

**THE  
KIRKWOOD  
SUPPORT  
LIFE<sup>®</sup>**

**Our support began as a hospice, but today it is a promise: to support the life and legacy of all of those affected by a life limiting illness.**



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**06 A message from  
our Chief Executive**

**08 A message from  
our current Director  
of Income Generation  
& Marketing**

**10 Introducing  
The Kirkwood**

**22 Benefits of Working  
with The Kirkwood**

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**28 The Role**

**36 Person  
Specification**



# A MESSAGE FROM OUR CHIEF EXECUTIVE, MICHAEL CROWTHER

Dear Candidate,

Thank you for your interest in becoming Director of Income Generation & Marketing with The Kirkwood Support Life.

I hope that you will find all the information you need within this pack and on our website ([thekirkwood.org.uk](http://thekirkwood.org.uk)) to help you decide if you're the right person for this exciting role.

The Kirkwood Support Life is an ambitious charitable organisation. We've been delivering much valued, high quality care and support to people in Kirklees for almost four decades. Our services reach thousands of people every year, providing much needed support to patients, their families and people who are important to them, whether that's in our purpose built hospice in Dalton, out in the community or in people's homes. The Kirkwood have a reputation for excellence and innovation in palliative and end of life care. Not just here in Kirklees, but across the West Yorkshire region and nationally.

It is a real privilege to work for an organisation which is held in deep affection by many thousands of people within our community; the care and support we provide is truly life changing and has reached right across Kirklees into every community. Being part of our movement is hugely rewarding and fulfilling, and The Kirkwood offers a great environment to grow and develop as a professional and leader.

After over six years with The Kirkwood, our current Director of Income Generation & Marketing, Duncan Batty, is leaving to take on an exciting new challenge; to test himself in a different, but equally rewarding new role. As Duncan moves on to pastures new, he leaves The Kirkwood with a clear vision for Income Generation & Marketing, a robust plan, and a team of enthusiastic, caring and innovative thinkers who are committed to doing all they can to raise funds and awareness to make sure we can continue to provide the very best care for those in need.

This is a challenging but exciting time to be joining The Kirkwood. As we continue to navigate a post-covid world, things remain difficult for all charities, but with a clearly defined strategy in place for our charity, we will make sure we continue to be here for anyone affected by any life limiting illness – now and in the future.

We are seeking a candidate who can build from a solid base and help us realise our ambitions; someone who will inspire supporters, encourage people to spread the word about our vital work, and continue to build The Kirkwood movement.

The successful applicant will be a confident and natural leader who can communicate a compelling future direction for the Income Generation and Media & Marketing teams and has the ability to build strong relationships and motivate others to go the extra mile.

The Board of Trustees and I are committed to helping our colleagues realise their own ambitions and potential by supporting their personal development. This role is perfect for a leader who is keen to advance their professional career whilst leading the development of our highly valued income generation and marketing functions.

It's really important that the successful candidate shares The Kirkwood's values and is as excited as we are about the opportunity to shape the culture and ethos of our services in what is a varied, challenging and exciting role.

This appointment could not be more crucial for The Kirkwood and we will be careful to select the right person to help us as we strive to provide the very best care and support to people affected by any life limiting illness, **every step of the way.**

We appreciate this is a really important decision for you too, so if you would like to know more, please make contact with myself through my Assistant, Michelle Huby on: 01484 557 900.

Best wishes,



**Michael Crowther**  
Chief Executive

May 2024



# A MESSAGE FROM OUR CURRENT DIRECTOR OF INCOME GENERATION & MARKETING



**“You’ll work with colleagues who are committed, passionate, caring and kind; who will go to any lengths to ensure we deliver the highest care to our patients and families”**

Dear Candidate,

For over six years, I have had the privilege of being part of The Kirkwood, a charity close to the heart of the people of Kirklees and which makes a huge impact in the quality of life of those living with an illness in our community. This role has a simple purpose – to work with incredible colleagues to tell the story of The Kirkwood in a way that inspires people to support our work, so that we can realise the vision of those who first imagined a world where nobody has to face a life limiting illness alone in our shared community.

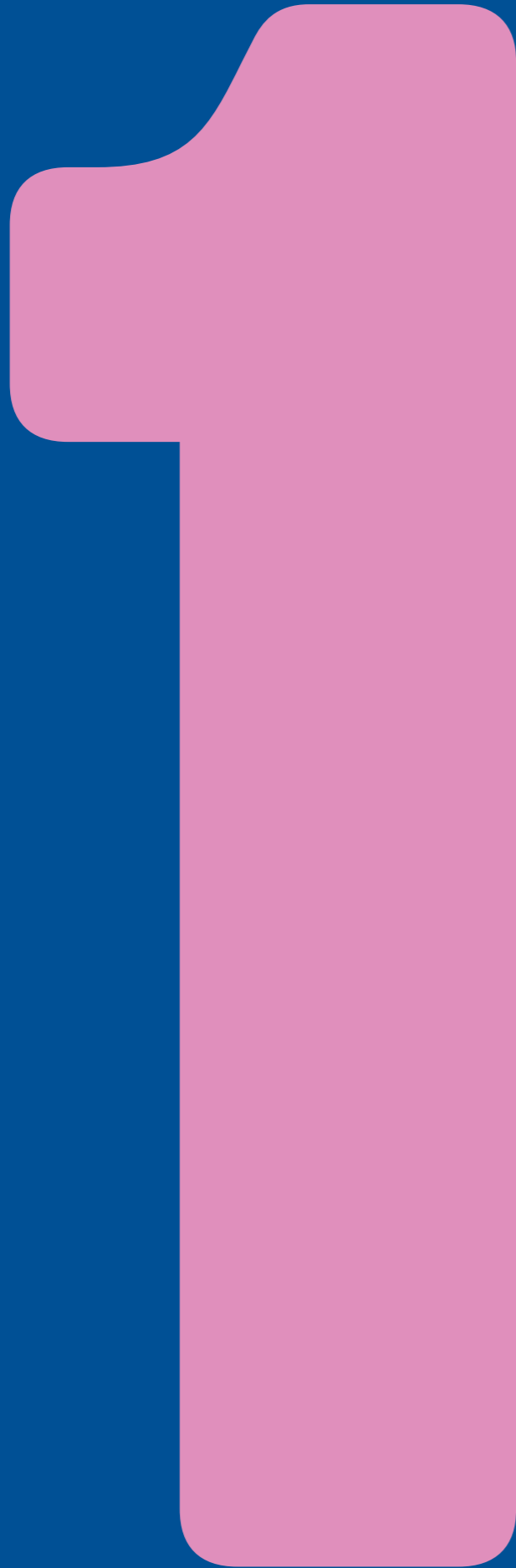
You’ll lead the teams who generate income through fundraising, retail and trading, partnerships and grants – teams who have played a vital part in doubling the charity’s income and through that the number of people we care for over the last 10 years.

You’ll work with colleagues who are committed, passionate, caring and kind; who will go to any lengths to ensure we deliver the highest care to our patients and families, the best experience to our supporters, donors and customers, and the most inspiring, purposeful and friendly working environment for our employees and volunteers.

My time as Director of Income Generation & Marketing has included many unique experiences (who knew you could have so much fun watching a fork-lift move Snowdog sculptures around Holmfirth at 2am in Autumn!?) and a huge amount of pride, enjoyment and personal satisfaction at the part I and my team have been able to play in making a difference for local people in need.

If you choose to apply for this role, you won’t regret it. And if you are the right person to make the job I have been proud to hold for six years your own, I hope you enjoying it as much as I have.

**Duncan Batty**  
Director of Income Generation & Marketing  
May 2024



# Introducing The Kirkwood



# HERE FOR ANYONE AFFECTED BY A LIFE LIMITING ILLNESS

The Kirkwood are here to support anyone affected by a life limiting illness, **every step of the way.**

Right now over 3,000 people in Kirklees are living with an illness from which they will not recover. Many of them are approaching the end of their life. The reality is that there are not enough services to help these people to live the best quality of life they can. We want to change that.

We have set ambitious goals for the future. The patients and families that could benefit from our services deserve nothing less. We owe it to all the people who are part of The Kirkwood movement across Kirklees, and beyond, to never stop until everyone affected by a life limiting illness has access to the best possible care and support.

In the next ten years we want to double the number of people we care for. We also want to become the 'go to charity' for anyone affected by a life limiting illness so that everyone who needs our support reaches out early enough for us to make a positive impact on their quality of life.

We will raise awareness about who we are and what we do and we will work hard to improve the understanding of The Kirkwood within our local communities. And we will continue to provide the best possible care for our patients, their families and those who care for them.

# NEEDED MORE THAN EVER BEFORE

The Kirkwood currently support around half the people affected by a life limiting illness here in Kirklees. The stark reality is that the others who may benefit from our care don't reach out soon enough, if at all.

Perhaps it's because they aren't aware of all the ways we can help. Perhaps they think we only care for people at the very end of life. Or perhaps it's because they simply don't think we are right for them. We need to change that. We want everyone who might benefit from our services to reach out early enough for us to make a positive impact on their quality of life. And to do it, we must be bold.

We need to challenge the perception that The Kirkwood is a building in Dalton; a place where people are cared for in their last few days; that our focus is on death. Whilst it's true that those things are part of our important work – it is not all we do.

We're here for local people across our community whenever they need us, helping them to improve their quality of life and make the most of the time they have left.

Our patients, their carers and those closest to them all have their own needs, aspirations and expectations. So our support is built around their personal wishes and goals. Our focus is on quality of life for everyone in our care.

We believe that the impact of our care is profound. But the limited understanding of our vital, life-changing work hampers our ability to reach more people who might benefit from care. It leads to confusion, and a misconception that other charities are providing the community services that, in reality, The Kirkwood are.

Too many people tell us the same thing; "I wish I'd known about all the different services you offer sooner." With your support, The Kirkwood will reshape opinions and reach more people than ever before.



# RICHARD'S STORY

Richard Poole is one of our proud Support Life Champions. He is also one of our most vocal advocates and loves to spread the word about The Kirkwood and the many ways we help people across Kirklees.



Richard became a big supporter of The Kirkwood after discovering the care we provide first-hand. After witnessing the compassionate care we offered to his partner, Katrina, who was cared for at the end of her life in 2020, Richard decided to set up his own annual fundraising challenge, 'The Kirkwood Memorial Trail Bike Ride', in her memory.

Over the past four years, Richard has raised thousands of pounds through his bike ride challenge, and he's raised vital awareness about the care and services we provide throughout the Kirklees area too. He's even become a Support Life Champion.

"I am extremely proud to be a Support Life Champion. I believe so passionately in what The Kirkwood do and the services they provide. I want to tell as many people about The Kirkwood and how they operate as possible because it is truly an amazing charity.

"I want to encourage anyone out there to join me in The Kirkwood Movement and help me and hundreds of others to continue to make people aware across Kirklees about the care The Kirkwood provide."

On his personal relationship with the charity, Richard explained: "I organised the event in loving memory of my partner, Katrina, who passed away in July 2020 with a brain tumour. I wanted to raise money to help others in a similar situation.

"I set up a bike ride as nothing is currently in place like this for The Kirkwood and it's a great way to raise money and spread the word about The Kirkwood throughout the community."

"I started cycling about eight years ago and slowly introduced Katrina to it. She really enjoyed being on two wheels as it's not something she had really done before meeting me. We had some great adventures together.

"The Kirkwood were very supportive with Katrina's palliative care, and she would be only too happy that we are trying to raise funds to help the organisation and keep supporting others.

"The Kirkwood first came into my life in 2004 when my dad was diagnosed with cancer. So they have supported my family with palliative care during difficult times and I'll always be thankful for that."



**Scan the QR Code to watch Richard's story**

# MOZ'S STORY

I knew about The Kirkwood from my days as a Yorkshire White Knights biker. I used to do runs out there regularly – dropping off blood and collecting tests and what not. But I never in a million years imagined that I would end up being a patient there.

**“If it wasn't for them I'd be curled up in a ball somewhere thinking about what's coming. Now I'm making the most of the time I've got left. The Kirkwood is part of our family now.”**

One evening I was doing a drop when the roads were pretty icy. I was just coming up to the roundabout that leads to the hospice when the bike skidded out from under me.

I put my foot down to steady myself and that's when I felt the pain shooting up my spine. I thought I'd just put my back out, but it turned out it was a lot more than that.

When I found out that I had cancer in my spine, my liver and my lungs it was such a massive shock. I've never been that low in my life and I just thought – that's it, I'm going to die. But the nurses and the doctors from The Kirkwood brought me back to life and reminded me that I have a lot more living to do. 'You're not going to die, Maurice,' they said. 'You're here so we can help you get back home.' And that's exactly what they did.

I ended up staying in the In-Patient Unit for five weeks and being away from your family for such a long time is hard.

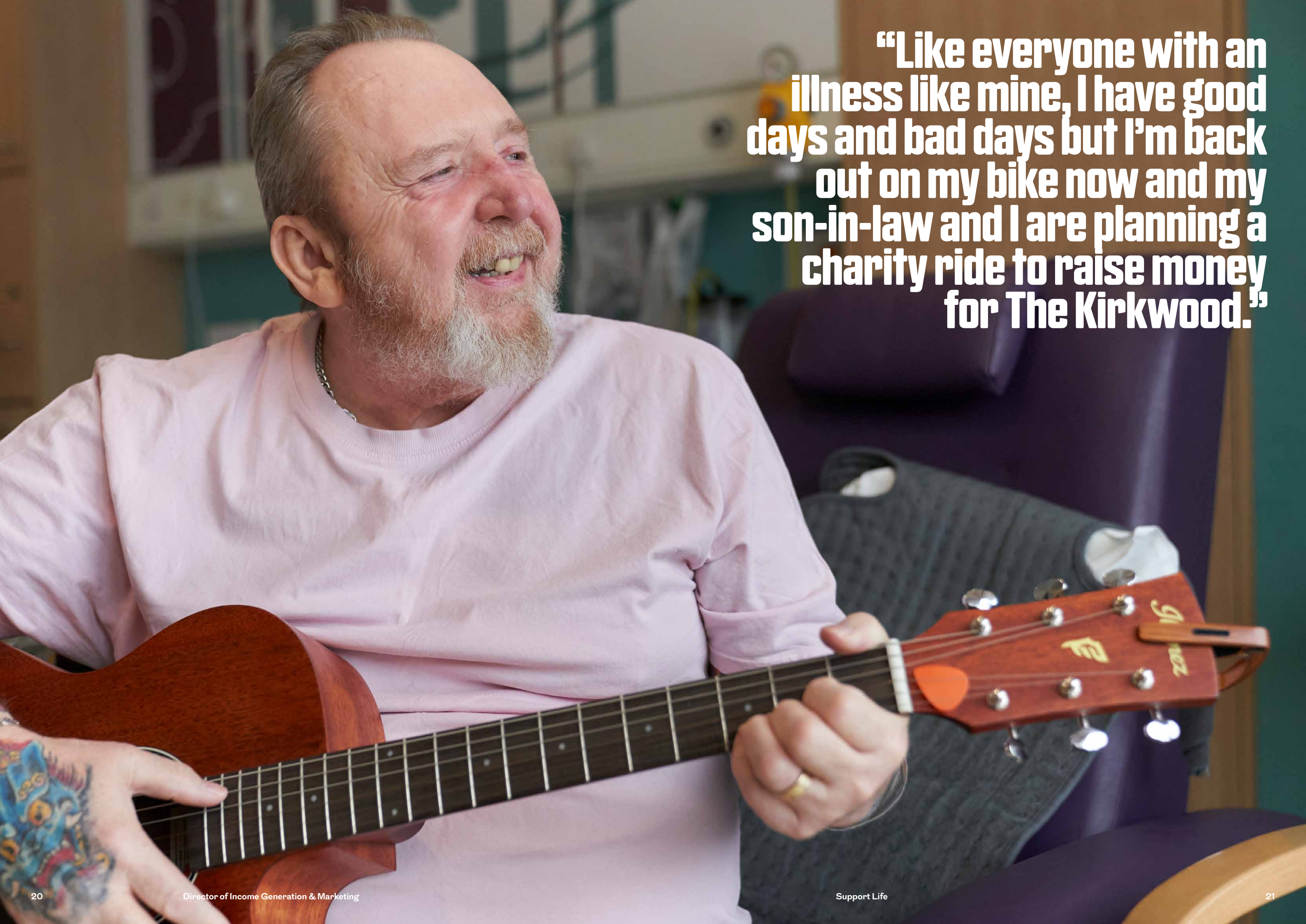
You start to feel a bit isolated and alone, but the nurses and doctors and even the cleaning staff make you feel like you're part of one big family. I used to get all the local chat from the cleaner and it's the only time in my life I've ever called a doctor by his first name.

There are angels everywhere you go but there are a lot of them in The Kirkwood. I'll always remember one nurse in particular, Esther. I had just come back from radiotherapy and was waiting to be picked up and taken back home. I was in a waiting room by myself and I was in pain. She came and sat with me and just held my hand for such a long time. She didn't have to do that.

And the support doesn't stop when you go back home either. They've helped me with all sorts of things. They call me up every two weeks to see how I'm doing, and I know that there's someone at the end of the phone if I'm worried about anything or need to ask a question. They've been brilliant to my family as well. My wife and my daughter have both spoken to the counsellors there and I know it's helped them a lot.

Like everyone with an illness like mine, I have good days and bad days but I'm back out on my bike now and my son-in-law and I are planning a charity ride to raise money for The Kirkwood.

I can never thank them enough for everything they've done for me. If it wasn't for them I'd be curled up in a ball somewhere thinking about what's coming. Now I'm making the most of the time I've got left. The Kirkwood is part of our family now and we do all we can to raise money for them.

A photograph of a middle-aged man with a grey beard and mustache, wearing a light pink long-sleeved shirt. He is smiling and looking upwards and to the right while playing a brown acoustic guitar. He has a colorful tattoo on his left forearm. The background is a blurred indoor setting, possibly a home or a community center.

**“Like everyone with an illness like mine, I have good days and bad days but I’m back out on my bike now and my son-in-law and I are planning a charity ride to raise money for The Kirkwood.”**



# Benefits of Working with The Kirkwood



The Kirkwood is a great place to work, and together, we make a real difference. But don't just take our word for it, here are some of the things our patients and their families say about us.

"To all the lovely people who looked after my husband. Thank you all so much for the loving care and kindness given to him. You made his last days so comfortable and peaceful. We cannot thank you enough. We will never forget your kindness, enabling him to spend his last days in such an amazing place."

"Thank you so much for all the help and support you've given my mother. You don't realise how much your help has meant to us and how much it's appreciated. We are humbled and grateful to you all at The Kirkwood."

"I would like to say a massive thank you to one and all. Words do not do justice to the work you all do here."

# WHAT PEOPLE SAY ABOUT US

**"Thank you for your kindness which can never be repaid, and your understanding, and the difference it made to our mother. Thank you once again."**

# THE BENEFITS

## There are lots of other benefits of working with The Kirkwood.

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Being able to spend time with our service users is all part of the role. It's incredibly fulfilling to see and experience the difference The Kirkwood makes to people's lives.

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Our employees and volunteers help to make The Kirkwood such a great place to work. Their care, compassion and commitment to go the extra mile for our patients is amazing. It is great to be a part of a team who really pull together.

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We have an excellent workplace pension – and if you are already paying into a NHS pension this can be carried across with you.

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We regularly showcase our achievements at Hospice UK Conferences and often have several posters accepted each year – so there are plenty of opportunities to share your innovations.

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We are exceptionally proud that our volunteers were awarded the Queen's Award for Voluntary Service in 2021; a real accolade for The Kirkwood (it's the equivalent of an MBE for volunteer groups).

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We provide a range of service to support employee wellbeing such as Complementary Therapies, an Employee Assistance programme and paid carers leave, as well as generous leave entitlements.

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We provide lots of opportunities for professional and personal development. We enjoy close links with the University of Huddersfield and excellent relationships with our neighbouring hospices.

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The gardens at our Dalton site are beautiful and peaceful, and they have been recognised with numerous awards, including the Gold Award from Yorkshire in Bloom. We have our own vegetable patch which our very talented Chef uses to create fresh, high quality meals – presented as if you were in a fine dining restaurant.

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And of course there is Kirklees itself, a diverse and vibrant area, with breath-taking scenery, super walks, quaint villages and good transport links to Leeds and Manchester.



# The Role





# DIRECTOR OF INCOME GENERATION & MARKETING

**Job Title**

Director of Income Generation & Marketing

**Reports to**

Chief Executive

**Accountable to**

Chief Executive

**Who are we?**

The Kirkwood Movement is a community of people from across Kirklees and beyond who believe that anyone affected by a life limiting illness deserves to live the best quality of life, for however long they have.

It comprises our patients and families, our supporters, donors and fundraisers, our customers, our employees, our volunteers and our partners.

Belonging to The Kirkwood Movement improves people's quality of life – whether they are directly impacted by our care, or whether they find purpose and meaning in working or volunteering with us or in supporting our work. Broadening and deepening people's connection with The Kirkwood and other members helps them. Offering opportunities to do that improves the care we offer to our patients and families, our workforce and our supporters.

We offer care to anyone affected by a life limiting illness, from the moment a patient receives a diagnosis, **every step of the way**. We do this from our hospice in Dalton, Huddersfield, and right across Kirklees, by providing wellbeing services in local towns and villages and specialist palliative care in people's own homes.

In Kirklees, we are the only charity providing these vital services.

**The Kirkwood Values**

**Our values are vital to the important work that The Kirkwood do. We are:**

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Respectful and Inclusive

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Passionate and Determined

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Open and Honest

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Kind and Compassionate

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Forward-thinking

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We strive for Quality and Excellence

**Who are you?**

First and foremost, you will share our values and ethos and believe that those in our community affected by a life limiting illness deserve the very best care and support, every step of the way. You'll be guided by these values in the decisions you make and the way you choose to work.



You will be passionate about connecting people and cause. You will know that belonging to a community that shares values and works together towards a single goal can improve quality of life for everyone.

You will believe that those who support charities deserve the best experience when doing so, and that creating this increases the chances of someone choosing to grow their support and deepen their connection.

You will communicate passionately and have the ability to lead and bring others with you. You'll thrive on challenges and on the fast pace and constant change that are essential to improve performance year on year.

You will be someone who builds communities, fosters collaboration, values diversity of experiences, thought and ideas, pushes boundaries, innovates and inspires.

### What can we achieve together?

We know that those under our care are able to live a better quality of life than those who don't reach us. We believe we reach about half of those locally who could benefit from our care. Together we can change that.

To reach more people, we need growing and sustainable income streams to underpin our services.

#### That's where you come in.

As Director of Income Generation & Marketing, you will be a vital member of The Kirkwood's Executive Management Team and lead the teams that build and develop relationships across The Kirkwood Movement: Patients & Families; Supporters, Donors, Fundraisers & Customers; Employees & Volunteers.

You'll ensure that people in Kirklees know how The Kirkwood Support Life, how they can reach out for care and when, and how they can offer their support to ensure that care is sustainable.

### Key Duties & Responsibilities

#### Strategic

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Develop and implement a comprehensive income generation strategy to deliver the required contribution to The Kirkwood's charitable activities – aligned to the overall goals of the charity.

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Champion a culture of creativity within The Kirkwood to explore and develop fresh and unconventional income generation strategies that go beyond traditional methods.

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To lead on developing and delivering our ambition to Build The Kirkwood Movement to both ensure more people know about and reach out for care and to inspire more financial and voluntary support from the members of the Movement.

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To create connections between members of The Kirkwood Movement so that people deepen and broaden their involvement.

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To work across The Kirkwood Movement, particularly with our workforce, to encourage everyone to consider opportunities for income generation in their day to day work.

#### Executive

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To work with the Executive Team to develop and deliver the overall strategy for The Kirkwood, helping to drive an increase in the number of people cared in a way that is financially sustainable.

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To develop the policy framework and ways of working that support the delivery of strategic objectives.

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To care for, and promote, The Kirkwood's Culture and Values.

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To be the key advocate for the donor in all that The Kirkwood does.

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To share the communication strategy, internal and external and represent The Kirkwood in the media and at external events.

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To work collectively with the Executive Team on the relationship with the Board of Trustees

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Build strong relationships with members of the Board of Trustees and lead on the relationship with the Income Generation & Marketing Committee of Trustees.

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To support members of the Executive Management Team, and other colleagues, on their relevant Committees as required.

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To contribute to the development of the 5 year strategic plan and the long-range financial forecast.

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To keep abreast of best practice in the sector and introduce this to The Kirkwood where applicable.

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To be responsible for the relationship with appropriate statutory regulators (e.g. The Fundraising Regulator, Trading Standards, The Gambling Commission) and ensure compliance with any mandatory regulation / legislation.

#### Departmental

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To support the departmental leads to develop and deliver the strategy for Fundraising, Retail & Trading and Media & Marketing, including the Business Development and Programme development elements.

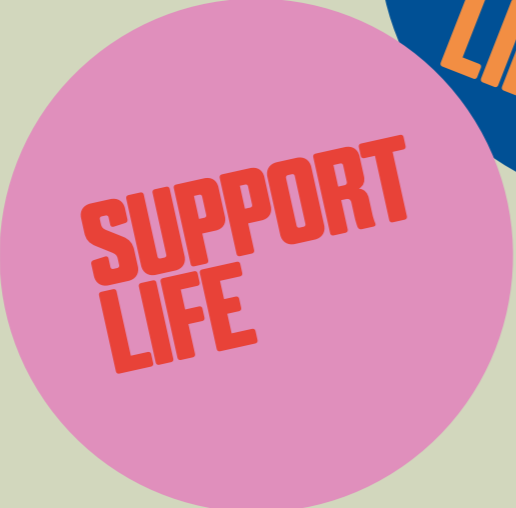
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To propose, monitor and deliver ambitious annual departmental budgets for income generation and contribution; work with departmental leads to develop credible, robust delivery plans.

To create a high-quality supporter experience that drives acquisition and retention of supporters for The Kirkwood and maximises the lifetime value of each supporter through exceptional stewardship.

Motivate and engage a great team, creating a culture of ownership and accountability for achieving income generation goals.

Attract, recruit, and retain top talent within the income generation and marketing teams, building a diverse and skilled workforce.



THE KIRKWOOD SUPPORT LIFE  
PLEASE DO NOT...  
#SNOWADOGSKIRKLEES  
REPORT AN...  
CONTACTINGS: 7484 955397



# PERSON SPECIFICATION

## Director of Income Generation & Marketing

Requirements	Essential / Desirable
<b>Skills</b>	
Strategic, long-term thinker with a proven track record of developing and implementing successful long-term income generation strategies aligned with overall fundraising goals.	Essential
A confident and natural leader who can clearly communicate a compelling future direction for the Income Generation and Media & Marketing teams.	Essential
A team player who thrives in collaborative environments and excels at building strong relationships across all departments. Someone who motivates and inspires others to go the extra mile.	Essential
Inspiring communicator who excels at explaining complex ideas in a clear and concise way, adapting their message to effectively engage a variety of audiences and stakeholders.	Essential
A critical thinker who utilises data and trends to make informed decisions, analyses results to identify areas for improvement, and embraces a continuous learning mindset that values both successes and failures.	Essential
Agitator, pioneer, restless change maker who constantly seeks to deliver progress and quality through innovation and external learning.	Essential
An innovation champion with a relentless drive for improvement, actively seeks out external knowledge and best practices to constantly push boundaries and deliver progress.	Essential
Trustworthy, supportive colleague with the ability to put the needs of The Kirkwood and our patients and families ahead of personal goals.	Essential
Champion of the supporter, donor and customer with the ability to understand their needs and aspirations and create belonging to a cause or mission.	Essential
<b>Qualifications / Knowledge</b>	
Knowledge of the charity fundraising environment and the relevant legal and regulatory frameworks.	Essential
A Master's degree in a relevant field OR a minimum of 5 years of demonstrably successful experience in income generation, marketing or a related field, with a proven track record of achieving ambitious goals.	Essential
Membership of the Chartered Institute of Fundraising / Chartered Institute of Marketing.	Desirable
<b>Experience</b>	
Experience of developing and delivering high-level strategy.	Essential

Requirements	Essential / Desirable
<b>Experience (cont.)</b>	
Minimum of 5 years of experience in income generation, fundraising, marketing, or related roles, with a proven track record of achieving income targets in a nonprofit or healthcare environment.	Essential
Experience in leading and motivating high-performing teams to achieve income generation success.	Essential
Experience of working as part of a Senior Leadership / Executive Management Team responsible for operational delivery and financial sustainability.	Essential
Experience of working across an organisation, outside of line management, to deliver significant progress.	Essential
Experience of developing and motivating a team.	Essential
Experience of being a Trustee or Non-Executive Director.	Desirable
<b>Other</b>	
Ability to work some unsocial hours	Essential
Ability to travel throughout Kirklees	Essential



# Getting in touch

**Connect with The Kirkwood  
& 24/7 Advice Line**  
01484 557 910

**The Kirkwood Main Reception**  
01484 557 900

**Fundraising**  
01484 557 911

**Website**  
[www.thekirkwood.org.uk](http://www.thekirkwood.org.uk)

**Email**  
[info@thekirkwood.org.uk](mailto:info@thekirkwood.org.uk)

**Address**  
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Kirkwood Hospice is a Company Limited  
by Guarantee in England (No. 1645888)  
and a Registered Charity (No. 512987)