



# Chief Executive Officer

Candidate Pack - August 2020

## Army Families Federation Chief Executive Officer

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### Introduction from Julia Warren, Chair of the Board

Army Families Federation (AFF) is extremely proud to be a valued and trusted partner of choice for the Army, working with the Chain of Command and policy makers, to identify and solve practical problems for anyone with a soldier in their life.

We work hard to improve the quality of life for army families around the world – on any aspect that is affected by the Army lifestyle. Our reach spans support with issues such as housing, education and health provision, through to new initiatives like Forces Family Jobs, which unlocks employment opportunities for Army families. We've cemented our role as an expert advisor to the Army on issues that those from Foreign and Commonwealth backgrounds face and we have built a reputation for research-informed campaigns and practice to inform policy changes. All complemented by a solid funding base secured for the next three years.

Looking ahead, AFF must remain nimble and adapt to support Army families where they most need us. Our new Chief Executive Officer (CEO) will play a pivotal role in maintaining this strategic clarity and ensuring that we have the internal infrastructure to deliver upon it. They will invest in and empower the AFF team, and maintain strong relationships with our funders and stakeholders within the Army Chain of Command, government, media and charity partners.

In our new CEO we need someone capable of future thinking, able to build and operationalise a winning strategy and well-equipped to build connectivity. The ability to influence policy discussions and continue to build new funding avenues is also key. The ideal candidate will be a shrewd political operator, strong on organisational development and potentially with previous exposure to the Army or Armed Forces, although this is not essential.

To discuss this opportunity further, please reach out to the team at Society. If you are inspired and interested in what you hear, my Board colleagues and I welcome learning about your vision for AFF's future and how you would take forward this incredible leadership opportunity.

Sincerely yours,



Julia Warren

## Organisation

The Army Families Federation (AFF) is the independent voice of Army families and works hard to improve the quality of life for Army families around the world – on any aspect that is affected by the Army lifestyle.

AFF is pivotal in achieving improvements for Army families, often resulting from changes to government and military policy that affect them. AFF does not do this in isolation, but works closely with the Chain of Command and service providers to improve the support that they provide to service families.

AFF also runs a signposting service to help individuals find the right person to speak to, as well as sharing useful information for Army families through its website and magazine, [Army&You](#).

AFF works across a number of levels; at a local level directly with families and local command, and at the strategic level, with Senior Command and government Ministers and senior civil servants.

Evidence-led, AFF collects information from families about issues that matter to them. By collating and analysing this information, AFF produces a quarterly report called Families Concerns and influences the Chain of Command where Army families need it most. Please see their [Research Papers](#) for the latest report.

Further information can be found on AFF's [website](#).



## Role Description

The CEO will act as the primary ambassador for AFF in providing the outward face for campaigns and building relationships with key stakeholders in the Army, government, media and civil society. The incoming CEO will play a key role in motivating and engaging the wider team, beneficiaries, funders and stakeholders and act in accordance with the AFF Constitution and requisite governance structures.

Reports to:	Chair of the Board of Trustees
Hours:	Full-time
Salary:	Circa £70,000 FTE
Location:	Andover, London, and home-based with occasional overseas travel
Direct reports:	Operations Director, Finance and Governance Director, HR Manager
Relationships:	Army Personnel Directorate; RAF and Naval Families Federations; Chief of the General Staff (CGS); Strategic Command; Government Ministers & Senior Civil Servants; other service agencies and charities, including; ABF the Soldiers Charity, SSAFA, RBLI, Forces Pension Society, Forces in Mind Trust (FiMT), Army Welfare Service (AWS), and HIVE; Confederation of British Service Organisations and Charities (COBSEO); Funders.

## Key Responsibilities

- preparing a strategic plan and annual budget for approval by the Board of Trustees;
- leading the senior management team to ensure AFF delivers on its objectives and operates within the annual budget;
- line managing the senior management team, and building HR, people and culture practices that develop and empower the AFF team;
- building relationships with the Chain of Command, government departments, the media and sister organisations within civil society in order to advance the organisation's aims and inform the organisation's research projects;
- working effectively with, and providing regular reports to, the Chair and Board;
- monitoring key indicators of the organisation's impact, and reporting regularly to stakeholders;
- representing the organisation at external events, publicity opportunities and in the media;
- maintaining awareness of organisational risks and ensuring that AFF fulfils its legal, statutory and regulatory responsibilities;
- leading on fundraising management and development, ensuring core grants are maintained and additional funding sources secured from a range of donors;
- maintaining awareness of the Ministry of Defence (MOD) and government policy changes, understanding their impact on Army families and applying critical thinking to inform/direct policy discussion and development;
- ensuring AFF maintains its position as the go to organisations for Army families, government, MOD, Chain of Command, and increasing opportunities for its services to be used and supported.

## Person Specification

The successful candidate will be expected to demonstrate evidence of the following skills, capabilities and experience:

### Essential

- creating and implementing organisational strategy;
- working constructively with a trustee board or committee;
- developing and motivating staff, ideally including those remotely located;
- influencing a variety of stakeholders and acting an organisational representative;
- building relationships with funders and safeguarding organisational financial sustainability;
- excellent written and verbal communication skills;
- capacity to digest complex information and identify areas for growth and innovation;
- diplomatic relationship-builder, with capacity to listen and collaborate well with a range of audiences;
- a keen interest in the welfare and quality of life for army families;
- an understanding of charity regulation and statutory requirements.

### Desirable

- an understanding of the impact of military and government policies on Army families;
- knowledge of wider defence issues;
- experience in marketing and/or profile-raising including overseeing publications;
- ability to diversify funding sources, especially from corporate partners.



## Appointment Details and How to Apply

Army Families Federation is being assisted in this appointment process by the executive search firm Society.

Applications should consist of a CV, ideally accompanied by a brief covering letter addressing the criteria in the Person Specification. To upload these documents via Society's website, [click here](#).

The deadline for receipt of applications is midday (BST) on Friday, 18 September 2020.

Longlisted candidates will be invited to interview with Society w.c 28/09/2020.

Shortlisted candidates will be invited to interview on with AFF on 15/10/2020.

An appointment will be made subject to receipt of satisfactory references. The appointed candidate will be offered a salary that is commensurate with their experience and the seniority of their new role.



## Appendix – Working at AFF

- **Expenses:** Expenses incurred in the course of fulfilling the duties of the post will be paid according to the Expenses Claims Policy in force at the time.
- **Holiday entitlement:** Work life balance is important and AFF give all staff 30 days' holiday a year (pro-rata if you work part time), plus 8 recognised public and bank holidays. **PLUS**, staff can take the day off on their birthday as an additional day's paid leave.
- **Overtime/TOIL:** AFF does not pay overtime, but they do operate a Time Off in Lieu (TOIL) policy.
- **Pension contribution:** AFF has a workplace pension scheme with NEST, which any staff member can sign up to (staff earning more than £10,000 per annum must be automatically enrolled into the workplace pension scheme). AFF will make contributions in line with the current Qualifying Earnings thresholds
- **Personal development?**
  - Your induction will include time with your line manager – the Chair of the Trustee Board.
  - AFF offer comprehensive internal training (one to two times per year) and you will receive an annual Performance Review with your line manager.
  - Employee Assistance Programme (EAP). The EAP provides confidential and independent advice and support on many of life's challenges including mental, physical and emotional health issues and financial difficulties.
- **Probation period:** There will be a six-month probationary period and you will be required to sign an agreement that you will abide by the AFF Confidentiality Policy as part of your contractual obligations.
- **Salary reviews:** A pay committee, made up of Trustees consider salaries on an annual basis.
- **Travel:** The successful applicant must be prepared to travel within the UK and occasionally overseas, to meetings as required, and to attend staff training events, usually held in the Hampshire area, some of which may require overnight stays.
- **Working hours:** The normal working hours for AFF staff is between 9am and 5pm, Monday to Friday. Given your position as CEO you will be required to work reasonable additional hours in order to fulfil the requirements of your role including travel and overnight stays.



*"...if it had not been for AFF I have every expectation that I would have ended up moving without my family."*

*- The Lane family -*

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*"This is not the first time that AFF has supported my family, they truly are indispensable to the military community."*

*- The Matthews family -*

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