



# Appointment of CEO

Candidate Information

July 2020

Saxton Bampfylde

# Introductory letter



Dear applicant,

Thank you for your interest in the role of CEO of Samaritans.

As the Chair of the Samaritans Board of Trustees since 2015 and a listening volunteer for over 35 years, I am deeply proud of the amazing work our charity does to reduce suicide. In 2018, there were 6,859 suicides in the UK and Republic of Ireland. In England alone, one in fifteen adults say they have attempted suicide at some point in their life. Being there for people when they need it most is at the very heart of all we do.

Since launching the world's first listening service of its kind in 1953, Samaritans has now become one of the UK and Ireland's most trusted charities. We have over 201 branches and over 20,000 volunteers answering a call for help every six seconds, 24 hours a day, 7 days per week. This is in addition to offering support to suicide prevention through multiple other channels and programmes of work.

You will join Samaritans at a critical time in our history with the need to embrace our core purpose and lead us through the challenges ahead. Our broader external environment is increasingly complex and challenging. The political situation remains uncertain with the terms of the UK's departure from the EU yet to be finalised and social issues such as inclusion and diversity continue to be prominent. The COVID-19 pandemic will alter society in ways none of us could have imagined only a few months ago. For all these reasons and many more the work of Samaritans will be more important than ever over the coming years. Our 2015-2021 strategy is coming to an end and whilst we have made huge progress over recent years, we know there is much to be done. In building on your predecessor's achievements and to ensure we are fit for purpose for the future, you will need to:

- navigate a competitive and regulated sector
- lead on safeguarding
- further increase our income and champion our supporters
- build capability to ensure demand does not outstrip supply
- embrace digital innovation
- drive continuous improvement

I hope you will be excited by the opportunities and challenges this role offers at such a pivotal time for our charity. You will bring the skills, knowledge and networks to lead the next stage of the charity's development. Importantly, you will also bring the passion, drive and commitment to take others with you. And of course, you will not be doing this alone. You will be working with an incredible team of volunteers and staff. And you will also be partnering with a new Chair of the Board of Trustees who will be appointed before the end of 2020. I hope this partnership will create a step change in what we can achieve for our beneficiaries over the years ahead.

Please find included in this pack a more detailed role description for our CEO role. I hope you feel as inspired as we do by the work we do and the opportunity to join us, and we would be delighted to receive an application from you.

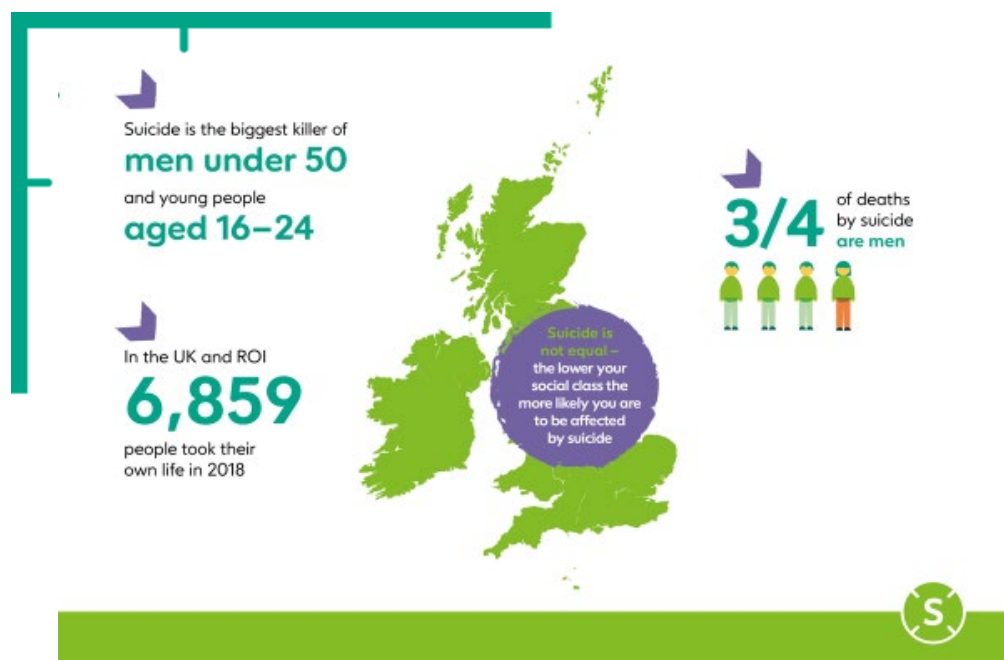
Thank you once again.

A handwritten signature in black ink that reads "Jenni".

**Jenni McCartney**  
Chair of Samaritans

## Why what we do matters

Every life lost to suicide is a tragedy, and Samaritans' vision is that fewer people die by suicide. That's why we work tirelessly to reach more people and make suicide prevention a priority.



## About us

At Samaritans, our vision is that fewer people die by suicide. We operate a confidential listening service, responding to a call for help every six seconds in 2018. We are available to people who need emotional support 24 hours a day, 365 days a year, through 201 branches across England, Scotland, Wales, Northern Ireland and The Republic of Ireland. We also support those who need us most via email, [webchat](#), letter, face to face and through our Welsh language service.

We are an organisation with over 20,000 registered volunteers including our key operational leadership roles of 201 Branch Directors, 14 Regional Directors and our Board of Trustees. Of our 20,000 volunteers over 1,200 are trained prison listeners, providing peer support in prisons across the UK. Our volunteer structure works alongside 200 staff, headed by our CEO and Executive Leadership Team (ELT), and responsible for strategic and operational delivery aligned to our purpose.

Samaritans is also an important and influential voice across the UK and Ireland on issues relating to suicide prevention. This is achieved through our proactive and far-reaching research, campaigns, and policy agenda.

We build alliances and meaningful partnerships across society to support our vision that fewer people die by suicide. These partnerships enable us to respond when and where people need us the most.

A few key examples of such partnerships follow:

- During the COVID-19 pandemic, we worked with NHS England to develop and launch a new and dedicated support line for NHS and care workers.



- We are part of a joint initiative with other leading charities in the mental health sector –Our Frontline – offering a wide range of support for health, care, emergency and key workers.
- We have been successful in securing a five-year strategic partnership with Network Rail, building on a prior 10-year partnership, and working together to reduce suicide on the railways
- We actively participate in national strategy and advisory groups across the UK nations and in the Republic of Ireland. and have a leading role in the National Suicide Prevention Alliance (NSPA) in England, with over 500 members working together to reduce suicide.
- We became the host organisation for the Support After Suicide Partnership this year, which is focused on supporting suicide bereavement support services across the country.

We pride ourselves on our strong culture of innovation at Samaritans and recognise the importance of developing new services to support how we can best respond to the needs of our beneficiaries.

Some key examples of this include the following:

- We launched a new self-help tool offering online resources for people who are struggling to cope in 2020.
- Over the coming months, we will continue to implement a new online chat service channel for our callers, which will involve the recruitment of around 6,000 new volunteers to support the expected demand.
- We pride ourselves on our creative and engaging fundraising campaigns such as Samarathon, which encourages members of the public to run, jog or walk 26.2 miles whenever and wherever they like during the month of July.
- We encourage dialogue regarding suicide, which can often feel a sensitive or stigmatised topic. For example, our award-winning awareness and behaviour change campaign, Small Talk Saves Lives, aims to help reduce suicide on the railways by encouraging members of the public to strike up a conversation if they see someone who they think may need help.



**Samaritans made me feel like  
I had a chance at life.**



# Our strategy

We are approaching the culmination of Samaritans' 2015 – 2021 Strategy: Working together to reduce suicide. We are in a critical period for the charity, as we aim to complete the delivery of our current strategy, while at the same time beginning to turn our attention towards the future and how our strategic priorities will need to adapt and change.



Our 2015-21 strategy was developed to focus on four priority areas:

**Service:** We will improve the quality and consistency of our service

**Access:** We will improve access to Samaritans' services

**Influence:** We will have stronger and more effective external influence and connections with partners

**Evidence:** We will improve collection and application of evidence.

To deliver the above priorities, we have been paying particular attention to three step change areas we identified back in 2015:

- our volunteering capacity and capability
- our learning and development resources and,
- how we use digital technology to increase access to our services.

To support transformation and to successfully deliver our strategy, we launched a programme of work called "There for Everyone". This extensive change programme encompassed everything from how we recruit, train and develop volunteers to the service channels we offer and the technology in our branches. The programme is now in its final deployment phase and will be completed early in 2021 and will take time to embed the required change across the network

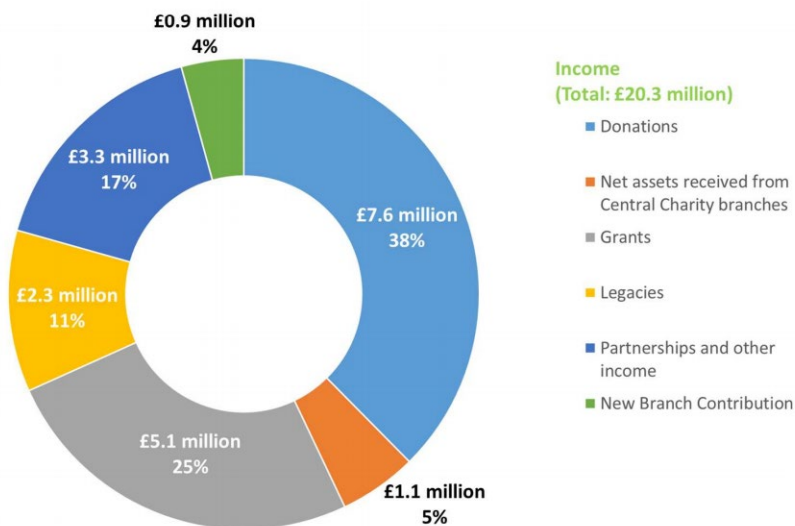
Underpinning our work are the vital foundations of our people, our brand and the income we need to raise to be sustainable. As we approach the end of our current strategy period, we are confident that we are on track to deliver our plan and that we have made important strides toward our vision that fewer people die by suicide.

The appointment of our new Chair and Chief Executive will coincide with development of a new strategic plan for Samaritans starting in 2021. This new strategy will build upon the many achievements that Samaritans has delivered through its 2015-21 strategy, whilst responding to the current challenges and external factors that inform our work.

# Finances

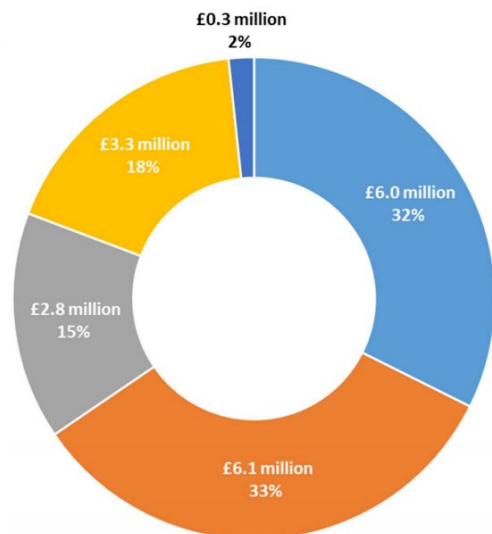
Samaritans benefits from over £75m pro-bono hours from our 20,000+ volunteers. We also have numerous gift-in-kind relationships valued at over £16m, particularly marketing partnerships to raise awareness about our services.

Our annual income and expenditure are depicted below. Our financial reserves are above the 6-month mark and we have investments and property that add to our assurance of sustainability. We have a strong finance team and Board Treasurer to ensure that our plans to grow and innovate are formed from a position of financial strength and with the support of sound financial planning.



**Expenditure**  
(Total: £18.5 million)

- Access
- Service
- Influence
- Fundraising costs
- Evidence



At present we do not realise the full potential of our known and trusted brand identity. We have developed an income strategy, and it is our intention to invest in our fundraising efforts and to grow and diversify our income streams. The purpose of our growth is to achieve more to reduce deaths by suicide; to be there for even more people when they need us most. We want to increase the accessibility and impact of our current services whilst innovating new approaches to engage underserved generations and demographics.

Like most charity sector organisations, we have been concerned about the impact of the COVID-19 pandemic upon our income and overall financial position. We are confident, at this stage, that we will emerge from the crisis in robust shape. We have healthy existing reserves, combined with a highly productive Emergency Appeal, a successful bid for government funding and the development of new income streams.



Sometimes  
it's alright  
not to be  
alright.

Ollie

When life is tough,  
we're here to listen

**SAMARITANS**

Call us free 24/7 on

**116 123**

samaritans.org

A Samaritan's Trust

If you're going through a tough time,  
the best thing you can do is talk and  
share it. Sometimes it's alright not to  
be alright, but things can always get  
better and there are so many more  
options

Ollie



## Our governance

There are 201 Samaritans branches operating in the UK and Republic of Ireland as well as the Channel Islands and the Isle of Man. From April 2016, all branches either decided to go through an incorporation process and affiliate to Samaritans (the “Central Charity”) or to join the Central Charity and no longer be a separate legal entity. The relationship with all Samaritans branches is governed by the same operating agreement.

We are governed by Samaritans’ Articles of Association. The governing body is our Board of Trustees, which has a maximum of 15 members, a majority of whom must be members of Samaritans branches. In carrying out their responsibilities for governance and setting the strategic direction of the organisation, the Board is supported by a number of committees. This appointment follows our members agreeing a number of changes to modernise Samaritans’ governance and will help shape the development of Samaritans. The governance structure is completed by the Regional Councils and the Council of Samaritans as described below.

### Regional Councils

The Board is advised on key strategic and policy issues by the Regional Councils. The role of Regional Councils is to challenge, advise and guide the Board of Trustees on key policy issues affecting the wider Samaritans organisation and to act as a channel of communication between the Board of Trustees and the branches. Regions have separate meetings for operational service matters, regional plans and policy implementation in the region.

### Council of Samaritans

The Council of Samaritans meets annually. It is comprised of 201 Branch Directors, 14 Regional Directors, ten Functional Leads and the Vice-Chair. The legal members of Samaritans are similar, namely the Branch Directors, Regional Directors, Functional Leads and the Chair. The Board reports to the Council of Samaritans annually on its activities and provides an update and review of progress against the strategic plan. The Council of Samaritans is the forum for Samaritans’ volunteer leadership to consider and discuss the work and direction of Samaritans and foster a sense of unity and collaboration across the organisation.

### Senior volunteers and staff

The 14 Regional Directors and Chair of Regional Directors provide a key link and communication channel between the Board of Trustees and the wider organisation and play a vital role in supporting our branches and implementing agreed policy.

The ten Functional Leads are appointed to have oversight of a particular area of the services provided by Samaritans, for example Caller Support or Prisons.

Branch Directors, Regional Directors and Functional Leads are all volunteer roles.

The Chief Executive Officer (CEO), supported by an Executive Leadership and staff team, and working with the Regional Directors, is responsible for the delivery of the Central Charity’s strategy, operational plans and budgets that have been approved by the Board.





## Key challenges and opportunities

Over the past five years, Samaritans has taken important steps to transform itself, becoming more sustainable, relevant and fit for purpose for the future. Without these steps, there was a risk of the charity being left behind in a rapidly changing external context. By focusing on four key strategic priorities – service, access, influence and evidence – and on step changes in our digital technology, volunteering and learning and development, we believe Samaritans is now in a far stronger position. We are now in a strong position to leverage our high brand recognition and trust, and our geographical reach across the UK and Ireland.

The overriding opportunity for our incoming CEO is to build upon the many great achievements delivered under the current CEO's leadership, whilst defining and creating further step change to move us forward in the future. Key areas to take forward will include the following:

- Maximising our income streams, across multiple stakeholder groups including government, corporates and individual donors, in a post-COVID 19 world where competition is likely to be even more challenging.
- Ensuring our service continues to grow and evolve to be there for the people who need us most. Demonstrating the agility to introduce new channels for specific audiences over short timeframes.
- Underpinning all we do with an organisation-wide commitment to service quality, the highest safeguarding standards and continuous improvement. We need to be prepared to answer fundamental 'how' questions around future models of service delivery, scope and reach, and how we will promote and enable digital development across our work.
- Being a compelling, influential advocate for Samaritans across a complex external landscape, establishing alliances with leaders from partner organisations across the mental health sector and beyond. Our new CEO will be integral to ensuring our voice continues to be heard, by proactively shaping debates and outcomes to help achieve the charity's strategic objectives.
- Internally, Samaritans is at a critical stage in its organisational development. Inclusion and diversity needs to be at the heart of all we do, ensuring we live our Samaritans behaviours of Support, Trust, Aspiration and Respect. We are continuing the evolution of our governance and organisational design. We are also working to develop a culture of innovation and continuous improvement across all we do.

Underpinning all these challenges and opportunities is the need to maintain the central ethos of Samaritans – our vision that fewer people die by suicide, our values and our behaviours. Our CEO needs to embrace all of the challenges and opportunities ahead. They will also need to lead with the right balance of authority and humility if they are to take the organisation with them on the journey that lies ahead.



## The role of Chief Executive

The Chief Executive is the most senior staff post in the organisation and will have responsibility for:

### Strategic direction and leadership

- Working with the Board of Trustees to determine a clear strategy and the lead the delivery of the agreed strategic plan through the executive team and volunteer structure
- Providing visible, inspiring and engaging leadership to our executive team, staff and volunteers
- Harnessing the passion, commitment and collective strengths of our organisation to lead all stakeholders in the same direction
- Ensuring the highest levels of performance, whilst supporting the wellbeing and development of staff and volunteers
- Championing equality, diversity and inclusion in every aspect of Samaritan's work

### Transformational change

- Identify, deliver and embed required transformational change across all areas of the organisation
- Further develop the organisations' capacity for innovation, ensuring it sustains the necessary pace, agility and focus to influence positive and lasting change according to short, medium- and long-term priorities

### External representation

- Act as a champion and advocate of our work at the highest levels with multiple stakeholders across the UK
- Further develop our approach to partnership working that advances our work and impact, convenes diverse stakeholders and enables all partners to act together to help reduce suicides



## Corporate governance

- Build strong relationships with Trustees, ensuring that all legal and regulatory responsibilities are carried out, and that the governance of the organisation meets the highest possible standards
- 'Accountable for the production and delivery of an agreed plan and budget, delivering the delegated authority from the board as the Accountable Officer.
- Responsible for the governance and finances of Samaritans, and for strong business planning to ensure effective allocation and management of resource
- Ensuring risk is managed thoroughly and consistently

## Person specification

The next Chief Executive will ideally have a successful and demonstrable track record in the following areas:

### Essential

- A record of achievement as a senior leader in a complex and diverse organisation; ability to motivate and drive an organisation of scale to deliver outcomes
- Executive level experience of leading, developing and inspiring people to deliver ambitious plans and strategic change, including direct management of a multidisciplinary senior team
- Experience in leading organisational transformational change including organisation design and maximising the opportunities of digital and technology
- Proven commercial ability and business acumen; experience of managing multiple income streams and a diverse funding mix and ensuring strong commercial performance and financial sustainability
- Experience of working to and supporting a Board of Trustees or Non-Executives.
- A proven understanding of risk management including safeguarding and implementation of this in a large-scale organisation
- Experience of managing, engaging and motivating a dispersed and diverse workforce

### Desirable

- Demonstrable understanding of current national policy, practice and issues in particular relating to mental health provision.
- Experience and understanding of the voluntary sector including regulatory responsibility and governance that applies to charities with experience of supporting a Board of Trustees
- Understanding of federated organisations and how to provide leadership in a volunteer-led organisation which has country and regional devolved structure
- Experience of successfully leading campaigns, influencing policy, legislation and public affairs

### Key qualities and personal attributes

- Understanding and strong commitment to the ethos and shared values of Samaritans
- Leadership without ego, collaborative and non-hierarchical; comfortable with delegation and empowerment of direct reports
- People skills in abundance; emotional intelligence, pragmatism and gravitas; culturally sensitive and respectful
- A bold, brave and a proud ambassador of the organisation; sensitive communication and influencing skills, with the flexibility and credibility to engage a range of internal and external stakeholders
- Calm and practical; a high level of personal resilience and comfortable with ambiguity
- Ability to build strong rapport and successful collaborative relationships with senior volunteers in a volunteer-led model



# Terms of appointment

- The role is offered on a full-time permanent basis. Given the nature of the organisation, the Chief Executive will need to attend events and meetings outside office hours and at weekends on a fairly regular basis.
- This is the most senior staff appointment in the organisation and appropriate remuneration will be negotiated with the preferred candidate.
- Flexible working: Samaritans is an organisation that embraces flexible working, supporting our staff to work when they want, where they want, provided they can achieve their work outcomes.
- Our Samaritans Central Office is located at Samaritan's central office in Ewell, Surrey, just over 30 minutes from Waterloo Station, London. We also have office premises available in London. Regular travel within the UK will be required.

## Recruitment and selection process

- Applications will be reviewed to determine that at each stage in the process, the candidates who are successful most closely meet the essence of the person criteria, qualities and experience for the role.
- References will be requested and taken up.
- A criminal records check will be required.

**Samaritans recognises the enormous benefits and social justice imperatives of a diverse organisation at every level. We actively and warmly encourage applications from a broad range of backgrounds and experiences.**



# How to apply

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

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **UAKAOB**.

Click on the '**apply**' button and follow the instructions to upload a CV, and cover letter (no longer than two A4 pages), outlining why you would like to be Chief Executive of Samaritans.

The closing date for applications is by Monday 10<sup>th</sup> August.

Initial interviews with Saxton Bampfylde will take place in the week of 24<sup>th</sup> August and 31<sup>st</sup> August. Interviews with Samaritans are scheduled to take place in mid to late-September.

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.*



Samina, James, Cat and Barbara (left to right), Samaritans Volunteers

# SAMARITANS

## **Samaritans Registered Office**

The Upper Mill, Kingston Road, Ewell, Surrey KT17 2AF

T 020 8394 8300 F 020 8394 8301

**samaritans.org**