



Candidate Pack  
**Executive Director of Services**



# Welcome Letter

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Dear Candidate,

Thank you for your interest in joining the Royal British Legion as our next Executive Director of Services.

The Royal British Legion brings society together to recognise, remember and support the Armed Forces community. For more than a century, we have provided lifelong support. That commitment remains unwavering, but the context in which we operate is evolving. The needs of our community are changing, public expectations are rising, and the systems in which we work are increasingly complex. We must continue to adapt.

This is a pivotal time for our organisation. As we look ahead to the next phase of our strategy and impact, we are seeking a leader who will build on strong foundations while bringing new perspectives, innovation and energy to our mission to support our Armed Forces community and ensure that their unique contribution is not forgotten.

With the launch of our Strategy to 2035, built around our pillars of Connect, Remember and Support, we are clear about our ambition. We want to deliver timely, relevant, high-quality and effective support, while modernising how our services are designed, accessed and delivered. The Executive Director of Services will play a central role in shaping and realising that ambition.

This is a significant leadership role and our successful candidate will lead a substantial national services portfolio, balancing high-quality direct delivery with effective commissioning to ensure the right support is provided in the right way. You will be accountable for service quality, safety, insight and impact, ensuring our provision is evidenced, outcome-focused and continually improving.

We are looking for a specialist leader who combines deep expertise in people-facing services with curiosity and imagination. Someone who will bring new ideas, think beyond traditional models and help us innovate - embracing technology, partnerships and different approaches to meet emerging needs. This role requires both operational grip and strategic focus.

As an important member of the Executive Board, you will contribute as a corporate leader, helping to steward the organisation as a whole and by balancing your directorate's priorities with wider organisational considerations.

If this sounds like you and you are motivated by the opportunity to help define our future of support for the Armed Forces community, I very much hope you will consider applying.

Yours sincerely,



Mark Atkinson  
Director General

## The Royal British Legion's Story

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We employ c 2,000 people across the country campaigning on behalf of the Armed Forces community, delivering support services to them, leading Remembrance on behalf of the nation, raising funds to support our work and developing and running the organisation and our network of membership branches.

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 180,000 members, 70,000 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 support for [physical and mental wellbeing](#) 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.

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.

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"](#).



**“My service would not have been the same without them”**

Liz served in the RAF for 11 years before her diagnosis of fibromyalgia made it difficult for her to continue. She decided she didn't want to give up, and has used sport to help overcome physical and mental health challenges.

Read [Liz's story](#).



# Our Strategy to 2035

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We have recently launched Our Strategy to 2035. The strategy was created around three core pillars – **Connect, Remember, and Support.**

## Connect

Much of our work already revolves around the connections made across our communities and wider society. We will better harness the power of those connections to support our communities in the most effective way possible and promote our important role in bringing people together. These connections create the conditions for our remember and support strategic outcomes.

**Strengthening Camaraderie:** We will understand how the Armed Forces community seeks to connect and collaborate with one another, and we will support and strengthen these connections.

**Building Supportive Communities:** We will build supportive communities that have a positive impact for the wider Armed Forces community, including in places and with those who have found it hard to connect

## Remember

While we have long established traditions when it comes to Remembrance, we are continuing to evolve our Remembrance activities so that we can bring society together in recognising the contribution of the Armed Forces community. It's important to us that people can choose how they remember.

**Celebrating our Story:** We will place the story of the poppy and the history of Royal British Legion at the heart of our content, events, and sites to ensure our Remembrance work is well understood and valued by society.

**Evolving Remembrance:** We will build and adapt our Remembrance activities with a greater focus on the specific needs of the Armed Forces community.

**Widening Participation:** We will increase the ways of participating in modern Remembrance to make it easier and more accessible to show respect and support.

## Support

We know that Service life is changing, as it has done since we were established. We need to adapt our service provision so that we can continue to support people's needs.

**Responding to Changing Needs:** We will continue to deliver, improve, and evolve our services and partnerships.

## Our Strategy to 2035

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**Introducing Earlier Interventions:** We will help more people at an earlier stage by introducing early intervention or preventative services and support.

**Modernising our Services:** We will transform and modernise our service delivery and accessibility by understanding and embracing technology and digital.

**Active Campaigning:** We will achieve tangible, positive change for the Armed Forces community by enabling their voices to be heard, challenging disadvantage, and inspiring better provision

Our full Strategy to 2035 can be downloaded [here](#).

Our 2024 Annual Report can be downloaded [here](#).



# Our Values

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In September 2025, we introduced our new organisational values, which now sit at the heart of everything we do as individuals and as an organisation. As part of our recruitment process, we use values-based competency assessments to ensure that the people who join us share and demonstrate these principles in action.



## Stand Together

We stand with an ever-evolving Armed Forces community, sharing a life-long commitment to support and comradeship. We share knowledge and build connections. Together with a national network of charities and partners, we ensure life during and after service is filled with purpose and community.



## Be Respectful

We stand with the Armed Forces community, valuing and respecting all experiences with empathy. We put people first, treating everyone with fairness and kindness, acting with integrity.



## Take Pride

We exist to make a positive difference to the Armed Forces community, remembering and honouring service and offering support. We are thoughtful and focus our passion in the right way, taking ownership to ensure every action counts.



## Embrace Change

We look ahead to better understand the needs of those we serve, leading with confidence, expertise, and relevance. Guided by evidence and committed to learning, we are responsive and adaptable, empowered to ensure what we do is meaningful and impactful.

# Job Description

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**Job title:** Executive Director of Services

**Reports to:** Director General

**Direct reports:** Services Directorate c.343 FTE with 4 direct reports

## **Role Purpose:**

Lead RBL's welfare services so that people in the Armed Forces community receive timely, high-quality and effective support. The role is accountable for the delivery, quality and continuous improvement of services, ensuring they are safe, evidence-led, regulatory compliant, outcome-focused and aligned to RBL's purpose and values.

As a member of the Executive Board, the post holder shapes how RBL responds to need, demand and risk across the Armed Forces community, providing authoritative leadership, assurance and insight on service quality and impact.

## **Key Responsibilities:**

### **Strategic leadership of services**

Provide executive leadership for RBL's welfare services, ensuring clarity of strategic direction, strong delivery discipline, and measurable impact for beneficiaries. Shape service strategy in response to emerging need, policy change and insight, working collectively with Executive Board colleagues.

### **Service delivery and portfolio oversight**

Hold executive accountability for the delivery of all RBL welfare services, including recovery services (including Invictus Games activity), casework, benefits, debt and money advice, advocacy and complex needs, independent living advice, war pensions and Armed Forces compensation, and Admiral Nurses.

### **Service quality and assurance**

Own service quality assurance across RBL, ensuring consistent standards, effective assurance and compliance arrangements and a culture of learning and continuous improvement. Provide clear assurance to the Director General, Executive Board and Trustees on service quality, safety and outcomes.

### **Performance, insight and impact**

Ensure robust performance management, outcome measurement and insight across services, with a clear understanding of demand, risk, and impact. Use evidence to inform decision-making, prioritisation and service development.

# Job Description

## Partnership and system working

Build effective relationships with statutory bodies, delivery partners and sector stakeholders to strengthen service delivery, influence and collaboration in support of the Armed Forces community.

## Executive sponsorship

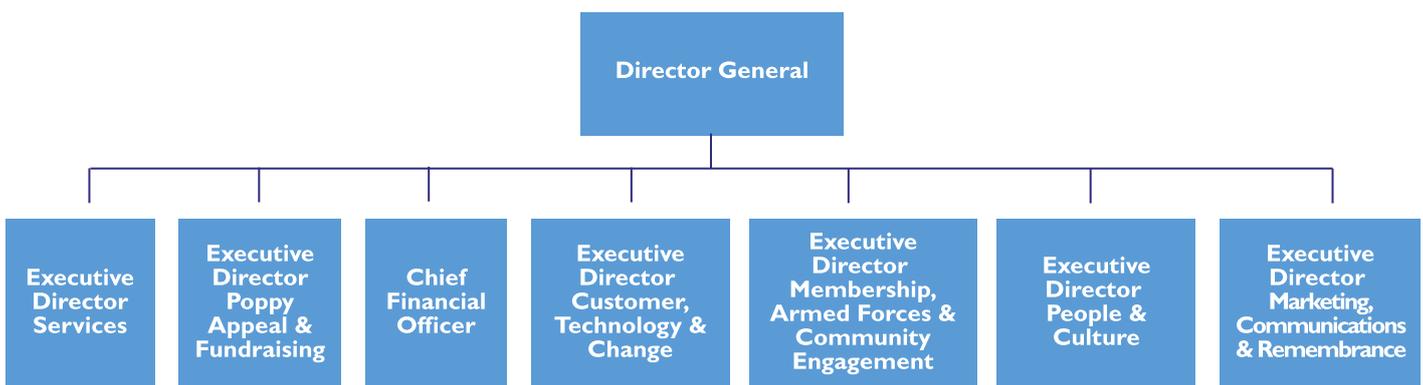
Act as Executive Sponsor for the strategy Support pillar and strategic large-scale transformation programmes, ensuring alignment between strategic intent, service design and delivery.

## Leadership and organisational responsibilities

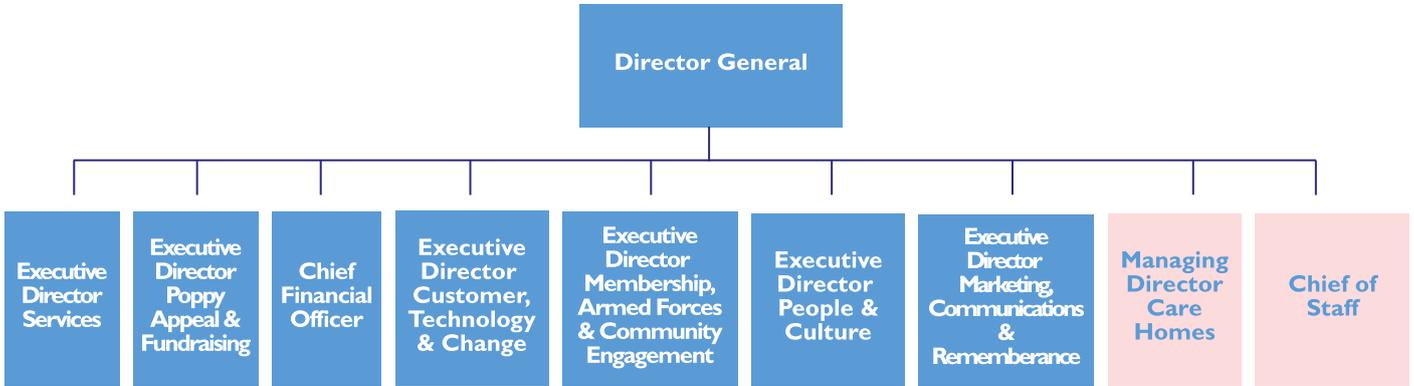
Contribute collectively to the leadership, decision-making and stewardship of RBL as a member of the Executive Board. Model values-led, inclusive leadership and create a culture of accountability, learning and continuous improvement across services. Provide authoritative advice to the Director General, Executive Board and Trustees on service delivery, quality, risk and impact.

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.

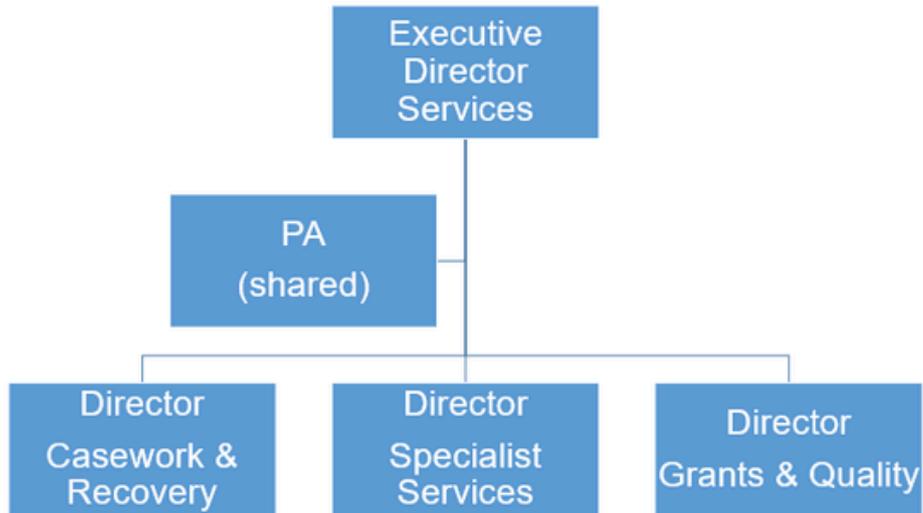
## Executive Board



## Wider Leadership



## Services



# Person specification

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## Knowledge and experience

- Significant senior leadership experience in welfare, health, social care or a comparable public or third sector environment.
- Proven experience of leading complex service delivery portfolios with a strong focus on quality and outcomes, including digital services.
- Demonstrable experience of using insight and evidence to shape strategy, improve services and manage risk.
- Experience of working with statutory partners and operating within regulated or high-risk service environments.
- Strong track record of strategic leadership and judgement, with the ability to operate credibly at Executive Board and Trustee level.
- Strong understanding of, and demonstrable commitment to, the Armed Forces community and the needs, experiences and challenges faced by those who serve and their families.
- Experience of budget preparation, reporting, monitoring.

## Skills and abilities

- Deep understanding of service quality, assurance and continuous improvement in people-facing services
- Ability to balance compassion with delivery discipline, accountability and impact
- Highly developed influencing and relationship-building skills across organisational and sector boundaries
- Capable of high level strategic, analytical and creative thinking

## Styles and behaviours

- Commitment to the mission of the organisation and be an advocate internally and externally
- Clear commitment to inclusion, fairness and values-led leadership.
- Integrity and approachability
- Desire to continuously improve



# Terms of Appointment

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## Salary

The salary for this role is c£120,000 per annum on a full-time permanent basis.

## Location

UK Based, with regular attendance at Haig House, London and other RBL facilities

## Annual Leave

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

## Additional Benefits

Private healthcare

Contributory pension scheme: employer contribution up to max of 10% employer contribution matched with 5% employee contribution

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

Employee Assistance Programme and Wellbeing support

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

Reward Hub online benefits platform with extensive offers and discounts



# How to Apply

## How to apply

We hope you will consider making an application. To make an application, please go to:

<https://starfishsearch.com/jobs/rbl-ed-services/> 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 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 13<sup>th</sup> April 2026  
**Preliminary interviews:** w/c 20<sup>th</sup> April 2026  
**Final Panel interviews:** 14<sup>th</sup> May 2026

