

## Appointment Brief | July 2019



## Director of Income Generation

**Ben Pountney**

*Director, Executive Search*

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# Welcome

Dear applicant,

I'm delighted that you have chosen to apply for the role of Director of Income Generation at Tenovus Cancer Care. As Wales' leading cancer charity, our strategy pivots around five key aims – to prevent cancer in the first place, to fund research so cancer can be better diagnosed and treated, to provide support and treatment to people affected by cancer, to represent the needs of cancer patients and their loved ones, and to develop our committed and engaged team.



Cancer is a global issue. The World Health Organisation estimated that 9.6 million people died from cancer in 2018, and that figure is set to rise. Closer to home, in the UK and Wales, around 360,000 and 19,000 people respectively are diagnosed with and die from cancer annually. Every year, we are seeing more people diagnosed, which can be linked to increased awareness of the signs and symptoms, and better diagnostic techniques.

But thankfully, due to earlier diagnosis and better treatment, we are also seeing more people survive. This means that there are large numbers living with and beyond cancer, and the impact and effects of this can last for years.

We are working towards a time when no one dies of cancer. We've funded research for over 50 years because we know it's the key to improving diagnosis, treatment and care. And we're there at every stage of the cancer journey to treat, care and support. Our services are free, and available to anyone who needs them for as long as they need them.

You'll be joining us at an exciting time in our history. I joined Tenovus Cancer Care in May this year, and I am determined to build on the great work that has gone before, and that includes growing our income so that we can increase our reach and impact.

If you feel energised by the prospect of joining us, we would love to hear from you. You will be joining a great body of motivated and determined staff and volunteers in an organisation with a collaborative, friendly culture and a wonderful team spirit.

If you would like an informal, confidential conversation, please contact our retained consultant Ben Pountney at Harris Hill who will arrange this for you.

We look forward to receiving your application.

Best wishes,

**Judi Rhys**

CEO, Tenovus Cancer Care

## Background

Tenovus Cancer Care was founded in 1943 by ten businessmen as a charity to fund a wide range of projects in the south Wales area, such as building the Sunshine House for Blind Babies near Cardiff, to donating a washing machine to a widow with seven children who had lost an arm.



In the 1960s, Tenovus Cancer Care built the Tenovus Institute for Cancer Research in Cardiff which carried out vital research into the causes of cancer. Since then, the charity has concentrated on cancer and is recognised for its pioneering work including its scientists' development of the use of Tamoxifen, used worldwide to treat breast cancer, and Zoladex, which is also used worldwide to treat prostate cancer.

In 2009, they developed their innovative Mobile Support Unit. Tenovus Cancer Care now has 4 units, which bring cancer care to the heart of the community. They help save patients long, stressful journeys to hospital and the cost of making those journeys.

In 2011, Tenovus Cancer Care conducted research into the benefits of singing for cancer patients and their families. The results were so positive that they applied for funding to set up more choirs and were awarded a £1m Big Lottery Grant to set up 15 Sing with Us choirs across Wales. These have now spread to England.

2012 saw the launch of Tenovus Cancer Callback; a world-first service which offers newly diagnosed cancer patients a series of regular calls from an experienced nurse.

In 2014 Tenovus Cancer Care partnered with Prostate Cancer UK and Movember to launch the ManVan – bringing support to men affected by prostate and testicular cancer in Wales. The same year, the organisation launched a refreshed brand and a new name Tenovus Cancer Care – to allow more people to know who they are and seek support if affected by cancer.

In 2015 they celebrated 50 years of cancer research and undertook research with the Royal College of Music in London to investigate whether singing in one of their choirs had positive biological effects. The results were encouraging and have the potential for much further research.

2018 marked the organisation's 75th birthday and an incredibly exciting time in the organisation's development and growth.

## About us

Tenovus Cancer Care's ambition is a future where fewer people get cancer, and those that do have equal access to the best treatment and support.

With an annual income of £9.6m, 250 staff and c 2,000 volunteers, Tenovus Cancer funds high quality research into major cancers, provides support to those affected by cancer, and educates the public and health professionals on cancer issues.

Tenovus Cancer Care has cemented its position as a leading and well-respected cancer charity, with a track record of success in helping to improve people's lives and growing income from its 63 shops in England and Wales, and via funding from donations and other sources.

Tenovus Cancer Care offers cancer patients and their families the following services:

- Mobile Support Units which deliver chemotherapy and lymphoedema treatment in local communities. Last year we delivered nearly 5,000 treatments on board our Units.



- A nurse-led Support Line service that is free, confidential and open every day. Nurses help with questions, give advice and refer people to their other services. Calls have more than doubled since 2012, growing to c 8,000 per annum. They also operate a proactive call back service enabling them to support patients during and after their treatment.
- A team of Cancer Support Advisors who help with claiming grants and benefits for those with cancer. Managing financially is one of the biggest worries people have when they are diagnosed. Each year Tenovus Cancer Care claims c£4m in grants and benefits on behalf of cancer patients and their families. They also offer a debt advice service.
- 18 choirs for those affected by cancer, with 1,500 members singing weekly right across Wales and in London, in a fun, fulfilling and supportive environment for patients and their families. The choirs have been proven to help people feel better and to reduce anxiety and depression, as well as having a beneficial, biological effect on mood, stress levels and the immune function.
- ACTivate Your Life courses to help patients and their families cope with the stresses and emotional effects of cancer through mindfulness and Acceptance and Commitment Therapies.

## Vision, mission, purpose and aims

Tenovus Cancer Care's aims are simple - to help prevent, treat and find a cure for cancer. It does this by offering support, advice and treatment to cancer patients and their families, by promoting healthy lifestyles and funding cancer research to find new ways to prevent it, diagnose it, and treat it - right at the heart of the community.

### Vision

Tenovus Cancer Care's vision is a future where fewer people get cancer, and for those that do to provide equal access to the best treatment and support.

### Mission

To bring practical advice, emotional support and treatment to where it matters most; the heart of the community. To help people with cancer and their loved ones cope, and through vital research, offer hope.

### Purpose

We will use the power of our people to reach new heights and work towards a time where no one dies of cancer.

### Strategic aims

To deliver this vision, Tenovus Cancer Care have agreed a set of 5 strategic aims for the organisation for the next 3 years (2019-2022). They are:

1. To provide support and treatment to people with cancer and their loved ones, closer to home in unique ways.
2. To represent the needs of people with cancer and their loved ones.
3. To conduct and fund research to improve cancer outcomes and experiences.
4. To work with communities to promote the importance of healthy lifestyles and early diagnosis.
5. To develop a committed and engaged team that manages their resources effectively to support this work.

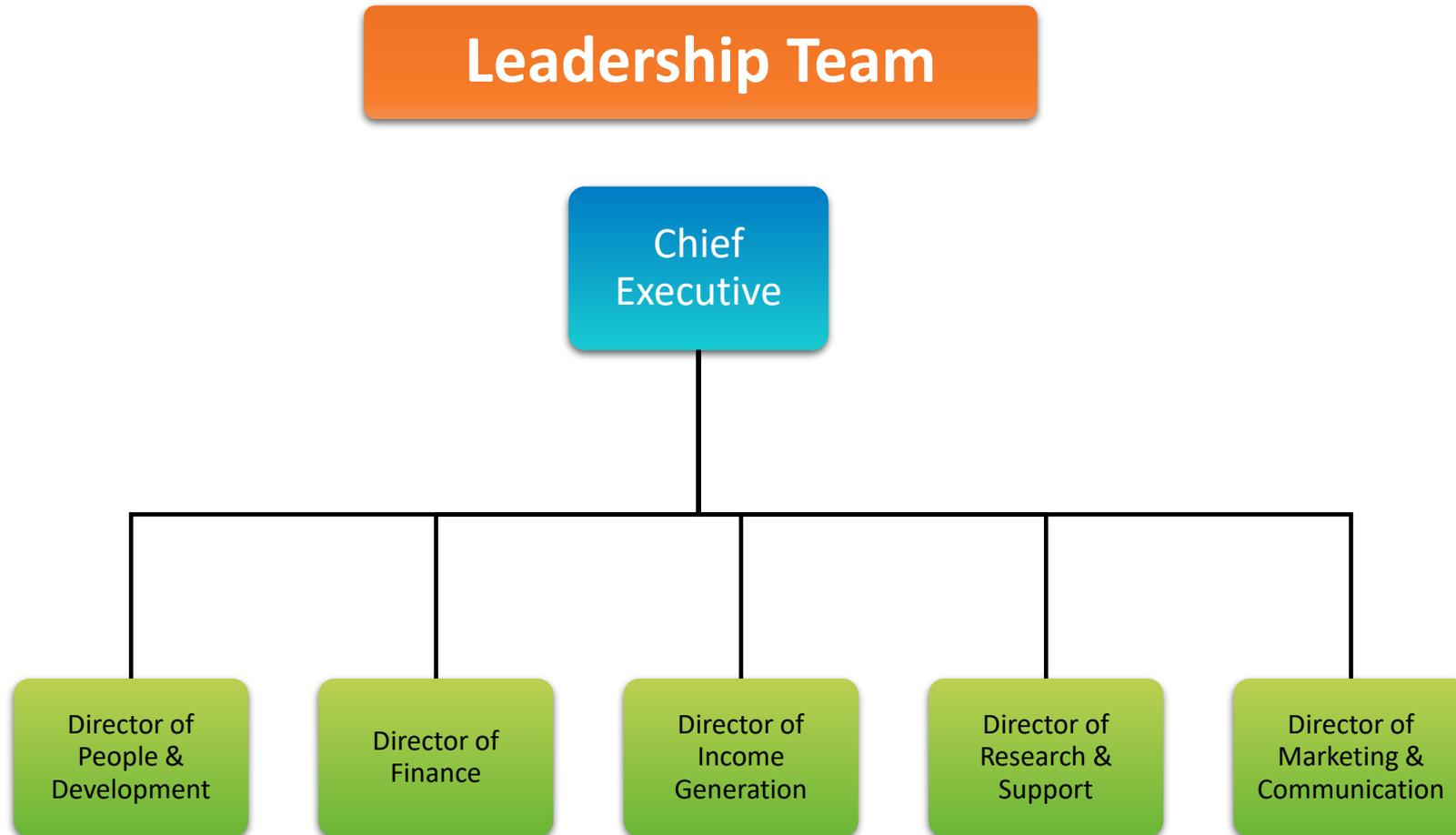
### The Future

Despite our achievements, there is still more to be done. As well as developing our charitable activities, we will undertake organisational projects that indirectly support our strategic aims and help us to work more effectively.

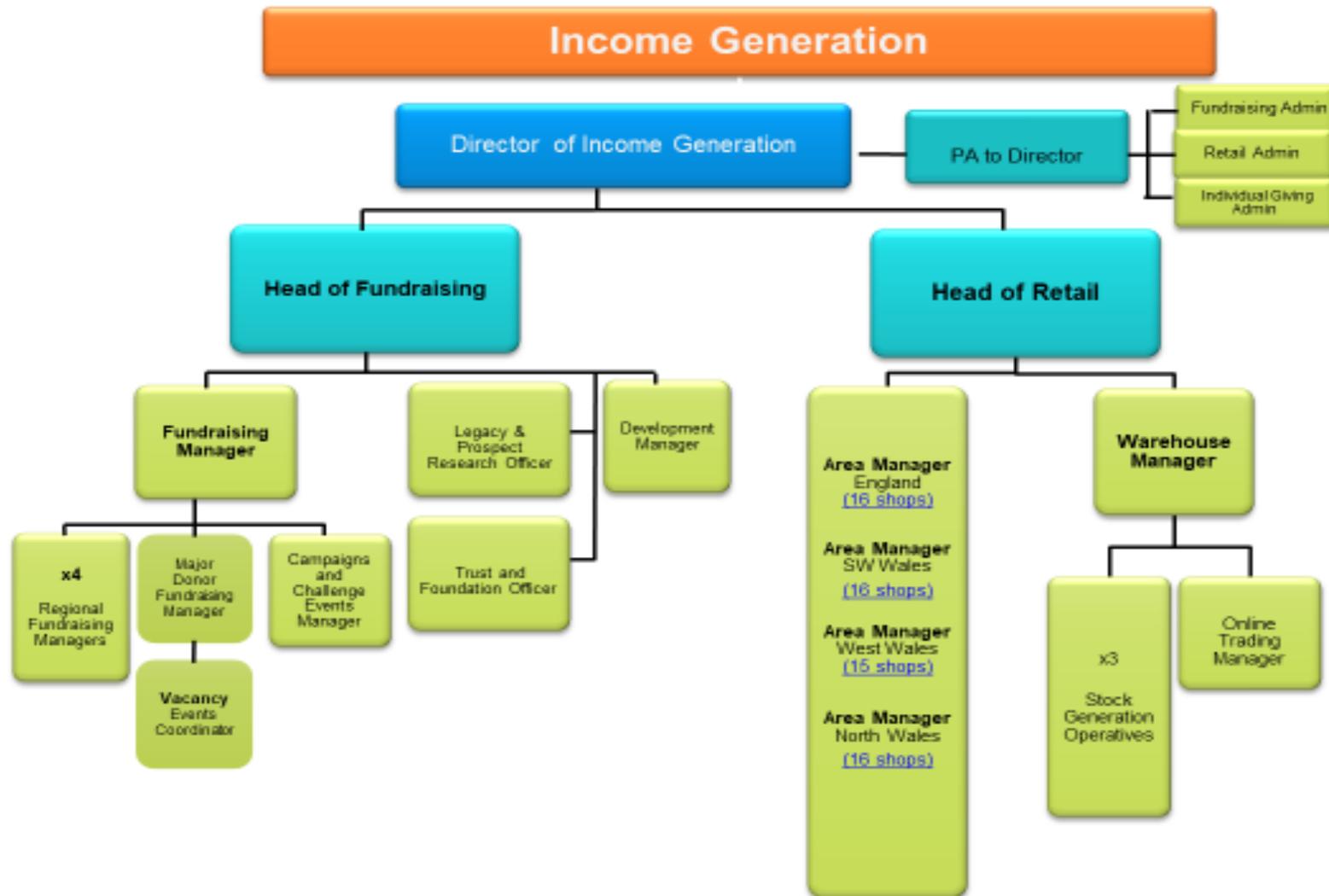
- We'll improve and expand the ways we support people affected by cancer
- We'll shout louder to represent the voice of people affected by cancer
- We'll increase the amount of cancer research that we fund
- We'll reach more people, in more communities with healthy lifestyle campaigns and programmes
- We'll invest in our people, their development and our systems. We'll streamline our activities and focus on sustainable, long-term income to safeguard our future



## Organisation Chart



# Income Generation Organisation Chart



# Job Description

<b>Job Title:</b>	Director of Income Generation
<b>Department:</b>	Income Generation
<b>Responsible to:</b>	Chief Executive
<b>Location:</b>	Gleider House

## Purpose of the role

You will provide strategic leadership to the Income Generation team in order to achieve long term, sustainable income that enables the charity to achieve its strategic ambitions. You'll continually grow and develop our income streams including Community, Corporate and Events, Individual Giving, Major Donors, Legacies, Lottery and Retail.

As a member of the Leadership Team, you'll work alongside other senior managers to shape the strategic direction of the charity and ensure that its aims and objectives are delivered by integrating and delivering a joined-up service.

## Main Duties and Responsibilities

### Strategic Responsibilities:

- Develop, implement and review a sustainable, balanced and diverse income generation strategy, focusing on the maximisation of income and the attraction of supporters to Tenovus Cancer Care.
- Ensure effectiveness and efficiency across all income generation activity, maximising our return on investment.
- Identify new and innovative income generation opportunities, researching these, seeking approvals, implementing and delivering them to approved timescales.
- Ensure the development of Tenovus Cancer Care existing and new income streams including the integration of all activity with other Departments.
- Support the development of a wide range of commercial opportunities and cultivate new networks, including partnerships with business and the public sector.
- Prepare and be accountable for the delivery of Fundraising and Retail operational plans.

### Community, Corporate Fundraising and Events:

- Create and develop ways to increase income for Tenovus Cancer Care. This is for both existing and potential opportunities with whom you will target, initiate and develop business relationships.
- Support the Fundraising Team in creating new community support groups (FOTs), events and initiatives.
- Support the Fundraising Team in planning effective community fundraising & marketing campaigns to generate income and enhance the profile of Tenovus Cancer Care.
- Support the Fundraising Team in developing and enhancing Tenovus Cancer Care relationships with the private sector, ensuring their support both now and in the future.
- Identify, grow and develop a sustainable and comprehensive programme of events to increase income and attract new supporters to the charity.

### Individual Giving:

- Nurture potential major donors in support of the Charity's main objectives.
- Develop plans for growing the individual giving income generated by the Fundraising Team, including increasing the income generated through legacies and the lottery.

- Develop and implement a system of Direct Marketing to enhance and further develop Tenovus Cancer Care relationships with its existing supporters and to increase the overall number of supporters and donors to the charity.

#### **Retail:**

- Develop, implement and evaluate a retail strategy for all shops to grow income and maximise profit ensuring delivery against quality, time and budget.
- Review annually all retail outlets with a view to making decisions of the feasibility and profitability of each shop.
- Continually look for opportunities to drive down costs through effective management of the shop estate ensuring robust property investment decisions, and rates / service level agreements.

#### **Team and People Management:**

- Create, lead, manage, inspire and develop the Income Generation team promoting a positive, inspirational and can-do culture, be visible, energetic and participative encouraging cross team working and initiatives.
- To effectively manage the performance of the Income Generation department, ensuring they are working to agreed objectives, delivering outcomes and that they receive appropriate training and support.
- Develop annual strategic aims, objectives and KPIs for all direct reports and their teams

#### **Senior Management & Organisational Responsibilities:**

- As a member of the Leadership Team, promote a positive, inspirational and can do, organisation wide culture.
- Together with the CEO work with the Fundraising and Marketing Committee, ensuring all members are kept involved and informed of all activity regularly in line with the organisation's governance guidelines.
- Produce timely and accurate reports for the Leadership Team , the Fundraising and Marketing Committee, the Board of Trustees and the CEO.
- Ensure regulatory compliance with internal policy and procedure alongside external requirements e.g. Health & Safety and Advertising Standards.
- At all times effectively manage and be responsible for resources used by the Income Generation Department.
- Communicate effectively, internally and externally, ensuring the flow of communication across the organisation and that Income Generation plans are understood and supported.
- Represent and act as a spokesperson for the charity across all media formats and with key stakeholders.

#### **Financial & Resource Management:**

- Manage the financial resources of the Department to maximise financial performance whilst maintaining high standards of service.
- Set annual budgets for Income Generation and ensure they are managed effectively throughout the year in order to maximise income and control costs.
- Regularly monitor income and expenditure within the Income Generation department, bringing any concerns or thoughts to the attention of the CEO.
- Work closely with the CEO and Director of Finance to assess business risk and continuity planning.

#### **Values**

The charity works within a culture that reflects the following values – Respectful, Bold, Creative, Supportive and Inspiring. All employees are expected to demonstrate and reflect these values in their day to day activities.

# Person Specification

	Essential	Desirable
<b>Experience &amp; Knowledge</b>		
Extensive specialist knowledge of the principles of fundraising, with the ability to think ahead, set clear direction and formulate realistic strategic objectives.	●	
Proven track record of formulating, leading and implementing fundraising strategies	●	
Demonstrable success in generating significant levels of income and sustained income growth across the full spectrum of funding streams	●	
Excellent understanding of audiences with an ability to articulate a clear case for support, and personally able to influence and persuade supporters to make significant gifts.	●	
Experience of working at Head or Director level within charity fundraising	●	
Strong business acumen evidenced by a past history of decision making based on commercial awareness and sound business cases.	●	
Experience of working at senior level in a role which requires an organisation-wide, cross-functional strategic perspective on issues, challenges and opportunities	●	
Demonstrable experience in relationship building and developing partnerships both internally and externally	●	
Experience of engaging and influencing different audiences and their specific needs	●	
Demonstrable track record of leading, motivating and managing high-performing teams and achieving improvements in efficiency and effectiveness	●	
Experience of managing budgets, including planning, forecasting and analysing performance	●	
Experience of representing an organisation to key supporters, service users and stakeholders	●	
Knowledge of the key policy drivers and challenges facing the third sector, health, social care and cancer sector		●
An understanding of charity Retailing		●
<b>Skills</b>		
Excellent communication and presentation skills including the ability to build rapport and credibility across multiple stakeholders, internally and externally at all levels	●	
Excellent networking and influencing skills at all levels	●	
Ability to build effective relationships and lead a team effectively	●	
Ability to assess priorities and make decisions	●	
Ability to think strategically, to plan ahead and to meet deadlines	●	
Ability to develop innovative and creative solutions to fundraising challenges	●	
Well-developed report writing and analytical skills	●	

# Terms of Appointment

<b>Job title:</b>	Director of Income Generation
<b>Responsible to:</b>	Chief Executive
<b>Contract type:</b>	Permanent
<b>Location:</b>	Gleider House, Ty Glas Road, Cardiff, CF14 5BD
<b>Salary:</b>	Competitive
<b>Working Hours:</b>	35 hours per week
<b>Annual Leave:</b>	35 days holiday allowance including Bank holidays. Additional holiday is given for long service as follows:- after completing 5 years' service = 1 additional day of annual leave; after completing 7 years' service = 1 further additional day of annual leave; after completing 10 years' service = 1 further additional day of annual leave. Staff can also buy additional holiday
<b>Pension:</b>	A generous personal pension scheme, eligible to join upon completion of 6 month probationary period
<b>Onsite:</b>	Free parking
<b>Additional Benefits:</b>	Flexible working  Hearts and Minds group – Activities that support health, safety and wellbeing in work. Activities include lunchtime yoga, choir, football group, themed lunch events e.g. Eurovision, Wimbledon, Mental Wellness helpers, health checks, food nutrition courses  Enhanced maternity and paternity pay  Occupational sick pay - increases with length of service but starts at 10 days (upon passing 6 month probation) up to 1 years' service; 20 days between 1 year and 2 years and then 40 days after that.  Staff with 3 years' service can apply to take a period of extended leave  Life assurance which is x 2 basic salary.



# Application Process

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 met the criteria outlined in the Person Specification
  - Outlining why you are interested in working for Tenovus Cancer Care.

Please submit your completed application to [ben.pountney@harrishill.co.uk](mailto:ben.pountney@harrishill.co.uk) to arrive ASAP. The deadline for application is 5pm **Monday 19<sup>th</sup> August 2019**.

Interview dates:	Harris Hill Interviews	<b>19<sup>th</sup> August – 6<sup>th</sup> September</b>
	Tenovus 1 <sup>st</sup> Interviews	<b>Thursday 12<sup>th</sup> September</b>
	Tenovus 2 <sup>nd</sup> Interviews	<b>Monday 16<sup>th</sup> September</b>

Please state in your application if you have any commitments during the interview period that may coincide with these dates. If you require any further information, please call Ben Pountney at Harris Hill Executive Search on 07444 475 489.

## Advertisement

**Harris Hill is working in partnership with Tenovus Cancer Care to help find their new Director of Income Generation. This is a permanent position and will be based at their Head Office in Cardiff.**

As the new Director of Income Generation, you will provide strategic leadership to the Income Generation team in order to achieve long term, sustainable income that enables the charity to achieve its strategic ambitions. You'll continually grow and develop our income streams including Community, Corporate and Events, Individual Giving, Major Donors, Legacies, Lottery and Retail. You will also be a member of the Leadership Team where you'll work alongside other senior managers to shape the strategic direction of the charity and ensure that its aims and objectives are delivered by integrating and delivering a joined-up service.

### Essential Criteria:

- Extensive specialist knowledge of the principles of fundraising, with the ability to think ahead, set clear direction and formulate realistic strategic objectives.
- Proven track record of formulating, leading and implementing fundraising strategies
- Demonstrable success in generating significant levels of income and sustained income growth across the full spectrum of funding streams
- Experience of working at Head or Director level within charity fundraising
- Strong business acumen evidenced by a past history of decision making based on commercial awareness and sound business cases.
- Experience of working at senior level in a role which requires an organisation-wide, cross-functional strategic perspective on issues, challenges and opportunities

**Tenovus Cancer Care has cemented its position as the leading and most well-respected cancer charity in Wales, with a track record of success in helping to improve people's lives.**

Judi Rhys, CEO, joined the charity earlier on this year and is looking to take the charity to the next level. To do this they need an exceptional Director of Income Generation to drive income growth from fundraising and its 63 shops in England and Wales, to match their aspirations. This is one of the biggest charity fundraising roles in Wales and offers the opportunity for the right candidate to make a real impact for people affected by cancer across Wales and beyond. For more information please contact our retained consultant Ben Pountney or visit the microsite at [www.harrishill.co.uk/tenovus](http://www.harrishill.co.uk/tenovus)