



**YOUTH  
WITHOUT  
LIMITS**



# Executive Director of UK Operations

The Duke of Edinburgh's Award  
job application information pack 2024

[DofE.org](https://DofE.org)

# OUR PURPOSE

We help young people build life-long belief in themselves, supporting them to take on their own challenges, follow their passions, and discover talents they never knew they had. Because when you prove to yourself that you're ready for anything, nothing can hold you back.



“

DofE has changed my life. It made me the person I am today. It gave me the experience and confidence to talk to new people. It made me realise how resilient and strong I am.”

DofE PARTICIPANT

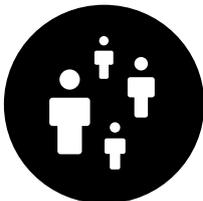
# OUR VALUES

Underpinning every aspect of our work are our shared values which define our culture, show what we stand for and describe how we do things:



## I am empowering

I trust my colleagues, I create opportunities for others to learn and develop, I am positive and solutions focused, I learn from my experience and that of others, and I celebrate achievement in all its forms.



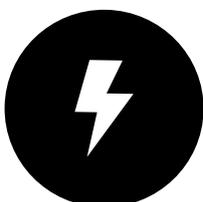
## I am inclusive

I am a team-player and collaborate with others to find the best solutions, I am friendly and approachable, I value diverse perspectives and actively seek to understand and act on the insights and lived experiences of others.



## I have integrity

I do what I say I will, I am tenacious about maintaining high standards and am always looking for ways to make things better, I willingly take on responsibility and I stand up for what I believe to be right.



## I am dynamic

The needs of young people are central to my decision making, I am optimistic, enthusiastic and open to new ideas, I'm agile in my approach and I make working and volunteering with DofE a fun experience.

# OUR STRATEGIC AMBITIONS

We want to make DofE more accessible and relevant, giving more than one million young people over the next five years the chance to participate in a life-changing DofE programme.



A message from our CEO



## **Welcome to the DofE!**

**I am delighted that you are interested in our Executive Director of UK Operations role.**

For nearly 70 years, The Duke of Edinburgh's Award (DofE) has been helping young people develop life-long belief in themselves, take on new challenges, follow their passions and discover talents they never knew they had.

Today's young people are facing a perfect storm of challenges, and now, perhaps more than ever, every person needs opportunities to develop the essential skills, self-belief and resilience they will need to thrive in life and in work.

Any young person can do their DofE— regardless of ability, gender, ethnicity, background or geography. Achieving an Award isn't a competition and it's not about being first. It's all about expanding your horizons, setting personal challenges and pushing yourself to achieve them. It is our ambition to grow our reach so any young person in the UK can access a DofE programme.

We are also focused on engaging those young people who face greater disadvantage as our impact research shows that these young people have most to gain from a DofE experience.

I am particularly excited about our work to reach more young people in young offenders' institutions, those experiencing social and economic exclusion, and those with disabilities as we know, for them, DofE can be life-changing.

If you are an exceptional leader of operational teams who is passionate about young people and can empower, motivate and inspire our team of over 200 field-based staff, and our network of 5,000 Licensed Organisations and 40,000 incredible volunteers leaders we'd love to hear from you. Thank you for your interest in the DofE. I hope after reading this pack you consider joining us.

A handwritten signature in black ink, appearing to read 'Ruth Marvel', with a stylized, flowing script.

Ruth Marvel, CEO

**View our Annual Review 2023 [here](#)  
and our Strategy [here](#)**



Since our inception DofE has helped millions of young people navigate the, often bumpy, path to adulthood. Now under the patronage of the current Duke of Edinburgh, HRH Prince Edward, the Award now reaches over half a million young people across the UK each year and is growing year on year.

The flexibility and adaptability of DofE has allowed the Award to spread around the world. We operate through a social franchise model in the UK, licensing and supporting a diverse range of organisations to deliver DofE programmes to hundreds of thousands of young people every year.

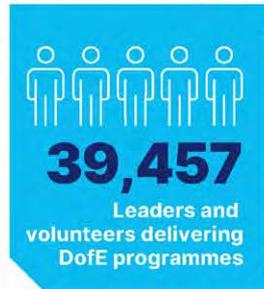
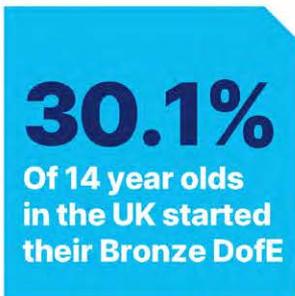
This model allows our charity to reach far more young people than our staff of c380 might suggest.

We now manage a network of over 4,700 Licensed Organisations delivering the DofE, including schools, colleges, community organisations, young offenders' institutions, businesses and uniformed youth groups, with the support of over 40,000 incredible adult volunteers.

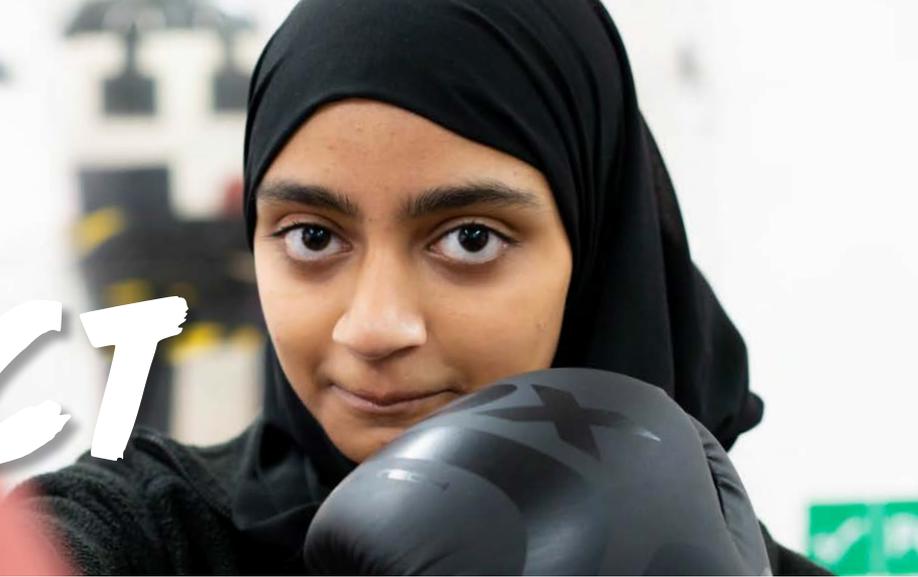
Our ambition to grow the number of young people who can access a DofE programme and extend our reach to the most marginalised young people, is being enabled by innovative new partnerships, effective advocacy and developments to the Award programme. We continue to develop creative ways of working with businesses, voluntary sector and policy makers across the UK to ensure that any young person who wants to do their DofE can do so.

## The Duke of Edinburgh's Award in numbers

April 2023 - March 2024



# OUR IMPACT



An impact research study carried out by the University of Northampton, through generous support from the Pears Foundation, affirmed that the DofE offers highly successful personal development programmes for young people. It demonstrated the positive effect of good quality non-formal education:

An impact research study carried out by the University of Northampton, through generous support from the Pears Foundation, affirmed that the DofE offers highly successful personal development programmes for young people. It demonstrated the positive effect of good quality non-formal education:

- 90% of young people said doing their DofE has given them opportunities to help others
- 82% noted their DofE has made them want to continue with volunteering/voluntary activities
- 62% feel that doing their DofE has helped them make a positive difference to their local community
- 74% of young people said they developed self-esteem
- 74% of young people said it allowed them to try activities they would never have tried before
- 71% of young people identified improved self-belief.

## Making a difference with young people in custody

### **DAN'S STORY**

#### Take a look at our secure estate work in action

One of our priorities is to make DofE accessible to young people who are at risk or marginalised. We are very proud that DofE has a growing presence in the secure estate and we currently partner with 41 prisons and young offenders' institutions. A study into the impact of the DofE in the secure estate, carried out by a team of researchers from Glyndwr and Cardiff Universities, showed that after engaging in DofE activities young people demonstrated a more positive attitude in relation to:

- offending in general
- higher levels of victim empathy
- less perceived reward for crime
- reduced anticipation of re-offending
- perceived fewer life problems in future.

The CRIME-PICS II research, supported by Dr Chai Patel's Bright Future Trust, proved that a greater sense of self-belief and self-esteem helped to improve young offenders' chances for a brighter future and increase their resilience and resistance towards re-offending.

Further examples of the impact the DofE's vital work is having on young people can be seen in the video case studies linked below:

**Young at Heart:**  
[Restricted Space Expedition](#)

**People Like Youth:**  
[Alea-Mae](#)

**Aspire 2 Inspire:**  
[DofE Journey](#)

# About DofE's Governance

**The Duke of Edinburgh's Award is a charity and Royal Charter corporation. The DofE also operates a subsidiary trading company, Award Scheme Ltd (ASL).**

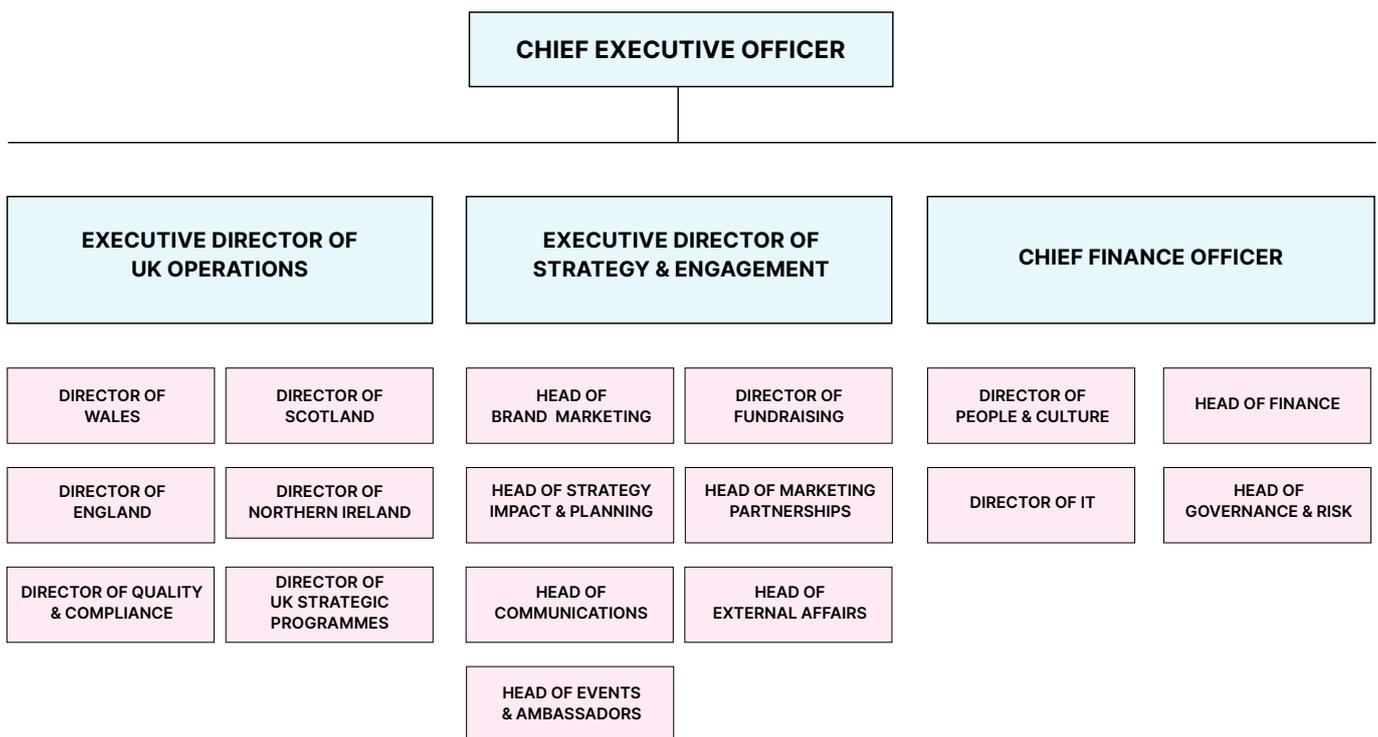
DofE UK is licensed by the International Award Foundation, a separate charitable entity, to operate DofE across the whole of the UK. We licence and support a very wide range of organisations that work with young people to run DofE programmes in every community in the UK. The DofE has a close working relationship with the International Award Foundation and other Award Operators in 130 countries across the world.

The Duke of Edinburgh Award's is a charity and it is governed by a Board of Trustees. Trustees are responsible for setting DofE's strategic direction, monitoring the delivery of the charity's objectives and upholding its values.

The Board of Trustees has three subcommittees:

- Audit, Investment and Risk Committee
- Governance Committee
- Remuneration Committee

## Organisational Chart



ELT MEMBER

SLT MEMBER

## Job title

# Executive Director of UK Operations

**Salary:** £99,724 - £117,322

pa depending on experience Band B  
\*\*(Geographical allowance may apply)

**Hours:** Full time (35 hours per week)

**Contract type:** Permanent

**Place of work:** Flexible/hybrid with regular team meetings in London and travel across the UK

**Reports to:** CEO

**Direct reports to this role:** 6

**Benefits:** We offer excellent staff benefits including a competitive salary, generous pension contribution, flexible working, employee assistance program, volunteering leave, healthcare cash plan, 25 days holiday, plus bank holidays, plus 3 days paid over Christmas shutdown (pro-rata).

## Our vision

The Duke of Edinburgh's Award exists to support young people to build life-long belief in themselves; supporting them to take on their own challenges, follow their passions, and discover talents they never knew they had.

Young people today are facing a perfect storm of challenges and it is our ambition that every young person should have the opportunity to develop the essential skills, self-belief and resilience they will need to thrive in life and in work. As part of our ambitious Youth Without Limits strategy we are making every effort to ensure the Award is accessible for all young people, with a particular focus on the most marginalised and excluded.

We are looking for an Executive Director of UK Operations to join our dynamic team. You will play a vital role in delivering our ambitious growth strategy, leading a team over 200 operational staff to reach 1.6m participants by 2026 and increase access to the Award for the most marginalised and excluded young people.

If you have a passion to improve the lives of young people, and the experience and drive to lead an exceptional team of Operations staff to expand DofE's reach and ensure every young person has a high-quality, impactful DofE experience, we would love to hear from you

## Overall Purpose

To lead the delivery of a bold and effective growth strategy, in line with the Duke of Edinburgh's Award strategic ambitions, so 1.6 million young people can enjoy a high-quality, impactful Award experience by 2026 and our participants reflect the diversity of young people today

## Key accountabilities

- Develop and deliver a growth and diversification strategy in order to meet our ambitious growth target and to ensure DofE is accessible to all young people, particularly the most marginalised.
- Oversee robust licensing, quality assurance and support for DofE's 5,000 delivery partners and 40,000 volunteer leaders so young people receive a high-quality, safe and impactful DofE experience.
- Refresh DofE's quality framework so DofE leaders have the training, guidance, support and tools they need to deliver a high-quality, inclusive and impactful experience for every participant.
- Provide exceptional leadership to a department of over 200 Operations colleagues, directly managing four Country Directors, the Director of Strategic Programmes and the Director of Quality and Compliance.
- As a member of DofE's Executive Leadership Team, contribute to the overall strategic and operational leadership of DofE, working collaboratively with senior colleagues to ensure DofE activity is aligned behind our strategy and modelling our values and behaviours.

## All DofE staff will be expected to:

- Be an enthusiastic, authentic ambassador for the DofE and engage positively with stakeholders providing a high-quality service.
- Uphold the values of DofE working collaboratively with colleagues across the Charity.
- Demonstrate the DofE's commitment to building a diverse and inclusive organisation.
- Follow DofE's Safeguarding and Data Protection policies at all times complying with legislation and statutory duties.
- Ensure that all health and safety procedures are followed at all times.

## Our next Executive Director of UK Operations

### Experience

- Experience of working at Executive level, operating as part of an Executive Leadership team, setting and delivering against strategy and operational plans, and reporting directly to a Board / Trustee Board
- Proven ability to develop, empower and lead high performing teams, including volunteers
- Record of leading and delivering operational excellence and implementing robust quality assurance processes
- Experience of Safeguarding young people at a strategic level, including assurance and building a strong culture of Safeguarding and Safety
- Experience of embedding a culture of continuous improvement
- ·Demonstrable record of achievement in developing influential relationships with key opinion leaders, commissioners and decision-makers
- ·Track record in developing impactful strategic partnerships and revenue-generating opportunities
- Experience of innovating operational delivery and operating models in order to engage diverse beneficiary groups

### Skills

- Ability to translate organisational strategy into effective operational delivery
- High degree of commercial acumen and a strategic mindset with the ability to identify opportunities and embrace new initiatives
- Strong financial planning and management skills, including ability to identify business efficiencies, ensuring that processes are optimised, risks mitigated, revenue maximized so DofE achieves value for money across its operations.
- Outstanding communication and influencing skills with the ability to inspire the confidence of operational staff, volunteers and supporters and external stakeholders across the UK.
- The ability to build effective relationships with a wide range of stakeholders and an understanding of the dynamics of dispersed organisations whose services are largely delivered by third-party partners through a workforce of volunteers
- Able to see the bigger picture and make informed decisions in the interests of the Charity as a whole
- Ability to use data and financial information to inform and assist effective performance management and decision-making

### Knowledge

- Understanding of the legislative frameworks relating to safeguarding, safety and quality assurance in organisations serving young people and how to embed these in the culture of an organisation
- Tech savvy with a strong understanding of digital and the role it needs to play in operational effectiveness and efficiency and experience of implementing and using CRM systems (Microsoft Dynamics) or similar
- Understanding of the legal, political and cultural context as it affects young people in the UK today and the ability to engage effectively with government and the statutory education, youth and outdoor education sectors

## Personal attributes

- Passionate about developing and empowering young people
- High degree of personal integrity and authenticity, a 'can do', positive attitude, always willing to go the extra mile
- Has high standards and expects excellence, deals kindly but firmly and decisively with poor performance and poor attitudes and behaviours
- Organised, efficient and delivers what you say you will
- Collegiate, with highly developed interpersonal skills and low ego; works collaboratively with others to achieve organisational goals
- Strongly customer-centred and committed to continuously improving the quality of operational delivery
- Results focused and impact-driven with the ability to bring people with you Proven track record of personally and professionally advancing the cause of diversity, equity, and inclusion
- Adaptable and resilient, with the ability to change direction when needed

## Equity, Diversity and Inclusion

At DofE we celebrate diversity, and value colleagues regardless of age, gender, ethnicity, disability, religion, sexual orientation or gender identity. We particularly encourage applications from communities under-represented in our sector including people of colour, people with disabilities and additional needs, and those from less advantaged socio-economic backgrounds.

**The DofE are committed to safeguarding and promoting the welfare of young people. All successful applicants will be required to undergo an Enhanced Disclosure and Barring Service check. (e.g. DBS/PVG or similar), including references covering any gaps of employment/education, confirm eligibility to work in the UK and complete a health check.**

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\*\* The geographical allowance is based on a member of staff having a home or office-based postcode within 30 miles (as the crow flies) of Charing Cross, WC2N 5HS. The allowance is 7% capped at £4,000 per annum



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**The DofE made me realise that if you can say yes to something, it's always going to open up so many more opportunities than saying no.”**

DofE PARTICIPANT

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