legion is an equal opportunities employer and positively encourages applications from suitably qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status, or pregnancy and maternity. All employees are required to work in accordance with the Equality Act (2010).



# PERSON SPECIFICATION

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## KNOWLEDGE & EXPERIENCE

- Significant experience leading a large membership function including governance and regional/branch structures.
- Demonstrable experience in leading cultural and transformation programmes as well as applying project management principles to deliver desired outcomes.
- A resilient and strategic leader able to problem solve within a complex environment and layers of ambiguity.
- Experience in managing key stakeholder relationships, with the gravitas and skill to win over hearts and minds.
- Demonstrable experience in the use of technology and systems to better serve the customer, find efficiencies and report on outcomes.
- Demonstrable track record of working with cross functional subject matter experts in developing, facilitating, and delivering solutions.
- Demonstrable experience in proactively managing and getting

## 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 strong 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 new 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.

## SKILLS & ATTRIBUTES

- Solution orientated and able to work effectively under pressure as well as be able to demonstrate sound judgement.
- Collaborates to understand wider organisational issues and to build relationships and instil trust.
- Ability to develop pragmatic solutions to complex problems requiring creativity and innovation.
- Flexible, able to adapt to changing demands, with a high degree of emotional resilience.
- Prepared to constructively challenge the views of others and manage interpersonal differences effectively.
- Excellent report writing and presentation skills at Executive level.

# BENEFITS

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- 28 day's paid holiday per year (plus bank holidays), increasing to 29 days after 2 years and 30 days after 5 years. Plus the ability to buy up to 1 working week of additional leave
- Contributory pension scheme – 2x matched employer contributions up to 5% employee / 10% employer increasing to 7%/14% after 5 years.
- Death-in-service Life Assurance, with a benefit of 3x annual salary
- Interest free Season Ticket and Rental Deposit Loan Schemes / Cycle to Work Scheme
- Private healthcare
- Health Screening.
- Access to Rewards Gateway Benefits platform.
- Access to Togetherall (Formally big white wall): Normally limited to members of the armed Forces, however RBL employees have full access.
- Access to Free Will Writing service through our Legacy Team.
- Sick pay, maternity and paternity pay above statutory minimums
- Armed forces Covenant Gold Employer: A voluntary standard set by the government for those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families.
- DBS screening paid by RBL (where it is essential to the role).
- Employee Assistance Programme: Provides confidential counselling, financial, legal advice.
- Employee Recognition Scheme.
- Enhanced Reservists Leave arrangements.
- Free parking for visitors to the NMA.
- Flexible working.
- Health cash plan: Discounted rates
- Occupational Health support.
- Opportunities to Volunteer.
- Poppy Shop: 15% discount on PoppyShop purchases.
- Professional subscription paid by RBL (where it is essential to the role).
- Rail cards: Reimbursed (if a personal rail card will save RBL on business journeys).
- Sabbaticals and career breaks are considered.
- Training: Choice of free training and development courses.
- Wellbeing Hub: Internal information available.
- Development and training opportunities
- Carers leave allowance – 1 week paid.

# TERMS OF APPOINTMENT

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## Salary

£76,275-£80,513 (+ £4,452 p/a for London Supplement)

## Contract

12-month fixed term contract

# HOW TO APPLY

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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](mailto:catherine.kift@starfishsearch.com) or [ruby.judge@starfishsearch.com](mailto:ruby.judge@starfishsearch.com) and we will be happy to arrange a call.

**To make an application, please go to <https://starfishsearch.com/jobs/rbl-int-dir-mem-dev/> 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.

**Role closes** Friday 23rd February

**Interviews with RBL** w/c 4th March

