



Royal Air Force  
Benevolent Fund



# Director of Welfare Candidate Pack

July 2022

# Welcome note from our Controller



Dear Candidate,

The RAF Benevolent Fund (RAFBF), the Royal Air Force's leading welfare charity, is seeking a highly motivated senior executive with extensive leadership experience to develop and lead the delivery of our Welfare strategy in support of the RAF Family.

The successful candidate will join an ambitious team and will play an active and visible role as part of the charity's Executive Leadership Team (ELT) and will be responsible for the development and delivery of an affordable and impactful welfare strategy, in line with our strategic aims and values.

As the ideal candidate, you will have served in the Royal Air Force or be able to demonstrate significant empathy for the RAF Family. You will have a successful track record in the development and implementation of people related projects, which have addressed the challenges faced by distinct communities, such as the RAF Family. You will be collegiate and be an innovative thinker, skilled at developing teams and be passionate about your role in developing others. You will also have senior director experience and have demonstrable skills in business planning.

With the ability to adapt and respond to change, you will have excellent interpersonal and communication skills and strong networking capabilities. In addition, you will have a developed understanding of the contemporary challenges facing members of the RAF Family, and the vital role that the military charity sector plays in today's society.

The RAF Benevolent Fund has a proud tradition of looking after its own, supporting current and former members of the Royal Air Force and their partners and families, providing them with practical, emotional and financial support. We know that there are many members of the RAF Family in urgent need of help today, a situation only compounded by the pandemic and the recent cost of living crisis.

If you welcome the opportunity that this role presents to improve support for the RAF Family, we would be delighted to hear from you. The person specification can be found on **page 4** and details of how to apply can be found on **page 5** of this pack.

This is a rare opportunity to work for an organisation that makes an enormous difference to the lives of people and their families who have done their duty and made a personal sacrifice for this country.

A handwritten signature in cursive script that reads 'C Elliot'.

Air Vice-Marshal Chris Elliot  
**Controller**

# About the Fund

We have been supporting members of the RAF Family for over 100 years. Founded in 1919, by the first head of the Royal Air Force, Lord Trenchard, we initially provided support to just veterans of the war and their families. Our role has evolved over time and our principal activities are now to provide assistance to any person who has served in the Royal Air Force and their families, to maintain the Royal Air Force Memorial on behalf of the Nation, to support the wellbeing of the serving Royal Air Force and to be responsible for the Bomber Command Memorial in Piccadilly. We were incorporated by Royal Charter in 1999.

At the beginning of 2022 we launched our updated strategy, which responds to the challenges faced by the RAF Family now and into the future. You can find out more about us by clicking on the buttons on the right.

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WE DO](#)

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## Our vision, purpose and key aims



**Our vision** is that everyone in the RAF Family – veterans, serving personnel and their families – gets support in their hour of need.

**Our purpose** is to be here for every member of the RAF Family in need – listening, understanding and providing life-changing practical, emotional and financial support.

To enable us to realise our vision and achieve our purpose and goals, our **key aims** over the next five years are:

- 1. Providing more hands-on, tailored support to the RAF Family to help them through the journey to support.** We will build on our new Welfare Navigator function to provide support from the initial enquiry and guide the RAF Family through the process, as well as developing supporting technology.
- 2. Strengthening our community engagement** to be present in more communities and engage locally more effectively, including developing a volunteering framework and building a regional case working capability.
- 3. Increasing fundraising income** by investing in building our donor database through direct marketing, as well as building long-term, committed relationships with a relatively small portfolio of higher value corporate partnerships and philanthropists.

4. **Placing a greater focus on insight, impact and innovation** so we can make effective evidence-based decisions at the right time and be proactive about adapting our strategy.
5. **Developing greater collaboration and partnership working** so we reduce duplication and achieve our aim of being sustainable for the future. Examples of this include working with other organisations to tackle social isolation and scoping the possibility of sharing IT platforms with other service suppliers.

## Our Values

<b>Empathetic</b>	<b>People-focused</b>	<b>Responsive</b>	<b>Inclusive</b>	<b>Innovative</b>
we listen and seek to understand, standing side-by-side with the RAF Family.	we put people at the heart of everything we do.	we do what we say we will and use evidence and insight to adapt to changing needs.	we work hard to ensure everyone feels valued and supported and make ourselves accessible.	we are forward leaning and encourage new ideas and approaches to remain relevant.

## Our Board of Trustees

We are led by a Board of Trustees (BoT) who are responsible for the overall governance and strategic direction of the charity. The Board meets regularly during the year to discuss, assess and review our strategy and policies, and to provide oversight of the Executive Leadership Team. All the Trustees are unpaid volunteers. The Board delegates some of its powers and responsibilities to a series of sub-committees. You can find out more about our Trustees [here](#).

## Equality, Diversity and Inclusion (ED&I)

Our ED&I aim for those who help deliver the Fund's vision is that we create and maintain an inclusive culture where everyone belongs, can be their true self and can reach their full potential. This is underpinned by our values above.

Our approach:

- is to build awareness, knowledge and understanding across the Fund and to empower our employees to make a difference by providing a safe space where ideas are shared and issues can be raised in an environment that encourages challenge and innovation;
- is reflected in our behaviours both internally and externally;
- to help us stay accountable; we set clear objectives which include targets and formally evaluate our progress against these targets on an annual basis; and
- to make sure that the Fund's ED&I practices are accredited and endorsed by third-party experts, as well as informed by the personal experience of our employees.

# About the role

## Main Summary of the Role:

Responsible to the Chief Executive (Controller) for: the leadership of the Welfare Directorate and the provision of timely, affordable and effective support to those members of the RAF Family who are in need; effective and collaborative contribution to the ELT in the leadership and management of the Fund as a whole; supporting the BoT, Committees and Subsidiaries; and leading on agreed pan-Fund responsibilities.

### Key Accountabilities / Responsibilities:

- Lead the development of a financially sustainable and impactful programme of welfare initiatives in support of the Fund's overall strategy.
- Advise and support chairs of the Welfare Committee, Main Grants Committee and Small Grants Committee to ensure that the Fund's welfare business is appropriately conducted.
- As a director/member, manage the operations of the RAFBF Housing Trust, the RAFBF Trustees Ltd, the RAF Dependants Fund, the RAF Dependants Fund Income Trust and the RAF Disabled Holiday Trust.
- Executive lead for Safeguarding, including training and governance and assurance systems and processes policies are in place, reporting to the BoT.
- ELT lead for developing and delivering the Fund's volunteering strategy.
- Lead and manage the welfare team, including line managing the Head of: Individual Grants; Respite & Care; Housing & Assurance; and Community Welfare Programmes (the Welfare Leadership Team) and Executive Assistant (EA) to Director of Welfare (DWel).
- Support the Chief Executive and act as a deputy when required.
- Building on existing relationships, lead the Fund's collaboration on strategies to support the RAF serving, families and veteran communities.
- Member of a variety of RAF and Sector bodies, including the Casework Steering Group and the Confederation of Service Charities (COBSEO) Funders' Forum.
- Accountable officer for a number of grants, including co-chairing the Afghanistan Veterans "Operation RAF Unite" project with Royal Air Force Association (RAFA).
- Maintaining compliance with external regulations and internal policies.
- ELT lead for the Fund's Complaints Policy and reporting annually to the BoT.
- Ensuring that business plans, risk registers, complaints and safeguarding logs are all compiled, maintained and reported against, in accordance with Fund policy, using them to drive forward Welfare business and providing transparency to the ELT and BoT around outcomes, challenges and risks.

## Competencies

- Entrepreneurial and commercial thinking.
- Creating and conceptualising.
- Relating and networking.
- Persuading and Influencing.
- Adapting and Coping.

## Person specification

You must be eligible to be a charity trustee &/or company director under UK law to be considered for this role. In addition, the following essential and desirable competencies apply:

<b>Essential:</b>	<b>Desirable:</b>
<ul style="list-style-type: none"> <li>• Experience of operating in a Senior Director role within a charity or relevant sector.</li> <li>• Success in a variety of leadership roles, including leading the development and delivery of a demanding, wide-ranging welfare provision portfolio.</li> <li>• A demonstrable commitment to equality, diversity and including – dealing with people and issues honestly, fairly and with respect.</li> <li>• Senior Financial management experience for budget planning with responsibility for planning, operation welfare delivery, and risk identification and management.</li> <li>• Ability to develop innovative solutions to complex and complicated challenges.</li> </ul>	<ul style="list-style-type: none"> <li>• Previous RAF/ other military experience/ civil service in senior leadership roles.</li> <li>• Educated to degree level of equivalent.</li> </ul>
<ul style="list-style-type: none"> <li>• Be a highly skilled communicator, able to engage with a variety of audiences and stakeholder groups.</li> <li>• Proven ability to develop and deliver complex projects.</li> <li>• A demonstrable ability to network across the armed forces community including COBSEO, cross government (Including Ministry of Defence (MOD)), and Air Force Board level.</li> <li>• Proven ability to evaluate performance against agreed goals and targets and take appropriate action.</li> </ul>	
<ul style="list-style-type: none"> <li>• Knowledge of current safeguarding legislation.</li> <li>• Ability to represent the Fund with credibility and appropriate gravitas.</li> <li>• Evidence of a Continued Professional Development (CPD) Portfolio.</li> </ul>	

## Employee Benefits

- **Competitive Salary**
- **Annual leave** – 26 days' holiday, excluding public holidays. On top of your 26 days' leave and public holidays you receive four non-contractual gratia leave days. Usually this consists of three and half days at Christmas and half a day at Easter. However, the dates are subject to change depending on how Christmas falls.
- **Medicash** – corporate group membership of a health cash back scheme. [Medicash](#) has a 24/7 emotional support helpline – 0344 565 1851.
- **Assistance with travel** – the opportunity to take out an interest free loan of up to £10,000 to assist with train travel to and from work (available after the first three months of employment).
- **Group Personal Pension Plan** – Pension provider is Royal London.
- **Salary Exchange** – salary exchange for employee pension contributions.
- **Death in service benefit** – a lump sum payment equal to 4 x annual salary is paid to a nominated beneficiary in the event of death in service.
- **Headspace** – the opportunity to have a free full membership with Headspace.
- **Employee Assistance Programme** – Employees have access to an Employee Assistance programme (EAP) through WeCare.
- **Leave Purchase Scheme** – Employees may purchase up to 10 days additional leave per year,

## How to apply

**The closing date for applications is 12 noon (BST) on Wednesday 27<sup>th</sup> July 2022.**

If you wish to apply for this role, **please send the following** to Kirsty Jackson, EA to Controller / Business support via [kirsty.jackson@rafbf.org.uk](mailto:kirsty.jackson@rafbf.org.uk).

- **an up-to-date CV and covering letter** (no more than two pages of A4) which states how you meet the essential criteria and any relevant experience in relation to the desirable criteria, as set out in the person specification above; and

If you require any **reasonable adjustments** to be made for this interview process, please let us know as soon as possible and we will try to accommodate your needs to the best of our availability.

Should you have any questions or queries throughout this campaign please contact Kirsty Jackson, EA to Controller / Business support on 020 7307 3300 / [kirsty.jackson@rafbf.org.uk](mailto:kirsty.jackson@rafbf.org.uk).

Please note that the successful candidate will be required to have a Disclosure and Barring Service check.

# What happens after you have applied

The information below outlines what will happen after we have received your application:

- We will acknowledge receipt of your CV and covering letter within 48 hours of receipt.
- The **selection panel for this appointment will comprise of** Air Vice-Marshal Chris Elliot (Controller/ Chief Executive), a member of the Board of Trustees, and an Independent Member.
- The sifting and shortlisting process will rely on the information provided in your CV and covering letter to demonstrate whether you have met the selection criteria, as set out in the person specification on page 5 of this pack.
- **Candidates shortlisted for interview will be notified by Monday 1 August.** We will contact you via email to confirm. Only those candidates selected for interview will be notified. We regret that, individual feedback is only available to candidates who attend interview (but are not appointed).
- **Interviews will take place at 67 Portland Place on 9 and 10 August 2022.** Where a candidate is unable to attend an interview on the published dates, the selection panel *may* consider a new date, but this is at their discretion.
- All candidates who have been interviewed will be **notified of the outcome** once the final decision has been made.
- On appointment, you will receive further information about induction and training.
- Please note there is no need for any Recruitment agencies to contact the Fund in relation to this vacancy.

The Royal Air Force Benevolent Fund is a charity registered in England & Wales (1081009) and in Scotland (SC038109).

## The Royal Air Force Benevolent Fund

67 Portland Place, London, W1B 1AR. Tel: 020 7580 8343 / [mail@rafbf.org.uk](mailto:mail@rafbf.org.uk)

[rafbf.org](http://rafbf.org)

