



Interim Chief Executive Officer- Transformation & Growth

Introduction

Hello! Thank you for your interest in this exciting role.

This is not a standard CEO position.
And we are not a standard organisation.

We are looking for someone who can help us through a period of growth, into a place of clarity and sustainability, while respecting and working within a self-organising culture.

Key Information about the role and recruitment process

Job Title:	Interim Chief Executive Officer (CEO)- Transformation & Growth
Reports to:	Board of Directors
Place of work:	The role is home-based, with regular travel across the South East, alongside occasional national travel, to meet colleagues, attend sector events, engage with partners, and experience our services firsthand. We are seeking a hands-on, visible CEO who enjoys being out in the business and building relationships in person.
Salary:	£60,000 (full-time equivalent)
Hours of Work:	Full or part-time working, we are open to flexible working arrangements and applications from candidates seeking 30+ hours per week. Salary will be calculated on a pro rata basis for part time hours.
Contract:	This is a 12 months fixed term contract. (Subject to the organisation's future strategic priorities and financial position, there may be the opportunity for the role to become permanent)
Benefits:	-A flexible and trusting working environment -The opportunity to be part of a forward-thinking, employee-owned organisation that continues to evolve and learn -The chance to shape the future direction of an organisation doing things differently -Annual leave of 32 days -Access to an Employee Assistance Programme for wellbeing and support -Flexible and hybrid working arrangements -Leadership development support, particularly within self-management -A passionate and values-led team who care deeply about their work and each other
To apply:	We aim to keep the process proportionate while allowing enough space to understand each other properly. To apply, you will be asked to complete a short application form (either written or via video/voice note as alternative formats), which includes:

	1. Your answers to 4 questions that allow you to demonstrate your leadership approach, relevant experience and how you reflect our organisational values. 2. A summary of your relevant skills and experience that shows how you meet the requirements of the role that we've outlined below in our 'What we're looking for' section (It doesn't have to be a traditional CV, but it can be if you like) Shortlisted candidates will be invited to an interview/ strategic leadership conversation with Board members and will be asked to deliver a presentation. To apply, please complete our application form and send a summary of your relevant experience (maximum 2 pages, traditional CV optional) to recruitment@chilternmusictherapy.co.uk.
Closing date and interviews:	Closing date for applications: Sunday 26th July at midnight Interviews to be held at Irwin Mitchell, London, EC4Y 0AY: Wednesday 12th August
To find out more about us:	For any questions before applying, please email us at recruitment@chilternmusictherapy.co.uk and put 'CEO Recruitment' as the subject line.
Final Notes & Guidance	Applicants must have the right to work in the UK. Unfortunately, we are unable to offer visa sponsorship for this role. We are committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. We expect all staff and volunteers to share this commitment. As part of our safer recruitment processes, all staff and volunteers are required to undertake an appropriate Disclosure and Barring Service (DBS) check. Roles involving regulated activity with children or young people will require an Enhanced DBS check. This post is subject to an Enhanced DBS check. We are committed to equality, diversity and inclusion, and welcome applications from people of all backgrounds and experiences. Appointments are made on merit.

	As part of your application, we would be grateful if you could complete a diversity monitoring form to help us understand if we are meeting our aims of being a diverse and inclusive organisation. We want every candidate to have the opportunity to perform at their best throughout the recruitment process. Please let us know if there are any adjustments or support we can provide to help make the process accessible and inclusive for you.
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About Chiltern

Chiltern is an award-winning social enterprise providing music therapy, community music services and training across England, to children and adults of all ages.

We support over 2,000 people each year across:

- health
- education
- social care
- community settings

We have spent the past six years exploring and developing a more self-organising and distributed way of working. We value autonomy, initiative and shared responsibility, while recognising that different moments in an organisation's life require different kinds of leadership and clarity.

This approach has created a highly engaged, thoughtful and independent team. It also brings complexity, which this role will need to navigate.





Learning More About Chiltern

We encourage all applicants to explore Chiltern before applying.

You may wish to:

- Browse our [website](#)
- Read about how we work and our [values](#)
- Read our [latest news](#)
- Review our [impact report](#)
- Explore our [environmental report](#)

To understand more about how we work, we recommend looking at:

- Reinventing Organisations by Frederic Laloux (illustrated version recommended as a starting point)
- An Everyone Culture: Becoming a Deliberately Developmental Organisation- by Robert Kegan
- Buurtzorg Model: <https://www.buurtzorg.com/about-us/buurtzorgmodel/>

These texts have strongly influenced the development of our approach.



About the role

This is a delivery-focused interim leadership role with a clear mandate to accelerate organisational transformation and sustainable growth over the next 12 months.

The role combines strategic leadership of the organisation with hands-on responsibility for strengthening financial sustainability, business development, organisational alignment and ensuring the organisation is well positioned for long-term success.

We are looking for a CEO who is excited by creating opportunities. Someone who enjoys building relationships, spotting potential and turning ideas into sustainable partnerships that increase both our impact and our income. A central part of this role is generating new business for Chiltern by developing strategic partnerships, securing larger-scale opportunities and helping us grow in ways that remain true to our values and culture.

The role requires someone who can comfortably hold both the bigger picture and the operational reality — someone who enjoys being connected to the organisation, understanding how things are working in practice and helping create the conditions for people and services to thrive.

We are looking for a leader who is relational, commercially aware and emotionally intelligent; someone who can navigate complexity with clarity and steadiness, and who is comfortable working within a collaborative and distributed leadership culture rather than a traditional hierarchy.

Core Accountabilities

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Strategy & Direction

- Set and evolve organisational strategy alongside the operational team and Board
- Maintain clarity of direction while working within a flexible structure

Driving Sustainable Growth

A central responsibility of this role is to generate sustainable growth for Chiltern, increasing both our impact and our income through the development of new business opportunities and strategic partnerships.

Working closely with the leadership team and Board, you will:

- identify, develop and secure new business opportunities that align with Chiltern's purpose and long-term strategy
- build and maintain strategic relationships with commissioners, multi-site organisations, trusts, care providers and other key partners
- grow and diversify income across our services, training, consultancy and other developing opportunities
- identify opportunities to scale successful services and expand into new sectors, markets and geographical areas
- strengthen Chiltern's external profile and reputation, creating opportunities for collaboration and growth
- maintain strategic oversight of financial sustainability, organisational performance and commercial risk, working closely with our outsourced finance team

Organisational Alignment

Provide leadership that enables the organisation to operate with clarity, accountability and purpose.

Working alongside the Operational Circle, you will:

- ensure roles, responsibilities and decision-making are clear, aligned and effective
- support and enable the team to perform confidently within their areas of responsibility
- create the conditions for high-performing, collaborative teams through trust, accountability and clear expectations
- work with colleagues to continually evolve our organisational structure, ensuring it remains fit for purpose as Chiltern grows

- nurture a healthy organisational culture that balances autonomy with accountability, and innovation with sustainability
- help ensure the organisation has the leadership capacity, capability and resilience needed for future growth
- Support us in completing our ongoing transformation.

Service Sustainability

- Ensure services are aligned with strategy and financially viable
- Maintain oversight without stepping into operational delivery

Governance & Risk

- Report to the Board to ensure compliance and effective governance
- Support clear and appropriate decision-making within the framework of our organisational structure

Impact & Reporting

- Define organisational success measures
- Strengthen impact tracking and communication

Who We're Looking For

We are not looking for a “typical CEO”.

We are looking for someone who can operate effectively in a self-managed, values-led, evolving system.

We are interested in hearing from people with senior leadership experience within complex, people-focused organisations.

You may come from health, education, social care, the charity sector, social enterprise, or another relevant service environment. What matters most is your ability to step into organisations during periods of change and quickly build trust, momentum, and clarity.

The successful candidate will leave a lasting legacy by strengthening the organisation's sustainability, capability, and readiness for its next phase of development.

You'll work within a collaborative, self-managed, values-led organisation, but you'll also be expected to provide clear direction, make confident decisions, prioritise effectively, and deliver measurable progress over a 12-month period.

You will likely bring:

- Experience leading organisational transformation or significant change
- A track record of driving sustainable growth and income generation
- Strong commercial and financial leadership
- Ability to quickly build credibility with Boards, staff and external partners
- Experience delivering measurable organisational improvement
- Excellent relationship-building and influencing skills
- Confidence making decisions in complex environments

Experience of self-managing, employee-owned or distributed leadership environments would be welcomed, although this is not essential.

We've outlined the essential and desirable experience, knowledge and attributes for this role below.

We know that strong candidates do not always meet every requirement. If this role resonates with you, we would encourage you to consider applying.

Essential Experience

Strategic Leadership & Organisational Development

- Senior leadership experience within a complex organisation in relevant in-person service sectors
- Experience supporting organisational growth, change or transition
- Experience developing and implementing organisational strategy
- Ability to balance long-term strategic thinking with operational realities

Business Development & Growth

- Experience in identifying and developing opportunities for organisational growth
- Experience building strategic partnerships and external relationships
- Strong commercial awareness and understanding of sustainable business models
- Experience working across multiple income streams, services or sectors
- Ability to spot opportunities, connect ideas and develop sustainable growth pathways

- Experience contributing to income generation, service growth, commissioning, partnerships, fundraising or enterprise development

Financial Oversight & Sustainability

- Strong financial literacy and confidence working with budgets, forecasting and organisational sustainability
- Ability to interpret financial information and make informed strategic decisions
- Experience overseeing financial performance and organisational risk
- Understanding of the relationship between operational delivery and financial sustainability

Leadership, Culture & People

- Experience supporting and enabling high-performing teams
- Ability to lead through influence, clarity and relationship-building rather than hierarchy alone
- Experience navigating complexity, challenge and differing perspectives constructively
- Ability to create accountability while maintaining trust and autonomy
- Experience supporting organisational culture and alignment

Governance & Organisational Responsibility

- Experience working with Boards, Trustees or governance structures
- Understanding of governance, compliance and organisational risk
- Ability to operate with appropriate accountability and organisational oversight

Essential Knowledge & Understanding

- Understanding of organisational systems and change
- Understanding of purpose-driven organisations and the challenges of sustainability and growth
- Understanding of leadership, culture and organisational dynamics
- Awareness of different organisational and leadership models, including collaborative or distributed approaches

- Understanding of the importance of balancing values, people and sustainability

Essential Attributes & Ways of Working

- **Commercially and strategically minded**-Able to think sustainably about growth, opportunity, partnerships and organisational direction.
- **Opportunity-focused**-Naturally spots opportunities, connections and areas for development or growth.
- **Financially confident**-Comfortable engaging with financial information, performance data and organisational sustainability.
- **Relational and emotionally intelligent**-Builds trust, communicates clearly and navigates difficult conversations with maturity and care.
- **Comfortable with ambiguity**-Able to operate effectively within evolving structures and changing contexts.
- **Able to balance autonomy and accountability**-Values initiative and independence while maintaining clarity, follow-through and organisational responsibility.
- **Calm and grounded**-Maintains perspective and steadiness during periods of pressure, uncertainty or complexity.
- **Reflective and adaptable**-Open to feedback, learning and evolving ways of working.
- **Systems thinker**-Able to understand the wider organisational picture and how different parts of a system interact.

Desirable Experience

- Experience within health, education, social care, arts, community or charity sectors
- Experience within employee-owned, self-managing or distributed leadership organisations
- Experience of social enterprise or CIC structures
- Experience of organisational redesign or cultural transformation
- Experience in impact measurement and outcomes reporting
- Experience of training, consultancy or facilitation
- Experience working across both commercial and grant-funded income models

Desirable Personal Qualities

- Curiosity about alternative organisational models
- Interest in reflective practice and organisational development
- Ability to challenge constructively and thoughtfully
- Comfort balancing relational and commercially driven environments
- Passion for meaningful, purpose-driven work

Thank you for your interest in this role. We look forward to receiving your application