



**Appointment brief**  
**Chief executive**  
**April 2023**

# Letter from our Chair

I'm delighted that you have taken the first step towards joining us at the British Red Cross as our next Chief Executive. This is a role like no other, in an organisation like no other. We are a proud member of the world's largest humanitarian network, the International Red Cross and Red Crescent Societies.

At a time when we seem to be besieged by crisis, personal and large scale, in people's darkest hours the British Red Cross is there. We have been for over 153 years, bringing kindness, hope, dignity and tireless effort. Committed to ensuring everyone gets the help they need. In the face of conflict, disaster, displacement or inequality, we bring compassion, dynamism, inclusive thinking, and courage. Our values, underpinned by kindness, exemplify how the power of humanity can be an immense force for good. We are needed now, more than ever before. The indomitable dedication, optimism, professionalism, and extraordinary commitment of our people, whether they are volunteers, supporters or staff is genuinely inspirational and I feel truly fortunate to be the chair of this incredible organisation.

I have seen first-hand how we have mobilised at extraordinary speed to respond to crises. Over the past year this has included the conflict in Ukraine; the earthquake in Turkiye and Syria; families facing the catastrophic food crisis across parts of Africa; those at risk of falling through the gaps of the NHS and social care system in the UK; and the cost-of-living crisis. No matter who they are, no matter where the emergency is, we get life-changing help to those who need it most. As part of the world's largest humanitarian network, we have experienced Red Cross and Red Crescent teams working in the UK and 191 other countries. This local and global approach means we can respond to crises as they happen, and help individuals and communities rebuild and recover in the aftermath.

We are only able to do these extraordinary things because of our passionate and committed people. We have 12,000 regular volunteers in the UK, 84,000 community reserve volunteers and nearly 4,000 staff. People genuinely are at the heart of everything we do: every volunteer who gives their time; every staff member their talent; every generous supporter their donations and advocacy. Together, this enables us to be the best that we can be, always striving to be still better and true to our Fundamental Principles. I am excited by the appetite our people have in becoming more agile, innovative, efficient, and effective so we can have even greater impact. We are ambitious about the difference we want to make for those impacted by the world's most urgent humanitarian issues. Strategy 2030 is focussed on three big causes: disasters and emergencies, health inequalities, and displacement and migration. We will make the difference we seek by continuing to strengthen our services, working closely with partners, and listening to what communities need. In everything we do, we use our voice to advocate for change and amplify the stories of the people we support.

For the past eight years, Mike Adamson has been outstanding in leading our organisation as chief executive. We have a tremendous opportunity for our next leader to help shape our work in the future. You will need to be invested in our mission, bringing intellect, integrity, imagination, and personal values that exemplify our purpose. The ability to deal with ambiguity and complexity in fast-changing, fluid situations will be essential. If you have demonstrable leadership and board level experience in complex organisations of scale; inclusive leadership and management of a multi-disciplinary team that we seek; proven diplomacy skills and a systems leadership approach, we warmly welcome your application.

This is a unique opportunity to lead one of the most respected and trusted organisations in the UK and across the global Movement of which we are part. The British Red Cross is a truly amazing organisation with a proud history of helping people for over 153 years and a culture that is progressive and aspirational. We are excited to be meeting the challenges that lie in our future. I hope that you will be inspired to apply and to be part of building the next phase of our history, assuring our contribution to humanitarian causes for years to come.

Yours,

Liz Padmore  
Chair, British Red Cross



# About us

Our **vision** is a world where everyone gets the help they need in a crisis.

Our **mission** is to mobilise the power of humanity so that individuals and communities have the capacity to prepare for, deal with and recover from crisis.

Our **values** underpin everything we do. We are:

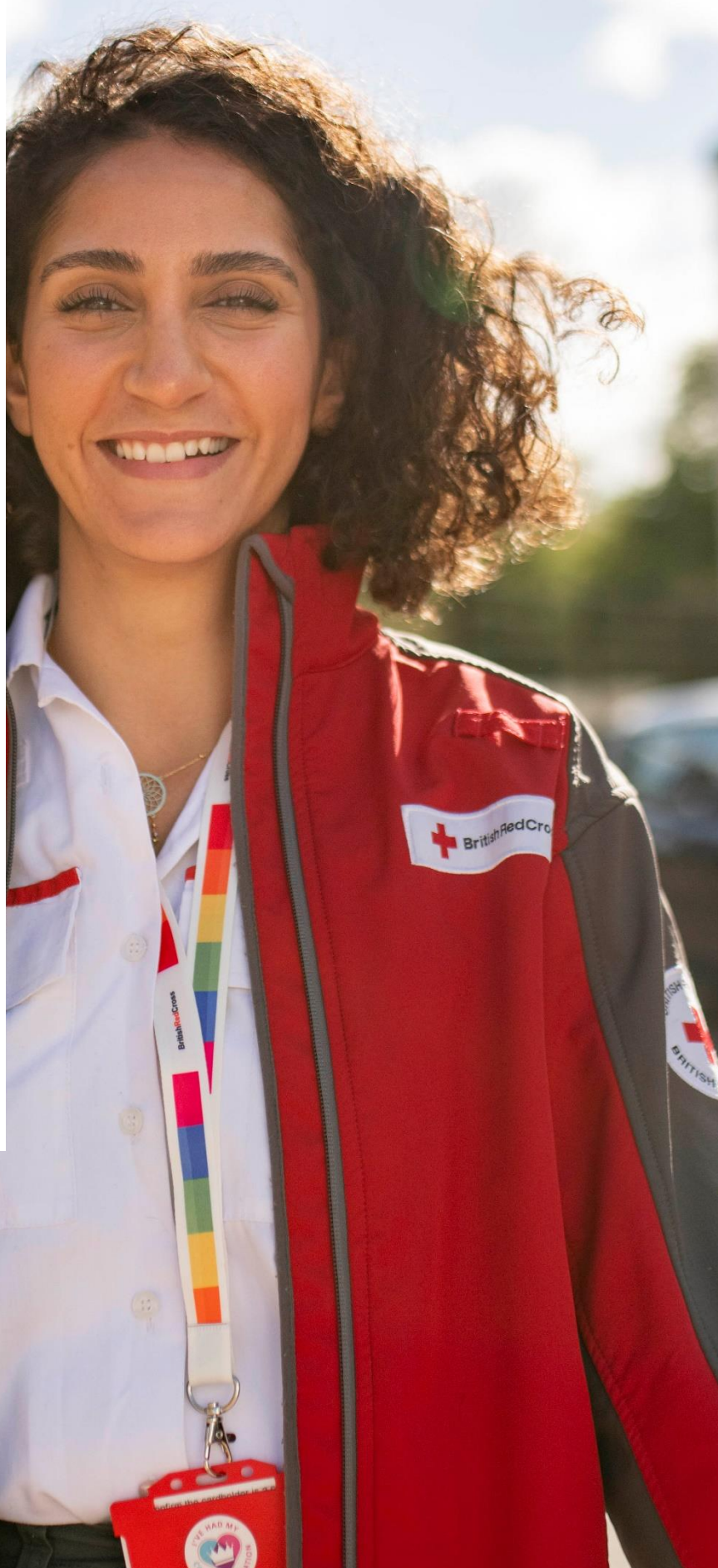
Compassionate,  
Courageous,  
Inclusive and  
Dynamic

## Our Fundamental Principles

We are guided by and bound to adhere to our seven Fundamental Principles, which are **Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality.**

More information about Our Fundamental Principles can be found at: [redcross.org.uk/principles](https://redcross.org.uk/principles)

*Advancing equity and embracing equality, diversity and inclusion are critical to us truly embodying our Fundamental Principles and organisational values. And most importantly, creating a more inclusive and courageous organisation where we benefit from a variety of perspectives will mean we can serve our communities better.*



# Introduction

For the last 150 years the British Red Cross have put kindness into action, helping millions of people in the UK and around the world get the support they need when crisis strikes. We are committed to helping people without discrimination.

Formed in 1870, today we are a Royal Charter registered charity with 12,000 regular volunteers in the UK, over 84,000 community reserve volunteers. Our people are represented across the United Kingdom in England, Northern Ireland, Scotland and Wales; and around the world.

We are proud to be part of the largest humanitarian network in the world, the International Federation of Red Cross and Red Crescent societies, working together to deliver the greatest impact for people through our Fundamental Principles of Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality.

We help anyone, anywhere, in the UK and around the world get the support they need if crisis strikes connecting human kindness with human crisis.

We enable vulnerable people in the UK and abroad to prepare for and withstand emergencies in their own communities. And when the crisis is over, we help them to recover and move on with their lives.

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Today, we are living in a time of almost permanent crisis. The most visible crises are the emergencies that hit the world suddenly and in news headlines – the past few years alone, have seen us rise to the challenges of the coronavirus crisis, respond to 22 humanitarian **crises** including in Ukraine and the Turkiye and Syria earthquakes, the cost-of-living crisis, and engage with the fundamental underlying cause of most disasters: the climate crisis.

There are also many ongoing and less visible crises, particularly around inequalities and inequities, that we help society to tackle, to ensure that the most vulnerable, are able to thrive.

The extent of the need is vast and growing, as are the number and complexities of crises, making prioritising where and how we use our resources to the greatest benefit of humanity an ongoing and constant challenge. We cannot address this need alone.

We take a systems approach to our work and achieve our goals not just by delivering services directly, but by partnering, collaborating and convening others, and by advocating for change.

We work closely with the Red Cross and Red Crescent Movement, partners, and stakeholders from governments and from statutory services; with companies and other charities; and crucially with our service users, volunteers, teams and the people we support, to ensure that our response is meeting their needs in the most impactful way and always through the power of kindness.



## What we do

At the heart of our approach is a humanitarian ethos based on the power of kindness.

We know that people aren't always getting the help they need in a crisis, either in the UK or abroad.

We have therefore decided to focus our activity around three urgent humanitarian issues where we can make a real difference:

We do three things to respond, support and achieve immediate and systemic and lasting impact in these areas:

**We deliver services**

**We partner and convene**

**We advocate for change**

Our 2030 strategy lays out our plans and underlying areas of focus to ensure we use our resources for maximum impact in the coming years.

**WE.....**

...are centred on people's needs

...use our resources where they are needed the most working in places where the risk is high and available resources are low

...believe that connected communities are resilient communities and seek to strengthen these connections in our work

# Transforming our work

**The world and the nature of the needs we address, are constantly changing and so must we.**

We are investing in our fantastic people, ensuring they are equipped to deal with the challenges of constant crises; are diverse in terms of their skills, experiences and capabilities and can embrace new ways of working and technologies.

We are continuing to build our movement, ensuring our wonderfully committed volunteers feel connected, engaged, and supported in their work and that our supporters are inspired to act on the issues that are important to them as part of our movement of kindness.

We recognise our own duty to the planet and the consequences of climate change and will be a net zero carbon emitter by 2030.



# Our impact

We have supported millions of people, in the UK and abroad, and through our wider Red Cross and Red Crescent Movement. Our ability to respond and support the vulnerable in crisis - either directly, through others or by facilitating systemic change – is reliant on our volunteers, staff and donors, all of whom play a vital role enabling our impact.

## In 2022 we were able to make a difference in the three big cause areas of our Strategy 2030:

### Disasters and Emergencies

- Help 111,600 people in a UK emergency
- Respond to 2,100 UK emergencies
- Respond to 33 new and ongoing international emergencies, in addition to our ongoing covid response
- Reach 1.5m people with our humanitarian education programme
- Take just 2 hours to launch the Turkiye and Syria Earthquake appeal

### Health inequalities

- Support 69,800 people to live independently at home
- Issue 67,500 mobility aids
- 194,500 equipment issues by our community equipment service
- Support 857 people to prevent high-intensity use of A&E services

### Displacement and migration

- Support 30,300 people through refugee services
- Support 9,900 people seeking asylum through destitution
- Reunite 240 families
- Help 4,200 people to look for find or keep in touch with loved ones

#### Disasters & emergencies

Responding to disasters and emergencies in the UK and overseas isn't new for us – but the increase in scale, length and frequency of man-made and natural disasters is. With the devastating impact of these disasters intensifying our role as a leading response organisation has shown us that it's not enough just to respond. We must also help people through other stages of a crisis: prevention, preparation and recovery to build resilience for the future. The climate crisis is here now, and we see the effects every day.

#### Health inequalities

More and more people are finding themselves in vulnerable situations as they fall through the care system in the UK. Those most at risk include people who are displaced, people with overlapping health conditions, the frail and older people. Individuals from the most deprived or excluded communities in the UK often experience the worst health outcomes. They are the least able to access the right support at the right time. This can result in differences in life expectancy of over 10 years between the poorest and richest parts of society.

#### Displacement & migration

Across the world people are migrating or being forced out of their homes at a greater rate than ever to search for new opportunities or safety. They are some of the world's most vulnerable people, travelling along some of the most dangerous routes. They don't always have access to the support that meets their basic needs and are often exposed to violence and exploitation. It doesn't necessarily stop when they arrive in a new country: they often find themselves living in extreme poverty, carrying trauma which affects their health, wellbeing and ability to rebuild their lives.





# Our people

The lifeblood of the British Red Cross are our people – our committed team of staff and volunteers, who work with and on behalf of the those we serve, and who are enabled by our wonderful supporters.

Our team is led by our Board, Chief Executive, and executive leadership team.

The Board of Trustees is our governing body and the highest decision-making authority within British Red Cross. It sets the direction of the organisation ensuring we continue to achieve our mission and meet our objectives, using our resources to maximum effect and upholding the Fundamental Principles, our core ethos and values. The Board comprises up to seven elected members and up to six members appointed by the board. The membership of the current board is available here: [redcross.org.uk/our-trustees](https://www.redcross.org.uk/our-trustees). The Board works closely with the chief executive and executive leadership team, which is charged with the implementation of our strategy and policy.

You can find further details on our executive leadership team here: [redcross.org.uk/our-executive-leadership-team](https://www.redcross.org.uk/our-executive-leadership-team)

# Equality, diversity & inclusion

At the British Red Cross, we take inclusion and diversity seriously and know that getting this right is critical for us to live our organisation's values.

We commit to avoiding any discrimination on the grounds of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation.

We aim to create an equitable environment for all our staff, volunteers and service users regardless of socioeconomic status, refugee status or any other characteristic.

We are committed to being an anti-racist organisation but recognise that we still have work to do to achieve our vision of the British Red Cross as an organisation where people of all ethnicities feel welcomed to work, volunteer or seek help; where there is equal opportunity; and where everyone is treated with dignity and respect. You can learn more about our anti racism work and progress so far [here](#).

We respect different people's lived experiences and the different points of view that arise from them. We have six networks reflecting the diversity of our organisation and who are involved in different parts of our work adding their unique perspectives, joys and challenges to the organisation: Race and Ethnicity Equality Network (REEN), Gender Equality Network (GEN), LGBT+ Network, Carers Network, Young Staff Network and our Disability and Wellness Network (DAWN).

We also have a diversity and inclusion steering group which includes representatives from our board, senior leadership team and our diversity advisory group. This group holds the organisation to account for a continuous action plan to drive improvement and continuously adapt.

# Our finances

2022 was a record year for British Red Cross with total income up 93% to £438.2m, driven largely by the generosity of our donors in supporting the Movement’s response to the crises in Ukraine. The organisation’s overall surplus for the year was £58.8m (2021: deficit £1.3m), comprising a deficit on unrestricted, general funds of £11.9m (2021: deficit £1.2m) and a surplus on restricted funds of £70.7m (2021: deficit £0.1m). We continue to invest in our transformation programme, to ensure we are an efficient and agile organisation with a balanced annual position on unrestricted income and expenditure by 2025.

Total expenditure for the year was £366.8m with 57% of our charitable expenditure spent on supporting our international emergency and response work, particularly the initial response to the Ukraine crises.

Our reserves policy ensures our work is protected from the risk of disruption at short notice due to a lack of funds, while at the same time ensuring we do not retain income for longer than required. The current free reserves range approved by the board of trustees is £40m-£50m, which is reviewed each year to take account of both internal and external factors. Our free available reserves at year- end were £48.8m (2021: £48.8m).

# Our international Movement

## International Red Cross and Red Crescent Movement

The world’s largest humanitarian network made up of three parts



### The International Committee of the Red Cross, ICRC

- Operates worldwide helping people affected by conflict and armed violence.
- Promotes the laws that protect victims of war. Is an independent and neutral organisation.

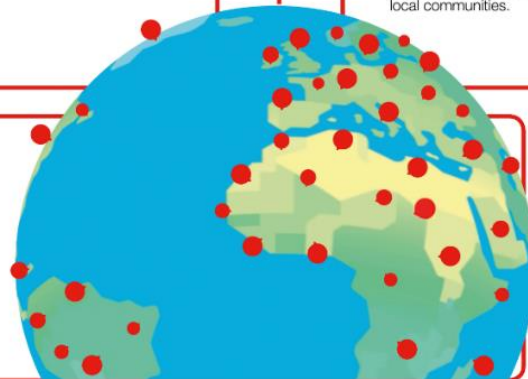
### The International Federation of the Red Cross and Red Crescent Societies, IFRC

- Co-ordinates international relief provided by National Societies for victims of natural disasters and refugees and displaced persons outside conflict zones.
- Supports National Societies plan and implement disaster responses and development projects in local communities.



### The National Red Cross and Red Crescent Societies

- The British Red Cross is one of 191 National Societies around the world.
- Each Society has a responsibility to help vulnerable people within its own borders, and to work in conjunction with the Movement to protect and support those in crisis worldwide.



### The Red Cross, Red Crescent and Red Crystal emblems

The three emblems of the Red Cross Red Crescent Movement are unique protective symbols that signify neutrality and impartiality. The primary purpose of the emblem is to protect sick and wounded victims in armed conflict, and those who care for them.





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# The role

## Chief executive

Reports to:	Chair, Board of Trustees
Direct reports:	7
Indirect reports:	c.30
Organisational headcount:	4,000
Budgetary accountability:	£300m+

Accountable to the Board for execution of the charity's mission, purpose, and impact

## Purpose of the role

The Chief Executive, working on behalf of the Board, leads the organisation to maximise its impact for the people we serve and ensure it is prepared for the future. They provide clear direction and inspire our people to implement our strategy ensuring resources are allocated where they can make the biggest difference.

They champion the difference we make to people in crisis and the learning from it with key external partners including with fellow International Red Cross and Red Crescent Movement partners, funders, journalists, and government.

Internally, the Chief Executive role models the values and behaviours that support the culture to which we aspire, with a clear focus on being inclusive, compassionate, dynamic, and courageous.

The Chief Executive has a relentless focus on continuous improvement and delivering change to ensure we provide high quality humanitarian services and programmes to people where and when they most need it.

The Chief Executive acts as a key partner to the Board of Trustees in delivering our mission in the UK and internationally, working every day to further achieve our charitable purpose. The Board and Chief Executive work closely to agree a clear direction for the organisation; and the Chief Executive actively supports and enables the Executive Leadership Team and management to be accountable for delivery against that direction.

## Main responsibilities

### 1. Leadership of the British Red Cross

- To provide clear and focused leadership of the whole organisation to achieve our mission protect our Fundamental Principles, BRC's values and ensure financial sustainability
- To lead the Executive Leadership Team, working closely with Directors to maximise the talents, experience, contribution, and impact of our leadership group
- To lead inclusively to create a culture of trust, safety, and diversity for all, owning and embedding equality, diversity and inclusion (EDI) into organisational strategy and BRC's strategic and operational priorities.
- To inspire, lead, listen to and learn from the staff and volunteers in the organisation

### 2. Act as a partner to the Board of Trustees

- To work closely with the Chair and the Board of Trustees, to create the conditions in which the Board and its committees can be optimally effective
- To be accountable for management's delivery against the direction set by the Board

### 3. Represent the British Red Cross internally and externally

- To influence and powerfully advocate for the people we serve and their best interests through engagement and strong partnership working and collaboration with key external stakeholders including government, private and charity sector colleagues, commissioners, and regulators
- To take an active role in connecting and representing the organisation with its key International Red Cross and Red Crescent Movement partners, including the IFRC, ICRC and National Societies
- To build and sustain deep relationships with our supporters, providing compelling communication of the impact and difference we make as part of driving cases of support for funding the work of the British Red Cross

### 4. Collective Leadership of BRC organisational priorities

- Delivering the BRC Corporate 2030 Strategy and supporting Executive Directors in implementing the strategies and policies of the Board of Trustees
- To take cabinet responsibility in communicating corporate decisions made in ELT or the Board irrespective of personal views
- Play a key part in leading the organisational change agenda and translating the implications for delivery

## 5. Team leadership

- Full and effective participation in the corporate leadership process
- Role model BRC values and behaviours and challenges poor behaviour in others at all levels.
- People management in accordance with BRC policies and procedures
- Actively participate as team member as well as team leader
- Provide external advocacy for BRC.

## 6. Leadership behaviours required

- Authentic, consistent, and honest leader
- Actively listens and allow others to be heard
- Adaptable to changing needs, pressures, and opportunities
- Empowers others based on skills and expertise
- Dynamic, inclusive, compassionate, and courageous



# The person

## Experience

- Extensive executive leadership experience and board level engagement
- Leadership, management and building of a multi-disciplinary team
- Experience of developing and delivering strategy for a significantly complex, scaled, and multi-faceted organisation in the UK and internationally
- Experience of embedding a cultural change and accountability for EDI across an organisation.

## Knowledge & skills

- Able to think strategically, bring vision and creativity, develop ideas and encourage new and innovative solutions, and lead a constantly improving organisation
- Excellent people-centred, power sensitive leadership skills, able to empower and hold the team accountable to deliver on their roles and responsibilities
- Clear ability to lead and build strong relationships with volunteers
- Able to connect, engage and consistently collaborate with internal and external stakeholders at every level
- Demonstrable track record in creating safe and secure culture environments and of advancing progress in ensuring inclusive practices and promoting diversity
- An understanding of the International Red Cross and Red Crescent Movement is desirable but not essential

## Attributes

- Mission and impact-driven, with demonstrable commitment to humanitarian values
- Inspires others by building and communicating a clear vision
- Translates strategy and complexity into clear and understandable actions
- Trusted, respected and one who promotes cohesion, collaboration, and open communication to build strong cross-organisational relationships with shared purpose
- Strong team builder, who delivers results through others, developing and growing those around them to perform at their best for people in crisis

# Terms of appointment

Location: Flexible UK location  
Remuneration: c£180-185k, plus benefits

# How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to British Red Cross on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code XBBB. If you'd welcome a conversation, please do get in touch with us.

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 5pm on 3 May 2023.

\* 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.

## Timetable

Shortlisting: Friday 26<sup>th</sup> May

Formal Interviews 1<sup>st</sup> round\*: Wednesday 21<sup>st</sup> and Thursday 22<sup>nd</sup> June 2023, 2<sup>nd</sup> round: Tuesday 4 or Wednesday 5 July 2023

\*If any of the interview dates pose a problem for you, please let us know about this at the time of application.

## Diversity

At the British Red Cross, we are looking for the right people to help us provide support to millions of people affected by crisis in the UK. We want our team to reflect the diversity of the communities we serve, offering equal opportunities to everyone, regardless of, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, socio-economic status or neurodiversity.

At the British Red Cross, we know diversity fosters creativity and innovation. We are committed to equality of opportunity, to being fair and inclusive, and to being a place where all belong. We therefore particularly encourage applications from candidates who are likely to be underrepresented in British Red Cross's workforce. These include people from Black, Asian and minority ethnic backgrounds, disabled people and LGBTQI+ people.

Diversity is something we celebrate, and we want you to be able to bring your authentic self to the Red Cross. We want you to feel that you are in an inclusive environment, and a great position to help us spread the power of kindness

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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.

Please note the type of criminal record checks required for this role:

England and Wales – Disclosure  
and Baring Service Check (DBS)

Scotland

Northern Ireland

Enhanced – Child and Adult  
Workforce

Protecting Vulnerable Groups  
(PVG) – Adult & Child

Access NI – Enhanced Vulnerable  
Adults and Children





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