



## **Chief Executive**

### **Job Description**

The trustees are wishing to appoint an experienced senior manager to lead the further development and establishment of The Joshua Tree as both a credible provider of quality support services to families impacted by childhood cancer and as the organisation of choice for affected families seeking a supportive environment throughout all the stages of their personal and difficult journey. The Joshua Tree is ideally placed to meet these needs having a beautiful and purpose-built resource centre in the heart of Cheshire completed in the early part of 2020 and a skilled, compassionate, and committed team of staff and volunteers. At the heart of its ethos is the desire to provide more than anything else a quality experience for beneficiaries for as long as they need it, and this drives everything that we do.

An outline of the role and the person specification is set out under the following Five Essential Actions of the Chief Executive, the Job Responsibilities, and the Person Specification. However, getting the right person for this critical leadership role is paramount to success and it is recognised that the nature of the individual may be as varied as someone who is either stepping back from a significant career and looking for a part time or portfolio post or stepping up to their first Chief Executive post and many combinations in between. The trustees are therefore open to a degree of flexibility around the precise working arrangements in terms of time commitment and scope of responsibilities and are willing to discuss a range of possibilities with potential candidates who demonstrate the right passion, personal attributes, and skills.

Pre application expressions of interest are welcomed so please feel free to contact the Chair of the Trustee Board, David Hill on 07790 503394 or the CEO, Piers McLeish on 07971 197895 for an informal discussion. Applications close at 12 noon on 12<sup>th</sup> February 2021 and interviews will take place week commencing 1<sup>st</sup> March 2021. Applicants are required to complete The Joshua Tree application form to ensure compliance with our Recruitment Policy, Safeguarding Policy and GDPR Policy and the application form should be emailed to [recruitment@thejoshuatree.org.uk](mailto:recruitment@thejoshuatree.org.uk).

### **Trustee Relations**

The Chief Executive is the main point of contact between the board of trustees and the staff and must make it part of their job to foster a productive working relationship. The Chief Executive will work on behalf of the trustees to deliver the business plan and to ensure the



ongoing sustainability, growth, and success of The Joshua Tree. The trustees are passionate about the quality of the service provided to families and see this as part of what differentiates their offering. It is important that the appointed Chief Executive has the presence and confidence to be able to work in open partnership with trustees without feeling threatened by their contribution. Clear and transparent reporting is key to achieving this, allowing appropriate challenge, debate and consensus around issues or courses of action.

### **Stakeholder relations and ambassadorial role**

Every charity has a wide range of stakeholder groups with whom they must maintain relationships. It is not the job of the Chief Executive to look after all these groups directly or be the sole ambassador, many of these relationships can be delegated to trustees or other staff. However, there are some that are so important to the future success of the charity that a personal and hands-on approach is appropriate.

The Joshua Tree has built up a strong presence in the local community and has been successful in attracting significant grant funding that has enabled a strong financial base even in recent challenging times. Some of this funding is ending in the next few years and will need to be replaced. At the same time, the trustees are aware that the charity's market penetration could be improved either to the extent of existing spare and new capacity or in the furtherance of measured growth driven by a quality offering. Working collaboratively to build strong partnerships aligned to the vision and values of the charity will be one of the building blocks of success. Confident and directive leadership to spearhead and support an engagement and external communication programme fit for purpose to meet the strategic objectives of this crucial agenda will be needed.

### **Making decisions**

The Joshua Tree is still a relatively small organisation and the trustees are keen to enable staff to contribute to the full extent of their ability and expertise, however, the Chief Executive retains accountability for all delegated decision making in the organisation. Over the last few years, the trustees have focussed a lot of time and attention on developing the infrastructure necessary to support the charity through its next period of growth and development and to ensure that it complies with the highest standards of governance and management. This is an ongoing programme of work and the appointed Chief Executive will take a lead role alongside the trustees in this continuous improvement initiative, and specifically in relation to data driven performance monitoring and reporting, strategic risk management, evidence-based assurance systems and the delivery of the governance improvement plan.



### **Leading the organisation**

Leadership is not limited to the Chief Executive alone, success depends on people at all levels in the organisation acting as leaders, However the Chief Executive holds the responsibility for leadership in relation to establishing direction, ensuring the 'big picture' is understood, motivating the staff and volunteers, building a senior team modelling appropriate behaviours and values and building a positive culture, holding to account and transparent and clear reporting of progress. Considerable work has been undertaken to develop the strategy and align this to the performance, risk, and other systems of internal control over the past 12 months. The basis of a sound senior management team is already in place and performing well although there are some gaps in the teams due to the impact and pressures of the coronavirus pandemic. Many of the systems and teams are new or still developing and the appointed Chief Executive will need to reenforce these new arrangements and help to bring about their operational integration, supporting and encouraging the staff as they learn to work in new ways and developing communication strategies for staff and volunteers that underpin transparency.

### **Focussing on the role**

The demands on the Chief Executive are enormous in any organisation and many of those demands do not relate to the key responsibilities outlined above. Many Chief Executives find themselves spending more time on management and implementation than time allows especially in smaller organisations. This is unavoidable to a certain extent as the urgent can outweigh the important. The challenge for the appointed Chief Executive is to balance and prioritise these competing demands and to ensure that any emerging risks are highlighted in a timely way and that appropriate delegated authority and accountability is in place to manage the day to day.



## **Job Responsibilities**

- Prepare and deliver a strategic plan and annual budget for approval by the trustees.
- Manage the charity effectively, ensuring its financial security, asset and risk management is maintained, there is a sound system of internal control in place and that the charity achieves its short- and long-term strategic objectives
- Ensure that an appropriate and robust policy framework is in place and that there is a high level of compliance with the provisions and procedures
- Develop a proficient and effective senior management team
- Build relationships with key stakeholders, government and statutory bodies, beneficiaries, staff, and volunteers and proactively promote the charity and build a positive image
- Establish and monitor key indicators of the organisations impact and financial health
- Represent the organisation at external events and publicity opportunities, including the media
- Maintain awareness of the risks and changes in the external environment that may affect the organisation
- Build an effective relationship with the trustees, and in particular the chair of trustees, and develop meaningful reporting to the meetings of trustees
- Ensure that the organisation is focussed on the achievement of the priorities and goals and that resources are devoted to that purpose
- Ensure the organisation meets its legal, statutory, and regulatory responsibilities
- Establish mechanisms for listening to the views of beneficiaries on the organisation's performance
- Ensure the development of a sustainable income
- Reenforce a quality culture and continuous improvement focus across all aspects of the charity's work
- Ensure that the charity exploits opportunity to pursue new funding sources
- Lead the development of as culture of good governance in the organisation and deliver any improvement plans in place
- Provide a culture that motivates and inspires staff and volunteers enabling them to provide a high-quality service to families

This job description should be seen as enabling rather than restrictive and will be subject to regular review.



Please email the completed form to [recruitment@thejoshuatree.org.uk](mailto:recruitment@thejoshuatree.org.uk) or post to The Joshua Tree, Dalefords Lane, Sandiway, Northwich, Cheshire, CW8 2GW marked for the attention of Mrs Sally Shakeshaft

Deadline for applications is **12 noon on Friday 12<sup>th</sup> February 2021**

First round interviews will take place week commencing **1<sup>st</sup> March 2021**

Pre application expressions of interest are welcomed so please feel free to contact the Chair of the Trustee Board, David Hill on 07790 503394 or the CEO, Piers McLeish on 07971 197895 for an informal discussion.