



Stroke
Association

Appointment of
**Executive Director,
Customer Experience**

June 2024
Ref Code ZAXHB

Saxton Bampfylde

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Every five minutes
stroke destroys lives.
We help to rebuild them.

Welcome from our CEO

Juliet Bouverie OBE



Introduction

Every day in the UK, another 240 people wake up to the catastrophic impact of a stroke. But with strength, determination and the right support, recovery is possible. We're here to support every stroke survivor to achieve their best possible recovery so they can move on from just surviving a stroke, to finding their way back to life.

Alongside delivery support services directly to those affected by stroke and their families, both directly and in partnership with healthcare providers, the Stroke Association is a campaign organisation, and funds critical research to ensure that those affected by stroke get the very best care and support to rebuild their lives.

To help the recovery of stroke survivors we provide information, support and advice:

Support services

Our support services help hundreds of thousands of people through one of the most frightening experiences of their lives and build a life after a stroke. Our support services include but are not limited to emotional support and communication support.

Information

Our information is based on accurate and up-to-date evidence. We ask stroke survivors and their families, as well as medical experts, to help us when putting our information together.

Research

Our research helps improve treatments, care and rehabilitation - saving thousands of lives and helping stroke survivors make the best recovery possible.

Fundraising

Through our busy events schedule, our fundraisers work nationally and with local communities to raise much-needed funds to support stroke survivors.

Campaigning

We are the force for change. By working with people affected by stroke, we drive improvements in stroke care by creating campaigns like our A New Era for Stroke campaign, which led to the National Stroke Programme in England.

Volunteering

Our fantastic volunteers play a vital role in the recovery of stroke survivors across the UK. We provide training and resources so that our volunteers are well-equipped to help stroke survivors with their recovery and rehabilitation



Rebuilding lives
after **stroke**

Our strategy

Our vision

For there to be fewer strokes, and for people affected by stroke to get the help they need to live the best life they can.

Our purpose

To be the trusted voice of stroke survivors and their families. We want to drive better outcomes in stroke prevention, treatment and lifelong support for everyone affected by stroke.

Our long term goals:

Goal A: Make stroke the priority it needs to be.

Goal B: Ensure that everyone affected by stroke has access to the rehabilitation and lifelong support they need.

Like many others in our sector, we are all too cognisant of the ever-present socio-economic challenges on our society today. We have addressed this by evolving the strategy that we launched in 2019. These are guided by a set of principles developed by our staff, following conversations with stroke survivors, carers, volunteers, colleagues and other organisations.

Stroke treatment has been particularly poorly affected by the pressures on our health and social care system and we are determined to do all we can through our work to make the biggest positive impact for stroke survivors.

We have a new operating model that means we can be stronger, more agile and sustainable. It supports our ambition to do all we can for those affected by stroke and underlines our new medium and long-term goals.

Our Step Changes



We are reaching and supporting everyone as soon as possible after their stroke - For most people this is the time at which they most need support, yet between 2021-22 we reached only about 32% of these stroke survivors. We could potentially reach 59,000 more people each year.



More stroke connected adults have stroke front of mind, and more see the value of the Stroke Association - Low awareness and understanding of stroke and the Stroke Association make it more difficult for us to give support to people, get support from people, and engage with the health and care system.



Thrombectomy is available 24/7 across the UK for all patients who could benefit - It's a game-changing surgical procedure that retrieves the blood clot causing the stroke from the brain. 10% of stroke patients could benefit from this procedure, but only 3.1% (England, Wales and NI) receive it, and it is a post code opening hours lottery as to who does.



Create the vision and plan to motivate donors and achieve transformational income growth - To achieve these step changes and make progress towards our goals we need to substantially increase our income.

Our Principles

These help us to navigate the constantly changing and complex environment we are operating within. They help keep us agile in how we can respond and support those affected by stroke.

We are stroke to the core

We want people affected by stroke to feel genuinely involved so that they can see the difference they make. Everything we do is informed by people with lived experience of stroke - we strive to genuinely create ideas, actions and decisions together with them. We ensure that we're listening carefully to stroke survivors and carers, and that they're heard by policy makers and opinion formers.

We are in the conversation

We're bold, brave and confident as we make sure that the voice of stroke survivors is always heard. We are expert and equal partners with health, social and political organisations, nationally and locally - the 'go to' people when it comes to stroke. We develop relationships and alliances with partners in the private, public and voluntary sectors who share our vision. We add value through our leadership, expertise, independence, and trusted relationships.

We know how to make an impact

We measure ourselves by the difference we make for people affected by stroke, rather than the work that we do. We know that large impact can sometimes be achieved with relatively small resources. We use data and evidence to inform and

evaluate our decisions, actions, service design and delivery. We're a learning organisation that questions, tests, learns, adapts and shares, to improve. And we're transparent about that - holding ourselves and others to account.

We unleash potential

We harness the value and diversity that everyone brings to help deliver our goals - people affected by stroke, ourselves and others. And we fight the inequality that gets in their way. We focus on expertise over position - driving collaboration through cross functional teams and embedding ownership and accountability at all levels of our charity. We recruit, keep and develop the best people and invest in our culture, skills and knowledge to deliver our goals.

We care for ourselves as for others

We want to be an organisation that excels in kindness, mutual trust and empowerment. This isn't about making allowances and tolerating mediocrity. It's about creating and protecting time and space for the kindness, wellbeing and authenticity that benefits us all. It's about creating the conditions for us to feel safe, supported and challenged to do our best work. Whether that's through small, everyday actions. Or through bigger programmes of change when we need it.



Our achievements



Our **162** coordinator led services provided support at home to

39,622 people.

Our **Support Line** gave

15,993 people

personalised support over the phone, helping them to find information and reassurance.



We invested

£2.5 million

in pioneering **stroke research**.



We are the UK's leading stroke charity, delivering amazing, life-changing support to people affected by stroke. During 2022 to 2023 the Stroke Association:

Our volunteer-led services, including weekly one-to-one volunteer support calls and local stroke groups helped

4,252
stroke



survivors

and carers across the UK.



Our achievements



1,268
volunteers

gave their time to help us and the stroke community.

9,000 people
signed our open letter



calling on the government to improve access to life-changing thrombectomy services.

We funded

12 research
awards

at 11 research institutions
around the UK.



Thanks to the
generosity of our
supporters, we raised

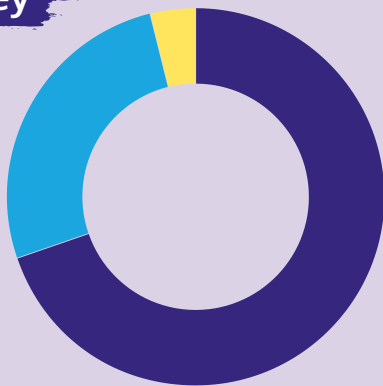
£28.4
million.

(2020-21: £30.2 million)

Funding our work

How we raised our money

- Donations and legacies:
£28.4 million
- Locally commissioned services
£10.8 million
- Other income (including trading, investments and grants):
£1.5 million



Total income: £40.7 million



For every **£1** we receive we spend **79p** on our charitable work.
(2021-22: 78p)

How we spent our money

- Stroke Support Services:
£16.8 million
- Community development and volunteering:
£3.1 million
- Research grants and awards
£2.5 million
- Systems influencing and engagement with stroke:
£7.9 million
- Raising funds:
£8.1 million

Total expenditure: £38.4 million

Ambition for success

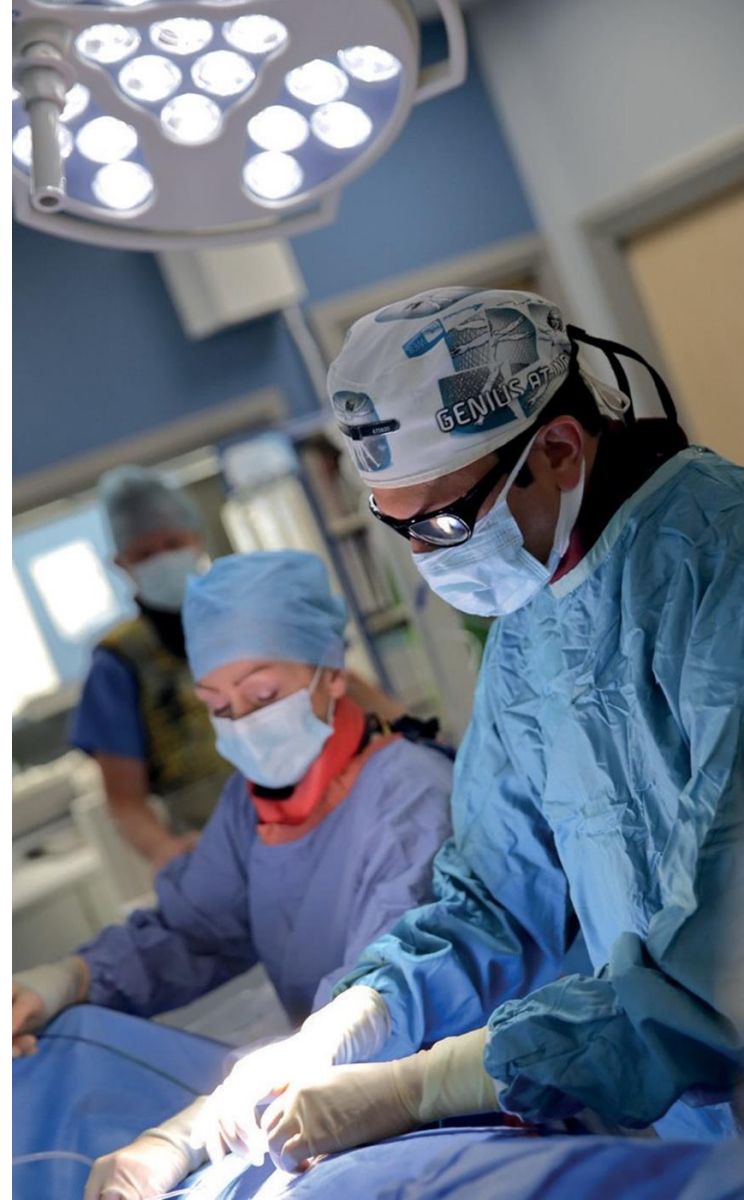
The Stroke Association has grown to become the leading charity supporting stroke survivors and their carers through its work in campaigning, caring and income generation.

The Stroke Association has been successful in growing its scale and impact and is intent on building on this platform. The complexity and turbulence of the external environment pose a formidable challenge to sustained further growth and expose the limitations of traditional organisational planning and decision-making approaches. To meet this challenge the Stroke Association is now focused on a journey to transform its ways of working to equip the organisation for success.

The focus of this transformation is to move the organisational culture and practices to a progressive, relational way of working. This is a profound and exciting change that involves head, heart and hands. It calls for a relentless focus on the organisation's purpose and what it must excel at, viewed through the eyes of the customer. It requires the organisation to master systems thinking, agile working practices and empirical decision-making. It invites teams to operate with greater autonomy and trust. It embodies a strong commitment to organisational learning and responsiveness. It demands new coaching skills of leaders as they help their teams to account for their work.

It is important that the executive team model and champion this behaviour and lead the way in establishing this relational approach to working.

The Executive Director of Customer Experience will play a pivotal leadership role in supporting this journey. This person will be a role model for home-based working, investing the time to build strong internal relationships and developing the ability to influence across the organisation. They will develop a sense of common purpose behind the teams that need to operate collaboratively, supporting objectives that are not always fully in their operational control.



The opportunity

The new Executive Director (ED) of Customer Experience will be a proven leader, able to make genuine impact through influencing the internal culture at the Stroke Association as it continues to evolve in an exciting and progressive way. They will also be a critical friend in support of the transformation agenda and provide insight and thoughtful contribution to the wider organisational effectiveness context.

The ED will help to define and enhance the Stroke Association's customer-centric approach, ensuring that customers feel even more supported and valued at both a local and national level. The Stroke Association supports people affected by stroke at what is often a very difficult and personal time in their lives. The ED will have an important

role in helping shape the way in which the organisation provides the products and services it offers. The ED will support this by continuing to evolve the fundraising and marketing strategies to really drive income growth.

Internally, the new ED will help to facilitate a highly collaborative and relationship-driven approach to working, whilst setting customers and their needs at the heart of this.

Best-in-class operational effectiveness will need to be underpinned by a strong understanding of how the Stroke Association is using, and can further develop, the use of technology and digital solutions to improve customer journeys.



The Role

Overall purpose and impact

The Executive Director for Customer Experience leads one of our two externally facing directorates and will manage six teams working across legacy engagement, mass engagement, high value engagement, service development and UK-wide services, systems influencing and research.

This person will ensure we make the best possible impact for and on behalf of stroke survivors. They will do this through inspiring and engaging leadership, championing a customer centric culture that delivers meaningful step changes in our beneficiary reach, income generation, systems influence, and awareness and engagement with stroke and the Stroke Association.



This person will ensure we make the best possible impact for and on behalf of stroke survivors.

The Role - responsibilities

<p>Customer Experience</p>	<ul style="list-style-type: none"> • Build a customer-centric culture and strategic approach across the organisation that gives primacy to customer value over products and ensures coordination of data, products and channels to drive growth and excellence in customer experience and outcomes. • Hold joint responsibility with the Executive Director for Strategy, Insight and Technology to co-design our data and digital approach and ensure that available data and digital channels are maximised in support of the strategy to deliver growth and excellent customer journeys.
<p>Income Growth</p>	<ul style="list-style-type: none"> • Lead a strategic approach that develops and delivers substantial income growth for the Stroke Association which has the right diversity and balance of income methods and delivers significant and sustainable growth in income, ROI and lifetime supporter value. • Create the conditions for effective horizon scanning and testing of new innovative funding models and approaches. • Create the conditions for significant growth in supporter acquisition, retention and engagement so that we have a bigger database with more beneficiaries and supporters taking action (time, voice and money) for the Stroke Association. • Cultivate appropriate partnerships and relationships with existing and prospective funders and partners.
<p>Support to stroke survivors</p>	<ul style="list-style-type: none"> • In partnership with the Executive Director Locality Impact, lead collaborative teams who constantly innovate service delivery and respond to the local and UK contexts to ensure we are reaching all new stroke survivors with personalised lifelong support. • Lead the delivery and continuous improvement of our phone and online universal services (Helpline, Stroke Connect, Here for You, etc). • In partnership with the Associate Director Mass Engagement, lead the design of journeys that enable stroke survivors and their families to engage with the Stroke Association in other ways (e.g. by giving time, voice and money).
<p>Systems influencing and research</p>	<ul style="list-style-type: none"> • Champion our role in ensuring that health and care systems prioritise stroke. Together with the Executive Director Locality Impact and the CEO, lead the development of a systems leadership culture and set of capabilities that enables us to partner well, operate as an effective 'critical friend', and have a system as well as stroke survivor orientation. • Create a culture where research continues to thrive, where we leverage significantly more funding and partnerships to grow the size, quality and impact of stroke research in the UK and where we use research to improve stroke outcomes and guide our own activities.

The Role - responsibilities

Brand	<ul style="list-style-type: none">• Lead our strategic approach to increasing awareness and engagement with stroke and the Stroke Association and create the conditions for organisation-wide engagement and alignment.
Leadership	<ul style="list-style-type: none">• Actively and constructively contribute as a key strategic member of EDT working together to build the organisation we want be in future, providing support and constructive challenge, insightful thought leadership, displaying cabinet behaviours, and committing to the delivery of shared ambitions.• Instill a culture where customer focus, experimentation and learning thrive, there is strong accountability, and teams are empowered to collaborate and focus on what matters.
Team	<ul style="list-style-type: none">• The Executive Director, Customer Experience reports to the CEO.• They are responsible for the following six teams:<ul style="list-style-type: none">• Legacy Engagement• Mass Engagement• High Value Engagement• Service development and UK-wide service delivery• Systems engagement and influencing• Communications

Person Specification

Skills, knowledge and experience

- Proven leadership effectiveness with a track-record of embedding progressive organisational change and unleashing talent and potential.
- Proven leadership effectiveness in cross-organisational collaboration and culture change, with a strong orientation to outside-in customer-first thinking.
- Excellent communication and engagement skills, including with frontline operational teams and customers.
- A track-record in improving customer experience and engagement, including leading teams to harness data and digital in providing excellent customer service in real-life multi-centre service / product environments.
- Strong commercial experience, including experience in innovation, income growth and business development, with a proven track record of leading market / sales growth.
- Experience in one or more of the following enterprise-level functions at a senior level: strategic marketing, sales, brand or fundraising, with an ability to understand the complex interplay between brand and fundraising.
- An understanding or interest in the health and care sector and service design / delivery.

Personal qualities

- Outstanding leadership and influencing skills, with an ability to create shared vision and purpose, engage people with change, and develop talent through a strong relational and coaching approach.
- A growth mindset with an ability to explore and adopt new ways of working and challenge own assumptions.
- Humility to lead without status, curiosity about new ways of working, and willingness to learn new disciplines.
- A strong and demonstrable commitment to supporting teams to identify and address inequity in their work.
- Ability to support a team with a broad portfolio of responsibilities with excellence, equity and fairness.
- An active interest in culture and organisational development.
- Significant business acumen
- Someone who increases the diversity of the Executive Directors Team.



This person will ensure we make the best possible impact for and on behalf of stroke survivors.



Terms of Appointment

Location

The Stroke Association operates a fully home-based working pattern, with ad hoc face to face meetings.

Salary

Up to £120,000 depending on experience

Holiday entitlement

25 days plus Bank Holidays, rising with service

Pension

6% employer contribution, 3% employee via salary exchange

Other Benefits:

Suite of other benefits including 3x salary life assurance, critical illness cover, health cash plan and employee assistance programme.

See <https://www.stroke.org.uk/working-with-us/employee-benefits> for an overview.

Process and Key Dates

- Shortlisting interviews will take place w/c 8th and 15th July.
- Informal discussions with Juliet Bouverie w/c 29th July.
- 1st stage panel interviews will take place 5th, 8th or 12th August with final interviews taking place on the 21st August.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.

How to Apply

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

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

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 July 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.



Stroke

Association

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