



# Chief Executive Officer Information Pack 2024

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## Welcome

### A Message from our Chair

Dear Applicant

Thank you for your interest in this role and we hope that when you have read through this information pack and looked at our website, you will feel inspired to apply.

If you would like to discuss this role further on an informal basis, please contact Jackie Dawkins of Shine Charity Recruitment in the first instance.

We look forward to receiving your application.

With best wishes

*Jenny*

Dr Jenny Forrest

Chair



## About Force



FORCE (Friends of the Oncology and Radiotherapy Centre, Exeter) became a charity in 1987 and has grown steadily ever since. In 2004 we opened a purpose-built Cancer Support and Information Centre, thanks to more than £900,000 raised by local people and the tireless work of the FORCE team. A £350,000 extension to the Centre was opened in 2012, allowing us to support even more people affected by cancer.

FORCE has never lost sight of its origins and core belief that people deserve the best possible support and treatment, face to face and close to home. In 2014 we began providing services in Tiverton and Okehampton and in 2018 extended that outreach programme to include Honiton. In 2020 our East Devon service moved to Ottery St Mary, when our partners in the Royal Devon & Exeter NHS Foundation Trust began to establish a new cancer hub in the town.

We have also funded the delivery of chemotherapy in those outreach locations by paying for the nurses who administer treatment. We are committed to improving patient care by funding research and innovation too.

Our Services currently include:-

- Information and advice
- Counselling and psychological support
- Access to benefits advice
- Relaxation and Anxiety Management
- Complementary therapies and acupuncture
- Supporting research and innovation including purchasing of new equipment.

It costs up to £1.7 million every year to maintain the services we provide. None of that money comes routinely from the NHS, Government or any other national source – we generate it all ourselves, principally from three major sources. Voluntary income – legacies, contributions in memoriam, donations, grants and Gift Aid – historically accounts for around one third of the charity’s revenue. The rest comes from our charity shop in Heavitree and a series of highly successful fundraising events.



## Our Future

We have nearly completed our 2024-2027 Strategic Plan. What is apparent is that Cancer incidence in the UK has risen by 39% since 2002, and by 19% in the last decade. This is probably due to the growing and aging population who are at higher risk of developing cancer, as well as improvements in diagnosis initiatives and public awareness. *(Macmillan)*

Based on the latest data for average cancer survival in the UK, survival is now estimated to be over 10 years from diagnosis. This is up from the average survival rate of one year in the 1970s and six

years in 2007. There are estimated to be over 3 million people living with cancer in the UK today and this is set to rise to 4 million by 2030.

FORCE new client registration figures of 1,600 for the same financial year were around 20% up on the previous year. It is anticipated that this trend will continue setting the picture for cancer services and FORCE support services. The range of support people may need following a cancer diagnosis is ever changing but there are some aspects of support that remain unchanged.

## Our People

The strength of FORCE is in the fantastic team of people who make our charity the unique and cherished local organisation that it is today. We have a committed Board of Trustees overseeing all of our work and offering strategic guidance as we grow and move forward.

Our trustees delegate the day to day management and administration of the charity to Chief Executive, supported by the Operational Management Team (OMT) that includes the Chief Finance Officer, based at our headquarters within the FORCE Support and Information Centre. The OMT meets at least six times a year.

Supporting them is a motivated and skilled group of professional staff who take care of the daily administration of our charity, support those in need of our many services and raise funds to ensure we can keep doing all the things we do.

Underpinning all of this is the work of an army of dedicated volunteers who give us their time and talents so willingly and our many, many supporters in the local community.

## Our Trustee Board

Dr Jenny Forrest (Chair)

Marcus Worthington (Treasurer)

Dr Anne Hong

Louise Mayor

John Rennison

Sally Tapp

Glynis Atherton (Vice Chair)

Frank Cook

Dr Sally Kidner

Dr Rosie Mew

Jeremy Roberts

## Job Description, Chief Executive Officer

JOB DETAILS	
<b>Job Title</b>	Chief Executive Officer
<b>Reports to</b>	Chair of Trustees
<b>Band</b>	8c (£70,417 - £81,138) pro-rata at 0.8
<b>Department/Directorate</b>	FORCE Cancer Charity (Cancer Services)

JOB PURPOSE
<p>The role of the FORCE CEO is to lead the charity in its vision to ensure the best possible local support and care for people affected by cancer.</p> <p>They will embed the values of FORCE in everything the Charity does, ensuring people living with cancer in Devon are central to decision making and activity.</p> <p>They will champion the needs of local people living with cancer, engaging with a wide range of stakeholders and fostering collaboration with voluntary and statutory organisations where beneficial. Working with the Board of Trustees they will agree the vision and strategy for the Charity and will support good governance.</p> <p>Working with the Operational Management Team (OMT), they will implement the strategy and operational plans, ensuring efficient and effective management of people, services, governance, finance and income generation.</p>
KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES
<p><b>Executive Leadership</b></p> <ul style="list-style-type: none"> <li>• Provide vision, executive leadership and direction to FORCE, through effective partnership working with staff, volunteers and a wide range of external stakeholders, to achieve FORCE's goals.</li> <li>• Be an ambassador for FORCE, promoting its values and services to a wider range of audiences.</li> <li>• Promote FORCE's integral role within local cancer services.</li> </ul> <p><b>Service Delivery and Strategy</b></p> <ul style="list-style-type: none"> <li>• Gather the views and experiences of people who use or may use FORCE, to inform service development.</li> <li>• Develop strategic options and proposals for FORCE in light of the changing external policy agenda, and wider NHS and local Health and Social Care initiatives.</li> <li>• Agree strategic plans with the Board of Trustees and OMT and devise, deliver, monitor and review operational plans to achieve the charity's strategic objectives.</li> </ul>

- Review and monitor service delivery to ensure it continues to meet the changing needs of people living with cancer, refreshing and adopting innovation and best practice where appropriate.

### **Governance**

- Ensure the Board is informed of key strategic and operational issues and any areas where there are risk issues or concerns.
- Provide advice and information to the Board on the delivery of strategic plans organisational performance including (but not exclusively) finances, income generation and people.
- Support the Board and its appointed committees to:
  - meet the Charity Commission's Governance Code to ensure robust governance and scrutiny is in place.
  - ensure that risks, including health and safety, are managed appropriately.
  - ensure service quality governance is in place, monitored and scrutinised.
  - ensure digital and information governance is in place, monitored and scrutinised.

### **Relationship and Stakeholder Management**

- Promote FORCE's services to stakeholders and the wider public including the business community.
- Be a leading external champion and representative of FORCE, communicating in person via the media, and social media, to enhance the charity's visibility and presence in the local community.
- Ensure FORCE develops and maintains partnerships, collaborations and networks in support of its goals. In particular to lead on high-level negotiations on behalf of FORCE, to further its aims and reputation.

### **Business Development and Income Generation**

- Ensure effective, contemporary, income generation strategies are in place to support FORCE's objectives and ensure its financial stability.
- Ensure systems are in place to monitor the income generation strategy and foster innovation and sector best practice.
- Ensure the proper management of budgets and work with the OMT to ensure timely budgeting and financial management.

### **Organisational Management**

- Line management of the Chief Finance Officer, Support Services Manager, Voluntary Services Manager and Head of Income Generation
- Ensure all teams and volunteers are engaged in effective collaborative working across the Charity.
- Co-ordinate and direct the management and delivery of organisation- wide strategic projects and initiatives.
- Ensure that there is an effective culture of good governance.
- Ensure internal information and decision-making structures are in place to support the effective delivery of FORCE's strategic objectives, as set out in the Strategic vision.



- Implement policies to deliver and support strategic objectives and operational activity.
- Maintain the excellent reputation of FORCE by ensuring the delivery of consistently high-quality services and research.

### General Responsibilities

In addition, the Chief Executive has a wide range of other responsibilities and needs to be flexible and carry out other associated duties as may arise, develop or be assigned in line with the broad remit of the post.

## KEY WORKING RELATIONSHIPS

Areas of Responsibility: (type of work undertaken)

- Directly reports to the Chair and Board of Trustees.
- Member of OMT and sub-committees of the main Board of Trustees.
- Executive leadership and management of the organisation, developing relationships with staff and volunteers.
- Building strong relationships with internal and external stakeholders and maintain relationship with Royal Devon University Hospital Trust.

No. of Staff reporting to this role: 4 directly report to this post

Number of staff: 31

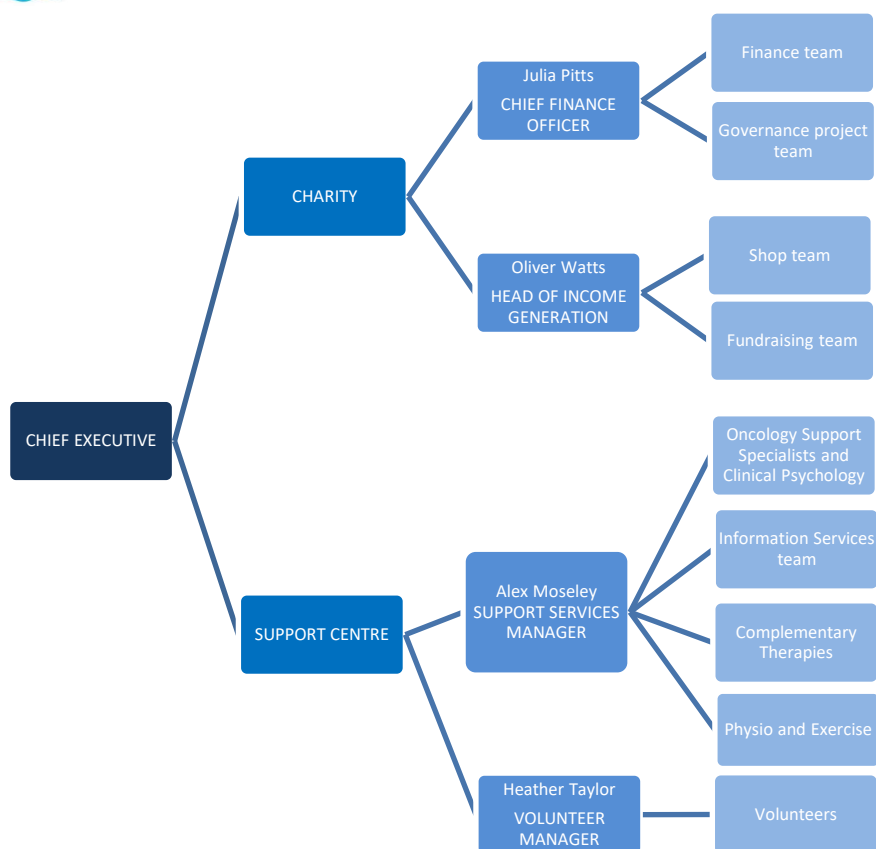
Number of volunteers: over 200

The post holder is required to deal effectively with staff of all levels throughout the Charity including FORCE volunteers. In addition, the post holder will deal with the wider third sector community, external organisations and the public. This will include verbal, written and electronic media.

Of particular importance are working relationships with:

Internal to FORCE	External to FORCE
<ul style="list-style-type: none"> <li>• Chair of Trustees</li> <li>• FORCE Board of Trustees</li> <li>• FORCE Operational Management Team</li> <li>• Patients and carers</li> <li>• Staff</li> <li>• Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Royal Devon University Healthcare (RDUH) Trust: CEO and board as well as Divisional Director, Lead Cancer Nurse, Associate Medical Director, Cancer Services</li> <li>• NHS Devon Integrated Care Board</li> <li>• Peninsula Cancer Alliance</li> <li>• Community hospitals, GPs</li> <li>• Supporters and donors</li> <li>• Local businesses and networks, corporate supporters</li> <li>• Third sector organisations and networks</li> </ul>

## ORGANISATIONAL CHART



## FREEDOM TO ACT

- Be accountable to the Board of Trustees for the executive leadership and delivery of FORCE's strategic ambitions.
- Provide professional leadership for OMT and the wider staff team, ensuring the highest standards of practice are observed.
- Make autonomous decisions using professional knowledge, experience and analytical judgement skills.
- Be accountable for and lead on the safe and effective day to day running of FORCE Cancer Charity.
- Be accountable for the financial sustainability of the charity with the support of the finance team

## COMMUNICATION/RELATIONSHIP SKILLS

- Communicate about complex and highly sensitive matters.
- Excellent communication and advocacy skills to promote the work of the Charity to a variety of internal and external stakeholders including senior representatives and other CEOs of charities and the Trust.

- Ability to communicate and promote the charity in potentially hostile and antagonistic situations
- Capability and insight to manage complex relationships and partnerships with voluntary sector and statutory sector agencies.
- Strong collaborative and partnership building skills.
- Strong negotiation skills.
- Oversee all promotional activities including social media, digital and printed materials.
- Prepare and deliver talks and other presentations with confidence to a wide range of supporters and stakeholders.
- Take overall responsibility for the quality and accuracy of all FORCE publications and marketing materials.

### **ANALYTICAL/JUDGEMENTAL SKILLS**

- Continual use of horizon scanning and strategic thinking skills to ensure the Charity's planning is forward looking and relevant.
- Frequent use of analytical and judgement skills to ensure the Charity's strategic aims are delivered.
- Frequent analysis and interpretation of data regarding service delivery, financial position (including financial spreadsheets) and income generation
- Use judgement to inform Board and executive team to optimise decision making.
- Judgement skills to ensure that the Charity's activities comply with all relevant legislation in a proportionate manner.

### **PLANNING/ORGANISATIONAL SKILLS**

- Strategic planning skills to support the Board of Trustees to develop periodic strategic plans.
- Active participant at board and sub group meetings.
- Executive advisory and analysis skills as a key participant and member of sub-Committees of the Board, including Finance, Income Generation and Charity Governance.
- Develop organisational plans with OMT to implement the strategic plan.
- Ability to advise the Board of Trustees on all aspects of good governance.
- Ability to advise the Board of Trustees regarding the Charity's financial situation
- Be the executive lead for the development of suitable systems throughout the organisation.
- Overall responsibility and executive accountability for the smooth running of the operations of the organisation.

## **POLICY/SERVICE DEVELOPMENT**

- Oversee the work of the Support Services Manager to co-ordinate the development of services in line with the strategic plans and the needs of services users.
- Ensure effective and proportionate policies and procedures are in place to enable the organisation to deliver high quality services, operate efficiently and in line with regulations.
- Ensure consistent management, monitoring, evaluation and reporting for all FORCE's activities.
- Be able to promote and defend FORCE to potentially hostile stakeholders as well as look for opportunities to collaborate with stakeholders.

## **FINANCIAL/PHYSICAL RESOURCES**

- Oversee the work of the Chief Finance Officer to develop and deliver financial budgets which reflect the strategic ambitions.
- Oversee the work of the Head of Income Generation and ensure the Charity has contemporary and effective income generation plans in place which reflect its strategic ambitions.
- Ensure effective management of the budgets. (Current income approximately £1.3million.)
- Work with OMT to deliver sustainable plans for service development whilst being mindful of resource constraints.
- Authorised signatory as agreed within FORCE financial procedures.

## **HUMAN RESOURCES**

- Lead and take overall responsibility for the staff and volunteers.
- Oversee the work of the Head of Volunteering and ensure the Charity has effective plans to recruit and retain volunteers to meet its strategic ambitions.
- Lead on setting a culture for the charity that reflects and embeds its values.
- Deliver motivational and supportive line management.
- Lead a committed and empowered team.
- Ensure effective performance management of staff.
- Lead on recruitment and retention of staff ensuring sustainability through effective succession planning.
- Ensure all FORCE/Trust HR requirements for OMT are met.
- Lead on HR issues in liaison with HR managers, and lead on disciplinary issues up to and including disciplinary hearings.
- Lead on any issues involving disputes/ interpersonal conflict.
- Ensure welfare of staff including full consultation on service changes.
- Take responsibility for induction, education and training of new OMT members.
- Ensure staff have appropriate opportunities for training.
- Ensure OMT are compliant with CPD requirements and where necessary, professional registration and insurance.

- Ensure appropriate forums (meetings etc) are available to facilitate effective communications across the organisation.

### **INFORMATION RESOURCES**

- Oversight to ensure that systems are fit for purpose and enable the delivery of the strategic ambitions.
- Engage with the development of a digital strategy as a part of the strategic planning process.
- Ensure that systems and procedures are in place to protect personal data held by the Charity and meet regulatory requirements (eg Information Governance and Cybersecurity).
- Understand and be able to analyse statistical reports

### **RESEARCH AND DEVELOPMENT**

- Apply knowledge of developments in Cancer Services and how that may inform the Charity's service delivery.
- Lead the OMT to gather, analyse, interpret and report on the impact of the Charity's activities, including the evaluation and audit of services.
- Keep abreast of innovation in voluntary sector cancer services and apply to the Charity's activities where beneficial.
- Ability to review and report to Board of Trustees on applications to the Charity for research and innovation funding.

### **PHYSICAL SKILLS**

- Physically able to carry out duties of the post.
- Ability to lift and carry equipment on occasional basis.
- Manual handling within office, shop and at events.
- Frequent computer work, typing and sitting at workstation for long periods of time.
- Car driver or ability to travel

### **MENTAL EFFORT**

- Constantly use skills and experience to provide professional leadership, ensuring the highest standards of practice are observed.
- Regularly review and analyse the external environment at national, regional and local levels and consider the implications for the Charity.
- Frequent need to switch focus between complex tasks at short notice.
- Regular requirement to concentrate for long periods of time on complex tasks.
- Frequently contribute to the executive management of FORCE Cancer Charity and associated decision making.
- Frequently make autonomous decisions using professional knowledge, experience and analytical judgement skills.
- Understand statistical reports

## EMOTIONAL EFFORT

- Working alongside cancer patients and their families often experiencing loss and grief.
- Managing difficult and emotional conversations with staff, volunteers, service users and other stakeholders.
- Hearing distressing personal stories.

## WORKING CONDITIONS

- Occasional outdoor working at events - being in the elements (hot/cold/wet/windy) depending on the weather.
- Attendance at evening meetings

## PATIENT/CLIENT CARE

- Overall accountability for the quality of service provision.
- Oversee audits of effectiveness of service
- Keeping the patient/ client at the centre of all the charities decision making
- Making sure all activities are safe and effective
- Developing the services provided taking client feedback in to account
- Accountability for ensuring robust safeguarding procedures are in place

## OTHER RESPONSIBILITIES

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling.

Contribute to and work within a safe working environment.

You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection.

As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.

You must also take responsibility for your workplace health and wellbeing:

- When required, gain support from Occupational Health, Human Resources or other sources.
- Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health.
- Follow the Trust's health and wellbeing vision of healthy body, healthy mind, healthy you.
- Undertake a Display Screen Equipment assessment (DES) if appropriate to role.

## APPLICABLE TO MANAGERS ONLY

Leading the team effectively and supporting their wellbeing by:

- Championing health and wellbeing.
- Encouraging and support staff engagement in delivery of the service.
- Encouraging staff to comment on development and delivery of the service.
- Ensuring during 1:1's / supervision with employees you always check how they are

### DISCLOSURE AND BARRING SERVICE CHECKS

This post has been identified as involving access to vulnerable adults and/or children and in line with Trust policy successful applicants will be required to undertake an enhanced Disclosure & Barring Service Disclosure Check. In addition as a CEO role in line with the Charities Commission guidance will be subject to a fit and proper persons check.

### GENERAL

This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.

Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.

## PERSON SPECIFICATION

<b>Job Title</b>	Chief Executive Officer
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Requirements	Essential	Desirable
<p><b><u>QUALIFICATION/ SPECIAL TRAINING</u></b></p> <ul style="list-style-type: none"> <li>• Educated to degree level or professional qualification or able to demonstrate skills through significant and relevant training and experience.</li> <li>• Post graduate qualification Masters or equivalent experience</li> </ul>	E	D

<b><u>KNOWLEDGE / SKILLS</u></b>		
<ul style="list-style-type: none"> <li>• Excellent senior leadership skills and experience of leading teams.</li> </ul>	E	
<ul style="list-style-type: none"> <li>• Excellent communication and advocacy skills and experience of promoting organisations to stakeholders and clients.</li> </ul>	E	
<ul style="list-style-type: none"> <li>• Knowledge of current policy and practice in the field of cancer services.</li> </ul>		D
<ul style="list-style-type: none"> <li>• An understanding of the social and political environment in which the voluntary sector operates</li> </ul>	E	
<ul style="list-style-type: none"> <li>• Understanding of how charities interact with statutory services, particularly the NHS.</li> </ul>		D
<ul style="list-style-type: none"> <li>• Senior level knowledge of managing a medium sized voluntary organisation, including a sound understanding of voluntary sector governance and the work necessary to support the Board's effectiveness and legal responsibilities.</li> </ul>	E	
<ul style="list-style-type: none"> <li>• A sound understanding of contemporary voluntary sector income generation strategies.</li> </ul>	E	
<ul style="list-style-type: none"> <li>• A facilitative approach to management with the capacity to coach and develop managers. Including the ability to motivate, influence and inspire others and translate learning into effective practice</li> </ul>	E	
<ul style="list-style-type: none"> <li>• The ability to plan and manage a complex workload across a range of subject areas, meet deadlines and respond to unplanned demands.</li> </ul>	E	
<ul style="list-style-type: none"> <li>• Experience of sharing and promoting organisational aims and visions to stakeholders.</li> </ul>		D
<ul style="list-style-type: none"> <li>• Highly developed and effective verbal, presentation and written skills, including the ability to communicate clearly and assertively</li> </ul>	E	
<ul style="list-style-type: none"> <li>• Ability to understand and advise on statistical and financial reports</li> </ul>	E	
<ul style="list-style-type: none"> <li>• The ability to manage organisation development in a partnership context.</li> </ul>		D
<ul style="list-style-type: none"> <li>• Experience of handling and processing complex and sensitive information</li> </ul>		D
<ul style="list-style-type: none"> <li>• Working knowledge of charity governance</li> </ul>	E	



<p><b><u>EXPERIENCE</u></b></p> <ul style="list-style-type: none"> <li>• Minimum 2 years' experience of senior management and leadership in the voluntary sector.</li> <li>• Experience of working to a Board of Trustees or equivalent</li> <li>• Experience in financial planning, budget management and understanding financial records.</li> <li>• Experience of delivering services through volunteers.</li> <li>• Experience of managing a range of functions and relationships at a senior level.</li> <li>• Experience of managing professional staff, delegating and monitoring the work of others to achieve targets.</li> <li>• Experience or understanding of procurement and commissioning.</li> <li>• Experience of engaging campaigning and influencing around cancer services.</li> <li>• Confident IT skills.</li> <li>• Confident communication skills, including media and social media.</li> <li>• Experience of networking and fostering external relationships.</li> <li>• Experience of negotiating with key stakeholders</li> </ul>	<p>E E E E E E E E E E E E E</p>	<p>D   D  D   D</p>
<p><b>PERSONAL ATTRIBUTES</b></p> <ul style="list-style-type: none"> <li>• A strong and demonstrable commitment to Equality, Diversity and Inclusion.</li> <li>• An approach that matches our values: supportive, professional, collaborative, creative, confident and compassionate.</li> </ul>	<p>E  E</p>	
<p><b>OTHER REQUIREMENTS</b></p> <ul style="list-style-type: none"> <li>• Willing to undertake evening and weekend work.</li> <li>• Willing to undertake travel within the county and occasionally elsewhere in the UK.</li> </ul>	<p>E  E</p>	

WORKING CONDITIONS/HAZARDS		FREQUENCY			
		(Rare/ Occasional/ Moderate/ Frequent)			
		R	O	M	F
<b>Hazards/ Risks requiring Immunisation Screening</b>					
Laboratory specimens	N				
Contact with patients	N				
Exposure Prone Procedures	N				
Blood/body fluids	N				
<b>Hazard/Risks requiring Respiratory Health Surveillance</b>					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	N				
Respiratory sensitisers (e.g isocyanates)	N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	N				
Animals	N				
Cytotoxic drugs	N				
<b>Risks requiring Other Health Surveillance</b>					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m3)	N				

Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s2)	N				
<b>Other General Hazards/ Risks</b>					
VDU use ( > 1 hour daily)	Y				F
Heavy manual handling (>10kg)	Y	R			
Driving	Y			M	
Food handling	Y	R			
Night working	N				
Electrical work	N				
Physical Effort	Y		O		
Mental Effort	Y				F
Emotional Effort	Y			M	
Working in isolation	Y		O		
Challenging behaviour	Y		O		

## Recruitment Process

- Application by CV and covering letter to Jackie Dawkins, Shine Charity Recruitment (jackie@shinecharityrecruitment.co.uk) 01884/841751
- Closing date: 14<sup>th</sup> June 2024
- First interview with Jackie Dawkins: 19<sup>th</sup> June 2024
- Interview and Assessment Day: w/c 5<sup>th</sup> July 2024 (tbc)
- Start Date: (an offer of employment will be subject to satisfactory references and background checks) October 2024