



West London Zone

DEVELOPMENT DIRECTOR

Appointment Brief

1. Introduction

West London Zone (WLZ) is a fast-growing, highly innovative social sector organisation, which works in partnership with a group of charities to achieve the best possible outcomes for children and young people in West London. We work to improve 'whole child' outcomes in well-being, engagement with and attainment in school. In future, WLZ has the potential for replication in other cities in the UK.

We are looking for a talented and ambitious leader to create and maintain revenue generation in two distinct areas: public sector commissioning and philanthropic fund raising. The WLZ team has a culture of high performance and we are seeking a dynamic individual who will work well in a fast-paced and high-growth environment.

The ideal candidate will have leadership experience in successful revenue generation; new contract development, bidding and negotiation as well as contract maintenance and renewal; project planning and implementation. They may bring this experience from any sector. They must possess the high levels of energy, integrity and creativity that this exciting role demands.

Working closely with the Chief Executive, the Development Director will have an outward facing role and will provide leadership in all revenue generation including:

- Developing new opportunities within the WLZ business model
- Negotiating and managing commissioner contracts in collaboration with the COO
- Providing stewardship of commissioner relationships to maintain contracts in partnership with the COO
- Raising traditional philanthropy
- Leading communications and messaging

As an integral member of the high-performance senior management team (comprising Chief Executive and Chief Operating Officer), the Development Director will play a leading role in developing and implementing a revenue generation strategy that supports WLZ's plans for growth, and will work with a range of stakeholders to achieve this, including WLZ's existing social investors and blue-chip funders.

Terms

Remuneration	£55,000 per annum
Location	West London
Start	Immediate
Contract	Permanent, full-time
Holiday	25 days per annum (plus 3 between Christmas and New Year)
Accountable to	Chief Executive

2. About Us

Our vision

West London Zone has been co-developed by our local community to deliver early intervention to improve the learning, wellbeing and character of children and young people. Our mission is that all children in our Zone arrive safe, happy and healthy in adulthood. This means that we want them to grow up ready for school, prepared for sustained and gainful employment, in good physical and mental health and able to forge positive relationships. We aim to achieve this by co-ordinating a range of local and national social sector organisations to provide support early, before problems escalate. We are inspired by the Harlem Children's Zone, the world's first Children's Zone, who pledge to do 'whatever it takes', over the whole period of childhood, to ensure children grow up well.

Over the next 10 years, we have an ambition that up to 13,000 children and young people age 0-25 years who live in our area of West London (3 square miles around the Harrow Road) and are at risk of poor outcomes in later life will benefit from our work. Our experience suggests that the challenges facing these children and young people are too numerous and complex for any one agency – including their families – to manage alone. The 'whole community', from schools to public services to neighbourhood groups and charities, is required to support each child to grow up well and achieve positive outcomes in life. Our aim is to change the community in our Zone over the long term, one neighbourhood at a time, until we cause a 'tipping point' which will change the narrative of children growing up here for good.

Our work

Our initiative puts the child at the centre, with all stakeholders focused on the shared goal of improving outcomes for that child. We describe our delivery model as '**identify** children, **act** to support them, **monitor** their progress'. In summary:

- WLZ works in partnership with schools and children's centres to identify those children at risk of negative life outcomes using a unique assessment approach.
- We use this analysis to create bespoke packages of support, matching interventions to each child's strengths and needs so that the right children and their families receive the right support at the right time.
- We partner with local charities to fund and deliver support sessions aimed at improving outcomes for each child.
- This support is coordinated in schools and children's centres by WLZ's Link Workers, who take responsibility for every child and family being supported by WLZ, to assist their sustained engagement with their support and to broker relationships with groups in the wider community.
- The work is co-ordinated by a 'backbone' team who raise money, manage the work, and rigorously use data to drive children's improved outcomes in life as well as monitor their progress and the effectiveness of our partners' interventions.

Our status today

In 2015-16, we conducted our pilot project, delivering support to 118 children and young people aged between 3 and 12 years in White City, Hammersmith with positive results. In 2016-17, we completed our first year of commissioned delivery, working with 132 school-age children aged between 5 and 16 years in 3 schools in North Hammersmith. We have just started our second year of commissioned delivery in 9 schools in North Hammersmith and aim to add 5 more in North Kensington this year.

Our work with school-age children is funded by a type of social impact bond, which we call a 'Collective Impact Bond' because it enables our work to be paid for by multiple local funders who each have a stake in improved child outcomes. The Local Authority, a child's school, and a local philanthropist, each contribute an equal amount for each child we work with, with additional 'top-up' funding provided from central government. This funding is contributed partly according to the results we achieve, increasing accountability for money spent.

We also conduct work in the Early Years, currently in 3 nurseries in North Hammersmith – funded by philanthropy with a view to trying to secure our first outcomes contract via our Collective Impact Bond in the future.

Our ambition is that as we prove our model of support in West London, it can be replicated in areas across the country.

Our team and context for the Development Director role

We are a small team of highly committed and energised individuals who are totally focused on supporting the children and families we work with to improve their outcomes in life. We have a 'CLEAR' set of values that guide us in our work: Collaborative, Local, Evidence-led, Accountable and Relational. We have a huge ambition, but we are grounded in the realities of everyday frontline delivery work and effective partnership. We find that if we always put the child first in our thinking, our actions and our negotiations, we usually achieve progress.

What we are doing is challenging, but we are fiercely determined, highly motivated and completely dedicated to WLZ's long-term goal. We all have high expectations for ourselves, and everyone we work with. 'Fit' with the team is critical for this Development Director role. The Development Director must embody WLZ values and culture and lead the development, fund raising and finance team to stretch themselves, constantly improve and personally thrive.

The Development Director will be a member of the senior management team, together with the Chief Executive and the Chief Operating Officer. WLZ has an external Finance Director who supports our financial management and the Development Director will work closely with them and with our internal Finance and HR Manager. The Development team is under review but currently consists of a Development Manager and a Development Officer to support the commissioning and philanthropic fund raising functions.

This is an opportunity to join an ambitious and dynamic leadership team, which is focused on driving towards better outcomes for children and young people and evidencing impact. The successful candidate will be required to roll up their sleeves, but must also show gravitas and strong leadership, as they will be driving WLZ's revenue generation strategy and to support our ambitious growth plans.

3. Development Director: About the Role

Responsibilities

Revenue generation

- Lead income generation across all WLZ's potential revenue streams including schools, local and central government, trusts and foundations, major donors, private individuals and corporates
- Ensure that income generation plan supports the growth ambition of WLZ across its defined Zone area
- Lead product development with regard to WLZ's Collective Impact Bond structure to ensure WLZ can best drive for better outcomes for children and young people
- Lead contract development and renewal – including identifying contracts, negotiating contracts, closing contracts for delivery in collaboration with the new COO
- Cultivate new relationships with potential commissioners together with supporting ongoing relationships as part of the senior management team

Marketing

- Lead on the development of a Marketing and Brand Strategy, ensuring a positive high profile as well as marketing plans for all publications, resources, services and activities
- Oversee audience mapping and communications to reach key target audiences, create positive change for our beneficiaries, increase understanding of our work and impact, and engage the public to support our work
- Ensure the development and implementation of effective marketing activities as required in order to maximise income and deliver desired results
- Oversee events and relevant budgets and drive income generation through events for the charity

Communications

- Work across all WLZ teams to develop and implement a clear communications strategy
- Lead WLZ's communications efforts including messaging, materials and PR opportunities
- Support the Board and the Chief Executive in delivery of all WLZ information and reports

Senior Management

- Work with the senior management team to develop WLZ's 3-year and 5-year strategy for growth in West London and implement the revenue generation to support the strategy
- Be a proactive member of the leadership that builds a high-performance team

Organisational leadership

- Participate in Board meetings, the AGM, and other meetings / events as requested by the Chief Executive
- Lead revenue reporting for senior management team, board of trustees, funders, investors, commissioners and other external stakeholders (revenue vs targets, pipeline)
- Develop the appropriate messaging, methods and partnerships for each revenue stream
- Ensure revenue generation and business development is fully integrated with delivery
- Manage the development team, working closely with the external Finance Director and the Finance and Administration team

Person Specification

Education

- Degree level education or equivalent qualification
- Evidence of ongoing professional development

Experience

- Project management, sales or marketing; or alternative unconventional experience that demonstrates high-level project management skills
- Demonstrable track-record in strategic thinking, planning and delivery of projects
- Demonstrable track record in successful revenue generation, contract generation and closing deals
- Experience of inspiring and driving small teams to achieve results and commanding respect in a leadership role
- Proven ability to build and maintain relationships at the highest levels (investors, commissioners, government bodies)
- Excellent communication skills, both oral and written, able to present information in a format that is accessible to multiple different audiences
- Proven track-record to work in a high performance, data-driven, analytical culture

Attributes

- Demonstrable passion and drive for WLZ to bring about a new system of support for children and young people in West London that can be replicated elsewhere
- High level of financial literacy and budgeting competence
- Self-starter, solutions-focused and willing to 'roll-up sleeves' in a small team whilst providing leadership and good humour
- Flexible and adaptable to changing landscape and evolving organization
- Creative, able to think of solutions and see past barriers
- Transparent and direct, with impeccable integrity
- Ability to work on own initiative to tight deadlines, to remain focused in the face of multiple priorities and pressures and unintimidated by tasks or time limitations

Desirable

- Experience of being part of a senior management team
- A connection with West London
- Experience of working in small, high growth organisations
- Working knowledge of Local Authority commissioning, education, children's services and/or public health

The above is indicative only and not exhaustive. The Development Director will be expected to contribute to the overall development of the Charity, to be flexible within the broad remit of the role and perform all such additional duties as are reasonably commensurate with the role.

4. How to apply

To apply for this position, please forward a copy of your CV, together with a supporting statement and a list of non-executive directorships and trustee posts that you currently hold to WLZ@oxfordhr.co.uk

Please ensure that your submission includes:

- (i) evidence of how you meet the person specification
- (ii) explanation of what leadership means to you
- (iii) reasons why you think WLZ's co-commissioned model is an exciting new financing structure
- (iv) what inspires you about West London

You should provide the names, positions, organisations and contact telephone numbers of two referees, one of whom should be your current employer. References will only be taken once your express permission has been granted.

We would be grateful if you could also let us know if you require any special provision as a result of any disability should you be called for interview.

Finally, please ensure that you have included your mobile and home telephone numbers, as well as dates when you will not be available or might have difficulty with the indicative timetable:

Timetable

Closing date:	Sunday 12 November
Preliminary interviews with Oxford HR:	week commencing 20 November
Final Panel Interviews:	week commencing 4 December

These dates may be subject to change and applicants will be advised in advance should this happen.

Equal Opportunities

West London Zone is an equal opportunities employer and welcomes applications from all suitably qualified persons.

Selection Process

All candidates will receive feedback within four working days of the closing date. Shortlisted candidates may be required to undertake an additional assessment prior to the final interview.

Queries

If you have any queries on any aspect of the appointment process, need additional information or would like to have an informal discussion, please contact **Philip Nelson** on **0207 939 7430** or via email at pnelson@oxfordhr.co.uk.