

## Income Generation & Development Lead (0.6 FTE)

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### Purpose of the Role

This is an exciting opportunity to shape and lead a new phase of income generation and organisational sustainability within a growing and ambitious mental health charity.

We are investing in this role because we believe the organisation can significantly strengthen and diversify its income, increase unrestricted funding, and build new strategic partnerships and opportunities that support long-term impact across Surrey.

The postholder will establish and lead a high-performing income generation function, bringing strategy, structure and momentum to activity that is currently fragmented and underdeveloped.

This role combines strategic leadership with hands-on delivery. We are looking for someone who can build pipeline, secure funding, develop partnerships and create the systems and relationships needed for sustainable growth.

The role will work closely with senior leadership at both Mary Frances Trust and Catalyst Support on selected partnership initiatives and collaborative opportunities that strengthen mental health support across Surrey.

There is a clear expectation that the role will contribute significantly to improving the organisation's financial resilience and move towards generating net financial contribution over time.

### Key Responsibilities

## 1. Income Strategy & Function Development

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- Develop and implement a clear, multi-stream income generation strategy aligned with organisational priorities.
  - Establish a structured and sustainable income generation function, bringing coordination and focus to existing activity.
  - Identify and prioritise opportunities across trusts & foundations, statutory funding, corporate partnerships and other relevant streams.
  - Align income activity with organisational strategy, service priorities and delivery capacity.
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## 2. Pipeline Development & Income Delivery

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- Build and manage a **visible, prioritised and actively managed income pipeline.**
  - Take ownership of progressing opportunities from identification through to secured income.
  - Lead the development and submission of high-quality funding applications and proposals.
  - Increase unrestricted income and diversify income streams.
  - Ensure a consistent focus on **conversion of opportunities into secured income.**
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## 3. Income Performance, Accountability & ROI

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- Hold clear accountability for income performance, pipeline development and contribution to financial sustainability.
  - Establish and monitor income targets, pipeline value and conversion rates.
  - Prioritise activity based on **potential return, strategic fit and organisational capacity**.
  - Track performance and take corrective action where delivery is off track.
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#### 4. Strategic Income Opportunities & Partnerships

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- Identify and develop strategic income opportunities linked to partnerships, innovation and new service models (e.g. system-wide initiatives, digital interventions).
  - Work closely with the CEO and the Senior Management Team to translate strategic relationships into funding and commissioning opportunities.
  - Support the development of collaborative and partnership-based funding bids.
  - Contribute approximately 15% of working time towards collaborative projects, partnership initiatives and joint funding opportunities with Catalyst Support.
  - Support the development of a strengthened partnership between Mary Frances Trust and Catalyst Support to enhance county-wide mental health support and develop collaborative opportunities across both East and West Surrey.
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## 5. Funder & Commissioner Relationships

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- Build and manage relationships with funders, commissioners and partners.
  - Position the organisation credibly within funding and commissioning environments.
  - Develop structured stewardship approaches to support retention and growth of income.
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## 6. Case for Support, Narrative & Positioning

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- Strengthen the organisation's case for support and income narrative.
  - Ensure consistency and quality across all funding applications and communications.
  - Work with colleagues to ensure impact, outcomes and value are clearly articulated.
  - Support alignment between income generation, organisational positioning and external engagement.
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## 7. Systems, Reporting & Internal Capability

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- Establish systems for pipeline tracking, income forecasting and performance monitoring.
- Introduce clear reporting mechanisms for income generation activity.

- Support the development of internal understanding that income generation is a shared organisational responsibility.
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## **8. Leadership & Collaboration**

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- Work as part of the senior leadership structure, contributing to organisational planning and decision-making.
  - Collaborate with SMT and service leads to align income generation with delivery.
  - Provide leadership and direction on income generation across the organisation.
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### **Key Expectations**

#### **In 3–6 months:**

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- Build pipeline
  - Get early wins (small/medium funding)
  - Bring structure and clarity
  - Strengthen positioning
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#### **In 6–12 months:**

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- Start converting pipeline into meaningful income
- Improve success rates

- Show clear trajectory
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#### 12–24 months:

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- Deliver significant income growth
  - Move towards self-sustaining
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#### Critical Requirement

This role requires an experienced income generation professional who has already delivered income growth and pipeline development within the UK charity and/or commissioning environment, and who can operate with a high degree of autonomy from the outset. It is not a developmental role.

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