



# Position Specification

Help for Heroes

Chief Executive

1603-059L

Final 6 May 2016

Private and Confidential

Doc#802121

## Background

Help for Heroes (H4H) was founded by Bryn and Emma Parry following a visit to wounded servicemen at Selly Oak Hospital in Birmingham, and a meeting with the Chief of the General Staff, General Sir Richard Dannatt (now Lord Dannatt, President of H4H). The original focus was to raise funds for a swimming pool at the Defence Medical Rehabilitation Centre, Headley Court, from a fund-raising cycle ride through Northern France.

The charity was subsequently launched on 1 October 2007, based in a tin hut in Tidworth, a military garrison town near Salisbury. H4H caught the zeitgeist of the moment and attracted huge public and media support. By 1 June 2008, H4H had raised £6m and the Board of Trustees, recognising the need to continue to support the wounded, injured and sick service personnel and their families, formalised Bryn Parry's role as Co-Founder and Chief Executive, and Emma Parry as Co-Founder.

As the wars in Iraq and Afghanistan continued, H4H became the focus of a supportive public, and the charity was able to provide substantial financial grants to existing organisations and charities, as well as quick, direct grants to individuals in their time of need (The Quick Reaction Fund). Since 2008, H4H has granted £10.5 million via 9,000 direct grants and has funded in excess of 60 military charities and groups to support veterans of all conflicts to a value of more than £31m. This has included grants to Combat Stress, SSAFA, The Prince's Trust, the Fisher House families' home next to the QE Hospital in Birmingham, and Mission Motorsport. Relationships vital to the charity's ability to support serving beneficiaries have been built with The Royal British Legion and the Ministry of Defence, as part of the Defence Recovery Capability.

What was initially a fundraising and grant-giving charity now delivers its own recovery services (i.e. Welfare / Health and Physical Well Being / Psychological Well Being / Sports Recovery / Career Recovery). These services are delivered direct to beneficiaries via four Recovery Centres, which are visited by more than 4,000 individuals every year, and via a fellowship group (The Band of Brothers and Band of Sisters), as well as through the continuation of grants to individuals. The fellowship groups have over 6,000 members, made up of those affected by their service and their closest loved ones. As a result of this daily contact, much of which is in person, H4H remains true to its origins: a genuine cause focused on the people H4H are there to help, and not a faceless institution. There is no doubt that H4H has built (and continues to shape) the capacity and capability to support service personnel and veterans (for life) who have had life changing injuries, both physical and mental, as a result of conflicts, training exercises and the rigours of normal service.

The charity's Co-Founders, Trustees, 395 staff and 1,700 volunteers believe it is only right that those who come to harm either whilst serving our country, or as a result of their service, get a fair chance to lead a fulfilled life afterwards. The scale of this challenge is growing, not diminishing. A recently commissioned study by King's College in London found that, of the 757,000 men and women who served as regulars in the British Armed Forces between 1991 and 2014, at least 66,000 will need support with physical, mental or welfare problems. Over the same period, over 250,000 served as reservists and work continues to track the scale of

their needs, which are in some cases more acute. At a time when many believe the major wars have ended and 'the job is done', thousands are together rebuilding their lives. To date, the charity has raised £260m, of which over 97% has come from the public. H4H depends on the nation's goodwill to deliver on the charity's promise to give injured or ill veterans, serving personnel and their families, a fair chance to rebuild their lives.

### Further context

H4H offers support associated around five key pillars: Medical, Mind, Body, Spirit and Family. Currently, this support (called Recovery within H4H) is delivered through three main mechanisms: financial grants (either to individuals or to specialist charity partners), fellowships, and the running of Recovery Centres.

A nationwide recovery network has been created from scratch in the space of eight years, made possible through overwhelming public support, and benefiting from closer collaboration with key charitable partners. The network includes the Rehabilitation Complex and Pool at Headley Court (officially opened by HRH Prince William in June 2010), and four Help for Heroes Recovery Centres (officially opened by TRH The Duke of Cambridge and Prince Harry in May 2013).

The Recovery Centres are located in Devon (Plymouth), Wiltshire (Tidworth), Essex (Colchester) and Yorkshire (Catterick). Based around these Recovery Centres, the charity has teams of recovery staff (c. 150) to reach out to prospective beneficiaries and to maintain links with existing beneficiaries.

In addition to this, H4H runs an extensive Sports Recovery Programme, which traces its roots back to the Co-Founders' fundraising bike ride in 2008, but which now runs over 300 annual events in 50 sporting disciplines. H4H is the exclusive military athlete training partner to the British Paralympic Association and has, since 2014, selected and trained the UK Armed Forces team competing at HRH Prince Harry's Invictus Games. In 2015, H4H launched a new Hidden Wounds Psychological Wellbeing programme which has, to date, supported or referred on to partner organisations, almost 600 individuals.

The Career Recovery Team helps beneficiaries through 89 different activities (The Recovery Programme) which reflect the five pillars to engage in their recovery pathway. They then continue to work with individuals to help them achieve an independent and fulfilling life through identifying new opportunities outside the Armed Forces and achieving strong outcomes, such as within the Pathfinder Experience, where 73% of the participants are now in education, employment or training.

Underpinning Recovery is a Core Operating Model which includes a Multi-Disciplinary Working approach (MDT) where service providers (Key Workers, Supported Activities, Fellowships, Psychological Wellbeing Advisors's (PWA), Career Recovery, etc) meet regularly to discuss new and existing beneficiaries so that, collectively, H4H can support them in their individual recovery journeys.

The Income Generation capability (Income Operations), Support Operations including IT, Finance, HR, Facilities Management, Communications and Marketing teams, are all based near Salisbury in Wiltshire, which helps reduce the charity's cost base and ensures as much money as possible is spent delivering support. H4H has a small, temporary, Central London office on loan thanks to the generous ongoing support of Barclays Bank, one of a number of corporate partners. In 2016 and 2017, H4H will focus on four key priorities:

- *Recovery Outreach* – ensuring the charity engages with those in need of support, in all areas of the UK.
- *Psychological Wellbeing* – further broadening its support to address non-physical needs.
- *Thought Leadership* – maintaining a privileged position as champion of those affected by Service.
- *One H4H* – making sure volunteers, supporters and staff are as passionate in 2017 as in 2007.

## Finances

The income needed to fund the charity's recovery activity has increased every year for the last three years. In 2015, it was £41m (2013: £33.9m / 2014: £37.2m).

Despite the ongoing, urgent need to get the message across to as many potential supporters as possible, the charity's efficiency ratio has never fallen below 80%; it has never cost more than 19p to raise every £1.00 of income. Furthermore, H4H has always adhered to ethical fundraising methods.

Facts and figures sourced from H4H Annual Report 2015: <http://www.helpforheroes.org.uk/Publications/Annual-Reports/2015/>

## Additional information about H4H

<http://www.helpforheroes.org.uk/>

## The Role

The founder, Bryn Parry, has now decided that the time has come to find a successor. He will leave his post as Chief Executive later in 2016 and the Board of Trustees are now seeking a candidate to replace him.

## Overall Job Purpose

- To lead H4H through its next phase of development – safeguarding the “driven culture” that has led to all that has been achieved so far.
- To ensure that H4H continues to focus on its Mission Statement: *“To inspire our wounded, injured, sick, and returning veterans to lead active, independent and fulfilling lives which will enable them to reach their full potential, and to support them, and their families, for life.”*
- Continue to ensure that H4H is fit for purpose – legal and governance – and safeguard income streams.

## Key Responsibilities

- Provide inspirational leadership through the Executive Team, acting as a visible role model to the wider charity and its volunteers.
- Ensure a 5-year strategy is in place which can guide the organisation towards achieving its objectives.
- Lead and manage the SMT (Senior Management Team) to ensure a cohesive approach to the delivery of the strategy.
- Promote creative thinking – that keeps H4H relevant.
- Ensure that H4H’s finances are expertly managed and that all of the charity’s legal, regulatory and other financial objects are discharged.
- Work closely with the Chair and Board to help shape the direction of H4H, and to monitor its performance.
- Support the Chair in engaging with the board, its committees, the Advisory Council, and volunteers.
- Act as an external representative of H4H, in conjunction with the Chair and other colleagues, in working with, and influencing, a range of stakeholders, including Government, the armed forces professionals, partners, and the public as a whole.
- Actively support the management of Key Partners – within Income, Recovery and the wider Charity
- Play an active part in fundraising strategies and activities.

- Champion the organisation's mission, policies, and values and ensure they are consistently applied across the organisation.
- Ensure the organisation discharges its constitutional and legal obligations.

### Candidate Profile

Candidates for this role must be able to demonstrate a combination of relevant, proven leadership skills, with empathy for the cause and an understanding of the values and the heritage of H4H. Specifically this is likely to mean, at the very least, familiarity with the armed forces, possibly through serving, augmented by appropriate breadth of leadership experience and commercial cultures.

Some of the key skills and experiences expected include:

- A charismatic and talented leader with the gravitas to win hearts and minds of all employees, members and volunteers alike.
- A natural ambassador and public speaker with the ability to adapt his/her style to reflect the needs of the situation and audience, whether it is working with Government, the armed forces, or being interviewed by the BBC.
- A strong influencer, comfortable debater, with sound business and technical reasoning plus commercial awareness, with the ability to anticipate alternative positions and prepare accordingly.
- A role model in maintaining the highest integrity and credibility across all parts of an organisation, particularly gaining the trust and confidence of the Executive Team.
- The ability to display a sound and comprehensive understanding of the complex needs of many stakeholders.
- Ideally, an individual working at board level with executive or non-executive trustee experience gained within both commercial and non-for-profit sectors.
- Some experience of health may be beneficial, together with an understanding of, or insight into, running a consumer-facing organisation.
- Commercially astute, and the ability to exercise sound judgement in fulfilling an organisation's potential, whilst not compromising on its values.
- A problem solver who can provide solutions that make a difference with the ability to evaluate complex decision-making processes and ensure outcomes are clearly understood and acted-upon.
- Results-driven, with the ability to measure and evaluate an organisation's impact in achieving its mission.
- Ambitious, restless for change, and appropriately demanding of the organisation and its people.

**Remuneration and Benefits**

Attractive package. Benefits include:

- 3 months' notice.
- 25 days holiday – plus birthday and challenge days and a gift day at Christmas.
- Sick Policy 5 days within 6 month / 10 days within 6 – 24 months / 20 days within 2 – 3 years and then 30 days.
- Pension Scheme – contributory 2% H4H and matched by employee (who can top up).
- Private Medical – individual only currently with BUPA.
- 4 x Life Insurance.
- Discount on trading.
- Discount on wills.

**Location**

H4H is based at Downton, near Salisbury in Wiltshire. The Chief Executive will be expected to spend a substantial amount of time there, as well as fulfilling a wider, national remit.

**The Selection and Recruitment Process**

Russell Reynolds Associates has been appointed to support this recruitment.

Short-listing of candidates will be undertaken by the assessment of information provided in application documentation.

**Indicative Timetable *subject to change***

Closing date for applications	Noon Monday 30 May 2016
<i>Long List Meeting: H4H/RRA</i>	<i>Week 6 June</i>
First round interviews with RRA	Weeks 13, 30 June
<i>Short List Meeting: H4H/RRA</i>	<i>Week 27 June</i>
Informal discussions with selected executives, non-executives plus other stakeholders	Week 4 July
Assessment Interviews with selection panel	Week 11 July
<i>Decision of appointment</i>	<i>Target July 2016</i>

**Diversity and Equality**

H4H is committed to pursuing equality of opportunity and welcomes all applications.

## Application Instructions

Closing date for applications is Noon on Monday 30 May 2016.

### All applications must include the following:

- The reference number 1603-059L in the subject line.
- A short covering letter of not more than two A4 sized pages explaining why this appointment interests you and how you meet the appointment criteria and competencies as detailed in the candidate profile.
- A current CV with educational and professional qualifications and full employment history where possible giving details where applicable, of budgets and numbers of people managed, relevant achievements in recent posts, together with reasons for absence within the last two years.
- Names of at least two referees who may be contacted at short list stage, i.e. *before* final interview.
- Confirmation from you that you are happy for Russell Reynolds Associates or its client to undertake any necessary background checks, including career, credit and qualifications, or similar, post short list stage.
- The willingness and ability to confirm that you are a fit and proper person.
- Notification of any dates you are unable to accommodate within the indicative timetable set out in the previous section.
- Your mobile number – and any other useful contact telephone numbers – together with your preferred e-mail address, which will be used for all correspondence between us.
- The completed monitoring forms contained in **Appendix 2**.

In response to the advertisement, please submit your full application to:

By email (preferred): Responses@RussellReynolds.com (including 1603-059L in the subject line)

Or, by post: Russell Reynolds Associates  
c/o Fiona Birkmire  
Reference number 1603-059L  
Almack House  
28 King Street  
London SW1Y 6QW

If you need assistance, please email [fiona.birkmire@russellreynolds.com](mailto:fiona.birkmire@russellreynolds.com) or call +44 (0) 20 7830 8052.

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## Appendices

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### Appendix 1: Personal Details

<b>Surname:</b>	<b>Forename(s):</b>	<b>Title:</b>
<b>Address for correspondence:</b>		
<b>Postcode:</b>		
<b>Contact Telephone Number (including national or international dialing code):</b>		
<b>Mobile Telephone Number:</b>		
<b>E-mail address:</b>		

## Appendix 2: Diversity Monitoring Questionnaire

Name  
(BLOCK  
CAPITALS)

(BLOCK

Our client is committed to pursuing equality of opportunity.

This section of your submission will be detached from your application. The information collected will only be used for monitoring purposes in an anonymised format and will help the organisation analyse the profile and make up of applicants and appointees to jobs in support of their equal opportunities policies. Your answers will be treated confidentially and will not affect your job application in any way. We thank you in advance for your co-operation.

### Part A: Gender

- Male  
 Female

### Part B: Age

- Under 25                       45-49                       Do not wish to answer  
 25-29                       50-54  
 30-34                       55-59  
 35-39                       60-64  
 40-44                       65+

### Part C: National Identity

What do you consider your nationality to be?

- British  
 English  
 Irish  
 Scottish  
 Welsh  
 Other (please specify if you wish)  
 Do not wish to answer

### Part D: Ethnic Background

What is your ethnic background?

#### Asian

- Bangladeshi  
 Indian  
 Pakistani  
 Other Asian background (specify below if you wish)

#### Mixed ethnic background

- Asian and White  
 Black African and White  
 Black Caribbean and White  
 Other mixed ethnic background (specify below if you wish)

**Black**

- African
- Caribbean
- Other Black background (specify below if you wish)

**White**

- Any White background (specify below if you wish)

**Other ethnic background**

- Any other ethnic background (specify below if you wish)

**Chinese**

- Any Chinese background (specify below if you wish)

- Do not wish to answer

Other information you wish to specify

**Part E: Disability monitoring**

The Disability Discrimination Act 1995 (DDA) defines a disabled person as someone with a physical or mental impairment, which has a substantial and long-term adverse effect of at least one year on a person's ability to carry out normal day-to-day activities.

Do you consider yourself to be disabled as defined in the Disability Discrimination Act?

- Yes
- No

If you are selected for interview will you require any additional arrangements at interview? If so please specify below:

**Part F: Sexual orientation**

Which of the following best describes how you think of yourself?

- Bisexual
- A gay man
- A gay woman / lesbian
- Heterosexual
- Other (please specify)
- Do not wish to answer

**Part G: Religion**

What is your religion?

- No Religion
- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Sikh
- Do not wish to answer

- Any other religion (please specify)?

**Please return the completed questionnaire together with your application form. This form will not be disclosed to anyone involved in assessing your application.**