



**Penny Brohn**  
**Cancer Care**

Helping you live well

## **Candidate Brief**

**CHIEF OPERATING OFFICER**

**37 HOURS PER WEEK**

**2 year contract initially**

(Job Ref: COO60)

**Penny Brohn Cancer Care**  
**Chapel Pill Lane, Pill**  
**Bristol BS20 0HH**  
**Registered Charity 284881**

## **Overview**

Penny Brohn Cancer Care is the leading UK charity specialising in complementary care to help people live well with the impact of cancer. The way in which we help people is known as the 'Bristol Approach'.

We offer help through:

- Information and advice on healthy eating and gentle exercise.
- Self-help techniques including meditation to reduce stress and regain a sense of control.
- Physical support through massage and other body related therapies.
- Creative therapies like art and music to help express feelings.
- Emotional support through counselling, psychotherapy and group work.

Working alongside medical treatment our complementary whole-person approach can transform lives, by giving people the practical tools necessary to improve their quality of life and help manage the fear of cancer. We also welcome supporters of those living with cancer and recognise the impact of cancer on families, carers and other supporters.

As a charity all services are provided free of charge and we are funded entirely by donations and other voluntary contributions.

At all times the needs of our clients are paramount.

## **The Bristol Approach**

The Bristol Approach combines physical, emotional and spiritual support and comprises a range of complementary therapies, self-help techniques, nutritional advice and lifestyle information. We provide care through the treatment and recovery from cancer by supporting positive health, physical and psychological well-being. Penny Brohn Cancer Care helps those with cancer to cope with the emotional aspects of cancer diagnosis, enabling them to manage their fear and anxiety, deal with any specific problems and challenges, and help reduce the symptoms and side effects of treatment.

Individual programmes are developed and delivered through day and residential courses, and on an individual therapy basis. The courses combine elements of psychotherapy/counselling, relaxation and self-help, plus complementary therapies ranging from healing to art therapy. We provide the space for support, information, sharing, personal exploration and an experience of the different therapies that are part of the Bristol Approach. The combination of all these elements, the beautiful and tranquil environment, delicious food and care, along with people coming together provides a rich, transformative, spiritual and memorable experience.

## **History**

The Charity was founded in 1980, by Penny Brohn, a woman living with cancer, and her great friend Pat Pilkington, to offer support to people living with cancer. The late Penny Brohn was in her early 30s, and married with three small children when her cancer was diagnosed. Penny realised that she needed not only medical treatment, but also care for the mind, the spirit, the emotions, the heart and the soul.

Penny Brohn Cancer Care started in the home of Pat Pilkington and quickly expanded, gaining increased interest and ultimately patronage from HRH The Prince of Wales. The two women developed the support system Penny needed. Penny lived with cancer for 20 years and her legacy has provided invaluable support and care to many thousands.

The first centre was opened in 1983 in Clifton, Bristol and we remained there for several years until our move to a new and bigger purpose-built National Centre on the outskirts of Bristol in 2007.

Through a major fundraising appeal and the support of the charity 'Walk the Walk', we were able to relocate to Ham Green House, situated on the south bank of the river Avon, approximately four miles to the north-west of the centre of



Bristol. Our National Centre is a beautiful grade II listed building set in some 4.5 acres of mature gardens dating back to the 18<sup>th</sup> Century. It is suited perfectly for our vision of creating a retreat atmosphere of peace and tranquillity in natural surroundings.



**Ham Green House**

The centre comprises 17 therapy rooms and 26 en-suite bedrooms, plus a demonstration kitchen and lecture theatre. The centrepiece of the building is a peaceful sanctuary.



We are incredibly fortunate that Walk the Walk continue to support us. Led by Nina Barough CBE, they have been instrumental in helping us to increase the range and volume of services offered to people with Cancer.

## Planning

The Charity operates within a 3 year strategic planning framework; this in turn guides our one year operational planning. Our 3 year strategic intentions are derived from a longer term vision for the Charity agreed by the Board and Senior Management. In re-affirming our shared commitment that everyone should be able to access life-changing complementary cancer care, the following long-term principles continue to guide our planning:

- All services continue to be offered on a donation led basis;
- A partnership based approach to our work is fundamental to our success;
- The 'Living Well' model (see below) will be used as a first wave for additional planned expansion away from our National Centre;
- A commitment to the principle of residential services. Phased development of additional residential facilities will be progressed as appropriate and when required;
- Additional service developments planned away from our National Centre will be developed according to the needs of the local area in which it is proposed to operate, resulting in a 'mixed economy' of delivery and funding models, and involving various levels of partnership with Statutory and Voluntary agencies.

## Reaching out and the challenges ahead

Today Penny Brohn Cancer Care is helping more people with cancer than at any time throughout its 30 year history. The Bristol Approach is also increasingly being recognised by the NHS and other major healthcare providers as a practical, cost-effective and person-centred way of helping people with cancer.

### Services

Over the last two years, we have developed a new service programme entitled 'Living Well' – to deliver an introduction to the whole-person approach to cancer, and designed so it can be delivered not just from our National Centre but also from a range of other community settings across the country.

This course was developed arising from the link with the National Cancer Survivorship Initiative (NCSI), a national body jointly set up by the Department of Health and Macmillan Cancer Support to look at how cancer services can adapt to the increasing number of people living with and beyond cancer. We worked with North Bristol NHS Trust on a *Living Well* pilot project as a part of a number of other national pilots. The initial work with North Bristol proved to be an enormous success.

During 2010-11 we ran a further test series of 25 additional *Living Well* courses away from our National Centre and in a variety of locations. As a flexible and modular course *Living Well* can be organised and delivered in a number of different ways – over 7 weeks, as a residential course or 3 day non-residential model. The results from this additional testing were overwhelmingly positive.

In late 2011, we were awarded additional funding (for both Fundraising and Services staff) from our partners at Walk the Walk in order to begin the first stage of developing a true regional presence, initially in 4 key regions of England only: North, Midlands, South-West and London. Funding for this project remains in place until the end of October 2013.

### *Fundraising and additional funding*

The work of our Fundraising Department has also changed and developed substantially in recent years. Following the appointment of a new Head of Fundraising in October 2009, an exciting and ambitious programme of voluntary fundraising has been put in place across a wide range of income streams: Legacies, Trusts, Major Gifts, Individual Giving (from both supporters and service users), Events, Corporate and Community fundraising.

As a result of continued investment and support to the Department, income has increased over the last 3 years despite the economic downturn. The Fundraising Department continue to implement new fundraising ideas in order to further increase the potential for voluntary giving.

It is also clear there are significant opportunities for Penny Brohn Cancer Care to increase its funding for example through new NHS commissioning arrangements, and other potential partnership working. We need to do more to attract funding from new sources – all with the aim of sustaining both full National Centre working and new Regional growth.

In summary, our work is in great demand. The changes made to our service delivery at our National Centre plus new regional developments mean that in future more people affected by cancer will have better and easier access to our life-changing support services.

However, we are not complacent and we know that there is much to do in order to fully exploit all new service and funding opportunities that lie ahead.

Ultimately we have one vision: Everyone affected by Cancer can access life-changing complementary cancer care. This vision now needs funding and with the continued generosity of the general public, we believe we can achieve our aims.

### **The opportunity**

Following a review of the Senior Management Team function by the CEO, the Board of Trustees approved changes to the senior executive leadership of Penny Brohn Cancer Care in March 2012. This change is vital in order to ensure we have the capacity to not only manage the day to day affairs of the Charity but take advantage of the opportunity to further increase our service capacity and secure additional funding sources.

As part of this development Penny Brohn Cancer Care is creating a new senior post of Chief Operating Officer, who will work very closely with the CEO and colleagues within an expanded Senior Leadership Team.

The postholder will take direct line management responsibility for Facilities, Finance, Communications departments plus other CEO office functions (which incorporate Governance and HR), plus some additional functional responsibilities cross-organisation, and an external role in support of the CEO.

**This is a fabulous opportunity for a dedicated and highly organised senior management professional to join us at a critical yet very exciting time in our history.**

## **JOB DESCRIPTION**

<b>JOB TITLE:</b>	Chief Operating Officer
<b>DATE PREPARED:</b>	March 2012
<b>LOCATION:</b>	National Centre, Pill near Bristol
<b>MAIN PURPOSE OF JOB:</b>	To support the Chief Executive by leading a range of staff teams and key functions in a proactive, innovative and effective way, ensuring that individuals and teams are provided with the support necessary to secure high levels of performance and teamwork
<b>RESPONSIBLE TO:</b>	CEO
<b>RESPONSIBLE FOR:</b>	Direct line responsibility for management of Facilities, Finance, Communications Departments and CEO office functions, plus additional functional responsibilities as directed by CEO
<b>RELATIONSHIPS:</b>	

The postholder is expected to foster excellent working relationships with a variety of stakeholders including Clients, Trustees, Staff, and Donors.

Critically, the postholder will be expected to forge a close working relationship with the CEO, helping to achieve a seamless working partnership in the day to day operations of the charity, enabling the postholder to act with authority when working either in the CEO's absence or when undertaking functional responsibilities.

As a leading member of the Senior Leadership Team, the postholder is also expected to work inclusively and collaboratively across the organisation with senior members of staff.

At all times the needs of the client are paramount.

### **MAIN RESPONSIBILITIES:**

#### **Direct Management responsibilities:**

1. To undertake the direct management of four departments:
  - Finance and Administration;
  - Facilities;
  - Communications;
  - CEO office, which also incorporates the HR and Governance function.
2. Organise each department effectively to ensure that department resources are used to best effect and will meet the objectives set.
3. Provide appropriate management and development support to all direct reports, including regular 121's and appraisal.

#### **Functional/cross-cutting responsibilities:**

4. Work alongside the CEO to assist him in the development and approval of strategic and operational plans across the whole Charity and then assure their implementation.
5. Actively work with the CEO to create a more stable financial base by seeking new sources of income, and securing new funding partnerships from the private, voluntary and public sectors.

6. Work with both Fundraising and the Services Department Senior Management to assist in the working up, and preparation of development plans and proposals prior to submission to CEO.
7. Deputise for the CEO in his absence.
8. To take the lead on key project tasks as designated by the CEO and ensure their delivery on time and budget.
9. Be a leading participant in the Charity's Senior Leadership Team in helping to make effective and informed decisions, and ensuring those decisions are implemented.
10. Policy development and compliance.
11. Attend Board Meetings with the CEO plus other Committee meetings as appropriate.
12. Provide well-evidenced and sound advice directly to the Chief Executive and Trustees.

**External responsibilities:**

13. Promote a positive image of Penny Brohn Cancer Care externally and represent the organisation at regional and national level as directed.
14. Represent the Charity and/or the Chief Executive in discussions with partner organisations and other stakeholders as required.

**PERSON SPECIFICATION**

- A lively, energetic and engaging individual, who can also demonstrate empathy, understanding and commitment to the Bristol Approach.
- A proven track record of success within an organisation of comparable scope and complexity, at full professional or managerial level, including responsibility for some services relevant to the post.
- Substantial, demonstrable experience of successfully leading multi-disciplinary teams, whilst improving performance.
- Successful delivery of major/complex projects, in partnership with multiple organisations.
- Experience of managing budgets, and successfully achieving challenging financial targets and objectives.
- An excellent standard of written, listening and verbal communication skills, including report writing and presentation skills, for a diverse range of situations and settings.
- Experience of working to a governance structure, supporting Trustees (or equivalent) and relevant committees.
- Understanding of working in a voluntary sector organisation.
- Exemplary public speaking skills.
- Understanding of change management processes and the ways that staff need to be supported.
- A working knowledge of finance, performance and quality management processes.
- Educated to Degree standard or with equivalent work experience.

**Other**

- The role requires working some evenings, weekends and occasional overnight stays.
- You must have a full UK driving licence at the time of application.

This job description is not exhaustive and will be reviewed, in consultation with the postholder, from time to time and amended in the light of the changing needs of the charity.

Penny Brohn Cancer Care operates a system of regular performance reviews, which includes an Annual Appraisal where the job description, progress against objectives and overall performance in post are discussed.

## **EMPLOYMENT BENEFITS**

<b>Salary:</b>	c£60,000 per annum depending on experience, 2 year contract initially
<b>Hours:</b>	Full time, 37 hours per week
<b>Pension:</b>	6% employer and 4% employee contribution
<b>Mileage:</b>	35p per mile
<b>Holidays:</b>	20 days, rising to 25 following one year's service, plus bank holidays and 5 organisational days granted each year
<b>Probation:</b>	6 month probationary period

## **The Process:**

### Timetable for appointment

<b>Closing Date:</b>	12.00 noon on Wednesday, 16 <sup>th</sup> May 2012
<b>First Interviews:</b>	Monday, 21 <sup>st</sup> May 2012 – National Centre, Pill, Nr Bristol
<b>Second Interviews:</b>	Friday, 25 <sup>th</sup> May 2012 – Central London

Please ensure you are available on both interview dates. These dates are fixed and no other interview dates are available.

### Application

Either download an application form from our website, request a form via [jobs@pennybrohn.org](mailto:jobs@pennybrohn.org) (quoting job reference in the subject line) or call 01275-370071.

If you would like to have an informal conversation before submitting your application, please contact Glyn Berwick, Chief Executive, on (01275) 370088/370071.

Your application will be assessed against the criteria in the person specification, specifically the skills and experience requirements.

It is therefore advisable to address these individually in the 'Supporting Information' section on the application form.

Please send your application electronically, **stating the reference number in the subject line**, to [jobs@pennybrohn.org](mailto:jobs@pennybrohn.org)

If you are unable to send your application electronically, please send hard copy under Private & Confidential cover to:

HR Dept, Penny Brohn Cancer Care, Chapel Pill Lane, Pill, Bristol, BS20 0HH

**Please note:** As an organisation we are committed to keeping costs down. As a result, only successful candidates will be notified if they have been selected for interview. If you have not had a response by close of business on Friday 18<sup>th</sup> May 2012 please assume you have been unsuccessful with your application on this occasion.

## Appendix 1



Penny Brohn Cancer Care is the leading UK charity specialising in complementary care to help people live well with the impact of cancer. We provide a unique combination of physical, emotional and spiritual support designed to help anyone affected by cancer at any stage of their illness. Working alongside medical treatment our complementary whole-person approach can transform lives, by giving people the practical tools necessary to improve their quality of life and help manage the fear of cancer.

### **Chief Operating Officer (Ref:COO60)**

**Salary:** £60,000 pa plus benefits

**Hours:** Full Time, 37 hours per week (2 year contract initially)

Following a review of our senior management team function, we are now seeking to recruit a dedicated and highly organised senior management professional to support the Charity during an exciting time of significant change and opportunity.

In this new post, you will work very closely with the CEO and have direct responsibility for a number of key departments, take on additional functional responsibilities across the organisation, plus an external role in support of the CEO.

You will have a proven track record of success in a previous senior managerial role, within an organisation of comparable scope and complexity. In addition you will be decisive, diplomatic and engaging with excellent management skills, possessing the ability to navigate your way through competing priorities yet able to achieve results.

This is an exciting time for Penny Brohn Cancer Care. We are setting clear and ambitious plans for the future development and sustainability of our National Centre and new regional development operations, so if you have the necessary skills and experience to fill this critical role, plus a genuine desire to make a difference to the lives of those living with cancer, we'd like to hear from you.

To apply email [jobs@pennybrohn.org](mailto:jobs@pennybrohn.org) or call 01275-370071. Alternatively from 18<sup>th</sup> April 2012 you can download a job pack and application from our website [www.pennybrohncancercare.org](http://www.pennybrohncancercare.org) (under: About Us / Work For Us).

The post will be based from our National Centre situated on the outskirts of Bristol.

The closing date for all applications is 12 noon on Wednesday 16<sup>th</sup> May 2012.

First and Second Interviews: 21<sup>st</sup> May and 25<sup>th</sup> May 2012.

Penny Brohn Cancer Care, Chapel Pill Lane, Pill, Bristol BS20 0HH

Registered Charity No: 284881