



Candidate Pack

**Executive Director of Marketing,
Communications and Remembrance**



Welcome Letter

Dear Candidate,

Thank you for your interest in joining the Royal British Legion as our next Executive Director of Marketing, Communications and Remembrance.

The Royal British Legion has stood with serving personnel, veterans and their families for more than a century. Our commitment to that community is unwavering, but the world in which we operate is changing. Public expectations are rising, the needs of those we serve are evolving, and competition for attention and trust has never been greater. We must rise to that challenge.

The Royal British Legion is one of Britain's most recognised and respected brands. The Poppy Appeal alone is among the most powerful fundraising symbols in the world. We have made real progress on visual identity, audience insight and agency partnerships, but we know there is more to do. We do not yet have the brand our ambition demands, and our reach beyond our traditional audiences remains an unfinished project.

We are looking for an exceptional, commercially-minded marketing leader; someone who has led a major consumer-facing brand through real transformation, who knows how to sustain a loyal base while stretching into new and more diverse audiences, and who brings genuine creative ambition and strategic rigour to brand-building. This is a senior marketing leadership role at the heart of one of Britain's most iconic organisations.

Alongside brand and marketing, this leader will steward our national Remembrance programme, including the Festival of Remembrance, ensuring Remembrance remains meaningful for the next generation. With the centenary of our BBC partnership, a growing calendar of significant commemorations, and a responsibility to lead the nation in Remembrance in ways that feel both deeply traditional and genuinely inclusive, these are moments of real national significance. We want to approach them with the same ambition and creativity we bring to everything else.

With our Strategy to 2035 built around Connect, Remember and Support, we have a clear direction and strong foundations to build from. As a member of our Executive Board, you will help shape how Britain understands and engages with its Armed Forces community, and ensure the Royal British Legion remains the most trusted, relevant and inspiring voice in that space.

If you are motivated by unfinished brand work, big audiences and the chance to leave a genuine mark on how a nation remembers and supports those who serve - I very much hope you will apply.

Yours sincerely,



Mark Atkinson
Director General

The Royal British Legion's Story

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

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

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 Values

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

Job title: Executive Director – Marketing, Communications and Remembrance

Reports to: Director General

Direct reports: Marketing, Brand, Communications, Insight and Remembrance functions (c.235 FTE, including c.130 FTE working at the National Remembrance Gardens)

Role Purpose:

Provide executive leadership of The Royal British Legion's marketing, communications and remembrance agenda, with ultimate accountability and decision making, for the organisation's narrative, reputation and brand authority. This is a pivotal national stewardship role at the heart of RBL's future positioning.

The post holder sets the strategic direction and standards for how the organisation defines, expresses and activates its brand and voice, balancing heritage and tradition with modernity and inclusion, and holding clear decision rights on brand and narrative.

The role is the executive lead and guardian of Remembrance for the organisation: accountable for safeguarding the legitimacy, trust and national standing of RBL's role in leading the nation in remembrance. The post holder will lead the all remembrance activity, navigating political, cultural and generational sensitivities to deliver moments of national significance with care, while evolving remembrance to reflect contemporary service and resonate with future generations.

Leading our Insight function, the post holder will ensure data is used to shape campaigns, generate actionable insight and unlock value for the organisation, while also harnessing new CRM approaches and functionality to strengthen customer engagement and effectiveness.

As a member of the Executive Board, the post holder will be accountable for executive-level decisions across brand, marketing, communications and remembrance, and for advising and influencing Trustees as required. They are responsible for managing the charity's reputation and to oversee our pro-active and reactive communications strategy to best enhance and preserve our reputation. They will play a central role in delivery of the organisational strategy, transformation and external profile, ensuring a single, coherent organisational narrative aligned to the RBL Strategy to 2035.

Key Deliverables:

Leadership and organisational contribution

- Contribute collectively to the leadership and direction of RBL as a member of the Executive Board including role-modelling expected behaviour and acting as a champion of our values.
- Lead and develop a high-performing, integrated directorate at scale, operating through senior leaders, setting clear standards, and making consequential prioritisation and trade-off decisions.
- Drive organisational transformation and culture across a large, diverse portfolio, embedding a more strategic, insight-driven and audience-focused approach and strengthening performance management and delivery discipline.

Job Description

Brand and marketing strategy

- Lead the development and delivery of a bold, long-term brand and marketing strategy that positions RBL as a modern, relevant and inclusive national institution.
- Drive brand positioning, building on recent progress in visual identity to establish a clear, consistent and differentiated brand narrative.
- Provide an outstanding internal service to other teams with marketing needs aligned to the wider business planning process and priorities.
- Ensure marketing is insight-led, audience-focused and effective across channels, with a significantly strengthened approach beyond the traditional Poppy Appeal period.

Audience growth and engagement

- Expand RBL's reach to new and diverse audiences while sustaining and deepening engagement with its core supporter base.
- Develop compelling, year-round campaigns and propositions that connect the public to RBL's purpose, services and impact.
- Lead the evolution of channel strategy, including the shift from traditional media to more targeted, digital and platform-based engagement.
- Lead cross-directorate and agency alignment on brand, audience, proposition and campaign planning, driving Executive-level prioritisation and investment decisions to maximise return on marketing investment and impact.

Remembrance leadership

- Lead RBL's role as the national champion and guardian of remembrance, accountable for safeguarding its legitimacy, trust, reputation and national standing.
- Hold executive accountability for the strategic assurance, governance and delivery of key national moments and events, including the Festival of Remembrance and major commemorations, ensuring they are dignified, safe and trusted.
- Shape the future of remembrance – honouring tradition while stewarding the narratives that reflect contemporary conflicts and service – navigating political, cultural and generational sensitivities and strengthening engagement with younger and under-represented audiences.
- Executive leadership of the National Remembrance Gardens, ensuring full integration of brand and culture with the wider charity.

Strategic partnerships and external profile

- Hold and develop RBL's most significant external partnerships, including its longstanding relationship with the BBC.
- Operate with credibility and authority in highly visible, complex stakeholder environments, including acting at executive producer-level lead for flagship events.

Job Description

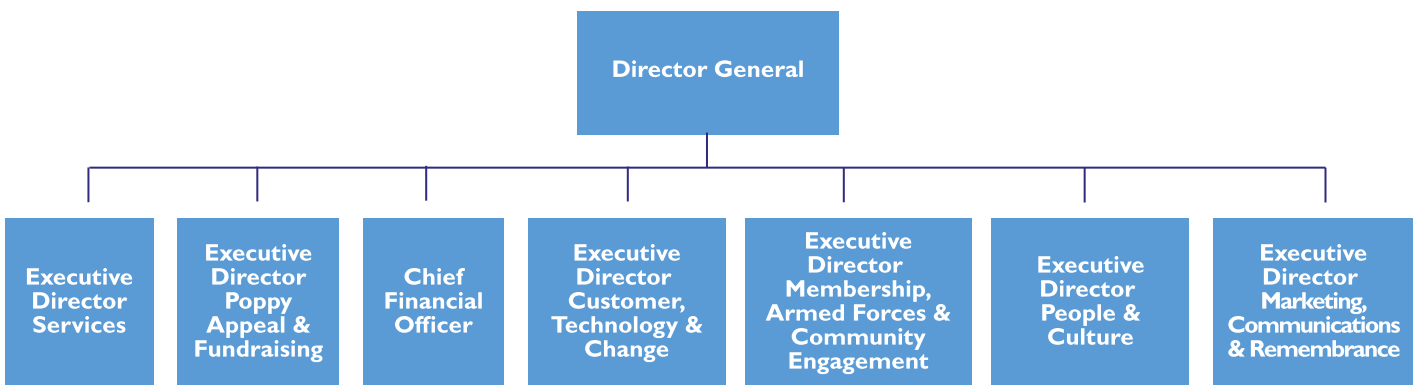
Communications oversight

- Set and govern RBL's organisational voice and narrative, holding decision rights on brand and reputational positioning and ensuring communications, marketing and remembrance speak with one coherent voice.
- Provide executive leadership of reputation, issues and crisis management, setting direction and making final calls on organisational voice and narrative.

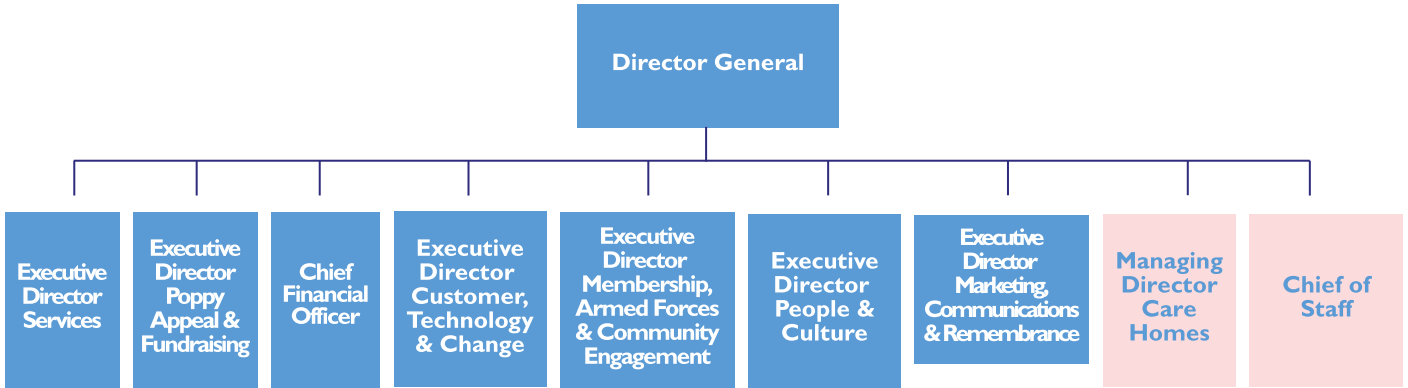
CRM Sponsorship and Data

- Provide executive sponsorship for the Customer Relationship Management (CRM) programme (for delivery phases within scope of this role), ensuring clear business ownership, timely decision-making and delivery against agreed outcomes, benefits and for approved business cases, working with the Executive Senior Supplier to ensure alignment to scope, quality, timescales and value.
- Support the transition to the new data operating model and ensure the establishment of RBL's data management capabilities.

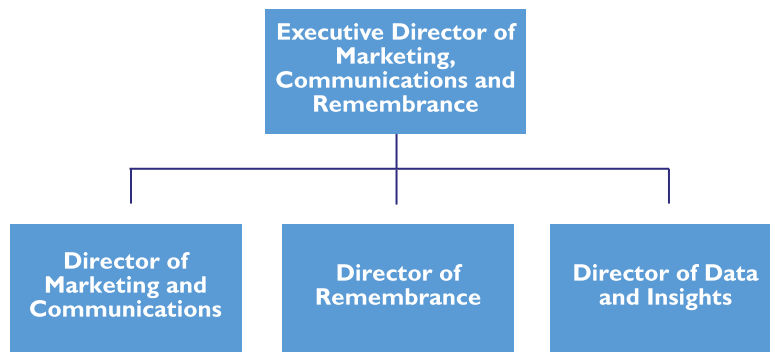
Executive Board



Wider Leadership



Marketing Function



Person specification

Knowledge and experience

- Significant executive-level leadership experience in brand and/or marketing within a large, complex, consumer-facing organisation.
- Proven track record of leading brand transformation – balancing heritage with modernisation and successfully reaching new and more diverse audiences.
- Experience of developing and delivering high-impact, multi-channel marketing strategies with measurable outcomes, including significant media investment.
- Strong understanding of audience insight, segmentation and behaviour, and its application to strategy and campaign development.
- Experience of working with major external partners, agencies and stakeholders in high-profile environments.
- Experience of operating with national profile and credibility, including spokesperson-level engagement with high-scrutiny stakeholders and partners.
- Proven experience of leading reputation, issues and crisis communications, making sound decisions under pressure and protecting organisational trust.
- An appreciation of the role of remembrance in UK public life, and the ability to lead its evolution with sensitivity and ambition.

Skills and abilities

- Outstanding strategic thinking and creative judgement, with the ability to translate vision into compelling and effective execution.
- Strong commercial and analytical capability, with a focus on impact, return on investment and performance.
- Exceptional stakeholder management and influencing skills, with the ability to operate credibly at Executive Board and Trustee level and with national partners, media and senior public stakeholders.
- Ability to lead through complexity, ambiguity and change, bringing clarity, coherence and momentum.
- Confidence and presence to lead externally in moments of controversy or public scrutiny, acting as a calm, authoritative organisational figurehead.

Styles and behaviours

- Creative, curious and ambitious, willing to challenge convention and bring fresh thinking to a heritage organisation.
- Clear commitment to values led, inclusive leadership and to RBL's purpose.
- Credible, confident leadership style with the ability to influence at Executive Board and Trustee level, including advising, challenging and securing decisions in high-stakes settings.

Terms of Appointment

Salary

- The salary for this role is c.£130,000 per annum on a full-time permanent basis.

Location

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

Pension

- Up to 14% employer contribution based on 7% employee contribution

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

- 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/Executive-director-of-marketing-communications-and-remembrance/> 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.

Please kindly indicate in your Supporting Statement if you are able to make the recruitment dates as indicated below.

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.

Timetable for recruitment process

Closing date:	14 th June 2026
Preliminary interviews:	17 th – 24 th June 2026 (online via Teams)
Executive engagement sessions:	1 st July 2026 and 3 rd July 2026 (online via Teams)
Final Panel interviews:	17 th July 2026 (in-person, London)

