



CEO Application pack

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RECORD**

Introduction from our Chair

Thank you so much for your interest in becoming the next CEO of Off the Record Bath and North East Somerset. (OTR).

OTR is a charity committed to improving the mental health and wellbeing of young people in BaNES. Our current strategy focuses on strengthening our reach, particularly to those who need us most. We know there are barriers to accessing support, and we are committed to addressing them so that young people can get the help they need.

OTR is at an important point in its journey. We have a strong foundation, a dedicated team and an engaged Board, alongside a growing demand for our services and a changing external environment. This creates both opportunity and complexity.

We are looking for a CEO who can lead the organisation through this next phase, balancing strategic direction with a clear focus on what is realistically achievable. This includes strengthening how we align our services, delivery and resources to ensure we can continue to support young people in a sustainable way.

As CEO, you will lead a values-driven, person-centred organisation and work closely with the team and Board to provide clarity, direction and stability. You will build strong relationships with partners and stakeholders, and play a key role in shaping our approach to income generation and longer-term sustainability.

We are looking for a collaborative and thoughtful leader with senior experience in the third sector, who is comfortable operating in a complex and evolving environment. You will bring strong judgement, financial awareness and the ability to make and communicate clear decisions.

This is a significant leadership opportunity to shape the future of support for young people in BaNES, while ensuring the organisation remains grounded in its values and responsive to the realities it operates within.

I wish you all the best in your application.

Sammy

Sammy Burt - Chair of Trustees



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Who we Are

OTR's turnover is approximately £1m per annum and we employ around 40 staff. Off the Record Bath and North East Somerset (OTR) is a charity supporting the mental health and wellbeing of young people aged 10–25 in BaNES. We work with over 2,000 young people each year, with a focus on ensuring those who need support most are able to access it.



We provide a range of free services including counselling, listening support, social prescribing, youth participation, advocacy, support for care leavers and an LGBTQ+ focused youth group.

Our work is grounded in our values of equity, empowerment, being person-centred and collaboration.

OTR has an annual turnover of around £1m and employs approximately 40 staff, supported by around 20 volunteers. We work in partnership with schools, colleges, universities and organisations across the BaNES community. Our income and reach has grown steadily since 2019 (see our [annual accounts](#)).

The Team

The team consists of an SMT of three (Heads of Wellbeing, Voice and Resources) leading a well established team of service and area leads. The wider team then includes around 40 dedicated staff, many working part time, supported by approximately 20 volunteers delivering services directly to young people.

The CEO works closely with the Board of Trustees, who bring a range of expertise and provide governance and support.

Current Context

OTR is operating in a complex and evolving environment, with increasing demand for services alongside financial and operational pressures that are common across the third sector.

Although we have gone through some leadership changes in the last year, we have a strong reputation and an even stronger team supporting young people in a variety of environments and ways. Our team is expert and experienced though ready for a collaborative and guiding hand at the tiller.



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OTR operates within a commissioned and externally funded landscape, where income is often constrained and subject to change. Strengthening our approach to contracts, partnerships and income generation will be an important part of ensuring long-term sustainability and creating the space we need to be ever innovative and relevant to the changing needs of young people.

There is a clear opportunity to build on the organisation's strong foundations, while bringing greater alignment between strategy, delivery and sustainability. This will involve prioritisation, planning for change appropriately and being clear about what is achievable in the short to medium term.

The immediate phase for OTR is therefore focused on creating stability, strengthening core systems and positioning the organisation for the next phase - impact growth. This will require clear prioritisation and, at times, making trade-offs to ensure the organisation remains sustainable while continuing to meet the needs of the young people we serve.

The Future

OTR is well positioned locally, with strong relationships across health, social care and education, and a range of commissioned services that provide a solid foundation.

The opportunity for the next phase is to build on these strengths while making clear, sustainable choices about how services are delivered and developed over time.

This includes strengthening income streams, deepening partnerships and ensuring the organisation continues to respond to the needs of young people in a way that is both impactful and sustainable.

What success looks like in the first 6–12 months

In the first 6–12 months, the new CEO will focus on creating greater clarity, stability and alignment across the organisation and with partners.

This includes:

- Strengthening alignment between strategy, delivery and income generation, including a clear approach to contracts, partnerships and fundraising.
- Holding and sharing a clear understanding of the organisation's financial position, including contract performance and cost base.
- Strengthening confidence in data to support decision-making, reporting and external relationships.



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- Ensuring service delivery is aligned with capacity, with clear expectations on what can and cannot be delivered.
- Developing a clear and sustainable service model that reflects both need and available resources.

More broadly success will include working with the Board to set clear strategic direction, ensuring the organisation delivers its mission in a sustainable way.

The team will feel clear and supported under the new CEO's leadership, and will be aligned in how they deliver services. Across the organisation people will be collaborating in a culture that fosters ownership through high support and high challenge in balance.

The new CEO is building and maintaining strong relationships with funders, commissioners and partners, acting as an ambassador for OTR and supporting the development of external partnerships and income streams.

About You

We are looking for an experienced senior leader with a solid understanding of services for children and young people, and the ability to operate effectively in a complex and evolving environment. You will be comfortable making decisions, balancing competing priorities and leading through change, while remaining grounded in OTR's purpose and values.

You will bring:

- Strong strategic and operational judgement.
- Financial awareness and the ability to balance service need with financial sustainability.
- Experience of income generation, commissioning or fundraising.
- The ability to build effective relationships with a range of stakeholders.
- A collaborative and values-led leadership style.



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Appendix: Job Description and Person Specification

Job Description: CEO - Off the Record, Bath & North East Somerset

Job Title: Chief Executive Officer (CEO)

Reports to: Board of Trustees

Location: Bath office (Manvers Street).

Hours: Part time, 30 hours per week (full time at OTR is 37 hours per week) – we are flexible on working hours.

Salary: From £55,000 pro rata

Benefits: Generous paid leave entitlement, with 35 days per annum (inclusive of Public Holidays and two discretionary days), accruing an extra day of annual leave every year until maximum 40 days annual leave per year. Two days of paid volunteering leave to support organisations that matter to you personally. An excellent pension scheme with The People's Pension, including contributions from the organisation and life assurance cover.

Job Purpose:

The CEO provides strategic and operational leadership to ensure Off the Record Bath and North East Somerset (OTR) delivers its mission to improve the mental health and wellbeing of young people in a financially sustainable and effective way. The role includes setting direction, leading the organisation, ensuring strong financial and operational management, and building relationships with funders, commissioners and partners.

Key Responsibilities:

Leadership: and culture

- Shape OTR's strategy and annual plan with the board of trustees
- Lead the implementation of OTR's strategy, plan and organisational priorities.
- Work closely with trustees to ensure strong governance
- Provide clear direction and alignment across the organisation.
- Support and contribute to a culture of high support, high challenge – ensuring we apply the same theories of support with each other as we do to the young people and communities we support.

Income generation:

- Identify and develop sustainable income streams through existing and new partnerships, stakeholders and individuals.
- Oversee and contribute to bids, grants and commissioned contracts to maintain OTR's work.



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Management Oversight:

- Lead and develop staff and organisational performance.
- Ensure effective delivery of services and use of resources.
- Ensure compliance with health and safety, safeguarding, legal and charity regulations.

Financial Oversight:

- Work with the Head of Resources and Financial Committee to develop and manage the organisation's annual budget
- Ensure financial clarity, budget management and reporting, including accurate preparation of annual reports and financial statements.
- Work with SMT and Board to support sustainable decision-making.

Communications:

- Build and maintain relationships with internal and external stakeholders including funders, commissioners and partners.

Job Specification: CEO

Experience and Knowledge:

- Senior leadership experience, ideally in the charity or public sector.
- Experience and confidence in thinking and working strategically while staying connected to the day-to-day.
- Experience leading teams and organisational performance.
- Understanding of governance, compliance and safeguarding.
- Experience of income generation and fundraising within the third sector, including corporate partnership, community fundraising and high net worth individuals.

Skills:

- Strategic and operational judgement, with the ability to create clarity from complexity and align people and priorities.
- Strong financial acumen and ability to make informed decisions.
- Ability to build effective relationships and develop strategic partnerships.
- Comfortable operating in complexity.

Personal Qualities and Attributes:

- Empathy and respect for the lived experiences of young people.
- Visionary and inclusive leadership style that models OTR's values (equity, empowering, person centred and collaborative) and inspires others to engage with and deliver the charity's mission and values.



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- Skilled communication across stakeholders.
- Willingness to support operationally as and when required.

Desirable:

- Experience of managing services with and for young people.
- Experience of developing and enhancing communications and marketing approaches.

How to Apply

To apply for the CEO role please submit your CV along with a covering letter responding to the following three questions to chair@offtherecord-banes.co.uk We are interested in thoughtful, reflective responses rather than polished or 'perfect' answers:

1. Where have you done your best work as a leader? What made that environment a good fit for you? Where has it been more challenging, and why?
2. Why do you want to be the CEO of Off the Record BaNES? How would you approach leading the organisation while staying true to its values in a financially constrained and evolving environment, where there is not always full clarity?
3. Imagine we've been discussing this role over coffee and are about to leave. What would you want to make sure we really understood about you as a leader in a situation like this?

Deadline for applications: 15th April 2026

Interviews: 22nd April 2026

We would welcome questions and conversations before applying, please email our Chair of Trustees Sammy Burt at chair@offtherecord-banes.co.uk

Please note, this position requires an enhanced DBS disclosure that we'll carry out before appointment along with two references.