



SAMARITANS

Executive Director of  
People and Culture





# Welcome from the Chief Executive

Hello, I am delighted you are interested in becoming our new Executive Director of People and Culture.

As Samaritans approaches its 70th anniversary, we will build on everything we know about listening to people when they are struggling to cope and in times of crisis, continuing to adapt and innovate so that we can be there in the right way for people who need us most. Thanks to all the people who donated to Samaritans or fundraised for us throughout the pandemic, we are in robust financial health. This means we've been able to continue supporting those who need us now, as well as developing new services for the future.



We are future focused and have recently launched our new strategy. As part of the strategy process, we reviewed our staffing structure and have created additional roles on our Executive Leadership Team, to build our capacity to deliver the new strategy. This is a pivotal time to be joining the Samaritans team and you can expect to be rewarded with working alongside wonderful volunteers and staff for a truly critically important organisation.

As our Executive Director of People and Culture, you will be responsible for ensuring that Samaritans is able to attract and retain a diverse, highly supported, high delivering workforce comprising our large volunteer movement and our smaller staffing team. We are looking for a strategic and collaborative leader who will lead the development and drive the People Strategy, and who brings experience of leading volunteer and staff engagement and involvement.

With experience of working as a senior leader in a large and complex organisation, you will drive a culture in which people work alongside one another in both paid and unpaid roles effectively and collaboratively. You will bring strong experience of implementing change in such a way that builds confidence and trust and that is transparent and open. To genuinely address the causes of suicide and self-harm, we must take more practical action to challenge discrimination and injustice, working hand in hand with people affected by both. We want Samaritans to be a welcoming place for our volunteers, staff, and of course those people using our services and we want Samaritans to be as diverse as the communities we live and work in. Our commitment to equity, diversity and inclusion is one of the key principles in our new strategy. It will connect with everything we do at Samaritans, guiding the way we work and behave. You must bring a deep and genuine commitment to equity, diversity and inclusion.

Our new strategy is intended to ensure that we are adapting and continue to react to a changing world, able to keep up with new demands and opportunities. Currently we do not adequately reflect the diversity of society in our senior team, and I am very keen to welcome a rich diversity of applicants to this role. If you are committed to our cause, share our values and have the skills, experience, and drive to lead our service delivery through the next stage of our transformational journey, I would love to hear from you.

Warmest wishes,

**Julie Bentley**  
Chief Executive

Samaritans is here for anyone finding it difficult to cope – day or night, 365 days a year. We listen and provide a human connection so nobody has to face their struggles alone. We take action to prevent people reaching crisis point, helping people find ways to cope and learn the skills to be there for others. And we campaign to make suicide prevention a priority.

Every 10 seconds, Samaritans responds to a call for help. We're here, for anyone who needs someone to listen without judgement or pressure. Samaritans is not only for the moment of crisis, we're taking action to prevent the crisis. And we encourage, promote and celebrate those moments of connection between people that can save lives.

We offer listening and support to people and communities in times of need. In prisons, schools, hospitals and on the rail network, Samaritans are working with people who are going through a difficult time and training others to do the same. 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.

## Our vision

Our vision is that fewer people die by suicide. To achieve this, we believe Samaritans has a crucial role to play in:

- Reducing the risk factors that make some people more likely to take their own lives.
- Ensuring that people who are at increased risk of suicide are supported.
- Making it less likely that people who do experience suicidal thoughts act on them.
- Reducing the likelihood that people will develop suicidal thoughts.

## Our mission

We're here every day and night of the year for anyone struggling to cope. We make sure people have somewhere to turn and support when they need it most. We work with communities to let people know we're here for them and we campaign to make suicide prevention a priority.

## Our values

Our support services adapt to the changing environment, but the values at the core of our listening service remain constant:

- **Listening** – Exploring feelings alleviates distress and helps people to reach a better understanding of their situation and the options open to them.
- **Confidentiality** – If people feel safe, they are more likely to be open about their feelings.
- **Non-judgemental** – We want people to be able to talk to us without fear of prejudice or rejection.
- **People making their own decisions** – We believe that people have the right to find their own solution and that telling people what to do takes responsibility away from them.
- **Human contact** – Giving people time, undivided attention and empathy meets a fundamental emotional need and reduces distress and despair.

# Our strategic priorities 2022 – 2027

Samaritans' purpose, to be there for people who are struggling to cope and in times of crisis, is as vital as ever. We need to keep adapting and innovating, to provide a safe space for all of those who will need us in the coming decades. To achieve our vision that fewer people die by suicide, we also need to do more to broaden our impact in society, working with others to make change that saves lives.

To develop **our strategy**, we worked closely with people who have contacted Samaritans, been affected by suicide or suicidal thoughts, and those who volunteer and work with us or support us. With their help, we identified our main priorities for the next five years.

**1. Make sure anyone who needs us can access our support**

We'll work hard to ensure people who seek our support can reach us how and when they need to, by training more volunteers and working innovatively on new ways to connect with us, like online chat, alongside continually reviewing and improving our phone, email and in-person listening services.

**2. Reach more people to let them know we're here**

We'll actively go out into a more diverse range of communities so that the people who need us most see us, trust us and know we're here for them. We will do this together with the most relevant people, organisations and industries, as well as strengthening our existing work within local communities.

**3. Make our voice heard at a national, regional and local level for maximum impact**

We'll push harder to make suicide prevention a priority nationally, regionally and locally across the UK and Republic of Ireland, working collaboratively to make change that saves lives. We will listen to people who have been affected by suicide or suicidal thoughts and identify key areas that need more research, in order to help us make the greatest change.

**4. Increase our capacity to become one team of valued, diverse, skilled people**

We'll strive to become more flexible and supportive so that a wider range of people can fit volunteering into their lives and so we fully reflect the communities we serve. We will support personal development, which will encourage and inspire volunteers and staff to commit to us for as long as possible.

**5. Build meaningful relationships with our supporters to ensure our sustainability**

We'll create ways for the people and organisations who support us to add their energy, resources and experience to our work so that together we can be there for those who need us for years to come.

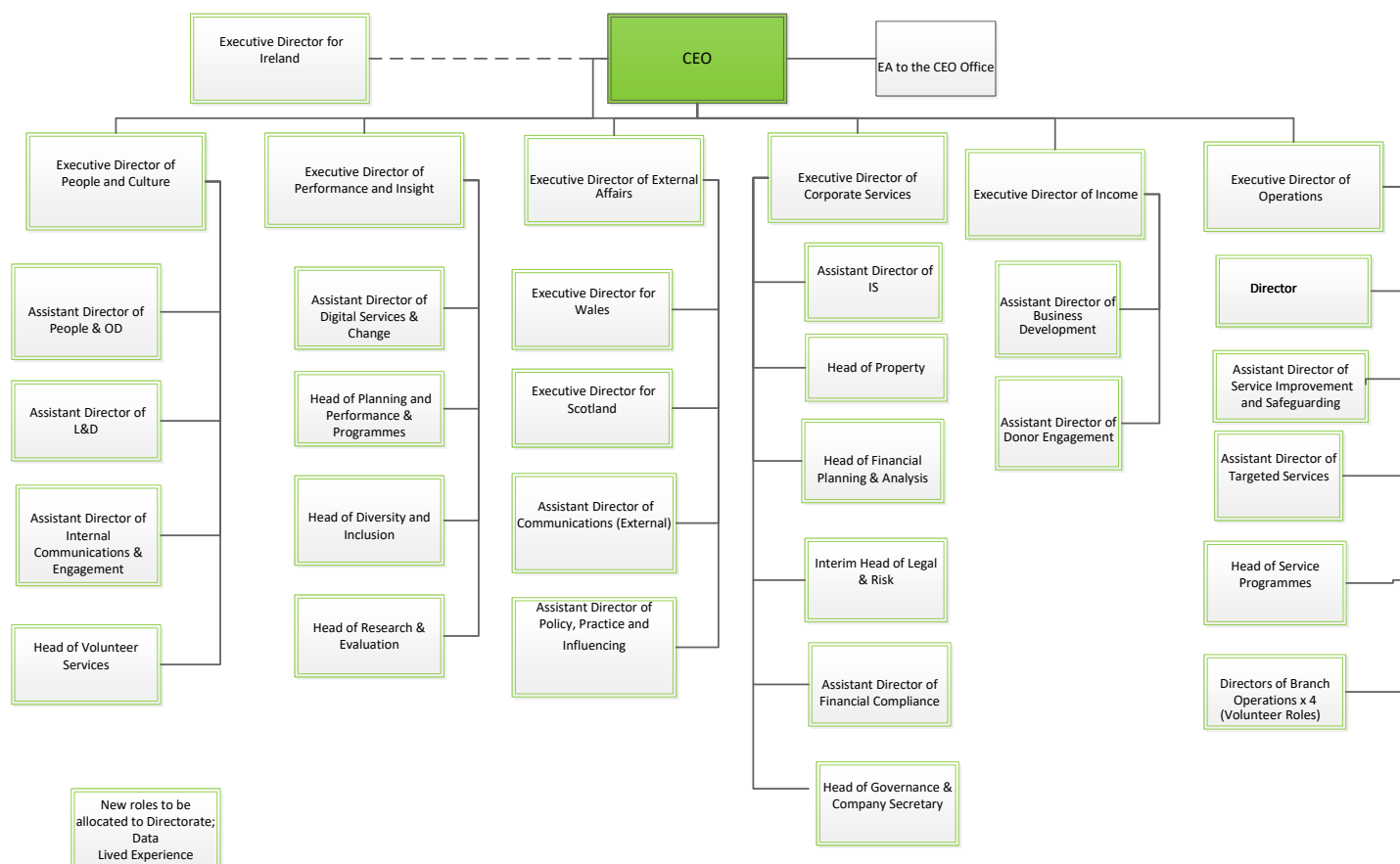
## **Volunteers, staff and branches**

Samaritans has more than 200 branches and locations across the UK and Ireland. 57 branches are part of central Samaritans charity and 144 are affiliate branches. You can read more details about this in our [\*\*Annual Report\*\*](#).

During 2021, around 22,000 people volunteered their time for Samaritans. All Branches are led by Volunteer Branch Directors. In turn the Branch Directors are supported by Volunteer Regional Directors who are accountable to the four Directors of Branch Operations within the Operations Directorate.

Central Samaritans Charity has 340 paid members of staff operating across five jurisdictions.

# Organisational structure



## Equity, Diversity and Inclusion (EDI) at Samaritans

Our commitment to equity, diversity and inclusion is one of the key principles in our new strategy. It will connect with everything we do at Samaritans, guiding the way we work and behave.

Alongside our new strategy, we have renewed our EDI commitment and introduced a 2 year action plan for 2022-24. Our commitment and five strategic goals for EDI are available on our website [here](#).

We have a lot of work to do at Samaritans to achieve our strategic plan, which sets out the actions we'll take right across the charity over the next two years to move towards our ambition of being here for anyone, regardless of their background or walk of life. We've created a plan that will drive us forward, but that also recognises we're at the beginning of a long journey to becoming fully inclusive and representative of the societies we serve.

A key part of your role will be to actively role model and promote our commitment to equity, diversity and inclusion and proactively seek out diverse views to inform thinking and decision making. You'll support the delivery of our EDI commitment and plan, to promote positive change across our organisation, developing a culture where colleagues feel they can bring their whole selves to work.

# Job description

**Job title:** Executive Director of People and Culture

**Reports to:** Chief Executive

**Area responsibility:** People and OD, Internal Communications, Learning and Development, and Volunteering

**Key internal relationships:** Executive Leadership Team, Senior Leadership Group, Regional Directors and Branch Directors.

## Role purpose:

The ED for People and Culture is responsible for ensuring that Samaritans is able to attract and retain a diverse, highly supported, high delivering workforce comprising our large volunteer movement and our smaller staffing team. Championing and driving a culture of One Samaritans in which people work alongside one another in both paid and unpaid roles effectively and collaboratively in a culture of trust, care and high performance.

1. As part of the Executive Leadership team, bring collaborative and cross organisational leadership to Samaritans, challenging silo working and advocating and role modelling collective responsibility in pursuit of our shared vision of fewer people dying by suicide.
2. As part of the Executive Leadership team, share responsibility for ensuring our systems and structures are fit for purpose to underpin the realisation of our strategy.
3. As part of the Executive leadership team, share accountability for modelling and leading an open, kind and learning culture that is based on high challenge and high support with a focus on impact.
4. As part of the Executive Leadership team, share accountability for the delivery of the annual business plan and five-year strategy.
5. As part of the Executive leadership team, ensure the board of Trustees and its committees are informed and appraised of the business of Samaritans in a timely manner so they can execute their legal duties as trustees to a high standard.
6. Drive our organisation forward as an employer of choice for paid staff and volunteers.
7. Lead the development of and drive the People Strategy, ensuring alignment with our organisational wide strategy and delivering our objectives through our Samaritans people of 340 paid staff and 22,000 volunteers, including our "One Samaritans" initiatives.
8. Lead and develop our People Team, ensuring we provide an excellent service for staff and volunteers.
9. Deliver first-class internal communications and engagement services across our organisation.

## **Main responsibilities:**

### **1. General**

- Provide clear strategic direction, fostering a culture of collaboration and excellence, role-modelling our values and behaviours in everything we do.
- Create an inclusive, and innovative environment, taking controlled risks to achieve greater success and outcomes, and removing silos to build strong, positive, and lasting relationships that drive our values, growth, innovation, performance, and impact.
- Provide exceptional leadership to a workforce of effective, informed, and engaged people, including our paid staff and our volunteers, ensuring outstanding levels of advice, support and customer service are developed, delivered, and embedded, and empowering our people to actively inform our activities.
- Manage people risk and compliance by meeting internal and external requirements and compliance measures.
- Support the delivery of our equity, diversity and inclusion commitment and plans, to promote positive culture change across our organisation, developing a culture where colleagues feel they can bring their whole selves to work.

### **2. People services**

- Accountability for all aspects of the volunteer and staff lifecycle from recruitment and onboarding to development, performance, and exit.
- Ensure we have robust and varying processes in place to ensure the ongoing wellbeing of our people and to ensure that Samaritans is a place of inclusivity, where everyone feels welcome, included, and supported in line with our commitment to equity, diversity, and inclusion.
- Promote a culture of using data and insights to make evidence-based decisions, using people data and feedback to continuously improve our services and delivery throughout the organisation.
- Oversee workforce planning, ensuring we have the volunteer and staff capacity and capability to deliver our vision.
- Lead the design and implementation of best-practice initiatives for core people activities, such as talent management and succession planning, performance management and appraisals, and recruitment and retention.

### **3. Organisation and people development**

- Develop and maintain a people centric culture, emphasising quality, continuous improvement, and high performance, ensuring a collaborative approach with the voices of people with lived experience shaping the way we think, act and make decisions.
- Driving the people element required to deliver our organisational strategy.
- Lead learning and development, maximising potential and improving capability of our volunteers and paid staff team and our organisation, creating a culture of continuous personal and professional development.
- Oversee the development and delivery of our Leadership Development Programmes, both staff and volunteer, measuring outcomes and continuously reviewing content.
- Develop the volunteer strategy, overseeing the identification, creation, and promotion of exciting volunteering roles.

### **4. Internal communications and engagement**

- Oversee the development and delivery of inspiring, engaging, accessible ongoing volunteer and staff engagement programmes, ensuring organisational wide buy in to our strategy and the realisation of our vision.
- Champion and role model excellent leadership communications in partnership with members of the Executive team.
- Oversee internal communication channels and continuously improving their effectiveness through co-production and using insight and measurement.
- Accountability for the successful implementation and delivery of a range of volunteer and staff surveys working to ensure subsequent action plans are established to drive improvements.

## Knowledge and experience

- Demonstrable ability of proven experience of leading a People and Culture team at a senior level in a large, complex, people-focused organisation.
- Demonstrable ability of significant experience of creating and operationalising a people strategy in line with organisational strategy.
- Strong track record in leading and developing high performing teams particularly through complex change and cultural transformation programmes to achieve a One Culture organisation.
- Experience of leading volunteer and staff engagement and involvement in changing working practices.
- Demonstrable experience of embedding equity initiatives into working practices.
- Demonstrable experience of leading on change communications including managing highly sensitive information, reputational management, and crisis response.
- Experience of building collaborative relationships, through challenging and supporting key partners.

## Skills and abilities

- Positive, collaborative and pro-active leadership approach, driving positive results whilst supporting the health and wellbeing of our people at all levels.
- Possesses the ability to influence and negotiate at senior levels, whilst continuously monitoring strategic objectives to achieve the best outcomes.
- Excellent communication skills with the ability to engage effectively across multiple audiences, proactively seeking and acting on feedback.
- A sound decision maker who takes accountability for risk and decisions within the directorate.
- Ability to use data and insights to make evidence-based decisions, using people data and feedback to continuously improve services and delivery.
- Resilient under pressure and comfortable working with ambiguity, with the ability to balance competing priorities whilst delivering at pace.

## Styles and behaviours

- Demonstrable commitment to our vision that fewer people die by suicide.
- Actively role models and promotes a commitment to equity, diversity and inclusion in their practice and proactively seeks out diverse views to inform thinking and decision making.
- Collaborative and collegiate approach with the ability to inspire and motivate all colleagues both volunteer and paid staff at all levels.
- Promote and work with our safeguarding and health and safety policies and procedures.
- Due to the nature of Samaritans service delivery model willingness to accept significant evening and weekend working for which time off in lieu will be given is essential.



# Terms of appointment

## Firm foundations

**Fair and competitive pay:** £108,000 per annum

**Matched pension contribution:** Samaritans' contribution will match your contribution, to a maximum of 8% of your gross salary.

**Annual pay review:** salaries will be reviewed in line with cost of living increases.

**A generous annual leave entitlement:** 28 days inclusive of 3 wellbeing days, with the option to swap religious public holidays for days of your choice.

**Death in service benefit:** 4 x basic annual salary.

**Inclusive policies and ways of working:** We aim to create a workplace where people are recognised for who they are and for their unique contribution to Samaritans.

## Health and wellbeing

**Simply Health cash plan** to support you to claim healthcare, optical, physiotherapy and dental costs.

**Simply Health Employee Assistance Programme** with a 24-hour confidential helpline for health, wellbeing and legal advice, telephone counselling and up to six face-to-face counselling sessions.

**Wellbeing support:** 3 wellbeing days are provided each year as part of your leave allowance. You are able to take these days at short notice. We also offer peer to peer Mental Health First Aid, a supportive Staff Forum and an active Social Committee. We offer a free subscription to Headspace, virtual yoga sessions and a PerkBox account (an employee benefits platform).

## Flexibility

**Flexible working based on trust:** Linked to our Ewell (Surrey) Head Office with a flexible and hybrid working approach. You'll have a choice to work from the office or from home to suit your needs. We are passionate about flexible working, talk to us about your preferences.

**Formalised flexible working:** We will consider your request for flexible working from day 1 with Samaritans, though you have a formal right to request flexible working after 26 weeks of employment.

**Enhanced family leave (maternity, paternity, adoption, parental and dependents leave):** Enhanced and inclusive family leave for all.

**Interest-free travel loans:** Available to support you to travel to your place of work.

## Growth & Development

**Regular 1:1s with your line manager:** Regular discussion, feedback and support from your line manager.

**Projects, secondments & coaching opportunities:** We seek to provide a work environment where you can develop your skills and experience.

**Workshops, bitesize sessions and online learning** resources available plus **external courses**.

**Professional development support** and loans available to support development related to your area of expertise.

**Sharing our internal vacancies with you first:** Where we can, we seek to grow our own talent.

# How to Apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Joëlle Prins at [joelle.prins@starfishsearch.com](mailto:joelle.prins@starfishsearch.com) and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/sam-ex-dir-peo-cul/> and click on the apply now button, with the following prepared:

- Your CV (ideally no more than three sides).
- We would like you to answer the five questions accessed via the Starfish website either in writing or by video. You can find information below on how to upload your video covering file to the application [here](#).
- If uploading a video, the length should be between 5-7 minutes, and you can respond to the questions in any order.

## Disability Confident Scheme: Committed

Samaritans agrees to the following commitments:

- Interviewing applicants with a disability who successfully evidence the criteria on a person specification and consider them on their abilities.
- Providing an inclusive and accessible recruitment process.
- Communicating and promoting vacancies.
- Making reasonable adjustments during the recruitment process so disabled job applicants have the best opportunity to demonstrate that they can do the job.
- Supporting employees and making adjustments during employment.

We would be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and will not be seen by the selection panel and is not treated as part of your application.

**Closing date:**

**Monday 15th August 2022**

**Preliminary interviews with Starfish:**

**w/c 29th August and w/c 5th September 2022**

**Interviews in person with Samaritans at our office in Ewell:**

**28th September 2022**

