Director of Income Generation

Applicant Pack

acorns children's hospice

In partnership with quarter5

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I locked myself away at home with Haniya. But coming to Acorns pushed me to go out. We started with the Stay and Play groups and I'd put them in my diary as appointments to make myself go. Now it's a second home to me.

Haniya's mum, Shabana

About Acorns Children's Hospice

When the unimaginable happens and a child receives a devastating diagnosis, help can't wait. Acorns Children's Hospice is here every step of the way.

We provide lifelong, supportive care for children with life limiting and life threatening conditions across the West Midlands and Gloucester, from our three hospices in Birmingham, Worcester and Walsall and out in the community and in family homes.

When time is short, every moment is precious. We help children and families fill the time they have together with love, fun and laughter creating lasting memories, all while providing tailored care to meet each child's individual medical, emotional, cultural, religious and spiritual needs.

In the past year, we have supported over 750 children and nearly 1,000 families across the West Midlands, including those who have been bereaved.

Research shows that the number of children with serious, life limiting conditions in the West Midlands and Gloucestershire has increased significantly over the last 10 years and is expected to keep growing.

Every year we spend **£350,000 taking our hospice care into family homes.**

The demand for end-of-life care at Acorns has **significantly increased by 47%.**

It costs around **£30,000 per day** to run our vital care services across three hospices.

UNITED KINGDOM unicef Gold Rights Respecting

Acorns are proud to be the first children's hospice in the UK to be awarded the Gold Rights Respecting Award by UNICEF. The awards are given in acknowledgement of an organisation's commitment to ensuring the United Nations Convention for the Rights of the Child is embedded into the culture, planning, policies and practice within an organisation.

Our vision

Every child and young person living in our region that is life limited or life threatened and their families should receive the specialist care and support they need.

Our mission

To provide holistic, specialist, palliative care services to children, young people and their families in our region. We will deliver these services in partnership with others wherever possible, while championing the cause of palliative care for children and young people.

Our values

Acorns, a responsive and innovative organisation that puts children and young people and their families first in all of its services, whilst embracing the diversity of its regional communities and demonstrating integrity and quality in everything it does.

Caring Committed Trusted Collaborative Courageous Curious

Our six Values underpin everything we do at Acorns. They ensure that the children and families who rely on our lifeline services are placed firmly at the centre of our ethos, supporting our Vision to provide children's hospice care for every child and their family who needs us.

Acorns retail

Acorns' retail function is a vital part of our income generation, with 47 shops, including four superstores, across the West Midlands generating £2 million net annual profit.

This extensive retail operation plays a key role in Acorns' ability to fund its services, and there are significant plans for growth, with an ambitious target to reach £4-5 million net profit within five years.

Four superstores have recently been opened, with more on the horizon, and our retail strategy aims to increase the total number of shops to 55.

There are strong relationships between retail and other departments, especially regarding the branding of shops and superstores. The Director of Income Generation will have the opportunity to integrate retail and fundraising strategies, capitalising on synergies between these two areas.

Fundraising at Acorns

The 27-strong fundraising team spans community fundraising, corporate partnerships, philanthropy, individual giving, and supporter engagement and currently generates an annual income of c.£8 million, including £2.5-3 million from legacies.

Building on this stable foundation and a whole organisation approach to fundraising, Acorns has ambitions to scale fundraising income to £10 million (excluding legacies), with investment available to support this growth.

A new Philanthropy Board will launch soon, and the 'This Town' Gala Dinner, hosted by Stephen Knight, creator of This Town and Peaky Blinders, is set for February 2025. Other opportunities include:

- Strengthening Regular Giving through targeted appeal asks
- Increasing local awareness of hospices and increasing local support
- Developing restricted funding asks
- Expanding flagship fundraising events and maximising relationships with HNWIs and major organisations including Aston Villa Football Club
- A Birmingham Hospice Capital Campaign in late 2025

Located in one of the UK's most diverse regions, Acorns had ready access to a wide variety of events and forums, providing opportunities to convert attendees into supporters. They are also working toward obtaining a gambling license to expand their Fundraising Lottery offering.

The role

Job Title	Director of Income Generation
Team	Executive Directorate
Responsible to	Chief Executive Officer
Responsible for	Fundraising & Retail
Salary	c.£85,000
Contract	Permanent / Full-time
Location	Hybrid, with min. 2 days per week in Wythall, Birmingham office

The Director of Income Generation at Acorns Children's Hospice is a unique opportunity for a strategic leader passionate about driving income growth and leading a high-performing, collaborative team. This role will oversee both fundraising and retail operations, working closely with the Executive Directorate to shape Acorns' long-term strategy and ensure sustainable growth across all income streams.

Key priorities include growing and integrating fundraising and retail functions, fostering a collaborative and high-performance culture, and using data insights to boost income and operational success. You will also work alongside the Head of Marketing and Communications to enhance Acorns' brand visibility and donor engagement, ensuring that all efforts align with the charity's overarching goals.

As a member of Acorns' Executive Directorate, you will play a pivotal role in shaping the organisation's leadership and strategy, under the guidance of a CEO who values innovation and bold ideas. Acorns is committed to investing in the development of its team, providing you with the resources needed to drive future growth and success.

This is an exceptional opportunity to join Acorns at a crucial point in its journey and make a lasting impact on the children and families it serves.

Key responsibilities

Strategic Leadership

- Develop and implement a comprehensive income generation strategy to meet ambitious financial targets.
- Provide strategic direction, inspiration and leadership to the fundraising and retail teams, ensuring alignment with Acorns' mission and values.
- Analyse market trends, donor behaviours, and retail performance to inform strategic decisions.
- Develop new and innovative routes of income generation activities.
- To be a part of a high functioning Executive Director team, effectively governing and leading the organisations strategic development.

Fundraising

- Oversee all aspects of fundraising activities, including individual giving, corporate partnerships, community fundraising, trusts and foundations, and legacies.
- Build and maintain strong relationships with key donors, partners, and stakeholders.
- Identify and pursue new funding opportunities and innovative fundraising initiatives.
- Ensure compliance with relevant fundraising regulations and best practices.

Retail

- Work with the Director of Retail to lead the strategy and operational management of 46 charity shops, driving sales growth and profitability.
- Support the Director of Retail in the identification of and acquisition of new sites.
- Optimise shop locations, layouts, and merchandising to maximise income.
- Ensure the implementation of effective stock management, volunteer engagement, and customer service strategies.
- Monitor and analyse retail performance, implementing improvements as necessary.

Team Leadership and Development

- Inspire, mentor, and develop a high-performing income generation team.
- Foster a collaborative and supportive team culture, promoting professional growth and development.
- Set clear objectives, conduct regular performance reviews, and provide constructive feedback.

Continued overleaf

Key responsibilities continued

Financial Management

- Develop and manage income generation budgets, ensuring effective allocation of resources.
- Monitor financial performance against targets, implementing corrective actions as needed.
- Provide regular reports to the CEO and Board of Trustees on income generation activities and outcomes.

Brand and Communications

- Establish and maintain a highly productive working relationship with the Head of Marketing and Communications.
- Collaborate with the marketing and communications team to enhance Acorns' brand visibility and donor engagement.
- Ensure consistent and compelling messaging across all fundraising and retail activities, maintaining brand integrity.
- Represent Acorns at public events, media engagements, and stakeholder meetings as required.

Other duties:

1. To act as an ambassador for Acorns raising awareness of its charitable aims and objectives and enhancing its reputation through exemplary behaviour, conduct and team working.
2. To contribute to Acorns fundraising aims by raising awareness with your stakeholder groups about how vital fundraising is to the charity's mission and sharing opportunities for fundraising support.
3. To put the needs and interests of Acorns children and young people and their families first in all aspects of their work.
4. To ensure compliance with Acorns policies for diversity, employment, equal opportunities, health and safety, information governance and safeguarding.
5. To actively participate in an annual performance and development review process and any training and development identified to further enhance your role with Acorns.
6. Promote a coaching culture within Acorns and provide coaching expertise as a resource across the organisation.
7. To carry out any other reasonable duty as requested by your line manager.

Acorns adheres to the United Nations Convention on the Rights of the Child. As an employee you will be a Duty Bearer for Children's Rights and support all children to be Rights Holders.

Person Specification

Skills and Experience

- Proven track record of leading successful income generation in a similar role within the charity sector.
- Sound understanding of fundraising regulations.
- Excellent strategic thinking and analytical skills.
- Outstanding communication, negotiation and relationship-building skills.
- Strong financial acumen and budget management capabilities.
- Ability to manage multiple or conflicting priorities and meet challenging deadlines.
- Ability to demonstrate innovation, taking a proactive and adaptable approach by harnessing a curious mindset.
- To quickly identify opportunities for continuous improvement and mobilise teams to deliver effective change.
- Passionate and committed to Acorns mission and values.

Behaviours

- Build collaborative relationships across the organisation, creating a culture of cross function working.
- Take responsibility to remove barriers and obstacles that cause frustration or hinder success.
- Ensures team and function(s) have clear sight of performance at all times, focusing others on achievement, effectiveness and efficiency.
- A role model by consistently communicating in a way that is easy to understand, being open and transparent with positive and constructive feedback.
- Engender a culture of belonging, engaging teams by consistently recognising a job well done so everyone can be proud of their achievements.
- Show exceptional pace of execution, being upbeat, energetic and resilient.
- Use imagination and take appropriate risks to support change and foster a culture where others willingly follow.
- Be constantly curious demonstrating interest by asking questions to fully understand the organisation and its challenges.

Equality, Diversity & Inclusion

Acorns works hard to ensure that equality, diversity, and inclusion are part of our everyday practice. We are welcoming and inclusive to everyone and this is demonstrated through our Gold UNICEF Award for Diversity.

To achieve this we consistently work on developing our knowledge, skill and awareness of diversity issues. The care we provide and the environment we create to deliver care reflects our ongoing commitment to respecting the diversity of the communities we serve.

Acorns employs and provides care and support to people from all cultures; those with faiths, beliefs and religions and those without. We readily endeavour to provide the spiritual care and faith support required by staff and the families and children who use Acorns.

Do you require any reasonable adjustments?

If you have any specific requirements which would enable you to participate in the recruitment process more fully, in particular if these relate to a disability or access issue, please contact our recruitment partner, **Ed Cherry** at **QuarterFive**: ed@quarterfive.co.uk

If you require this document in a different format, please get in touch and we will happily provide you with one.

Employee benefits

Benefits include:

- 31 days annual leave including bank holidays, rising to 35 days after 3 years' service
- 7.5% employer pension contribution
- Life assurance scheme (2 x annual salary)
- Retail discounts (including the Blue Light card)
- Cycle to work scheme
- Discounted gym membership
- Access to expert financial health and wellbeing support

As part of Acorns commitment to employee wellbeing, we are an accredited Thrive at Work organisation. This is an initiative led by the West Midlands Combined Authority and managed by us for the continual wellbeing of our people.

We support our people through our Employee Assistance Programme which offers confidential telephone counselling support, legal and financial advice. Additionally, we have a team of qualified counsellors to provide 1:1 short term support when needed, Mental Health First Aiders to provide support through challenging times and a dedicated plan that incorporates emotional and mental wellbeing initiatives across the year.

How to apply

Acorns Children's Hospice are partnering with **Ed Cherry** at **QuarterFive** for this appointment.

For a confidential discussion of this role and support with your application, please contact Ed using the details below, ideally sending a copy of your latest CV.

ed@quarterfive.co.uk

07784 611811

The deadline for applications is **Thursday 14th November**.

If you have any specific requirements that would enable you to participate in the recruitment process more fully, particularly if these relate to a disability or access issue, please contact **ed@quarterfive.co.uk** as soon as possible. If you require the job pack in a different format, please get in touch and we will happily provide you with one.

QuarterFive: Equality, Diversity and Inclusion

QuarterFive and our clients know fundraising could better reflect the diverse backgrounds and experiences of the people the charity sector supports.

We encourage individuals with relevant skills and experience to apply for roles regardless of age, disability, gender, sexual orientation, pregnancy and maternity, race, religion or belief.

If you think you meet some of the criteria for a position and would like to discuss how your other experience might transfer, please ask us for a chat. We're here to support you. Appointments will be made on merit alone and we will gladly make reasonable adjustments to always ensure a fair process.

QuarterFive's Equality, Diversity and Inclusion Policy can be found **here**.

A parent never imagines their child will be diagnosed with a life limiting or life threatening condition. But when the unimaginable happens, Acorns steps in, helping families cope at every stage of their child's life and beyond, wherever and whenever they need it.

acorns

Your local children's hospice

quarter5

This job pack has been created by QuarterFive, in collaboration with Acorns Children's Hospice.

QuarterFive is a specialist agency for charities and NFPs. We provide clients with access to the best talent in the sector, and offer candidates expert support in securing their next role.