

# CASE STUDY

**Client:** Family Fund



**Position:** Head of Policy & Public Affairs

**Point of Contact:** Chief Operating Officer & Director, Partnerships,  
Public Affairs & Family Outcomes

**Process duration:** 6 weeks from commencement to appointment

## THE CLIENT

Family Fund is a national charity providing essential support to families raising disabled or seriously ill children. With a strong UK-wide footprint and a mission grounded in social justice, the organisation is expanding its external influence through a newly created External Affairs Directorate. To establish this function, Family Fund required its first Head of Policy & Public Affairs, a pivotal leadership appointment.

## THE CHALLENGE

This was a first-generation role with wide-ranging impact and no existing blueprint. Family Fund needed a leader who could:

- Support the UK-wide influencing function
- Coach and develop four devolved-nation managers into public affairs-focused roles
- Create strategic clarity across policy, research and communications
- Bring senior, hands-on public affairs expertise
- Demonstrate values-driven leadership fully aligned with Family Fund's mission around disability, families and poverty
- Navigate complexity in a newly formed directorate, fostering cohesion and cultural alignment

The brief demanded a rare combination of technical expertise and human-centred leadership, someone capable of delivering impact immediately while uplifting the team around them.

## THE APPROACH

We began the process with a detailed **briefing session**, working closely with the COO and Director of Partnerships, Public Affairs & Family Outcomes. This allowed us to capture the **strategic intent** for the new directorate, define **leadership expectations**, assess **cultural fit**, understand **team dynamics**, and consider devolved nations and mission alignment priorities. Family Fund's input was critical in shaping the brief, providing insight into organisational strategy, existing team structures, and sector-specific requirements.

From there, we implemented a **dual-track search strategy**. Broad market outreach attracted candidates aligned with the charity and children's sectors, while discreet headhunting focused on leaders with experience in public affairs, devolved nations policy, and evidence-led influencing. This combination ensured a wide yet targeted talent pool, ultimately drawing **more than 600 applicants**.

Candidates were assessed not only for subject-matter alignment but also for practical leadership, communication clarity, structured outcomes-focused thinking, and the ability to manage a remote four-nation team. Evidence of developing and uplifting others was also a key factor.

We designed the **process to be accessible and equitable**. Every candidate received the presentation brief in advance, full interview questions to meet Family Fund's accessibility standards, and proactive communication throughout. This contributed to an exceptionally **positive candidate experience**, reflected in unsolicited feedback.

## KEY STATS



**Ten profiles** were long-listed for leadership to review.



**Seven profiles** were selected for interview.



**Six weeks** from commencement to appointment.

## THE OUTCOME

Family Fund made a successful appointment following a highly competitive field, with several shortlisted candidates considered appointable. Their chosen candidate accepted the offer immediately and will now play a central role in shaping the organisation's UK-wide influencing capabilities and strengthening alignment across policy, research and communications.

## A FEW WORDS FROM FAMILY FUND

*"The quality of candidates was exceptional, the search absolutely reaped dividends. We were genuinely spoilt for choice and had several appointable people. The process was smooth, professional and incredibly thorough, and the way Lauren understood our organisation, our values and the kind of leader we needed made a real difference. This was an important role for us, and we're delighted with the outcome. We couldn't have asked for a better partner."*

**— Louise Wood, Chief Operating Officer, Family Fund**

*"Thank you for such a strong search. The calibre was impressive, and the whole process felt well managed and well supported. We are really pleased with the appointment."*

**— Andy Harper, Director, Family Fund**

## MORE ABOUT MURRAY MCINTOSH

Murray McIntosh is the recruitment partner for businesses, trade associations, NGOs, Charities and regulators. We place experts in a range of niche policy subject matters in Policy, Public Affairs, Strategic Communications, Economics, Corporate Affairs and External Affairs with our clients to make change happen.

We are well-versed in recruiting professionals across multiple industries such as Energy & Utilities, Financial Services, Healthcare & Pharma, Transport, Education, Built Environment, Manufacturing. Akin to strategic communication practices, our recruitment process involves research, insight, consultation and evaluation to find solutions and keep up with market changes.

In an environment comprised of disruption, regulation and increased public scrutiny, the professionals that we represent, specialise in helping organisations assess and navigate the political landscape, and deliver real, meaningful change.

## GET IN TOUCH



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