



SAMARITANS

Executive Director of
Performance and Insight



Welcome from the Chief Executive

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

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 new Executive Director of Performance and Insight, you will be the guardian of our strategy, responsible for ensuring we maintain a relentless focus on achieving our five strategic priorities through championing the use of research, evaluation, data and lived experience to inform all that we do. You will facilitate transformational change across the organisation through excellent relationships, optimising of digital and technological solutions, ensuring that our commitment to EDI remains at the heart of all we do.

With experience of working as a senior leader in a large and complex organisation, you will ensure that we hold ourselves to account for our organisational performance and have robust approaches to performance measurement, management, and improvement. 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.

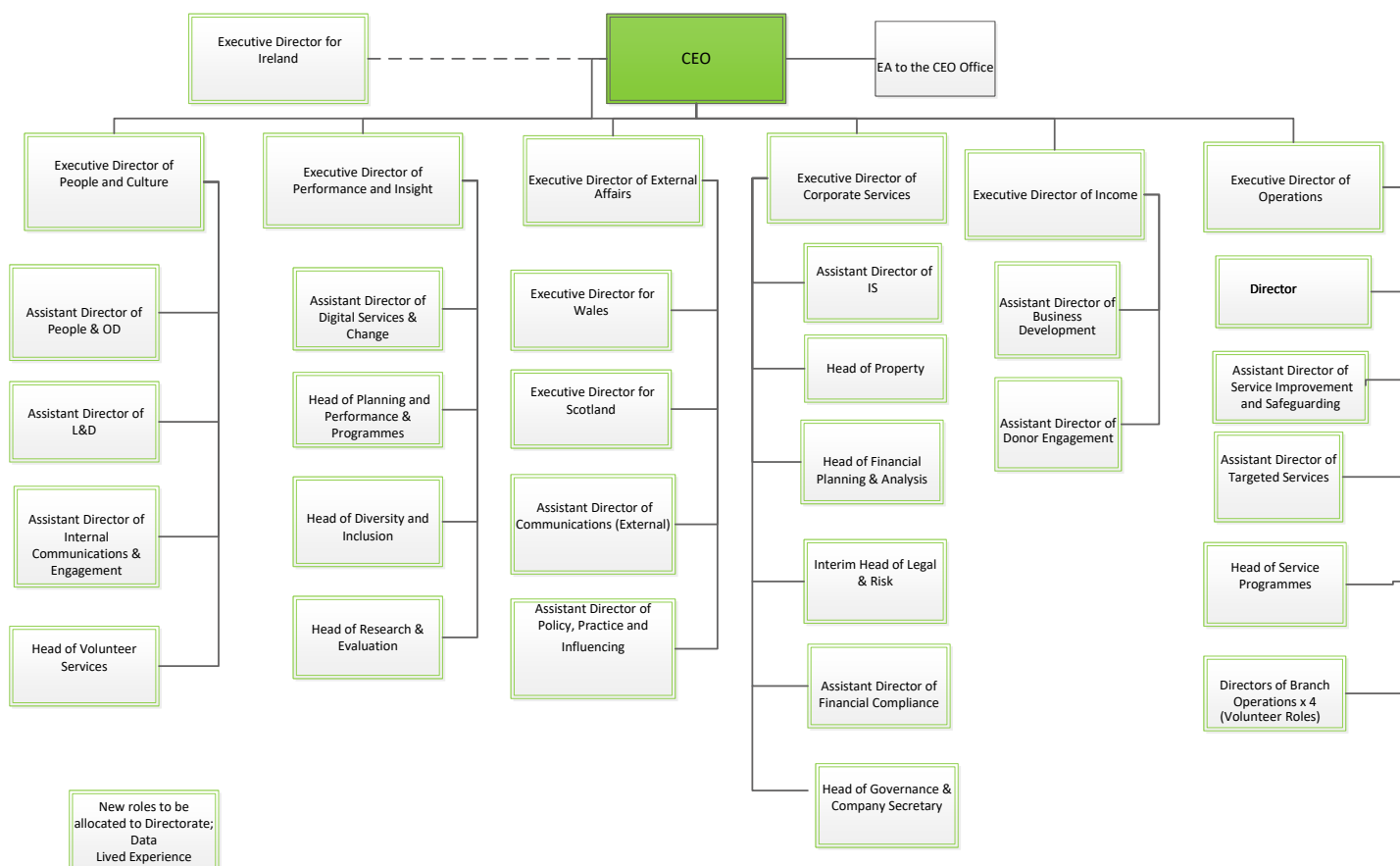
Volunteers, staff and branches

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 Performance and Insight

Reports to: Chief Executive

Area responsibility: Service improvement and change leadership / planning, performance, and impact / research and evaluation / data and insight / equity, diversity, and inclusion / lived experience

Key internal relationships: Executive Leadership Team, Senior Leadership Group, and staff and volunteers

Role purpose:

The Executive Director of Performance and Insight will be the guardian of our strategy, responsible for ensuring we maintain a relentless focus on achieving our five strategic priorities through championing the use of research, evaluation, data and lived experience to inform all that we do. The post holder will facilitate transformational change across the organisation through excellent relationships, optimising of digital and technological solutions, ensuring that our commitment to EDI remains at the heart of all we do. The post holder will ensure that we hold ourselves to account for our organisational performance and have robust approaches to performance measurement, management, and improvement.

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 organisation transformation to increase efficiency, accessibility, and positive outcomes.
7. Lead and be accountable for business intelligence, overseeing the development of plans and processes to achieve strategic aims, in collaboration with key partners.
8. Establish a robust data and insight function, servicing and supporting the whole organisation and further enabling the achievement of our strategy.

Main responsibilities:

1. Organisation transformation

- Lead complex change management, ensuring genuine engagement and buy in from internal and external stakeholders.
- Lead transformation programmes, maximising the use of research, evaluation, data, and insight to achieve evidence-based change supported by sound financial analysis and resource allocation.
- Lead on the adoption of digital technologies and innovation that will, improve efficiency, effectiveness, and agility, ensuring systems support business processes, add value, and are flexible to changing service needs.
- Lead and oversee a co-ordinated approach to the commissioning and project management of tech projects.
- Provide challenge and thought leadership to support the organisation to respond to the changing needs of current and future beneficiaries.
- Creating a culture of programme and project management.
- Build and shape how transformation happens, enabling the right test and learn approaches and identifying scalable change across the network.

2. Diversity and inclusion

- Ensure our commitment to equity, diversity, and inclusion being a golden thread through our strategy is realised through leadership and championing of EDI and lived experience at all levels of the organisation and through management of our EDI and Lived Experience colleagues.
- Work closely with People and Culture Directorate in the ongoing championing of EDI and through driving ongoing cultural change across our organisation, developing a culture where colleagues feel they can bring their whole selves to work.
- Collaborate with volunteer and staffing leaders to champion equity and the voice of lived experience throughout our organisation.

3. Performance and delivery

- Champion the achievement of our strategic plan and lead the organisational approach to measuring and monitoring our progress against our five strategic priorities
- Ensure a relentless focus on strategy monitoring and performance.
- Create performance measures to maximise impact of funding received.
- Oversee the development of and adherence to a performance management framework with key performance indicators, focussing on organisation values both within the central charity and across our federated network.

4. Insight and evaluation

- Oversee research and evaluation work, ensuring decision making is evidence based, that the organisation has processes embedded for applying learning and that all teams have the evidence they need to successfully deliver our strategy.
- Create a portfolio of internal and external evaluation projects, contributing to measurement of our strategic objectives.
- Lead strategic thinking on how business intelligence will contribute to achieving our strategic goals, identifying new opportunities to capture data, or alternative ways of making better use of existing data, to add value.
- Quality-assure all business intelligence, ensuring continuous monitoring and evaluation of key performance data, highlighting risks.
- Lead the co-ordination and optimisation of data systems across the organisation including the development and leadership of an organisation wide data strategy.
- Ensure robust data and information management processes and systems are in place and fit for purpose across our organisation.
- Ensure our data and insight is agile and effective to enable necessary pivots and to aid deeper understanding of our impact.

Knowledge and experience

- Proven experience of leadership at a senior level in a large, complex, people-focused organisation.
- Experience of planning and reviewing the delivery of services for sustained improvement.
- Considerable experience in leading and developing high performing teams particularly through times of change.
- Strong track record implementing and embedding large-scale change programmes that improve operational effectiveness and service transformation.
- Experience of implementing digitally enabled changes to business processes and working practice.
- Proven experience of designing and developing data management systems.
- Demonstrable experience of embedding equity initiatives into working practices.
- Technical knowledge of performance management approaches, benchmarking service improvement tools and models.

Skills and abilities

- Strong strategic vision with the ability to inspire and motivate colleagues to achieve results.
- Good communication and influencing skills with the ability to successfully negotiate at senior levels whilst continuously monitoring strategic objectives to achieve the best outcomes.
- Analytical thinker able to see through complexity and provide options and solutions around complex matters, including financial modelling.
- A sound decision maker who takes accountability for risk and decision making within the directorate.
- Ability to use and share insights and evidence to deliver impact.
- Resilient under pressure and comfortable working with ambiguity, with the ability to balance competing priorities whilst delivering at pace.
- Ability to communicate effectively across multiple audiences, proactively seeking and acting on feedback.

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 working 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 and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/sam-ex-dir-per-ins/> 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:

w/c 19th September 2022

