



Children's Hospices Across Scotland

Head of Partnerships and Philanthropy

Recruitment Pack

November 2024



Dear Candidate,

Thank you for your interest in the role of **Head of Partnership and Philanthropy** at CHAS.

As we embark on our most ambitious journey yet, we aim to **transform the experience of children's palliative care across Scotland**. To achieve this, we seek a leader who brings creativity, determination, and compassion to help us drive our vision forward.

As part of our award-winning Income Generation and Engagement Directorate, you will play a senior, strategic role by guiding the Partnership and Philanthropy Team through an exciting period of growth. Working across income streams, you'll lead efforts to enhance efficiency, maximise impact, and identify new opportunities for growth and development.

This is an inspiring time to join CHAS. In 2024, we launched our **2024-2028 Strategic Plan**, outlining our vision to provide unwavering care to children who may die young and support for their families at every stage of the journey. CHAS is committed to supporting families across three key areas:

- Learning your child is seriously ill and may die young
- Living Well through supportive care
- Dying Well and Bereavement

Our fundraising goal is ambitious, and the Income Generation and Engagement team is committed to raising **at least £75 million** over the next five years to support the delivery of our vision as outlined in the new Strategic Plan, including a major appeal to raise **£16.3 million** which will support the redevelopment of Rachel House.

It's Not Just a Hospice Appeal

This appeal is about more than fundraising for a hospice. It's about transforming the experience of children's palliative care in Scotland—today and for generations to come. Working alongside our **Appeal Director**, you will play a vital role in securing the necessary resources to fund the redevelopment of Rachel House in the medium term, while also supporting CHAS' long-term growth and sustainable impact.



We have bold ambitions, and we work to balance these goals with a supportive work environment, offering flexibility and hybrid work options.

If you have the skills and passion to join us on this next stage of our journey, we would love to hear from you.

Warm regards,

Iain McAndrew

Director of Income Generation and Engagement



About You

We are looking for an established leader with a proven ability to develop innovative, inspiring, and commercially minded strategies and to embed these into the operational processes to improve efficiency and maximise income.

You'll bring strategic vision and a record of inspiring teams to deliver high-impact, large-scale fundraising initiatives. You know how to set ambitious goals and engage your team to achieve them. With extensive experience in major gift or partnership fundraising, you have successfully developed high-value corporate partnerships and cultivated major donors. A strong record in growing income and meeting ambitious targets is essential.

You have substantial line management experience, with a talent for nurturing and inspiring teams to reach their full potential. You believe in CHAS's mission and can motivate your team to make a tangible impact for children and families in need.

Whether you come from a fundraising or commercial sector background, we seek individuals who demonstrate strategic thinking, relationship-building skills, and a commitment to maximising income.

About CHAS

In Scotland, three children a week die from a life-shortening condition. CHAS provides unwavering care to children who may die young, and holistic support to their entire family. Our ambition is that no one should face the death of their child alone. Our team includes nurses, doctors, chaplains, social workers, and family support specialists who provide services across two children's hospices, community settings throughout Scotland, and in hospitals in partnership with the NHS.

CHAS is an independent charity registered with Healthcare Improvement Scotland to provide hospice care, and with the Care Inspectorate to provide home services. We are recognised for our "exceptional" leadership and vision in our sector.

Our model is unique in Scotland, offering support wherever and whenever families need us: in hospices, hospitals, and homes. Watch our [short video](#) to learn more about our services.

Our Services include:

- **In hospice:** Short breaks, emergency care, symptom management, end-of-life care, and grief support spaces for families.
- **At home:** Respite visits, volunteer assistance, social worker support, sibling services, end-of-life care, and bereavement support.
- **In hospital:** Palliative care support, activities, end-of-life care, and access to all CHAS services at home or in hospice.

Our values



Time is precious

We help children and families make the most of their time together, no matter how short. We value and respect each other, our time and contributions.



We are courageous

Children and families motivate us in our unwavering commitment to deliver exceptional care based on choice.



With love and compassion

We care for children and families, and all those who make our work possible. Love, dignity and inclusion are at the heart of everything we do.



We play as one team

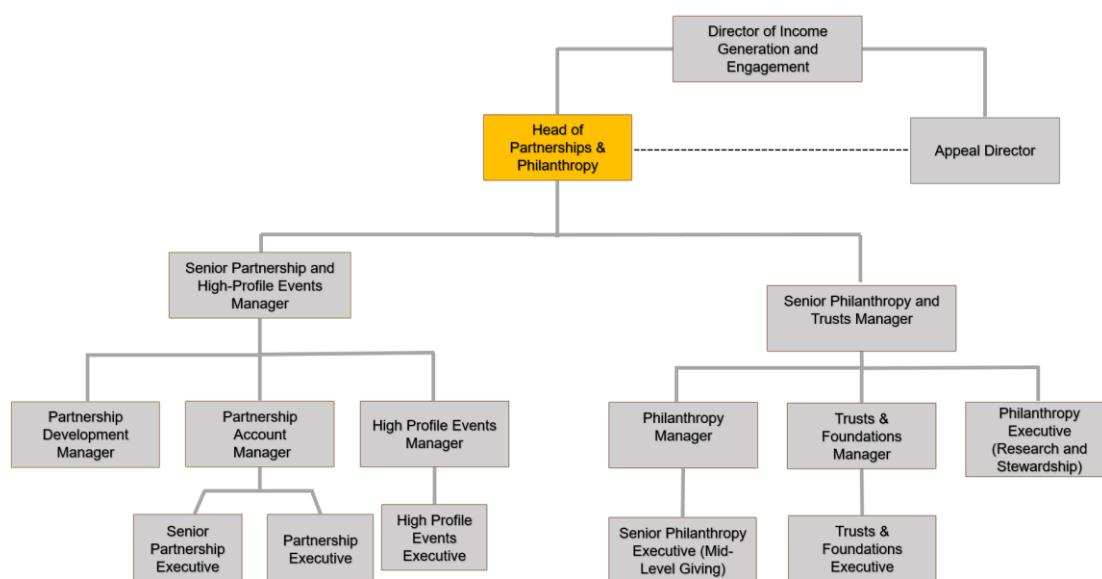
Children learn through play, and we're inspired by them. Together, we make extraordinary things happen every day.

Fundraising at CHAS

CHAS has a high-achieving and award-winning fundraising team with a collaborative culture that drives success. Led by Director of Income Generation and Engagement, Iain McAndrew, our team has earned recognition for its innovative campaigns and effective corporate partnerships.

Our approach is distinctive: we support our team in providing creative, personalised solutions that support the development of deep relationships and sustained engagement with our supporters. [Learn more](#) about our approach.

As Head of Partnership and Philanthropy, you will lead a department of 13, with two senior managers reporting directly to you.



About the Role

Reporting to the Director of Income Generation and Engagement, the Head of Partnership and Philanthropy will provide strategic leadership to CHAS's partnership, high-profile events, major donor, and trust fundraising teams. You will guide these teams to perform at their best and achieve ambitious revenue goals.

Role Highlights

Strategic leadership: Lead and support partnerships, high-profile events, and major donor teams to perform at their best, achieving CHAS's ambitious goals.

Capital and revenue balance: Lead efforts to maintain core revenue of £3M annually while mobilising team expertise in support of the major appeal.

Exceptional donor experience: Ensure that each partner and donor enjoys an exceptional experience by aligning their motivations with CHAS' mission.

The Teams

Partnership and High-Profile Events

Under the Senior Partnerships and High-Profile Events Manager, this newly integrated team has delivered six-figure partnerships with top companies including Morgan Stanley, Scotmid, Scottish Gas, and Loganair. They've raised over £1 million annually for the past two years. CHAS' high-profile events team designs inspiring, unforgettable experiences across Scotland, including our glittering Fawkes-y Ladies Lunch, the annual Rocking Horse Ball, and winter wonderland events in Aberdeen, Glasgow, and Edinburgh.

Philanthropy and Trusts

Led by the Senior Philanthropy and Trust Manager, this team focuses on building relationships with high-value donors and trusts. They create impactful proposals that align CHAS's work with donor objectives, especially as we prepare for the upcoming capital works at Rachel House. Through a combination of AI-driven insights and expert stewardship, this team provides mid- and major-level donors with a fulfilling experience.

Read on for a more detailed Job Description.



Children's Hospices Across Scotland

JOB DESCRIPTION – HEAD OF PARTNERSHIPS AND PHILANTHROPY

Job Details

Job Title – **Head of Partnerships and Philanthropy**

Responsible to – **Director of Fundraising and Communications**

Job Family – **Manager – Non Care**

Location – **Edinburgh / Glasgow / Kinross**

Salary – **Sector Band 8, Point 20 to 22**

Job Purpose

Working within the culture, ethos and philosophy of CHAS, to lead the development of the Partnership and Philanthropy Team and its activities, managing and coordinating cross team working across income streams to ensure best use of CHAS resources, working to identify areas of growth and development.

Main Tasks

- Strategic Direction and Income Generation
- Leadership
- Practice Development
- Resource Management
- Compliance

Job Activities

Strategic Direction and Income Generation

- Identify, develop and oversee delivery of the individual income streams in line with the Partnership and Philanthropy strategy to ensure effective income generation, legal compliance, and excellence in fundraising management, support and practice
- Take personal responsibility for a portfolio of philanthropic donors and grant making bodies to cultivate and solicit leadership gifts and to work cross-organisationally to build capacity for leadership giving to flourish
- Works directly with the Director of Fundraising and Communications, Chief Executive and member of the board to harness, develop and establish a programme of leadership giving and to create a culture of philanthropic giving
- Ability to deploy extensive knowledge of philanthropic networks to create a pipeline of cultivation, solicitation and stewardship in line with CHAS business objectives and to secure long-term high value relationships and strategic partnerships
- To work with the of Development, Chief Executive, board and key director

philanthropic influencers and to identify key senior level volunteers to establish volunteer board(s) and giving circles in support of key funding opportunities

- Leads the Partnership and Philanthropy Team in the development and review of the annual fundraising budget and in projecting and forecasting the long-term pipeline of donor planning and its congruence with organizational funding opportunities
- Leads and commissions feasibility studies into specific capital or appeal campaigns to meet organizational objectives and to make recommendations to the Director of Fundraising and Communications, Chief Executive, board.
- Monitors, evaluates and reviews, with the Director of Income Generation, team progress in meeting objectives to inform ongoing continuous improvement ensuring constant progress towards improvement
- Lead on a culture of 'excellence in donor stewardship making sure that a strong programme of stewardship and donor recognition is established and that records are maintained
- Support and act as key point of contact for leadership giving volunteers and any giving circles or philanthropic boards established to deliver specific appeals or address strategic funding opportunities
- Help develop and manage the annual income and expenditure budgets for philanthropic giving across Scotland
- Work with the Director of Fundraising and Head of Fundraising Operations establishing key monitoring and reporting systems for community fundraising to ensure close tracking of income and activity
- Work collaboratively with other managers in the Fundraising and Communications team on the strategic aims and objectives of the department with a view to significantly increasing income
- Work with all fundraising teams across CHAS to help explore fundraising ability, opportunities and developments. Reporting back to the Director of Income Generation, Senior Management Team, and wider CHAS team as relevant
- Ensures individual and team objectives are set and delivered in line with the strategic priorities of the department

Leadership

- Deputise for the Director of Income Generation by representing CHAS/the Director at internal or external meetings or events and assuming the role of the Director as required, during any leave of absence
- Role model the positive leadership behaviours and actions to all staff and senior level volunteers that reflect the organisation's core values
- As a member of the fundraising and communications senior team, contribute to all aspects of CHAS development including strategic planning, policy and decision making
- Ensure effective risk management practices are embedded across the Fundraising and Communications Directorate and contribute to the development and monitoring of the Income Generation risk register
- Provide professional fundraising, advice and support to the Director

Practice Development

- Ability to develop the teams' expertise and therefore capacity to make and secure leadership, strategic partnership or major giving support
- Ability to develop the capacity of the CHAS board and senior leadership team and other CHAS staff and volunteers to support the cultivation and ability to make the ask

- Contribute to the development and improvement in fundraising practice, ensuring fundraising practice is delivered to the highest professional standard and complies with all relevant legislation and regulation
- Acts as a lead and source of expertise for staff and volunteers in specific area of fundraising practice In line with PR protocols, actively works to promote CHAS through liaison with the local press and media, maximising opportunities for revenue generation

Resource Management

- Manages staff, volunteers and physical resources within Partnership and Philanthropy ensuring the cost effective delivery of fundraising activities
- Takes lead role in the development and management of the expenditure budgets for the Partnership and Philanthropy Team by providing information on actual and projected regional expenditure
- Leads the management of financial processes and procedures for the Partnership and Philanthropy Teams working with the Fundraising Administration Manager

Compliance

- Along with the Fundraising Administration Manager, responsible for overseeing activity in relation to the accurate inputting, maintenance and extraction of data from the Raiser's Edge database
- In-line with appropriate legislation and CHAS financial procedures, oversees the systems of management when dealing with supporter donations, ensuring this is accurately recorded
- Initiates and maintains effective lines of communication for staff and volunteers, ensuring changes to practice and approach are shared in an appropriate format

Health and Safety

- Responsible for coaching staff, adhering to and monitoring compliance with the CHAS Health and Safety Management Policy and associated procedures and co-operating with CHAS in complying with its legal duties

Information Governance

- Responsible for coaching staff, adhering to and monitoring compliance with the CHAS Information Governance Framework and associated policies and co-operating with CHAS in complying with its legal duties

Volunteer Engagement

- Manage a team of volunteers, including providing training, day-to-day support, planned supervision and ensuring the volunteers deliver a quality service and feel valued

Dimensions

Line Management

- This post will directly line-manage four Fundraising Managers – Corporate Fundraising Manager, Outdoor Events Manager, Trust Fundraising Manager and the Major Donor Manager
- Line Management support is provided by an annual appraisal and regular one to one meetings

Financial

- Authorised signatory for up to £3,000
- Holds a delegated budget and is responsible for the development and management of the Partnership and Philanthropy Team's expenditure

Decisions and Communications

Decisions

- Works with a high degree of autonomy within the agreed parameters when making day-to-day and longer-term decisions regarding staff, volunteers, finance and physical resources
- Monitors and sets objectives for the Partnership and Philanthropy Fundraising Team, utilising outcomes to improve service standards
- Uses developed analytical skills to understand complex situations or information and operates with exceptional judgemental skills to formulate solutions and recommend or decide on the best course of action
- Responsible for making rapid and accurate assessments of urgent/delicate situations, provide solutions and avoid disruptions, in order to meet deadlines

Communications

- On a daily basis, communicates highly complex and confidential information about the team and their external activity with key philanthropic supporters to the Director of Fundraising and Communications, the Fundraising and Communication Team Managers, the Chief Executive, existing and potential supporters, the media and sector, professional and umbrella bodies
- Regularly presents and articulates complex fundraising information to individual supporters as well as large groups including, existing and potential supporters, where the support is from a trust, a company or a school
- Works with the CHAS PR team, staff and volunteers to deliver increased awareness of CHAS's fundraising and supporter opportunities across the country
- Works to explore new ways to engage development ideas and suggestions from CHAS staff, volunteers and supporters



Children's Hospices Across Scotland

PERSON SPECIFICATION – HEAD OF PARTNERSHIPS AND PHILANTHROPY

Education, Qualifications, and Training

Essential

- Degree qualified or equivalent
- Diploma in Fundraising or equivalent professional qualification or significant Fundraising Management experience

Desirable

- None

Method of Assessment – Application Form

Skills, Abilities, and Knowledge

Essential

- Extensive knowledge of the philanthropy and institutional fundraising landscape with key insight of philanthropic influencers, their networks and their interests
- Evidence of a high level of theoretical knowledge and understanding of fundraising
- Evidenced ability to build and develop relationship with the philanthropic community and have the strong interpersonal skills to cultivate relationships and assess when to solicit a major gift
- Evidence of advanced level of communication skills, being able to represent the interests of the organisation at all levels and positively influence internal and external contacts
- IT literacy and standard keyboard skills

Desirable

- None

Method of Assessment – Application Form and Interview

Experience

Essential

- 10 years of experience working with and personally engaging donors with the capacity to make leadership gifts.
- 10 years of devising and executing relevant strategies, campaigns and products that engage philanthropic audiences with demonstrable experience in revenue and capital appeals.
- Relevant experience of working within the fundraising sector at a senior level, in particular within philanthropic and partnership giving and a sound level of

knowledge of the legislative and regulatory framework, for fundraising within Scotland

- Relevant experience of managing senior volunteers within a principal gifts and volunteer philanthropic board environment.
- Demonstrable experience of managing the human, physical and financial resources of a team.
- Demonstrable experience of developing and sustaining relationships with individuals, corporations and the media.
- Demonstrable commitment to continuous professional development of self and others

Desirable

- None

Method of Assessment – Application Form and Interview

Personal Qualities

Essential

- Acts with integrity
- Works co-operatively with colleagues to improve service
- Forms meaningful relationships with others
- Demonstrates initiative and acts with effectiveness
- Accountable for own actions and decisions
- Commitment to ongoing learning and development
- Commitment to CHAS core value, vision and purpose
- Commitment to working with/supporting volunteers
- Professional attitude to work
- Views change as a natural, positive and a continuing process

Desirable

- None

Method of Assessment – Interview

Other Requirements

Essential

- Willingness to travel between CHAS sites

Desirable

- None

Method of Assessment – Application Form and Interview

Further details

Location: your base location can be any CHAS site, our teams work flexibly and in a hybrid manner with time split between at home and onsite in Edinburgh, Glasgow and our hospices in Kinross and Balloch. CHAS offers flexible and family friendly working. and are happy to discuss working arrangements that work for you!

Comprehensive Benefits: Including generous annual leave and pension, incremental salary progression, life assurance, employee assistance programme, access to Blue Light discounts, and health and wellbeing support.

Holidays: 35 days rising gradually to 40 days over 5 years service.

How to apply: Please click apply to answer a couple of questions and upload a CV, or complete the application form, at www.chas.org.uk (Get Involved > Join Our Team). Closing date: 27 November 2024.

Recruitment process: Provisional interview date 9 December 2024. We strive to be an inclusive hirer and are happy to make adjustments to this process where possible.

Queries:

Please feel free to get in touch with any queries to careers@chas.org.uk
To arrange an informal conversation about the position, please reach out to our Director of Income Generation and Engagement, Iain McAndrew, at IainMcAndrew@chas.org.uk

What if you don't meet all the job requirements?

At CHAS we are committed to creating a workplace where everyone feels welcome, supported, and valued. We celebrate diversity and inclusivity, recognizing that everyone's journey is unique. We believe in the power of transferable skills, so if you don't have the exact qualifications or background listed but believe your experience and skills are a great fit, we encourage you to apply. Feel free to reach out to Iain or our team for a chat to explore how you could be a great addition to our team.