

SAMARITANS

Appointment of Chair Candidate Information

June 2020

Saxton Bampfylde



Introductory letter

Dear applicant,

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

As a member of the charity's Board of Trustees and someone who has been involved in supporting not for profit organisations in the mental health sector for many years, I really cannot emphasise enough what an incredible service Samaritans provides.

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.

We have been at the forefront of reducing deaths by suicide for seven decades, ever since our founder Chad Varah took the very first Samaritans call back in 1953, describing himself as 'just a man willing to listen, with a base and an emergency telephone'. From these humble beginnings, we've grown into one of the UK and Ireland's most recognisable charities, with 201 branches and over 20,000 volunteers answering a call for help every six seconds.

The successful applicant for the Chair role will join Samaritans at a critical time in our history. Our 2015-2021 strategy is coming to an end and we know that doing more of the same won't be enough. Our new Chair will lead from the front helping us evolve to be sustainable longer-term in a rapidly changing sector, and ensuring we innovate in areas like digital and fundraising. The Chair will work alongside a new CEO who will also be appointed before the end of 2020.

The broader external environment in which Samaritans operates 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 diversity and inclusion will continue to be prominent. The COVID-19 pandemic will alter society in ways none of us could have imagined only a few months ago. Already, one in three calls to our listening service reference the pandemic as a concern. For all these reasons and many more, the work of Samaritans will be more important than ever over the coming years.

We cannot achieve our vision that fewer people die by suicide without inspirational, visionary, values-driven leadership from the very top of our organisation. A Chair with the right skills, experience, knowledge and networks, able to influence key external stakeholders to help deliver our strategic objectives, and engage compellingly with our volunteer community, is pivotal to our future success. Our Chair will also be instrumental in ensuring we are trusted and recognised externally and internally as a fundamentally well run, managed and governed organisation.

Please find included in this pack a more detailed role description for our Chair role. I hope you feel inspired to consider working with us, and if you feel you bring the skills to be our next Chair, we will be delighted to receive an application from you.

Thank you once again.

Eleanor Farrell

Trustee for Ireland and Chair of Selection Committee

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

Samaritans is a charity focused on reducing suicide that operates a confidential listening service, available 24 hours a day, 365 days a year, through 201 branches across England, Scotland, Wales, Northern Ireland and The Republic of Ireland. We are an organisation with over 20,000 registered volunteers, including our key operational leadership roles of 201 Branch Directors and 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. As well as our telephone listening service, we also support those who need us most via email, letter, face to face and through our Welsh language service.

Our volunteer structure works alongside a staff team of 200, headed by our CEO and Executive Leadership Team (ELT) and responsible for delivering our operational infrastructure, fundraising, corporate services including governance, legal and finance, and our research, influencing, brand and communications.

As well as operating our listening service, which began in 1953 and responded to a call for help every six seconds during 2018, we are also an important, influential voice across the UK and Ireland on issues relating to suicide prevention, through our proactive and far-reaching research, campaigns, and policy agenda.

We build alliances and meaningful partnerships across society to help achieve our vision that fewer people die by suicide. During the COVID-19 pandemic, we've worked with NHS England to develop and launch a completely new dedicated support line for NHS and care workers, and we're part of a joint initiative with other

leading charities in the mental health sector – called Our Frontline – offering a wide range of support for health, care, emergency and key workers. We actively participate in national strategy and advisory groups in each of the UK nations and in the Republic of Ireland and have a leading role in the National Suicide Prevention Alliance (NSPA) in England, which now has over 500 members working together to reduce suicide. We were also pleased to take on hosting of the Support After Suicide Partnership this year, which is focused on supporting suicide bereavement support services across the country.

We pride ourselves on a strong culture of innovation at Samaritans and recognise the importance of developing new services to help achieve our objectives, for example, our new self-help tool offering online resources for people who are struggling to cope. Over the next few months, we plan to roll out a new online chat service channel for our callers, which will involve the recruitment of around 6000 new volunteers to support the expected demand. We also develop creative, 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 to raise money for Samaritans. Our awareness and behaviour change campaigns, for example Small Talk Saves Lives, which aims to help reduce suicide on the railways by encouraging members of the public to trust their instincts and strike up a conversation if they see someone who they think may need help, have won multiple awards.



‘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 these 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 help achieve this transformation and successfully deliver our strategy, we launched a programme of work called "There for Everyone". This extensive change programme, encompassing everything from how we recruit, train and develop volunteers to the service channels we offer and the technology in our branches, is now in its final deployment phase and will be completed early in 2021.

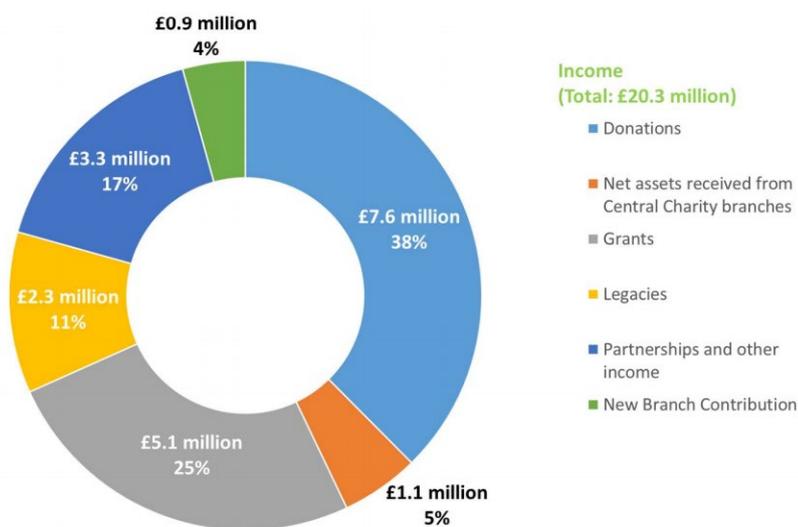
Underpinning our work are the vital foundations of our people, our brand and the income we need to raise to be sustainable. As we approach the end of our current strategy period, we feel confident that we are on track to deliver the key objectives and activities in our plan and that we have taken many important strides over the past five years towards 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, which will aim to build upon the many achievements Samaritans has delivered through its 2015-21 strategy, while also responding to the current challenges and external factors that inform our work.

Finances

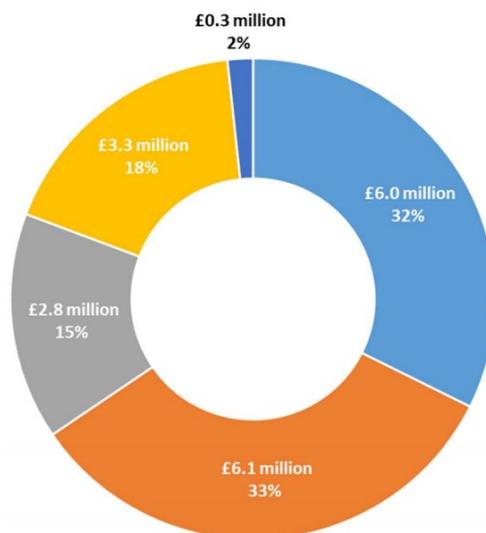
Samaritans benefits from over £75m pro-bono hours from our 20,000+ volunteers. We also have numerous gift-in-kind relationships valued at over £16m, particularly marketing partnerships to raise awareness about our services.

Our annual income, depicted below, is maximised across our work. Our financial reserves are near 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



It is our intention to invest in our fundraising efforts. At present we do not realise the full potential of our known and trusted brand identity. Therefore, we seek to grow and diversify our income streams. The purpose of our growth is to do more to reduce deaths by suicide. We want to increase the accessibility and impact of our current services whilst innovating new approaches to engage underserved generations and demographics.

Like most other organisations in the charity sector, we were concerned about the impact of the COVID-19 pandemic upon our income and overall financial position. Thankfully, our healthy existing reserves, combined with a highly productive Emergency Appeal, a successful bid for government funding and the development of new income streams, give us confidence at this stage that we will emerge from the current challenging situation in robust shape.

Sometimes
it's alright
not to be
alright.

When life is tough,
we're here to listen

SAMARITANS

Call us free 24/7 on

116 123

samaritans.org

Ollie

“ 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.



The role of Chair of Trustees

This is a critical time for Samaritans. Our external environment is changing more rapidly than ever before, the pace of organisational development for Samaritans is the fastest ever and our successful 2015-2021 strategy will culminate soon. We are also recruiting both a new Chair and a new CEO role.

Our Chair of Trustees will play a key role in leading us through the change ahead, ensuring we have both a sustainable future and robust governance that delivers strong public trust in the charity.

The Chair provides strong, dynamic leadership to the Board of Trustees and to the wider Samaritans organisation to achieve our vision that fewer people die by suicide. The Chair supports the Chief Executive in their role, leads on development and implementation of a sustainable and innovative strategy, and ensures Samaritans is positively engaged and influential with a wide range of stakeholders. The Chair also has accountability for governance, ensuring the Board works effectively and maintains strong relationships with the executive, that the charity operates within its charitable objectives, and that the charity and Trustees comply with relevant law and legislation.

The Chair is accountable to Members of the charity (Council of Samaritans) and the Board of Trustees.

Leading the Board of Trustees

- Ensure the charity and trustees operate within its charitable objectives and its activities comply with relevant law and regulation (e.g. safeguarding).
- Ensure that the Board fulfils its duties to ensure the sound financial health of the charity, with systems in place to ensure financial accountability and mitigating financial risks.
- Ensure that the charity's reputation, ethics and values are safeguarded and that major risks are regularly reviewed and managed and that mitigating actions are in place, including any risks linked to our complex, large-scale volunteer-led operations.

- Lead the Board and support the Executive to develop and deliver Samaritans vision, values, mission, strategy and high-level policy. Take account of the external environment, ensure long term future of the charity and deliver maximum impact for beneficiaries. Monitor the charity's progress against agreed targets.
- Ensure that the Board interacts with internal stakeholders in accordance with the charity's governing documents, including appropriate and effective interaction with Regional Councils.
- Work in partnership with the Vice-Chair and Chief Executive to ensure strong, cohesive and collaborative organisational leadership. Foster, maintain and ensure that constructive relationships exist with and between the trustees.
- Lead and chair Board meetings and agree their frequency and agendas in consultation with the Chief Executive, Company Secretary and/or wider executive team, ensuring that decisions taken by the Board are in the best interests of the charity and are implemented.
- Demonstrate outstanding people-skills, to bring our movement together and ensure our committed people at every level of the organisation are able to make a positive impact.
- Implement procedures for board induction, development, training and appraisal, including appraisal of individual Trustees and triennial board performance appraisal. Lead discussions on appointment of Trustees to board committees.

Ensuring a Sustainable Future

- In conjunction with the Chief Executive, advocate for and represent the charity, developing relationships with stakeholders and key policy influencers in politics, business and the NGO world, particularly other mental health and federated organisations.
- Maintain a strong external focus, ensuring that Samaritans is aware of, and able to respond to, issues related to rapidly changing external environment, including Covid19, political uncertainty, Brexit, and contraction in third sector funding.
- Work with the Chief Executive to ensure strategy and delivery mitigates identified external risks, including continued focus on strategic collaboration, digital innovation and income generation.
- Support income generation activities, including developing new networks, strengthening existing networks and meeting existing and potential financial donors as required.
- Represent the charity externally as a spokesperson at appropriate events, functions or meetings. Develop new networks that allow us to reach new and more diverse beneficiaries and audiences.
- Partner with the Vice Chair to encourage branches, Regions, Nations and the Central Charity to work collaboratively together and to speak with one voice.

Relationship with the Chief Executive

- Ensure delivery of Samaritan's mission and strategic plan by providing ongoing guidance, advice and support to the Chief Executive, building a close and effective working relationship, while respecting executive responsibility.
- As a member and Chair of the People Committee, set and review the Chief Executive's objectives, carrying out regular one to ones to review performance and development needs and conducting an annual appraisal, in line with any procedures agreed by the People Committee.
- Ensure existing balance of skills and diversity and inclusion are considered the person specification for filling any vacancy as a member and Chair of the Nominations Committee.

- Ensure that the Chief Executive has the opportunity for professional development and has appropriate external professional support.
- Support the Chief Executive in the selection and appoint of members of the Executive.
- Work with the Company Secretary and wider Governance team, to ensure that Board and Committee work is coordinated, effective and aligns with organisational strategy.



“ We can all play a part in looking out for the people around us. Samaritans supports people to recognise signs of emotional distress in others, and to have the confidence to reach out to them. ”



Person specification

Ideally, candidates will bring as many of the following skills and experience as possible:

- A proven track record of leadership and chairing skills; the ability to chair meetings, ensuring they are strategically focused, and they support effective decision-making.
- Significant management and leadership role(s) in organisations of national reach and complexity. Possibly in federated governance structures.
- Experience of charity governance and the charity sector, through executive, non-executive or volunteer experience.
- Prior understanding of volunteer motivations and engagement and a desire to work with and motivate a volunteer and staff workforce.
- Demonstrable experience of providing guidance to senior management, in setting individuals' objectives, monitoring progress, giving feedback, developing talent and succession planning.
- Experience in working collaboratively in developing the strategy and monitoring the performance of an organisation and delivering an ambitious agenda of organisational change.
- Demonstrated ability to ensure beneficiaries (or customers) are at the heart of a strategic plan.
- Commercial acumen and a broad understanding of charity finance issues.
- Strong leadership skills, ability to motivate staff and volunteers and bring people together.
- A reasonable understanding and appreciation of the use and potential of digital tools and technology.
- Ability both to lead and to work effectively as a member of a team.
- Ability to deal simultaneously with multiple and complex issues.
- The ability to recognise the differing requirements of a wide range of stakeholders (callers, volunteers, partner organisations, donors, supporters, staff and regulators) and to discern the appropriate responses to them.

Personal style and qualities that the ideal candidate will bring:

- A profound commitment to the values of Samaritans
- Low ego, collaborative and approachable
- Inclusive style, a consensus builder
- Resilience
- A commitment to ensuring that beneficiaries remain at the heart of all discussion, planning and delivery
- Strong communication skills, ability to engage with stakeholders at every level
- Comfortable acting as an external face and ambassador for Samaritans
- Tact, diplomacy and confidentiality
- Strong independent judgement
- Ability to think creatively and imaginatively
- Ability to give and accept support
- Energy and ability to enthuse
- Commitment to Nolan's seven principles of public life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership)

Terms of appointment

Appointment and timescales

- The term of office is three years with the possibility of a further three-year term (to be agreed with the Board of Trustees).

Location, time commitment and expenses

- This role is home-based.
- Board business has been operating online through the COVID-19 pandemic and, like many organisations, it is anticipated that a review will be useful to ensure the best use of the Board's time in balancing using technology and face-to-face in the future.
- This post is voluntary and unpaid but all out of pocket expenses related to the role will be reimbursed in line with Samaritans' expenses policy.
- The role involves some travel within the UK and Republic of Ireland. As a minimum, attendance is required at four Board of Trustee meetings each year, two Board away days, two Regional Council meetings and the annual meeting of Council of Samaritans, some of which may be during evenings or weekends. Additional attendance at committees of the Board will also be required. Trustees are also encouraged to attend other events where possible.
- There may be additional demand upon appointment for induction and to conduct a shadowing period with the outgoing Chair of Trustees.

Recruitment and selection process

- Recruitment of the Chair of Samaritans is by open competition.
- 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.
- In accordance with Charity Commission Guidance on the Recruitment & Selection of Charity Trustees, no one under the age of 18 can be appointed as a Trustee. Some people are disqualified by law from acting as a Trustee. Please check the Charity Commission website for further details (<https://beta.charitycommission.gov.uk/>).

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 using code **UAKAOA**.

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 Chair of Samaritans.

The closing date for applications is by 12pm on 8th July 2020.

Initial interviews with Saxton Bampfylde will take place w/c 20th & 27th July. Interviews with Samaritans are scheduled to take place in mid to late August.

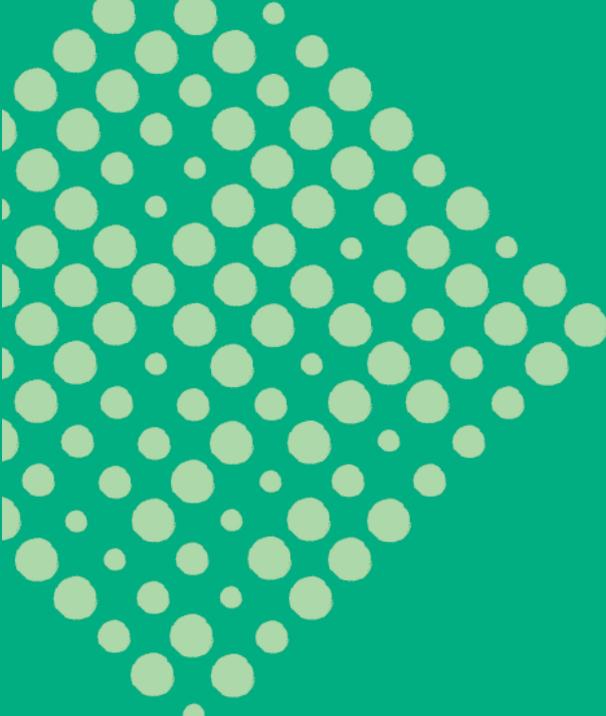
The appointed candidate is scheduled to engage in the latter stages of the Samaritans CEO search towards the end of the year, that Saxton Bampfylde are also partners on.

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



Saxton Bampfylde

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samaritans.org

Founded in 1953 by Prebendary Dr Chad Varah CH CBE. A company limited by guarantee registered in England & Wales (757372) and a charity registered in England & Wales (219432) and in Scotland (SC040604).