



WELCOME TO SSAFA

CHIEF EXECUTIVE OFFICER
RECRUITMENT PACK

JULY 2024

ssafa | the
Armed Forces
charity

Regulars | Reserves | Veterans | Families

A MESSAGE FROM OUR NATIONAL CHAIR

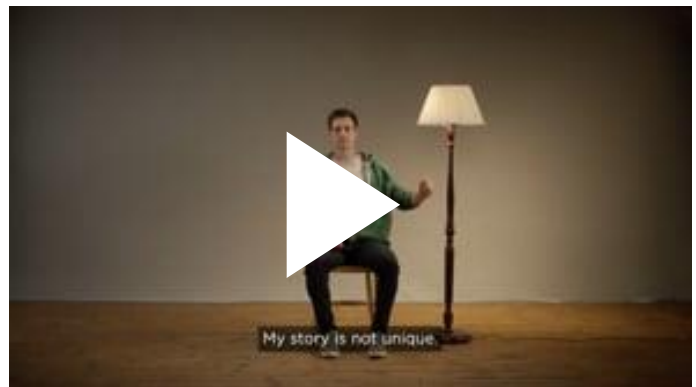
Thank you for expressing interest in the role of Chief Executive Officer for SSAFA, the Armed Forces Charity.

In my first year as National Chair, I have had the privilege to observe the commitment and dedication of SSAFA employees and volunteers in supporting service personnel, veterans and their families, just as we have done since SSAFA was established by Sir James Gildea over 139 years ago; we are a trusted source of support in their time of need.

Putting these words into practice means that we place our beneficiaries at the heart of everything we do and our 2,500 dedicated volunteers and nearly 400 employees are the means by which we deliver on our aims. There is a very strong bond of partnership and collaboration at every level to support our beneficiaries and we have a wide range of services that deliver superb support. In 2023, our trained teams of volunteers and employees helped more than 53,000 people, and around £11m was delivered to those in need through SSAFA's caseworkers. SSAFA was established in 1885 and as such is the oldest and largest tri-service charity. We have a proud history but recognise that the pace of change is relentless, and this comes with a need to modernise our offer and the way we deliver it to reflect changes in society and needs of our beneficiaries.

Please watch our short video here that brings to life the transformative impact of our work on our beneficiaries:

I am extremely proud to be Chair of the Board of Trustees of SSAFA and I am looking to partner with an exceptional leader with a deep empathy for the military and the associated mission that SSAFA has. You will need to have demonstrable experience of leading a large and complex organisation, excellent communication skills and a good understanding of how to deliver success in the charity sector.



If you aspire to this challenge and want to be a key part in delivering for SSAFA's beneficiaries and transforming lives now and into the future, then this is the job for you. I very much look forward to receiving your application.

Sir Simon Bollom
National Chair, SSAFA



ABOUT SSAFA, THE ARMED FORCES CHARITY

SSAFA provides practical, emotional, and financial support to those who are serving or have ever served in the Royal Navy, the British Army and the Royal Air Force, and their families.

As the UK's oldest national tri-service charity, founded in 1885, we understand the unique demands that service life places on individuals and their families. We also understand the challenges that service personnel can face when making the transition to civilian life. With this knowledge and experience, our dedicated teams of volunteers and employees provide services that are tailored to the needs of our beneficiaries. This work is driven by our strong vision and mission, and a values-based approach to everything we do.



OUR VISION

A society in which the Armed Forces, veterans and their families can thrive.

OUR MISSION

SSAFA, the Armed Forces Charity is a trusted source of support for serving personnel, veterans and their families in a time of need.

OUR VALUES

COMPASSION

COMMITMENT

UNDERSTANDING

INTEGRITY





OUR STRATEGIC AIMS

Our strategic aims set out our priorities at SSAFA and how we go about achieving them. They underpin our various workstreams and key processes.

- 1 Understanding need
- 2 Delivering consistent and effective support
- 3 Sustaining our resources
- 4 Raising our profile and strengthening our brand
- 5 Growing collaboration

You can download our latest strategic plan, annual report and accounts, as well as our annual review here:

<https://www.ssafa.org.uk/about-us/reports-and-publications>.



OUR SERVICES



Serving families
(regulars & reserves)



Helping Gurkha veterans
and their families



Supporting older veterans



Overseas health and
social care



Mentoring service leavers
and their families



Volunteer-led
welfare support



RAF personal support
and social work



Help for veterans in the
Criminal Justice System, and
their families



Families with additional
needs and/or disabilities



Military family support groups



Respite care for injured
personnel and their families

The wide range of services we provide are designed to meet the varied needs of all those who require our support in the Armed Forces community. Much of the support we provide is volunteer led, with more than 2,500 volunteers operating in 89 branches and 44 service committees (serving community teams) throughout the UK and across the world. We also provide a number of bespoke services that aim to meet very specific needs, with many of these services being entirely unique to SSAFA.

We are also extremely proud of **Glasgow's Helping Heroes**, our partnership with Glasgow City Council helping those who are serving, or have served, in the Armed Forces and their families; and the renewal of our **Personal Support and Social Work Service RAF contract** for the next five years, that ensures the continuation of our work in support of RAF military personnel fulfilling their roles. You can read more about these and other highlights of our work in our [annual report](#).

“Norton House does wonders for friends and family - and if they are happy then the patient is happy too.”

- Bernie, Army Veteran

OUR SSAFA NETWORK WORLDWIDE

We support regulars, reservists, veterans and their families in every county in the UK. Our volunteer network also extends abroad, with four branches and 11 serving community teams on military bases overseas.



SCOTLAND

20 - Branches
4 - Serving Community Teams
4 - Employee locations

ENGLAND

52 - Branches
27 - Serving Community Teams
38 - Employee locations

NORTHERN IRELAND

1 - Branch
1 - Serving Community Teams
1 - Employee locations

REPUBLIC OF IRELAND

1 - Branch
1 - Employee location

WALES

8 - Branches
1 - Serving Community Teams
1 - Employee locations

OUR PRESENCE OVERSEAS

4 - Branches
11 - Serving Community Teams
8 - Countries with community healthcare professionals
(35 countries receiving community healthcare).

CROWN DEPENDENCIES (Guernsey, Isle of Man and Jersey)

3 - Branches

53

EMPLOYEE
LOCATIONS

44

SERVING
COMMUNITY
TEAMS

89

BRANCHES



LOOKING TO THE FUTURE

We are currently looking at new ways of working that will ensure that our vital work is sustainable out into the future and meets the different demands of a changing society. Our focus is on providing a financially sustainable, consistent, timely and quality assured service to all our beneficiaries wherever they are, whenever they need it.

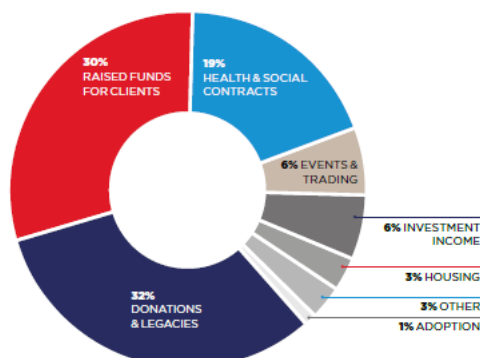
Some of the key strategic challenges that SSAFA faces relate to: increasing our volunteer numbers and reducing the demands on our existing volunteers, whilst also navigating the complexities of data protection and safeguarding with volunteers delivering a number of our frontline services; brand awareness, to ensure we have a nationally recognised brand; and related to the last point, the difficulties of fundraising in our sector.

As we look ahead to tackling the above challenges, SSAFA cannot afford to stand still; we are seizing opportunities to develop and modernise our organisation to reflect the changing needs of our beneficiaries and to reflect the expectations of our current and future volunteer force. We are embedding a sense of shared purpose and clear ambition across our organisation that can be felt, understood, and communicated by all.

OUR FINANCES

WHERE THE MONEY COMES FROM

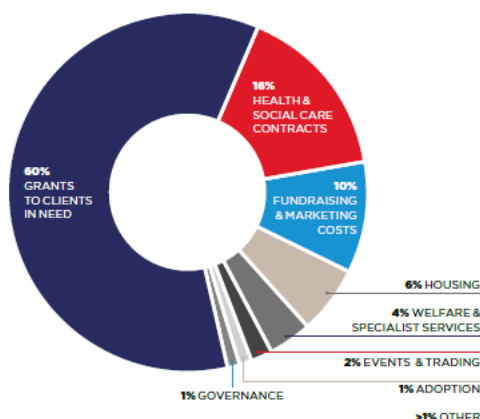
ADOPTION	£465,000
DONATIONS & LEGACIES	£10,976,000
EVENTS & TRADING	£2,062,000
FUNDS RAISED FOR CLIENTS IN NEED	£10,124,000
HEALTH & SOCIAL CARE CONTRACTS	£6,563,000
HOUSING	£1,031,000
INVESTMENT INCOME	£2,032,000
OTHER	£867,000
TOTAL	£34,120,000



Our latest 2023 figures, below, show the mix of our income and our expenditure. More detail can be found in our recently published accounts for 2023 here: www.ssafa.org.uk/about-us/reports-and-publications.

HOW WE SPEND THE MONEY

ADOPTION	£502,000
EVENTS & TRADING	£876,000
FUNDRAISING & MARKETING COSTS	£3,519,000
GOVERNANCE	£221,000
HEALTH & SOCIAL CARE CONTRACTS	£5,554,000
HOUSING	£2,117,000
GOVERNANCE	£221,000
GRANTS TO CLIENTS IN NEED	£20,945,000
WELFARE & SPECIALIST SERVICES	£1,388,000
OTHER	£25,000
TOTAL	£35,147,000





THE ROLE

ROLE SUMMARY

The Chief Executive Officer is the most pivotal role in the organisation and will work with the National Chair and Board of Trustees to determine a clear strategy and lead the delivery of the agreed strategic plan through the executive team and volunteer structure.

In this, our 139th anniversary year, SSAFA has undergone a significant period of transformation. We are in the midst of our journey to becoming a more resilient and robust organisation, with sustainable finances, agile resources and an inclusive culture to respond to our beneficiaries. This makes for an exciting time to join us, to drive through this transformation for the future.

Whilst our Chief Executive Officer does not need to have served, they will need to authentically demonstrate their commitment to Defence, the Armed Forces community and their ethos, to address their needs fully and effectively.

As an outstanding strategic leader, the Chief Executive Officer will deliver SSAFA's vision and mission by inspiring and empowering employees and volunteers to achieve it, and in doing so make a significant difference in the lives of our beneficiaries.



KEY RESPONSIBILITIES

Strategic organisational and team leadership

- Provide motivational and inspirational leadership to all volunteers and employees in SSAFA
- Lead, develop and empower an effective senior executive team that collaborates to ensure achievement of goals and strategy
- Support the Trustees in developing and delivering SSAFA's Mission, Vision, and Strategy

Operational management

- Exercise full management and financial responsibility through the development and delivery of the business plan
- Manage SSAFA's charitable, fundraising, marketing and communications and commercial activity, attend SSAFA committees as necessary and report to Council at its quarterly meetings

External representation and stakeholder relations

- Maintain the reputation of and promote SSAFA internally and externally
- Cultivate and maintain strong relationships with other charities, stakeholders, government officials and industry partners to support SSAFA's charitable objectives

Governance

- Ensure that SSAFA operates within the terms of its Royal Charter and other Schemes established for its Subsidiary Charities
- Support the Chair to ensure that the Trustee body has the necessary skills and experience and that it meets Charity Commission best practice guidelines
- Chair for all the trading Companies established as part of SSAFA business

THE PERSON

The Chief Executive Officer of SSAFA is pivotal to our organisation's success, similar to that of any CEO role in the commercial or voluntary sectors. The key challenge of this role is to identify the longer-term strategy to be adopted by SSAFA and to work with the National Chair, Trustees and the senior executive team to agree and execute this. A commercial mindset, experience of transformational organisational change, allied with a deep understanding of the current and evolving needs of the Armed Forces community, will all be essential. There is real opportunity to make a substantial impact on SSAFA and the lives of our beneficiaries.

KNOWLEDGE, SKILLS AND EXPERIENCE:

Essential

- Strong track record of:
 - operating as an executive leader operating at board level and of developing and delivering organisational strategies
 - successfully inspiring and leading a complex organisation with a diverse employee and, ideally, volunteer base
 - leading and developing high-performing teams
 - driving change and cultural transformation
 - forging collaborative relationships with relevant stakeholders in a complex or politically sensitive environment
- Sound commercial and financial capabilities
- Experience of delivering robust corporate governance structure in accordance with relevant statutory requirements and best practice
- Demonstrable commitment to equality, diversity and inclusion and eliminating discrimination, as well as a track record of successfully managing diverse teams
- Knowledge and understanding of the Armed Forces (the applicant does not need to have served in the Armed Forces)

Desirable

- Knowledge and understanding of the Charity sector, including working with senior volunteers and volunteer Boards or Committees
- Experience of marketing and fundraising

Personal qualities

- Empathy with the issues faced by the Armed Forces community
- High levels of personal and professional integrity
- Strategic thinker
- Excellent verbal, written and interpersonal communication skills
- Adaptable and collaborative leader, empowering teams
- Visible leader with high presence



TERMS OF APPOINTMENT

Reporting to: National Chair, Board of Trustees

Key Stakeholders:

- Senior military of all 3 Services
- Defence Industry senior executives
- CEOs of other military charities
- SSAFA supporters – current and potential
- Ministry of Defence

Salary: circa £140,000 per annum

Benefits: Annual Leave: 31 days per annum plus bank holidays; Increasing to 35 days on completion of 2 years' service (pro-rata from the anniversary of your joining date).

Location: Central London based, with hybrid working arrangements in place and expectation to travel.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to SSAFA on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **XBKVA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is **noon on Monday 5th August 2024**.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Commitment to diversity

SSAFA is committed to creating a diverse and inclusive organisation, reflecting the diversity of the armed forces community and of wider society. We want everyone involved in our work or receiving our services, to feel part of our diverse and inclusive community. We welcome and encourage applications from people of all backgrounds and personal characteristics.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts and potential DBS check for the final candidate.

Process

Longlisting interviews with Saxton Bampfylde are likely to take place in mid-September 2024.

Final interviews with SSAFA are likely to take place in early October 2024.



