



# Director of Income Generation and Engagement

Appointment brief  
November 2024

**Hannah Laking**  
Divisional Director  
Harris Hill Ltd

020 7820 7331

[hannah.laking@harrishill.co.uk](mailto:hannah.laking@harrishill.co.uk)

[www.harrishill.co.uk](http://www.harrishill.co.uk)

**HarrisHill**  
charity recruitment specialists

# About us

Together for Short Lives is the UK's children's palliative care charity. There are three times as many children and young people living with life-limiting conditions as there were 20 years ago and that number could grow by a further 50% over the next decade.

More seriously ill babies are surviving, and children and young people with complex conditions are living longer. Families from ethnic minority backgrounds and those living in lower socio-economic areas are disproportionately impacted. They are supported by some brilliant services and professionals providing children's palliative care – in hospitals, in children's hospices and at home – which offer a vital lifeline to families. But the reality is that many of these services are under huge pressure, often poorly planned and inconsistently funded by local and national commissioners.

Which means that, in 2024 in one of the most developed places in the world, the care that is available to families depends significantly on where they live. And much of this care is funded by generous voluntary donations from the public.

Together for Short Lives is here to change this. Our ambition is to deliver growth across the children's palliative care sector and ensure that the challenges it faces can be overcome.

We campaign for change, raise vital funds to fill the funding gap across healthcare systems and support families directly through our Family Support Hub which provides:

- Practical support
- Financial support
- Emotional support, and
- Connection with other families with children with life-limiting conditions

We improve the quality of palliative care by working with professionals in our membership of hospitals, children's hospices and community services.

Our income has grown over the past three years, rising to £6.9m in 2023/24 largely due to two significant partnerships with Morrisons and the Kentown Wizard Foundation. Our ambition is to maintain this level of impact and deliver further sustainable income growth over the medium term. We intend to do this by developing our high value giving portfolio and increasing public fundraising, acquiring new individual supporters and achieving greater balance in our funding mix.

The income we raise fund a range of projects as well as providing grants for children's hospices.



Every £1 we invest in fundraising generates £5 for children's palliative care

## What we do

We are here to make sure that children with life-limiting and life-threatening conditions and their families can make the most of every moment they have together, whether that's for years, months or only hours. In all our work, we value the contribution of parents and carers and take every opportunity for families to be involved in what we do.

Through our Family Hub, helpline and outreach work, we provide families of seriously ill children with emotional, financial and practical support and advice. We champion and support palliative care professionals with training and resources. We advocate for the sector and influence policy making to secure more investment in children's palliative care. And through working with our corporate partners, we raise £millions for local children's hospices.

Our vision is that every family caring for a seriously ill child has access to the high-quality care and support they need, when and where they need it.

## Our Partners

By acting together, Together for Short Lives has a stronger collective voice for seriously ill children, families, and all those working across children's palliative care.

Together for Short Lives is committed to working in partnership and collaborating with others to make a lasting difference to seriously ill children and families, and to supporting all those who work in children's and young people's palliative care. Together we have a stronger voice and are more able to raise awareness of the needs of children and families and secure policy change.

Together for Short Lives delivers UK wide campaigns such as Children's Hospice Week in partnership with its membership base who work across children's palliative care, including clinical professionals, hospitals and children's hospices, as well as condition specific charities. The charity engages with national initiatives including with the Disabled Children's Partnership, Hospice Care Week, Baby Loss Awareness Week; and works in partnership with many organisations including Turn2Us and Make a Wish.

## Our Values

To help us achieve our goals we have developed a set of Values and Behaviours which are the cornerstone of how we deliver our work:

- We put children and families at the heart of everything we do.
- We are ambitious about improving the lives of children and families and stand up for what we believe in.
- We are collaborative and bring people together to deliver the biggest impact.
- We are inclusive and open to new and different views, approaches and experiences.

## Our Strategy

Together for Short Lives is here to make sure the UK’s 99,000 seriously ill children and their families can make the most of every moment they have together, whether that’s for years, months or only hours.

Our ten-year strategy, Making Every Moment Count, focuses on achieving positive change for babies, children and young people with life-limiting conditions, their families, and those that support and care for them.

We want to ensure that every seriously ill child and their family gets high quality children’s palliative and end of life care, when and where they need it.

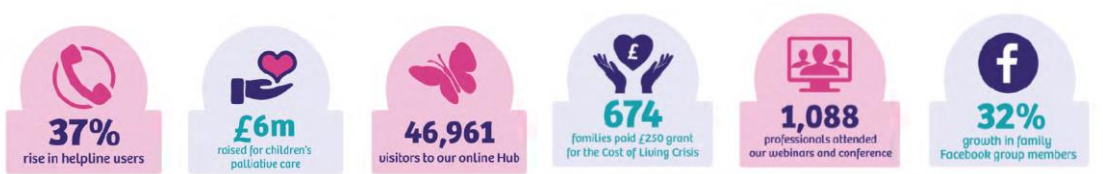
While we can’t change the diagnosis we want to make sure that no family has to suffer through their child’s short life alone and can treasure every moment they have together.

### How we will do it:

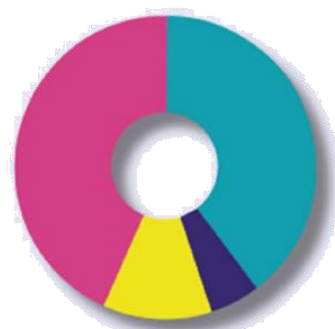
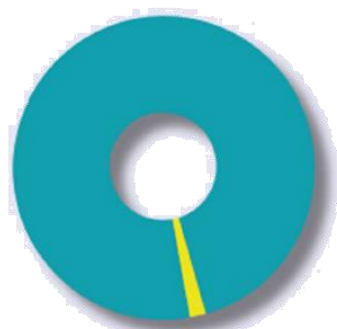
- Improving access
- Better quality care
- A sustainable sector
- Building our capacity

To read the full strategy, please visit: [Together for Short Lives Strategy](#).

## Our Impact in 2023-24



### Financial Summary 2023-24



Fundraising income £6,024,205  
Other Income £107,583

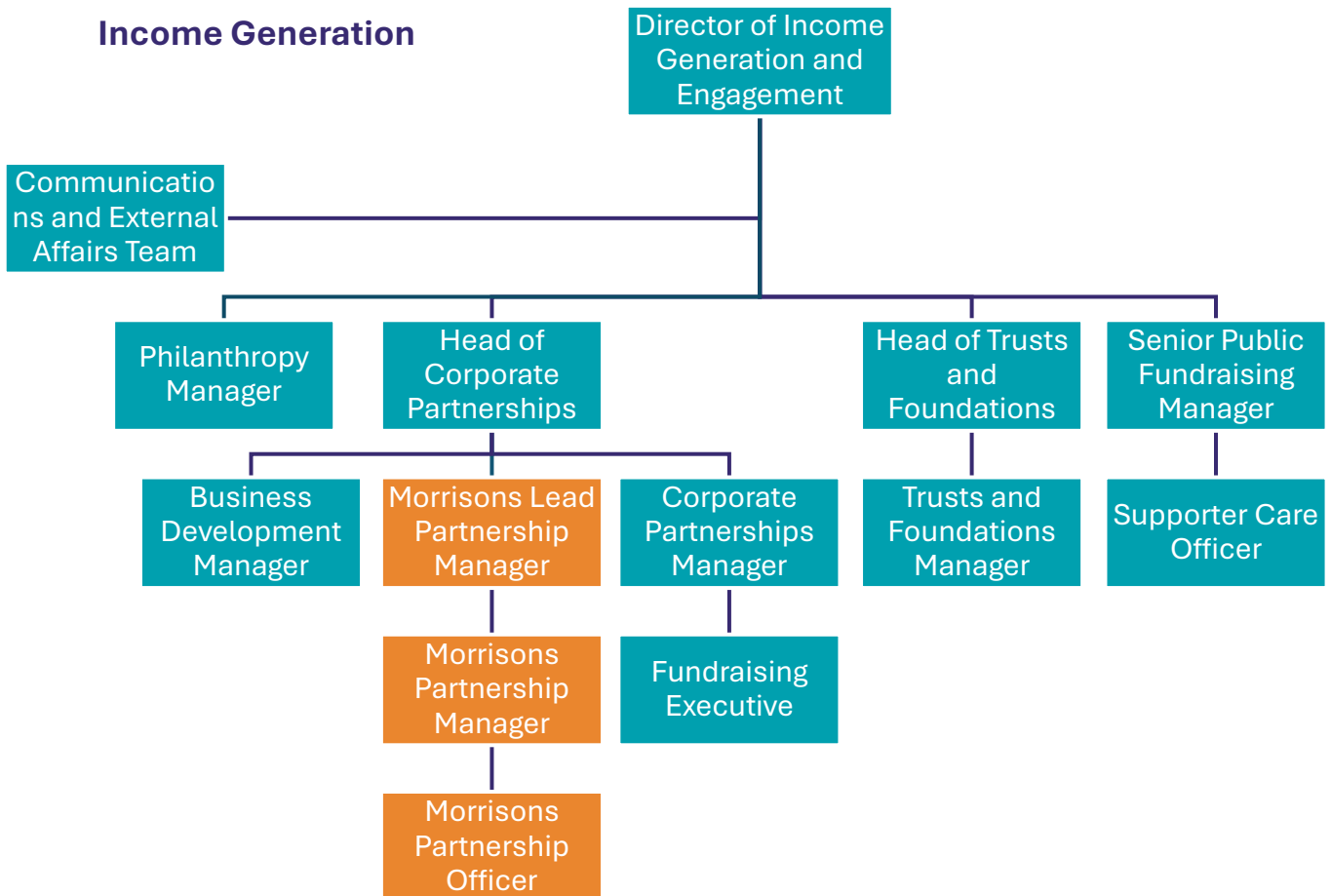
Charitable activities £2,591,140  
Distribution to hospices £2,381,521  
Raising funds £939,135  
Grants to families £268,150

# Organograms

## Executive Team

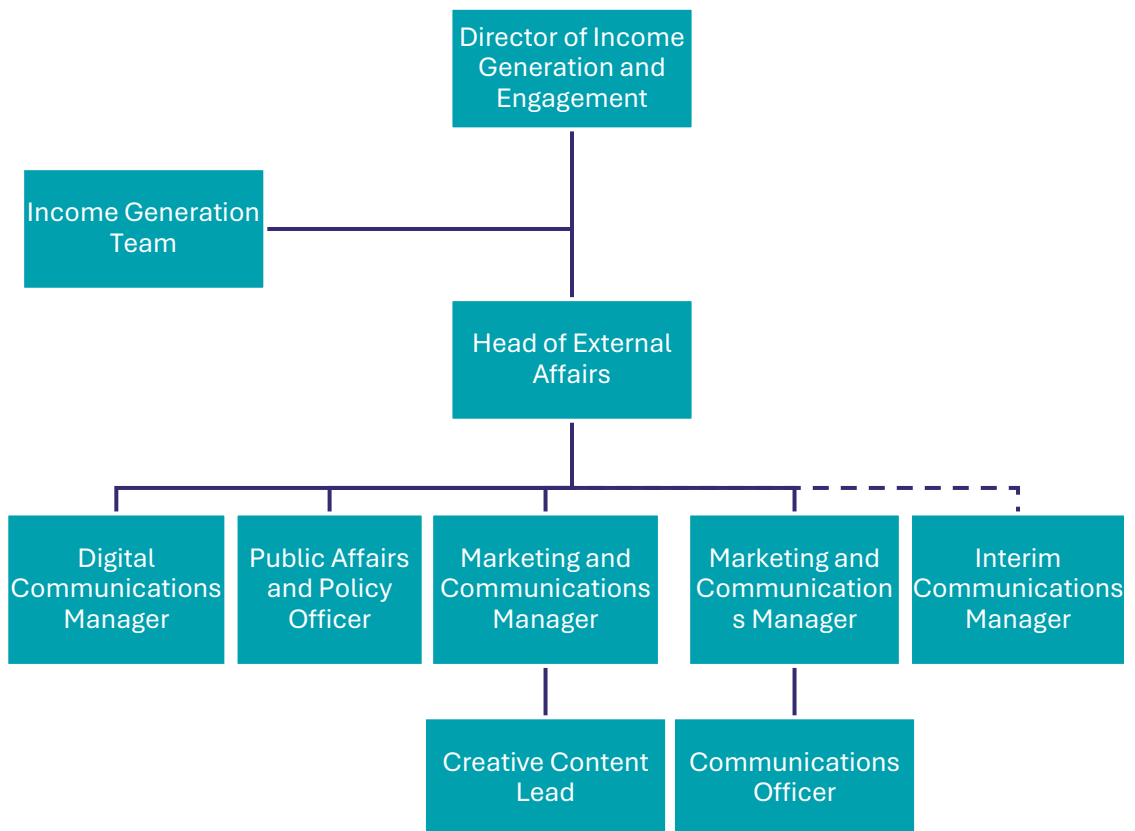


## Income Generation





## Communications and External Affairs Team



# Job description



<b>Job title:</b>	<b>Director of Income Generation and Engagement</b>
<b>Salary:</b>	£75,000 - £80,000
<b>Location:</b>	Hybrid (two to four days in Bristol per month)
<b>Responsible to:</b>	Chief Executive
<b>Direct reports:</b>	Head of Trusts and Foundations Head of Corporate Partnerships Head of External Affairs Individual Giving Manager Philanthropy Manager

## Purpose of role

The Director of Income Generation and Engagement will:

- Lead the development and delivery of the income generation strategy for Together for Short Lives, to deliver sustainable growth and development in income generation so that our mission and long-term ambitions can be achieved.
- Lead the development of marketing and communications to grow awareness, impact and income of Together for Short Lives.
- Provide inspiring, strategic leadership and direction to the Income Generation and Engagement teams.
- Contribute as a member of the Executive Team to strategic planning, policy and decision making and all aspects of Together for Short Lives' development.

## Duties and responsibilities

### Strategic leadership and impact

- Develop and communicate a clear and consistent vision and strategy for fundraising, income generation and communications, informed by evidence.
- Working closely with team leaders to develop, deliver and evaluate coherent income generation and communications strategies which deliver impact in line with Together for Short Lives' Theory of Change (included in the Make Every Moment Count strategy).
- Play an integral and active role in the Executive Team, informing, shaping and evaluating Together for Short Lives' overall strategy and operational plans.
- Identify future opportunities for Together for Short Lives to grow income, awareness and impact, ensuring risk is appropriately managed.
- Lead the development, delivery and evaluation of the income generation and engagement strategies for Together for Short Lives, which will deliver growth and development in income and impact.

### Income generation

- Drive a culture of fundraising across the organisation, ensuring that all our activities, communications and ambition are integrated with our fundraising approach.
- Lead the development of our key messages and cases for support for fundraising, explaining what we do in an emotionally engaging way, and ensure these are kept up to date and are supported by robust costings and impact data.
- Oversee the strategic direction and growth of all aspects of fundraising activities, including individual giving, corporate partnerships, community fundraising, trusts and foundations, and legacies. Work collaboratively with member organisations, including children's hospices, to develop and maximise the potential for raising money for the children's palliative care sector, including through grants programmes and the National Fundraising Scheme.
- Work with the Director of Finance & Resources to develop long term income forecasts, based on a full assessment of risk for each income stream. Review these forecasts regularly to reflect latest information and developments.
- Ensure the cost effectiveness of fundraising activities, ensuring good rates of return on investment are achieved, both overall and for the different individual income streams.

### Communications and engagement

- Design, deliver and evaluate a rolling annual plan of integrated marketing and communications campaigns and activities to achieve key organisational objectives.
- Ensure that all media, marketing and communications are effectively managed; maximise family input and experience; and follow safeguarding and consent process.
- Ensure that our campaigns support the development of sustainable income streams to support our work, through creative and impact led approaches to existing partners and new prospects.
- Oversee our brand strategy to ensure we deliver a demonstrable increase in public awareness and understanding of children's palliative care, Together for Short Lives, and what we do.
- Oversee the development of digital tools and channels to grow our impact on children and families, grow awareness of our brand and generate income to support our work.
- Working with the Head of External Affairs, ensure our communications and engagement work aligns with our policy and public affairs objectives
- Lead internal communications to ensure the whole Together for Short Lives team is engaged with our work, understands where we are making a difference and what we still have to do.



### Stakeholder engagement and partnership

- Build strong relationships within Together for Short Lives, our members and with children's palliative care services and teams, in hospital, children's hospices and in the community.
- Working with the Director of Service Development and Improvement, ensure that we build strong relationships with these sector stakeholders and establish effective two-way communications channels.
- Develop key strategic alliances with a wide range of organisations at senior level to influence current and potential stakeholders.
- Represent Together for Short Lives on a range of external groups, coalitions and collaborations where appropriate.

### Team development and management

- Lead the development of a high performing Income Generation and Engagement team, building on strengths and ensuring the delivery of agreed outcomes in a way that is consistent with our values.
- Manage the overall budget and resources for the team, ensuring that they are deployed efficiently and effectively.
- Travel regularly within the four countries of the UK, including a presence in London and Bristol.
- Carry out any other duties as are within the scope, spirit and purpose of the post as requested by your line manager.



# Person specification

	Essential (E) / Desirable (D)
<b>Experience</b>	
Experience in a senior leadership role, leading income generation and marketing communications strategies in an organisation with complex audiences and stakeholders	E
Experience of strategic development in a senior role, setting a vision and objectives and measuring impact	E
Experience of developing high performing teams	E
Proven track record of building strong and effective relationships with a wide range of internal and external stakeholders	E
Experience of managing a range of projects and programmes, setting objectives and monitoring delivery	E
Experience of substantial budgetary responsibility	E
Experience of leadership in a charity or social enterprise	D
Experience of working with and/or in a health and social care organisation	D
<b>Skills and knowledge</b>	
Highly developed communications and presentation skills	E
Knowledge of key fundraising and communications channels	E
Ability to lead, inspire, motivate and develop staff at all levels	E
Knowledge of business and financial management in a charitable organisation	E
Strong data and budget skills	E
Ability to influence funders, partners and stakeholders	E
Ability to collaborate and work in partnership with organisations within and outside the children's palliative care sector	E
<b>Personal qualities</b>	
A confident, independent and effective decision maker	E
Energetic with a high degree of personal drive and initiative.	E
The authority, presence and emotional intelligence to command respect from colleagues within the charity, across the charity's membership and external stakeholders and contacts	E
Strong intellect with the ability to interpret relevant information, analyse complex data, creatively review alternative solutions and come to speedy, well-informed conclusions	E
An empathy with seriously ill children and young people who need palliative care, their families and the professionals and services that provide it.	E
Committed to the vision, mission and values of the charity.	E

# How to apply



If you would like to apply for this position, please send the following:

- An up-to-date CV outlining your employment history, academic and professional qualifications, and contact details
- A supporting statement (no more than 2 x A4 pages):
  - demonstrating how you meet the criteria outlined in the person specification
  - outlining why you are interested in working for Together for Short Lives

Please submit your completed application to [hannah.laking@harrishill.co.uk](mailto:hannah.laking@harrishill.co.uk).

**Closing date: Monday 13<sup>th</sup> January 2025**

**First stage interviews with Together for Short Lives: Monday 20<sup>th</sup> January 2025**

**Second stage interviews with Together for Short Lives: Monday 27<sup>th</sup> January 2025\***

\*Please state in your application if you have any commitments that may coincide with these dates.

If you require further information, please contact Hannah Laking at Harris Hill via [hannah.laking@harrishill.co.uk](mailto:hannah.laking@harrishill.co.uk) to arrange a confidential conversation.

# Advertisement

## Are you driven by purpose and ready to lead change?

Harris Hill are delighted to be partnering with Together for Short Lives, the UK's leading children's palliative care charity, to recruit their new Director of Income Generation and Engagement. This role is pivotal in shaping the future for seriously ill children and their families. You will lead the charity's income growth and transform lives—helping them achieve £8m annually by 2030. This role will line manage five people and lead a team of 19.

**Position:** Director of Income Generation and Engagement

**Location:** Hybrid (2 days a month in Bristol)

**Reporting To:** Chief Executive

**Income Target:** Lead strategies to **grow income from £4.5m to £8m annually by 2030.**

## Why This Role Stands Out

This role offers the chance to transform lives by providing vital support for families and advocating for improved care for seriously ill children. With the autonomy to shape and drive innovative income and engagement initiatives, you'll play a pivotal role in growing the charity's impact. Collaborating with an expert team and high-profile stakeholders, you'll foster meaningful partnerships and inspire change. Additionally, the hybrid working setup ensures flexibility to balance professional achievements with personal well-being.

## Your Role

- Develop and deliver income generation strategies across all aspects of fundraising, including individual giving, corporate partnerships, community fundraising, trusts and foundations, and legacies, and develop campaigns to ensure the team are on track to hit £8m annually by 2030.
- Motivate and develop the Income Generation and Engagement teams,
- Oversee marketing and communications to grow brand awareness, impact, and income.
- Build strong partnerships across the palliative care sector and beyond.
- Inspire and lead a high-performing team to achieve ambitious income targets.

## What You Bring

- Proven leadership in fundraising and marketing strategies.
- Experience of leading a team.
- Working on a budget and income targets greater than £1 million
- A passion for making a tangible difference in children's lives.

**Salary:** £75,000 - £80,000

**Deadline:** Monday 13<sup>th</sup> January

**Interviews:** 1st interview: Monday 20th January 2025 and 2<sup>nd</sup> interview: Monday 27th January 2025

To apply for this role and for further details, including a job description and person specification, please email Hannah at Harris Hill on [hannah.laking@harrishill.co.uk](mailto:hannah.laking@harrishill.co.uk) or call her on 02078207331.

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