



Job Description

Job Title	Head of Charity Development
Band	AfC Band 8b
Department/Directorate	Communications and Engagement
Location	HQ, Waterloo (with some flexibility)
Reporting to	Director of Communications and Engagement

Job Purpose

Communications and Engagement

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graph TD
    D[Director of Communications & Engagement] --- BM[Business Manager]
    D --- PA[Personal Assistant]
    D --- HIC1[Head of Internal Communications]
    D --- HCD[Head of Charity Development]
    D --- HFR[Head of First Responders]
    D --- HP[Head of Partnerships]
    D --- HIC2[Head of Internal Communications]
  
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Background

- The two charities of the London Ambulance Service, The London Ambulance Service Charitable Fund and The London Ambulance Voluntary Responder Group aim to advance health, save lives and promote volunteering within the communities of London.
- The London Ambulance Service is the only pan London provider of healthcare and as such our two charities work to support the delivery of excellent healthcare for patients across London. The charities raise, manage and distribute funds on behalf the London Ambulance Service. The charities operates under the London Ambulance Service NHS Trust corporate trusteeship, with a Charitable Funds Committee to manage day-to-day operations and an independent Board of Trustees.
- Our charity is split into two: The London Ambulance Service Charitable Fund and the London Ambulance Voluntary Responder Group. The ‘Fund’ supports our staff by improving their working environment. While this the post holder will support both charities the primary focus will be on the London Ambulance Service Charitable Fund. The Responder Group helps fund our volunteer responder programmes – a valuable additional response resources helping us go to the aid of those in need in the capital and provide the best care to our patients.

Job Summary/Purpose

- The new post of Head of Charity Development is critical in providing the leadership - deputising for the Director - to build general capacity and specifically specialist professional fundraising capacity for the Charity. The post holder will require excellent specialist knowledge of fundraising and marketing with the confidence to be innovative and entrepreneurial in approach, challenging barriers and changing culture, in addition to being an experienced manager with enthusiasm and determination.
- This is a new post where it is expected the successful candidate will eventually - following successful income generation - build a team of 2-4 who they will line manage; and oversee and be responsible for a budget in excess of £1m including overseeing grant allocation and overseeing and reporting back projects the donations has funded.
- Strong communication and diplomatic skills are critical as the role also requires a high level of confidence in working with and influencing a wide range of stakeholders, including senior managers and directors, clinicians and other hospital staff, key donors, businesses, community supporters and volunteers. The role will be the 'face' of the Trust's charity and will deputise for the Director; as well as report and influence the Charity Board supporting key strategic decision making.
- The role will be pivotal in helping to generate considerable income likely to be in the region of several hundreds of thousands of pounds at first and the expectation is in excess of one million pounds including from high net worth individuals and institutional donors. The post holder will therefore need to be comfortable influencing and working with such entities.
- The post holder will be able to work autonomously with a considerable breadth and depth of management experience in the field of charitable income generation deputising for the Director and representing the charity to senior external stakeholders.
- The purpose of this role is to provide strategic leadership and direction ensuring that the fundraising is well managed with clear strategic plans that reflect best practice with clear performance benchmarks. A key initial undertaking will be to work with internal and external stakeholders to agree a fundraising strategy identifying a programme of works, understanding the funds that will be needed, and how they will be deployed to deliver against the charities' strategic objectives.
- The successful candidate will lead on forming a strong network consisting of key organisations and individuals from other NHS charities in London, and nationally, as well as key bodies such as the Cabinet Office, Department of Health and Social Care and NHS Charities Together. The post holder will leverage and influence their network to form key strategic relationships to drive the strategic objectives of the Charity.
- The successful candidate will help to drive forward the work of the charity, building capacity and capability. Therefore, leadership is essential through a clear vision for developing new income streams and maximising the effectiveness of established methods as well as raising the profile of the charity, internally and with external stakeholders.
- Delivering results against meeting challenging fundraising ambitions and targets is a key component of the role.

Key Responsibilities & areas of achievement

The post holder's primary duties and responsibilities are as follows:

- To raise the profile for the charity especially benchmarking against other leading NHS London charities; and to ensure that there is a high level of confidence in the fundraising function as a professional function generating significant income leveraging against the significant goodwill and strong brand of the Charity and the Trust.
- To be *the* Charity's subject matter expert on charity policy and fund raising and the deployment of that funding which it is expected will run into a budget in excess of £1m which the post holder will oversee, report against and be the budget holder. The successful candidate is likely to be the 'go to' person for the Director, the Board of the Charity and others in advising on specialist charity funding raising policy, strategy and other matters.
- To lead and manage the fundraising function with clear objectives and targets to measure performance and to consistently deliver against those targets especially in relation to income generation. This will include building on the existing governance and recommending and persuading changes necessary to meet changing demands as agreed by the Charity Funds Committee or Trustee Board.
- To assess the existing team structure and level of support and capacity and to build additional capacity as and when the charity grows commensurately with generating additional fundraising income. It is expected this will include recruiting people to form a team of 2-4 who the post holder will line manage.
- To lead on and identify new innovative methods of fundraising and income generation which can then be assessed against income generation targets which could run into several hundreds of thousands of pounds and possibly more. This will require a wide range of skills that would include marketing, fundraising and a variety of communication methods. The post holder will lead on determine how to allocate funding in line with the Charity's strategic priorities, reporting against projects and initiatives allocating funding and being held accountable by the Charity's governance and holding themselves accountable to stakeholders, especially donors.
- The post also requires owning and leading on creating and embedding databases and ensuring the integrity of data management and establishing a functioning donor care system, where appropriate.
- To lead on and take ownership of the Charities' governance, as the subject matter expert, especially the Charity Funds Committee and Trustee Board meetings, with accurate reporting and effective presentations influencing board members on key strategic decisions, when appropriate. Financially literate, the post holder will be directly accountable to this forum, and to the Director of Communications and Engagement, for meeting agreed targets.
- To take the lead role in developing the Fundraising Strategic Plan and to implement, manage and report on progress against agreed KPIs especially for generating considerable levels of income. This will be on a rolling five-year basis with detailed financial projections. This

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will require longer term as well as short term actions. Cascading from this will be plans and budgets to achieve income and expenditure levels as agreed by the Charitable Funds Committee or Trustee Board/Charity CEO.

- To own and lead on managing the budget, setting targets and objectives and it is expected eventually acting as the budget holder. Be accountable to the Director and the Charity's governance against performance and meeting targets.
- To monitor fundraising performance across all areas of activity, using specialist expertise to assess and determine that the ROI is acceptable and take necessary steps to reduce exposure to those less profitable areas and to deliver overall net income annually, in line with agreed targets.
- To develop detailed plans arising from the fundraising strategic plan to develop fundraising potential from a range of income streams that may include:
 - Major appeal campaigns
 - High Net Worth Individuals
 - Potential legators
 - Local businesses
 - Grant-Giving Trusts and Foundations
 - Events
 - Community based activities/volunteers
 - Lotteries
 - Patient donations
 - Retail activity
- To take the lead with the charity's engagement with high profile individuals with influence, including Independent Members, MPs and local politicians, local business leaders and the media. Informing them and updating them on fund raising campaigns, winning their support and where appropriate backing to drive further credibility and success in raising funds.
- To evolve and influence a convincing "case for support" that ensures that potential donors have clarity over the need for funds and that these reflect the operational and clinical priorities of the Trust. To liaise with the Trust's management with regard to the funding priorities and match potential donors to specific projects. To persuade donors of the philanthropic impact of their donations and the 'public good' created. To regularly demonstrate to donors, including post donation commitment, of the benefits being delivered and therefore build relationships.
- To influence and liaise with key individuals facilitating them as spokespersons for the Charity, working with the regional and local media, and specialist media when necessary. To build the London Ambulance Service brand and build goodwill amongst donors and the public. This will require close co-ordination with the Communications team of the Trust and must at all times support key fundraising activity.
- To lead on developing a Communications Plan utilising Trust Communications team that supports both day-to-day and campaign communications, including any major activity such as

the promotion of events or the launch of a major campaign appeal. This may include leading on an internal communications plan that will ensure that the profile of the charity is enhanced and that its activities are an integrated element. This will include raising the internal profile of the Charity through a variety of mediums, Trust website, separate interactive website, staff internal communication channels with the view of making the Charity and the work of the Charity high profile.

- To lead on and complete the Charity's policy on charitable fund raising and the deployment of funding to meet the Charity's strategic priorities. To own and lead on completing a full risk analysis of the Fundraising Strategy and report this annually to the Charitable Funds Committee or Trustee Board. In particular, ensure that any risks with regard to events managed by the Charity are properly assessed and appropriate measures taken to protect the Charity.
- To ensure the highest standards of donor stewardship through robust management within the team in terms of database management, systems to acknowledge donations and research. To implement all statutory requirements for handling personal data and be aware of the IoF's Fundraising Code of Practice.
- To lead on and develop committed giving from one-off donations by introducing stronger donor relationship options which will be measured against agreed targets. Sustaining relationships through regular contact with donors, providing update on new projects and initiatives as well the benefits that charitable donations drive. To build good will amongst donors and demonstrate to them the benefits to the public. To demonstrate value for money to donors.
- To recruit and support volunteers dedicated to fundraising activities and liaise with partner charities (London Air Ambulance, TASC) to ensure that there are no areas of conflict.
- To oversee the applications for funding to Trusts and Foundations and any proposals to local companies and HNWI targets, the development of cultivation events designed to attract major donors and local businesses and to develop and deliver a plan to promote legacy giving, tribute funds and In Memoriam donations.
- To ensure that all proposals for any Appeal Campaigns are fully agreed with the key stakeholders beforehand to avoid any relationship issues with donors. In particular, it is important to agree the details with regard to the budget, timing and expectations of both the Trust and the donors. This may involve delays and difficult decisions but the long term reputation of the Charity must take precedence.
- To devise and implement an ethical framework appropriate for fundraising relationships between the NHS and the commercial sector and ensure prior agreement with the Trust Executive or CFC before confirming any proposed initiatives.
- To maintain up to date knowledge of the best fundraising methods, research, training and continuous development to ensure in-depth knowledge of the best practices in fundraising.
- To devise own research methodology in undertaking research or commissioning research

- To ensure that any liaison with regulators and professional membership organisations is conducted professionally. Any recommendations should be implemented promptly and fully.

Key Relationships & Stakeholders

The postholder must be comfortable liaising with for example high net worth individuals and institutions leveraging the considerable brand and goodwill of the Charity and the Trust to drive significant charitable income generation against agreed targets. Some of these stakeholders will include the following:

Internal

Charitable Funds Committee/Trustee Board High Net Worth Prospects Board
Head of Commercial
Communications Department

Director of Finance/Finance team
Senior Managers/Clinicians
Trust staff
Communications Department
Volunteers

External

High Net Worth Prospects
Potential legators
Existing donors/Event participants
Local, regional and national Media
(working with the communications team)
Patients
NHS Charities Together
NHS England
Local, regional and national
businesses including major commercial corporations
Other NHS charities, especially in London

- Proactively identifying the key external stakeholders; initiating, building, influencing and maintaining relationships to promote the work and achievements of the Charity.
- Promoting the Trust and the charity as a high quality, innovative service provider for emergency and urgent healthcare services to drive key strategic objectives including fund

raising.

- Deputising, as appropriate, for the Director of Communications and Engagement therefore when required the post holder will be the 'face of the charity to internal and external stakeholders.
- Representing the Sector and LAS in public and the media to drive engagement with stakeholders as required therefore someone who is comfortable working with the media, in conjunction with the LAS Communications team and the Director of Communication and Engagement.

Key Responsibilities

Communications

- There will be a requirement for a high media profile – with local media and press as one of the lead spokesperson. In addition, communication using new media and digital techniques will also be required to maximise the impact of the charity throughout the local community, especially to promote local events. This will require the capacity to handle difficult issues that may be emotive or controversial if there are objections or challenges arising from activities by the charity (for example, a major delay to the implementation of a project after a major local appeal).
- The post holder will also have advanced level communication skills to deal with a range of stakeholders – for example, business leaders, major donors, clinicians, hospital staff, patients, visitors and their families as well as volunteers.
- At all times, tact and diplomacy will be required to ensure that the NHS Trust and the Charity's reputation is maintained and promoted.
- Internally, communications are equally important. Progress will depend on positive working relationships, especially with the Trust management and staff. It is important to build confidence and an understanding of the challenges of fundraising among senior managers, clinicians and hospital staff. This will include challenging the status quo and supporting change and transformation. There will also be the need for advanced presentational skills in delivering key messages to the Executive, Non-Executive members and senior clinicians and in addressing local organisations about the Charity.

Analytical

- To work with the Finance Team and lead on to establish a system to manage and oversee donations and ensure that the various and often complex series of funds are properly recorded and that there is a clear understanding of restricted, designated and unrestricted funds. Also, to make sure that the process of income recording is accurate and consistent with the donor's wishes.

- To monitor the effectiveness of the fundraising function by close analysis of the cost ratios of each activity to undertake a cost benefit analysis. To demonstrate value for money to the Charity's internal governance and key stakeholders, especially including donors. To actively promote and communicate to all stakeholders value for money and cost benefit through analysis, data and judgement.
- In delivering the strategic plan, ensure that the timeframes are met and act accordingly to accelerate or revise the timetables. To programme manage progress of projects and initiatives, setting milestones, managing risks, and regularly reporting to the Charity's governance.
- To advise on the systems in use for data management and seek external specialist advice if necessary. Make full use of the data reports available to maintain an awareness of fundraising margins and attrition rates.
- Prepare regular reports for the Charity / Director / CFC/ Trustee Board which detail progress against agreed plans with recommendations for any areas that require attention.
- To undertake analysis and drawing conclusions using judgement into highly complex facts or situations, comparison of a range of options, drawing on expert opinion including where this differs or is incomplete. The post holder will use their judgement and be able to support their options and recommendations following scrutiny.

People Management

- Providing guidance and information to teams and staff to understand the internal and external environment to raise funds and to support them in building and developing strong two way stakeholder relationships with key parties.
- Be a role model of positive, inspirational and highly visible leadership; demonstrating the Service's values and adapting communication and style to match the situation and people. To form strong relationships with the Trust's senior management, including the CEO, Chair, and Board of Directors through reporting at meetings and providing regular verbal and written updates.
- Contribute to recruitment, retention and talent management where necessary.
- Mentoring, coaching, supporting and developing staff personally; encouraging effective behaviours.
- Undertaking investigations, disciplinarians, grievances, chairing hearings, imparting unwelcome news where necessary. This may be on an ad hoc basis or more frequently.

Policy Development

- The post holder will interpret, develop and implement national policy for the Charity but will also horizon scan against national policy with respect to NHS charities, working with bodies such as NHS England, the Department of Health and Social Care and NHS Charities Together where appropriate. This policy interpretation will guide the post holder when offering expert advice when setting the Trust's medium and long term charity/income generation activities.
- The post holder will write the Charity's first fund raising policy and how funds raised can be deployed by the Charity. They will disseminate key policies with internal and external stakeholders including providing expert advice to key decision makers: the Charity's Board, the CEO, the Chair and others.

Freedom to Act/Autonomy

- Deputise or the Director and sometimes act as the lead person for the charity in engagement with senior external stakeholders including high net worth individuals.
- Act independently as the expert for charitable fund raising and governance and grant making for the organisation advising the Director, Board of the Charity and CEO and Chair.
- The role requires the post holder to be 'subject matter expert'.
- The post holder will attend the Charitable fundraising committee advising on charitable law and other matters.

Physical skills

- Flexible and mobile working where necessary, therefore able to travel
- Travel to locations across London, and sometimes nationally, visiting LAS sites, other NHS sites, and meetings with key stakeholders and donors going to external stakeholders offices to deliver presentations
- Able to attend key conferences and forums including establishing a presence at e.g. conferences which may be national and may even sometimes be international.

Infection Prevention & Control

All Trust employees, whether involved directly or indirectly in the provision of healthcare, have a

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duty to co-operate with and implement Trust policies and procedures in preventing and controlling infection. This includes co-operation with colleagues and contractors also involved in the provision of healthcare so far as is necessary to enable the Trust to meet its obligations under the Health and Social Care Act 2008.

Safeguarding

The London Ambulance Service NHS Trust is committed to safeguarding and promoting the welfare of children and young people and adults at risk and expects all staff and volunteers to share this commitment and ensure they work in accordance with the LAS Safeguarding Child and Adult at Risks Policies and Procedures.

Staff should ensure that they remain up to date with safeguarding training requirements and know how to report safeguarding concerns or allegations against staff and should follow safeguarding policy and procedures and the allegations against staff policy.

Confidentiality

Maintain confidentiality in relation to personal data held for colleagues and patients, ensuring that it is processed lawfully; for no purpose other than that for which it was obtained; is relevant to that purpose; is retained for no longer than is necessary; is processed in accordance with the rights of the subject to access and accuracy; and is protected from accidental loss or damage in accordance with the requirements of the Data Protection Act (as amended), and records management guidance.

Maintain confidentiality of patient-identifiable personal data using a non-identifiable alternative, where practicable, and limiting access on a strictly need to know basis in accordance with the responsibilities of the Trust's Caldicott Guardian.

Risk

Accept personal responsibility for contributing to the Trust's management of risk, including the reasonable avoidance of any action which would knowingly cause unacceptable risk to self, others, or to the Trust.

As far as is reasonably practicable attempt to prevent other people from undertaking tasks or actions which would knowingly cause risks to self, others, or to the Trust, in accordance with Trust policy and training.

Identify and report actual or potential hazards/ risks in the work environment in accordance with

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Trust policies, and take immediate action to minimise risks where it is reasonably practicable to do so.

Identify and report to the appropriate authority incidents of risk, neglect, abuse or endangerment to vulnerable adults and children.

Follow LAS policy on use of PPE (Personal Protective Equipment) e.g. Stab Vests, Hi- Visibility Clothing, Gloves, Visors etc.

Awareness of and compliance with Health and Safety Regulations.

Equality and Diversity

The Trust recognises the need for a diverse workforce and is committed to Equal opportunities in employments. And seeks to eliminate unlawful discrimination. To promote equality of opportunity and good relations between staff and patients (including volunteers, contractors and bank staff) must at all times fulfil their responsibility with regards to the Trust Equality and Diversity policy and the Equality Act of 2010. All individuals have responsibility to highlight any potential discriminatory practice

Health and Safety at work

In addition to the Trust's responsibilities under the Health and Safety legislation, you are reminded of your responsibilities for health and safety at work under the Health and Safety at Work Act 1974 (as amended) and associated legislation. These include the duty to take reasonable care of the health and safety of yourself and others in your work activities and to co-operate with your employer in the discharge of its statutory duties. You must adhere strictly to the Trust's policies and procedures on health and safety and report all accidents, dangerous occurrences, unsafe practices or damage to your manager promptly using the Trust's incident reporting system. You must make use of appropriate training, safety equipment, protective clothing and footwear and attend training. Failure to comply with these requirements may result in disciplinary action.

Disclosure and Barring Service (DBS)

If the post you are undertaking requires you to complete a DBS disclosure, this will be managed and processed in line with the DBS Policy and you will be required to sign up and maintain your subscription to the DBS Update Service.

Person Specification

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Personal Requirements

In order to fulfil this role, the post holder is required to:

- Demonstrate leadership and drive in establishing a relatively new and fledgling area therefore building the organisations capacity and capability especially in relation to fund raising.
- Be resilient in overcoming internal and external blockages through persuasion and influencing.
- Show drive when faced with set-backs and obstacles and barriers especially in relation to meeting challenging income generation targets.
- Be a problem solver, focussing on solutions with a 'can do' attitude and proposing solutions to the Director and Board of the Charity.
- Be both a strategic thinker, planning for the future, while appreciate the fundamentally operational nature of the core business of the Trust and able to translate strategy to operational service delivery.
- Display a deep commitment and belief in the NHS and the work of the Trust at all times.
- Have strong empathy with patients and the challenges faced by the Trust's frontline workforce, always considering how corporate staff can support the frontline and patient care in their work especially in relation to income generation. Translating this empathy to winning hearts and mind for fund raising campaigns and delivering greater income generation.
- Appreciate and ensure the role requires someone with a commitment to demonstrating value for money and cost benefit to stakeholders, especially donors.
- Be results driven accepting that the potholder's performance will be assessed by key metrics/KPIs around fund raising.
- Be familiar with Microsoft applications (Word, Excel, Powerpoint) and database applications especially specialist applications for charity governance and fund raising.
- Keep accurate and professional records about fundraising activities of the charity
- Take responsibility for the security of charity data.
- Be mobile capable of attending meetings and events.
- Be flexible, prepared to work on occasions out of hours, notably evening and weekends in return for the opportunity for flexible and mobile working.

Qualifications, Accreditations, Education		
	Essential	Evidence
Degree, equivalent professional qualifications and/or substantial demonstrable experience in a similar charity and fund raising role or setting.	√	A/I/T
Masters level or equivalent	√	A/I/T
Specialist professional fundraising qualifications Cert IoF or DiM or equivalent and/or demonstrable experience in a similar role or setting	√	A/I/T
Experience		
Significant proven track record and experience in fundraising within a charity setting	√	A/I/T
Deputising for the Director and acting autonomously including with internal stakeholders (Charity Board) and external stakeholders (institutional donors and others)	√	A/I/T
Managing resources (people and budget)	√	A/I/T

Niche fundraising experience and track record such as working with high net worth individuals (HNWI); working with a variety of donor institutions both charitable and commercial; understanding of legacies; and experience of overseeing and operating at specific fund raising events etc.	√	A/I/T
Developing, embedding and managing governance within a charity including establishing and overseeing robust processes, systems and culture.	√	A/I/T
Understanding of the NHS, especially the structure and architecture of the NHS, or a healthcare sector or equivalent, and especially the relationship between a charity that is allied to an NHS Trust	√	A/I/T
Undertaking major campaign management and working with specialist communications staff to generate publicity and translating into donations/fund raising	√	A/I/T
Experience in bidding for and securing grants to the value of hundreds of thousands of pounds and more	√	A/I/T
Demonstrable project and/or people and/or resource management experience overseeing projects from inception to tracking milestones to delivering outputs and outcomes, especially demonstrating the relationship between a donation and key outputs and outcomes i.e. demonstrating to donors how money has been spent in terms of value for money and delivering against the charity's strategic objectives	√	A/I/T
Track record in developing and maintaining key relationships and building partnerships with stakeholders, including influencing and negotiating in order to secure funds and form partnerships.	√	A/I/T
Working with volunteers, and volunteer based projects, to secure funding through donations and grants and reporting against projects	Desirable	A/I/T

Working with media at regional and local media level to ultimately drive brand awareness and funding with support from specialists from Communication team. Being comfortable with direct interaction with local, regional and national media (while supported by communication and media specialist staff)	√	A/I/T
Knowledge and Skills		
Highly financially literate, especially in relation to significant levels of charity financial processes and systems managing significant sums of money	√	A/I/T
Comfortable with working with data and numbers and analysing and interpreting data as well as presenting it to e.g. the Charity's Board in an understandable manner	√	A/I/T
Database management with knowledge of the use database management within a charity setting in relation to funding and grant oversight	√	A/I/T
Planning and prioritising conflicting demands and unpredictable work patterns responding to short term deadlines as well as planning and delivering against longer term strategic goals	√	A/I/T
Working with a high level of autonomy with a sharp awareness of when to delegate upwards and when it is appropriate to act independently especially deputising for the Director	√	A/I/T
Creating a clear vision, especially for a charity with respect to fund raising, and translating strategies into operational plans and overseeing delivery and implantation	√	A/I/T

Strong persuading, influencing and negotiating skills working with stakeholders at all levels including CEOs, Chair, Directors, and external stakeholders from the public, not for profit and private/commercial sector to achieve key business outcomes	√	A/I/T
Demonstrating role model leadership behaviours and adapting styles to match situations and audiences including leading others which may evolve to include direct line management and leadership	√	A/I/T
Being highly accountable for results and actions against agreed KPIs, targets, trajectories and outputs and outcomes especially in relation to income generation	√	A/I/T
Leading, inspiring, motivating, working with and developing people, teams and staff at all levels and from a variety of backgrounds from frontline operational staff to the CEO and Chair to high net worth individuals to individuals in the commercial sector	√	A/I/T

Key:

(A = application, T = test, I = interview – delete as appropriate)

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