

SERVICE DIRECTOR

Message from the Chief Executive



Thank you for showing interest in Help for Heroes and our Service Director recruitment. We exist to help veterans find the peace they deserve. Over the next few years, we will significantly increase the reach and impact of our work. That means continuing to optimise our services, effective campaigning to deliver real-world changes and building and developing programmes which inspire funders.

We are incredibly fortunate that our cause inspires so many – the Charity is packed with knowledgeable, capable and compassionate people, so you'll be an inspiring and effective leader with considerable experience of multi-disciplinary team working. You'll also need to be a skilled strategist with experience of delivering sustainable and transformative change; drawing together the needs of the community, building effective and inspiring programmes and maintaining a relentless focus on the impact and reach of our work.

Our own delivery capability is split into two key areas. Most of our resource is focussed on integrated one-to-one support, which is delivered remotely or face-to-face alongside veterans and their families. We're embarking on an exciting community development approach to transform lives in some of the most deprived regions in the UK. This emerging area of work is still in its initial stages, and we need a passionate and skilled leader to help shape it. With your expertise, dedication, and energy, you'll play a vital role in driving this positive change and delivering meaningful outcomes for our Armed Forces communities.

The public care deeply about our Armed Forces, and our veterans. But it's also true that funding is a challenge for the sector. Competing demands on 'giving' and the decreased visibility of our Armed Forces means that programmes of support must resonate with the public if we're to support our community in the future. Our Service Director will strike the right balance between delivering for beneficiaries in the long-term with programmes partners can align behind.

This is an important appointment for the Charity, and I recognise it's a big decision for you too. For that reason, our recruitment process will provide opportunities to understand the Charity, its culture and strengths/opportunities – expect to spend time meeting colleagues and stakeholders informally ahead of your final interview. I look forward to your application and thank you once again for your interest in this role.

James

Context

There are over two million veterans across the UK and we hope that each of them has loved ones or family next to them. We can support any of them. We also support serving personnel and families, those who worked under UK Command (like interpreters) and the bereaved community. We refer to this whole cohort as the Armed Forces community.

Our vision is of a society where the Armed Forces community can live well after service. Every day, men and women leave their careers in the Armed Forces because they are wounded, injured or sick; their lives changed forever. We exist to support those who are facing challenges after service. Too many are left to fight for the support they need – we stand by them, providing life-changing support that rebuilds lives.

Our LiveWell strategy focusses on ensuring the community can live well after service, by focusing on four outcomes:

- Ensuring people have access to the care and support they need
- Helping people manage the impact of their condition, injury or illness
- Striving to ensure those in the Armed Forces community feel valued, understood and recognised
- Working to ensure people are equipped for life after service

At present, the charity supports around 5,000 people every year and we have big ambitions to increase the reach and impact of our work in the coming years. Our Service Director will be at the centre of those ambitions; creating innovative programmes of support which match funders' motivations, engaging with partners who share our vision, increasing digital services, campaigning on issues and nurturing our community development programme.

Our strategic objectives for the next three years are to:

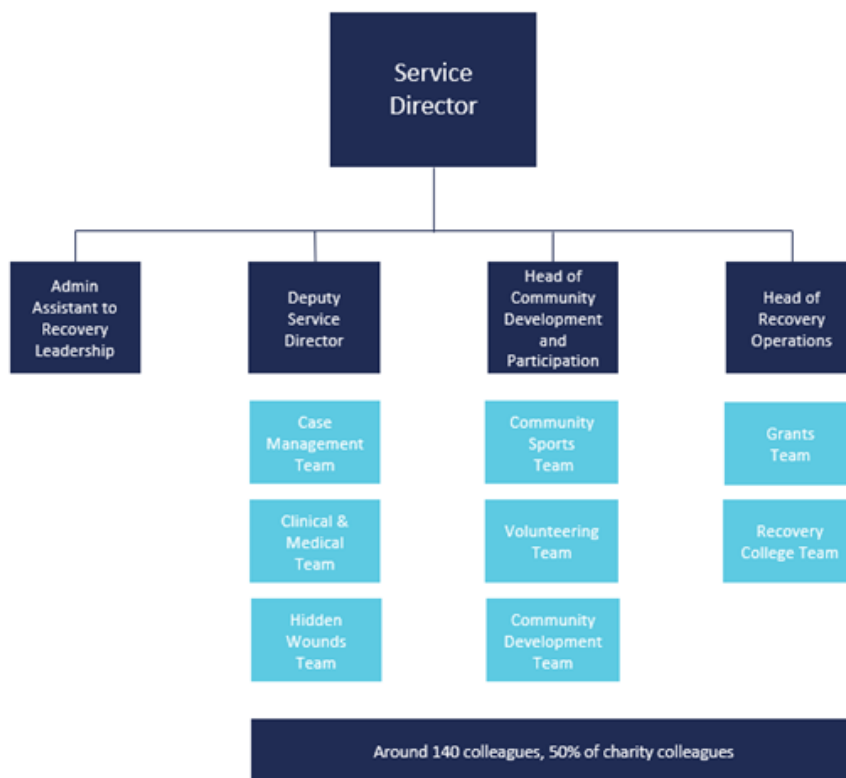
- Grow and diversify income
- Enable high performing people, teams and culture
- Maximise the reach and impact of our work
- Increase our visibility and voice, nationally and locally



These objectives are the guiding principles which sit behind all our work. Additionally, we have identified six change programmes:

- Implement a clear and inclusive journey and experience for beneficiaries. Our aim is to develop a user journey which is inclusive, accessible and straightforward, driven by a user-first approach to ensure every individual has a positive experience, accesses support when needed and knows we are there for them.
- Enhancing accessibility and inclusivity for specific cohorts. We are developing customised pathways to address the unique needs and challenges faced by six specific sub-groups (e.g., the Armed Forces community in Northern Ireland). This work involves identifying and addressing access needs, barriers and blockers and gaps in support.
- Supporting the delivery of quality services with effective platforms and processes. A 3-year change programme to enhance processes and digital infrastructure to enable best-in-class services and enhanced user experiences for both internal and external stakeholders.
- Expand our digital service delivery. Identify and leverage digital opportunities that align with, and anticipate, digital innovations to improve accessibility, choice, and scalability of services.
- Build a vibrant and inclusive community programme. Build a community development approach which creates sustainable change and co-ordinates with our fundraising and brand building activity.
- Develop high performing people, teams and culture. Maintaining and developing our highly skilled and expert charity wide teams, ensuring a shared understanding of peoples' individual and collective roles and objectives.

The structure of the Service Directorate is as follows:



The vacancy

This is a full time and permanent role, and applicants must have a clear criminal records check, a full driving license and be flexible in their working pattern which may involve some weekend working. Our office is based just outside of Salisbury and that's where our monthly Executive Team meetings are held. The charity's board meetings are typically held in London, so applicants are likely to be living in the south of England. We are a remote working charity, and colleagues in the Services Directorate are based in geographies right across the UK – our Service Director will need to be able to travel to stay connected with our work and responsive to external commitments.

Salary range: £100,000

Pension: salary sacrifice scheme, up to 8% employer match

Annual leave: 29 days annual leave FTE, salary sacrifice scheme option to buy 5 FTE days

Role accountabilities

- Strategic and operational leadership of charity activities, ensuring high standards of governance and, where appropriate, clinical and care excellence in-line with best practice from regulators
- Increase the impact and reach of our work through co-creation and development of services and activities, building strategic partnerships and relationships
- Collaborate with colleagues, stakeholders and funders to generate future funding which enables our ongoing work
- Advocate on behalf of beneficiaries; internally to shape the charity's work, and externally to influence others and increase visibility
- As part of the Executive Team, ensure the charity delivers its business plans and strategically works to realise our vision – a society where everyone in the Armed Forces community lives well after service

Role responsibilities:

- Lead, evolve and deliver a strategy for impact that positively supports those in the Armed Forces community, through our own service delivery and in partnership with others. Demonstrate transparency, integrity and fairness which inspires trust and confidence in decision-making processes
- Develop insight-driven programmes and initiatives which are fundable and responsive to need, both current and future
- Leverage data, insight and research to remain relevant, responsive and change-ready to support our Armed Forces community, now and in the future
- Maintain clinical engagement and fulfil governance, safety and risk management responsibilities, ensuring services are delivered in line with policies and procedures and any other professional or statutory requirements
- Build and maintain strong relationships with diverse stakeholders by actively listening, understanding their needs and addressing concerns proactively
- Performance management of services, and service development, to ensure high-quality, impactful and lasting positive outcomes
- Maintain and develop operational excellence, ensuring high-quality, safe and responsive support for beneficiaries
- Develop strategic partnerships which expand the reach of our work and influence, or generate income, utilising our knowledge and insight to affect positive change for the Armed Forces community
- Embed and lead a continuous learning and improvement culture, ensuring beneficiaries' inputs and needs are reliably heard and positioned at the heart of our work

- Empower colleagues in a collaborative, inclusive and outcome-focussed culture that inspires, and helps people feel connected, purposeful and valued
- Be a knowledgeable and credible spokesperson for the charity and a champion of our Armed Forces community
- Maintain an active role alongside Executive Team colleagues to ensure the charity delivers its objectives and business plan
- As part of the Executive Team, ensure the charity delivers its business plans and strategically works to realise our vision – a society where everyone in the Armed Forces community lives well after service

About you

You're an energetic, highly motivated and compassionate professional focussed on making a definable and durable difference to those in the Armed Forces community who are facing challenges after service. You'll have expertise in creating, leading and managing programmes of high-quality support which delivers impact. You'll nurture a culture of excellence, innovation and continuous improvement – and you'll have all the skills to implement creative programmes which inspire funders and deliver in the most efficient and effective way for those we support. You'll be a skilled communicator, adept at building collaborative relationships with internal and external stakeholders and advocating for the needs of our veterans and their loved ones.

Experience

- Significant senior experience of effectively leading high-quality services and direct-client facing functions in a charity or service-related organisation which involve multi-disciplinary team working
- Proven track record in managing, developing and leading service delivery across a large and remote colleague base), including strategic planning, monitoring and evaluation – using data and insights to inform service design and programmes
- Significant experience in building and managing programmes which inspire funders and donors whilst delivering strategic outcomes
- Experience at identifying and measuring outcomes, monitoring quality improvements and learning from good practice
- Experience of centring lived experience to maximise strategic goals and develop effective services and quality improvement plans
- Experience of using digital methods and tools to improve outcomes for service-users (desirable)
- Skills and knowledge:
- Exceptional leadership and people management skills with the ability to inspire, motivate and develop high-performing teams
- Demonstrable adaptability and resilience to guide others through periods of change and uncertainty while maintaining a sense of stability and purpose
- Skilled at working with diverse stakeholders, including service-users, trustees, funders, partners and government bodies
- Highly developed strategic thinking and planning skills, and skilled at translating vision into action and outcomes
- Inspiring and effective communicator, internally and externally
- Ability to delegate effectively and skilled at execution – monitoring performance and delivery of strategies and plans
- Strong compassionate leadership skills which empower and nurture people so they can reach their potential and do their best work

- Excellent financial skills, including setting and monitoring budgets and maximising funding opportunities
- Excellent problem-solving skills and sound situational judgement
- Ability to use data, insight and research to think innovatively about how outcomes can be achieved, assessed and monitored
- Ability to champion the cause of Help for Heroes by way of personal commitment and conviction
- Knowledge of the issues affecting our Armed Forces community, including how external factors such as policy changes may impact beneficiaries' outcomes
- Working knowledge of effective community development practices and safeguarding best practice

About the process

- We celebrate diversity and are committed to fostering an inclusive workplace. We welcome applications from people of all backgrounds, abilities and experiences. Our goal is to create a supportive environment where everyone can thrive, and we're dedicated to providing reasonable adjustments throughout the recruitment process and beyond.
- All applications should be submitted by 10am Friday 6 December 2024 via our website. If you require help with that, please contact People.Advisors@helpforheroes.org.uk
- We're keen to hear how your experience, knowledge and skills will be a great fit for this role so please share examples in a covering letter which should be emailed to People.Advisors@helpforheroes.org.uk after you have submitted your application. This will be used for applicant screening so please use this opportunity to highlight why you're our next Service Director!
- First stage interviews will be with our CEO, held virtually on Monday, Tuesday or Wednesday w/c 16 December 2024.
- There will then be a period of discovery where candidates will meet informally with key colleagues and stakeholders. This will be conducted virtually and, given its nature, will be flexible to work for all parties.
- Final interviews will be held at our offices in Downton, Salisbury, on Tuesday 14 January 2025.
- Safeguarding commitment: we are dedicated to ensuring the safety and wellbeing of people from our Armed Forces community. All colleagues are expected to share this commitment and contribute to a secure environment. As part of our safeguarding efforts, successful applicants will be required to undergo appropriate background checks, including a criminal records check (e.g. DBS). We appreciate your cooperation and understanding as we work together to protect those we serve.

