

Appointment brief

Appointment of Chief Executive Officer

November/December 2023

Reference: ZAHAVD



**Because no one
should face death
or grief alone**

Welcome

I am delighted that you are considering applying for the role of Chief Executive at Sue Ryder. For over 70 years we have supported people through the most difficult times of their lives and the recent divestment of our neurological services together with the launch of our ambitious new vision and strategy makes this a pivotal moment to come on board and make a difference for everybody facing the end of their life or living with grief.



We have made great strides under the leadership of our current Chief Executive - delivering almost 2 million hours of care every year as well as supporting over 150,000 people a year through the continued development of our innovative online bereavement services. Over 200,000 people have signed up for our Grief Kind campaign which aims to equip the nation with the confidence and the knowledge to support family, friends and colleagues through grief, and following a successful pilot, we have now begun to roll out Grief Kind Spaces which are volunteer-led support groups within the community. Last year we launched a large-scale piece of research, A better route through grief, in Parliament and we continue to engage with MPs and the DHSC on our recommendations.

Through our new vision “A better approach to dying and grief”, we are committing to developing and offering our expert and compassionate services to benefit more people and more diverse communities. We are also expanding our work with Government and local decision-makers to ensure that the voices of people living with a life-limiting condition or with grief are heard, and that access to the care and support they need is unlocked. It is a commitment to reduce the stigma surrounding death and dying to enable everyone to have open and honest conversations about dying and grief with their friends and family. The strategy to deliver on this vision is still in its infancy and you will play a critical role in leading its development and implementation.

We are proud to be spearheading this movement for change, with the support of our talented staff, dedicated volunteers and supporters. 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, growing our impact, income and profile with a focus on widening our reach alongside reaching into and benefiting more diverse communities.

The Board of Trustees and I are very excited to work with an ambitious individual who will bring their own passion for what we do. It is an exciting time to join Sue Ryder and I very much hope that after reading this pack you feel inspired to apply and help us make sure that no one faces death or grief alone.

Yours sincerely,

Dr Rima Makarem, Sue Ryder Chair



We are Sue Ryder

At Sue Ryder, we can't make life's most difficult moments easy, but we can carry some of the load. For more than 70 years, we have been a source of strength and support for anyone living with a life-limiting illness or grief.

Dying and grief are universal experiences, but too many people face them alone. We are a safe and reassuring hand you can reach for. From providing care and support for someone at the end of their life to helping someone manage their grief, we know there is no one size fits all when it comes to how we cope and the help we need. We campaign for everyone who is approaching the end of their life or grieving to have access to the right support, at the right time. And we seek to break down the barriers to talking about dying and grief - so we can all be better prepared and better equipped to be there for each other.

We can make a positive difference during even the darkest of times. Whether in the last months, weeks or days of life, or living with grief, we help people live the best life they possibly can. We are there when it matters.

Our five-year strategy from 2018 to 2023 had the key objective to provide more care for more people.

This meant more palliative and neurological services and bereavement support delivered in the community and online as well as through building greater partnerships with other healthcare providers. It set out our ambitions to make sure our buildings are fit for purpose and to expand these, where possible, in the future.

We are proud of our achievements over the last years which include:

- Caring for more people at home through our hospice at home services and by increasing our use of technology and successfully piloting our first specialist palliative care Virtual Ward in Leeds.
- Transforming our bereavement support services to make it easy for people to connect with the support that's right for them – whether that's information and resources, qualified counsellors, text-based support or a community of others with similar experience, we now support over 160,000 people online every year.
- Publishing an in-depth report based on more than 8,500 people's experiences of bereavement and grief. *A better route through grief* identified inequalities of access and availability in bereavement support across the UK and outlined key recommendations for improving support for everyone.
- Bringing together colleagues from across the palliative and end-of-life care sector for a workshop to create a shared vision of how ICS structures could successfully commission and deliver end-of-life care. This led to the joint publication of a paper and *Enablers for end-of-life care*, and we have been working with the Department of Health and Social Care (DHSC), NHS England, ICSs and others in the sector to see these 'enablers' adopted.
- Our multi-channel Grief Kind campaign aims to build a national movement of kindness by giving people the tools and confidence to support each other through grief. So far over 200,000 people have signed up for the campaign which includes Celebrity Podcasts, Grief Kind Classes and Grief Kind Cards as well as support and information. The campaign has reached millions of people and increased understanding of what we do.
- Installing a thought-provoking exhibit of a dining table set for dinner, but without any guests, in Leeds city centre. Each empty seat represented someone who had died and included items that were important to them and a quote from a family member or

friend. We then took our Empty Chair exhibit to Westminster to help raise awareness of bereavement and grief in parliament and create conversations with MPs and Peers around the need for a bereavement-specific pathway.

- Building a more inclusive and empowering culture for everyone who works or volunteers for us. This remains high on the agenda and we know that our Equity, Diversity and Inclusion programme will not only help us to better reflect the people who use our services but also enable us to further extend our influence into harder to reach communities.
- Lastly in Autumn 2023, we transferred ownership of our neurological services in England to Brainkind (formerly The Disabilities Trust) to allow us to focus our future strategic direction on building a society that supports everyone through dying and grief.

Last year it cost over £59m to deliver our services of which we receive around £36m in statutory funding. The rest we raise through our retail and fundraising activity. The retail landscape has become increasingly challenging over recent years and we have been proud of our work to reenergise our team and stores; this year we won Retail Employer of the Year at the People in Retail Awards, but we recognise that this is a competitive and challenging market. We're excited by the opportunity to align our income generation with our new vision and strategy. Placing supporters at the heart of what we do, growing their number and engagement to ensure our fundraising contribution supports delivery of our vision. Sue Ryder reported a net surplus of £6.7m in 2021–22 compared to a net surplus of £11.1m in the previous year.

Looking ahead:

We have set an exciting new vision - A better approach to dying and grief - which is a commitment to not only develop and expand the expert and compassionate services for which we are so well known, but to expand our work with Government and local decision-makers to ensure that the voices of people living with a life-limiting condition or with grief are heard, and access to the care and support they need is unlocked. It is a commitment to reduce the stigma surrounding death and dying to enable everyone to have open and honest conversations about dying and grief with their friends and family. Going forward, we will work together, with the leadership of our incoming Chief Executive, to set out a clear strategy and plan to achieve this together.

The Board of Trustees and Executive Leadership Team are committed to an Equity, Diversity and Inclusion strategy and culture change to ensure an effective environment where everyone feels they belong and are valued. The charity very much recognises there is a journey it needs to travel, and is investing in a robust and extensive programme of activity.

Our vision, values and behaviours

Our vision is a society that supports everyone through dying and grief.

We have three core values – supportive, connected and impactful – that underpin and inform how we approach our work and help us to deliver our vision and strategy.

Our values

Supportive

Equity, diversity and inclusion.

We are inclusive, value diversity and actively work to reach different communities with our services, information and support, and ensure they are accessible.

Our people.

We want Sue Ryder to be a great place to work and volunteer, where everyone feels they belong. We are committed to creating an inclusive culture in which everyone can thrive, develop and feel valued.

Connected

Working collaboratively.

We work in partnership, learn from others and share our expertise to enable everybody to get the best possible care and support.

Our supporters and volunteers.

Our work would not be possible without the generosity of our supporters and our volunteers. We will inspire more people to fundraise, donate, volunteer, campaign and advocate for us.

Impactful

Putting people who are grieving or living with a life-limiting condition at the heart of our work.

We listen and learn from people who have been affected by dying and grief. We use their experiences to help us design new services, information and resources and to inform the issues on which we raise awareness and campaign for change.

A sustainable organisation.

We act responsibly and are committed to becoming a truly ethical and sustainable organisation financially, operationally and environmentally.

Our people

We have over 2,800 dedicated members of staff including over 1,000 doctors and nurses and last year our incredible volunteers gave 1,330,000 hours of their time to Sue Ryder.

We are committed to being a great place to work and to being a diverse and inclusive organisation and we support our staff and volunteers from underrepresented and marginalised groups to thrive as valued members of our team.

Our Equity, Diversity and Inclusion (EDI) work is a powerful tool in creating a positive culture where people feel they can contribute, problem solve and apply a creative lens to their work. We welcome and encourage candidates from diverse and underrepresented backgrounds.

This includes:

- People with disabilities
- People from ethnically diverse communities
- People of faith
- People from lower socio-economic backgrounds
- LGBTQ+ and non-binary people

We know that people don't get the same chances or opportunities in life - whether that's in the workplace or in healthcare. We see addressing health inequalities as an important part of our work at Sue Ryder and therefore it's crucial that our staff and volunteers reflect the diversity of the communities we support.



The role

Who you are

Sue Ryder seeks a unique individual to lead, build and inspire our unique organisation at a pivotal time. With the combination of strong finances and a crystalised vision, we are looking for a highly ambitious individual who is passionate about the opportunities ahead. The new Chief Executive will draw on a track record of strategic, operational and people leadership developed in an environment of significant complexity and challenge. Implementing an ambitious strategic vision, the new Chief Executive must be a compelling ambassador for our work with a forward-looking vision, commercial nous and financial acumen to enable Sue Ryder to build a robustly confident plan.

The Chief Executive will be a charismatic leader, bringing staff along with them, ensuring a high quality, performance-oriented culture focused on Sue Ryder's vision with a focus on EDI and widening our reach at its core. They will also continue to build a positive culture through strong, values based, inspirational leadership.

As the Charity continues to work successfully in partnership, the external "voice" of Sue Ryder should bring expertise in engaging with a wide variety of partners and stakeholders across Government, the wider hospice and charity sector, and health and social care. The successful candidate will ensure the pace, innovation and impact of Sue Ryder's work and look to the future, providing services and support to increasing numbers of people living with a life-limiting illness or grief. This is a wide-ranging Chief Executive brief of tremendous impact.

Reflecting the diverse communities that we are proud to serve, Sue Ryder is very much committed to widening the diversity of its leadership and board. We actively and warmly encourage applications from a broad and deep range of backgrounds and experiences.

Position in Organisation

- Reports to Chair of Trustees
- Reports to Council of Trustees at Board and Board Committee
- Key relationships with Chair, Trustees, Executive Leadership Team (ELT) and external partners

Duties & Key Responsibilities

- Leading the development of the charity's short and long-term strategy, articulating clear messages for the charity's growth and development.
- Work closely with the Chair and Board to implement the strategy, investing sufficient time in developing relationships with the Board; including regularly meeting with the Chair and keeping them informed of key developments, successes and risks.
- Supporting the Board to meet their duties as Trustees of a charitable body, working with the Board to ensure operational compliance and fulfilment of all statutory responsibilities.
- Communicating and collaborating, on behalf of the charity, with stakeholders, healthcare leaders, the wider healthcare eco system, integrated care systems, networks, partnerships and the public.
- Contributing to the development of the wider sector through participation in the work of the sector and engaging in appropriate opportunities to inform the development of government policy and the healthcare system.
- Maintaining awareness of the healthcare and charitable markets landscape, translating this into direction of travel for Sue Ryder.
- Review financial and non-financial reports to explore solutions or improvements to the charity's ways of working.
- Creating and implementing strategies, together with the ELT, to determine the direction the charity will take.
- Supporting the Executive Leadership Team to implement those strategies and through them, ensuring high performance and effectiveness across each area of the charity.
- Modelling and actively promoting commitment to the charity's values, instilling a positive, equitable and fulfilling culture across the charity, setting an example from the top down and acting as a catalyst for achieving inclusion at all levels.
- Undertaking regular and meaningful engagement with staff and volunteers (at all levels).

General

In addition to the specific duties and responsibilities outlined in this job profile, all Sue Ryder employees should be aware of their specific responsibilities towards the following:

- To adhere to all health and safety and fire regulations and to co-operate with the Charity in maintaining good standards of health and safety.
- All employees will be expected to familiarise themselves with and comply with the Charity's data protection policy and any specific guidance in relation to their role.
- To uphold ethical and professional standards and not behave in a manner that is likely to bring the Charity into disrepute.
- Promote and sustain a responsible attitude towards diversity and inclusion within the Charity.
- Demonstrate a commitment to on-going registration requirements or any national professional or occupational standards associated with the role.
- Demonstrate a commitment to on-going learning and development and to participate in any training relevant to the role.
- Demonstrate a commitment to Sue Ryder's aims and objectives through its core values and behaviours.

All employees are expected to be competent with the use of technology and information systems and understand their duties and responsibilities with regard to the appropriate use of personal data including sensitive personal data. They should familiarise themselves with the Data Protection policy found on RyderNet and complete any related training requested of them.

This job description is not exhaustive. It merely acts as a guide and may be amended to meet the changing requirements of the charity at any time after discussion with the post holder.



Person Specification

Knowledge & Proven Ability

- Success and confidence as a senior leader in a complex organisation, whether in the commercial, charity or public sector. This experience will likely include direct involvement in the development of strategy, policies, planning and operational effectiveness.
- Demonstrable track record of supporting a Board through strategic decision-making.
- Demonstrable experience of strategic planning and implementation is essential, the experience of leading the development of new models of care would be desirable.
- Experience of wide scale organisational and cultural change.
- Commitment to Equity, Diversity and Inclusion with proven action and behaviours to tackle inequality and drive improvements in this area.
- Experience of long term corporate financial plans and commercial decision making.
- Experience in working effectively with external stakeholders and proven visible advocacy.
- Understanding of the political landscape, lobbying and the impact this has on a charity.

- Awareness of the value and importance of strategic Brand growth, coupled with experience of developing an organisation's market position.
- Understanding of the charitable fundraising environment would be desirable along with knowledge of sustainable funding for the future.

Skills

- Expert finance and business management skills.
- Familiarity with charitable and healthcare governance and regulatory compliance is useful but not essential.
- Excellent communication and collaboration skills for establishing positive working relationships, both internal and external with the ability to influence and negotiate at all levels, including Government ministers and healthcare system decision makers.
- Ability to work under pressure to meet deadlines and accomplish business objectives.
- Familiarity with a digital mindset, with a commitment to leveraging data and championing a strategic approach to technology and innovation.
- Evidence of personal drive and the ability to deliver outcomes to the highest standard, demonstrating commitment and courage to see things through.
- Significant intellectual capacity to develop and drive strategy and growth.
- Excellent interpersonal skills working within and across a whole organisation.

Behaviours

Supportive

- **Equity, diversity and inclusion.** We are inclusive, value diversity and actively work to reach different communities without services, information and support and ensure they are accessible.
- **Our People.** We want Sue Ryder to be a great place to work, where everyone feels they belong and that is why we are committed to creating an inclusive culture in which everyone can thrive, develop and feel valued.

Connected

- **Our supporters and Volunteers.** Our work would not be possible without the generosity of our supporters and volunteers. We will inspire more people to fundraise, donate, volunteer, campaign and advocate for us.
- **Working collaboratively.** We work in partnership, learn from others and share our expertise to enable everybody to get the best possible care and support.

Impactful

- **Dying and grieving people.** We listen, learn and are led by the needs of people who have been affected by grief, death and dying and we use experiences to help us design new services, information, and resources to inform the issues on which we raise awareness of and campaign for change.
- **A sustainable organisation.** We will act responsibly and become a truly sustainable organisation, financially, operationally and environmentally.



Terms of appointment

This is a full-time role, offered as a permanent contract c£150,000pa

Holiday entitlement: 30 days plus public bank holidays

Probationary period: Six months

Benefits: Life Assurance

Pension: the post holder will be automatically enrolled into the qualifying works pension scheme, contributing 5% of salary while the Company contributes 5%

How to apply

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

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **ZAHAVD**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **3rd January 2024**.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

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.

Saxton Bampfylde

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