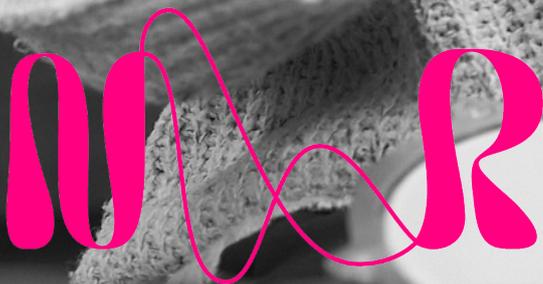


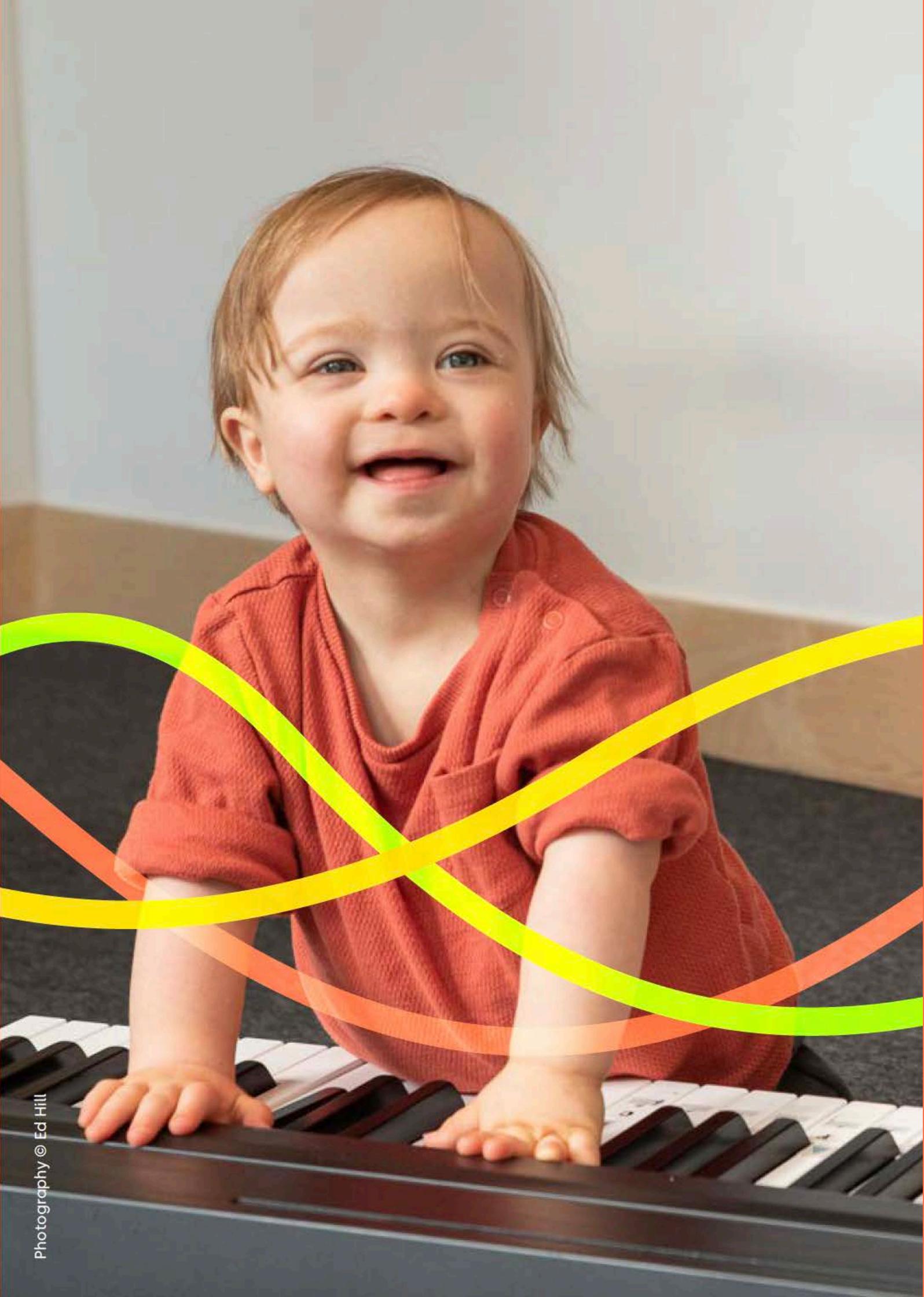
Appointment Brief | October 2025

Executive Director of Income Generation



NORDOFF & ROBBINS

prospect 
FUNDRAISING



Welcome

Thank you for considering to put your energy and talent in support of those we exist to serve. If you are someone who is looking to put your strategic skills and influence to work, to lead our newly created team united by one vision, and to play a leading part in bringing to life our new strategy, please read on.

At Nordoff and Robbins, music therapy is more than a practice—it's a response to injustice. Our approach is grounded in the belief that everyone has the right to connect, express and be seen through music, inclusive of all ages and life situation.

In music we are all equal.

A simple statement with a profound impact.

Our approach to music therapy has been honed across more than six decades of practice. We're unique in the breadth and ambition of our activities, working through and with all stages of life, from neonatal to end of life care. As well as delivering music therapy to clients all around the country, we train and develop the music therapists of the future, fund research to measure and improve the impact of our work and support the development of practice internationally.

Our new strategy is built on a bold ambition: to make Nordoff and Robbins music therapy a recognised, integrated, and accessible form of health and social care across the UK.

We're focused on reaching people at the sharpest end of need—those most isolated and furthest from existing services. Through this focus we will play our part by working in partnership with the wider music for health ecosystem, extending our reach and impact without expanding our infrastructure.

For this new strategy we want to build on our strong foundations of fundraising and grow our emerging areas of income generation. This role will have the opportunity to shape our future. You will lead a strong, committed team, spanning our fundraising, business development and engagement and communications, work with an engaged and supportive board and be able to bring your strategic skills to bear in helping us release the income generation potential we have identified.

Thank you for your consideration and we look forward to getting to know you more through this process.

Sandra Schembri
CEO

About us

Nordoff and Robbins is the UK's largest music therapy charity, with a unique approach shaped by more than 60 years of practice. We stand alone in our approach. Working one-to-one or with small groups, our therapists create a platform for people to express themselves and share a connection.

Our mission is to deliver music therapy to a range of clients across the UK, including some of the most vulnerable people in society. We meet the growing need for music therapy by training music therapists and making sure that their skills are not only maintained but developed. We research music-making and its potential to inform how we can support our clients and people in challenging situations.

Our purpose is to break through barriers with the power of music, creating space for people to express themselves and find

connection in society. We are Nordoff and Robbins and together we are music.

Our vision is to live in a world where through music therapy, people's true potential is realised regardless of disability, illness, or exclusion.

The Nordoff Robbins approach to music therapy doesn't take a fixed form or pursue a single set of outcomes. Instead, it's a way of understanding the power and possibilities of music making, then applying that understanding to meet the specific needs of every client, family, and community.

Every session is based on musical participation. This is always collaborative, sometimes one to one, sometimes in groups. These collaborations are led by our clients with support from our therapists.

In music, we are equal.



[Watch Poppy's story](#)



[Watch James' story](#)



[Watch Marie's story](#)



[Watch Ruby's story](#)



**Music has helped
find their voice.**

**Marie
Romano
James
Ruby**

Strategy

Making Nordoff Robbins music therapy accessible to those who need it most, the most isolated and least connected across the UK.

Our new strategy is built on a bold ambition: to make Nordoff and Robbins music therapy a recognised, integrated, and accessible form of health and social care across the UK.

We are calling for music therapy to be integrated into NHS and community strategies to:

1. Support [Marmot-aligned population health goals](#).
2. Improve access to care for marginalised groups.
3. Enhance mental health prevention pathways.
4. Build resilience, inclusion, and emotional wellbeing in communities.

This is not your usual growth strategy, scaling year on year. It's about transforming our impact through existing infrastructure. We're not just delivering services; we're growing the market so that Nordoff and Robbins music therapy becomes a right, not a luxury for those at the sharpest end of need.

We cannot meet the rising demand for our services on our own. Taking children's mental health alone, there are over 300,000 on the waiting list. Music therapy is part of the solution, supporting recovery and prevention. We will play our part by working in partnership with the wider music for health ecosystem, extending our reach and impact without expanding our infrastructure.

We're focused on reaching people at the sharpest end of need—using our PIVOT model, those most isolated and furthest from existing services:

People who are most
Isolated,
Vulnerable, or furthest
Outside existing provision or
Therapeutic support.

To see more details of the conditions and contexts we work within, please see our [annual report](#).

To do this we will:

- Integrate music therapy into health and social care systems, building on 60 years of Nordoff Robbins deep academic evidence.
- Grow the ecosystem of sustainable music therapy work.
- Develop a sustainable workforce, through our Master of Music Therapy programme, quality assurance programmes, training for teachers, carers and parents.
- Strengthening the case for access to music therapy, by working alongside underserved communities to demonstrate the personal and societal impact of music therapy.
- Build on our foundations as a development organisation: developing the practice, workforce, market and case on behalf of our clients.

Income generation strategy

In response to our organisational strategy, we understand the income we will need over 5 years to deliver on our next strategic plan. We have gained this understanding by conducting an in-depth piece of research to create an income model built on our past performances, our supporters, the external market and testing areas of potential.

Yes, the challenges of generating income are a universal challenge for the voluntary sector.

We have been fortunate to have built up strong financial reserves in the past and developed a highly innovative and stable income generation process built on ground-breaking events, corporate partnerships and through our wonderful connections within the music industry in particular. We are still in our infancy with individual giving in all its forms. It is this area that we would really like to see a step change over the next 3 years.

The economic challenges across the UK has meant, along with many other voluntary organisations, we have been using our reserves to support with operating costs while navigating the unknown income landscape post covid, ensuring we can still show up for those we exist to serve and ensure there is no pausing of work force development of music therapists.

Through our research, we believe we can increase our income from £7m to £10m over the next 5 years through a focus on:

- Increasing our Return on Investment on all existing income generation streams.
- Focusing on growing our philanthropic giving (legacy and major donor programmes are in their infancy).
- Rethinking our charging model within our music therapy services.
- [All supported by] enhancing our brand profile and reach – inside and beyond the music industry.

We have lots of opportunities to harness. For example, building our legacy and major donor programmes, developing our lottery funding offer, as well as bringing together within one team all our income generation resources (unrestricted and restricted fundraising, music services income and engagement and communications), so that we can build on the growing collaboration necessary to deliver on our strategy.

Culture and EDIB

OUR CULTURE

We are proud of our healthy and positive working culture. How can we prove the assertion that our culture is healthy? We externally audit our culture each year and we consistently score higher than the sector benchmarks across all of the 7 key indicators of health within an organisation's working culture. We have operationalised the behaviours we want to see so we can hold ourselves and others accountable to the ongoing work of healthy working relationships. We started this work 6 years ago and initially used Brene Brown's "Dare to Lead" as our framework, and now we have crystallised this into our own ways of working.

EDIB STATEMENT

All of our EDIB (Equity, Diversity, Inclusion and Belonging) work is grounded in our mission, and we must meet people where they are and bring them with us through equity of opportunity and accessibility. Over the past 5 years we have, among other things, transformed our recruitment process, our internal and external communications and our learning and development. We have been awarded Bronze TIDE status via Onvero (formally Employers Network for Equality and Inclusion (ENEI)) and along with our EDIB team, we commit to continuous growth, development, listening and learning.

Underpinning all of our five pillars must be the acknowledgement of our own biases and to work on recognising these and ensuring that we have enough diversity within our fields that we do not become an echo chamber of outdated ideas, exclusive attitudes, or perceived privilege.

We can categorise our EDIB work under 5 key pillars:

1. ACCESSIBLE TO ALL

Understanding the / Removing any barriers (including barriers in communication methods) to becoming a client, colleague, trustee, student, volunteer, supporter doner or any user/contributor to the services of Nordoff and Robbins.

2. PROVIDING EQUITY OF OPPORTUNITY

Giving everyone the right tools and access for salary, promotions, roles, responsibilities, learning, development, and access to a Music Therapist for those at most need.

3. DIVERSE ENGAGEMENT

Reaching our audiences in a multitude of ways including by having conversations with them, and meeting them where they are – be that through services, communications, events, research, resources etc.

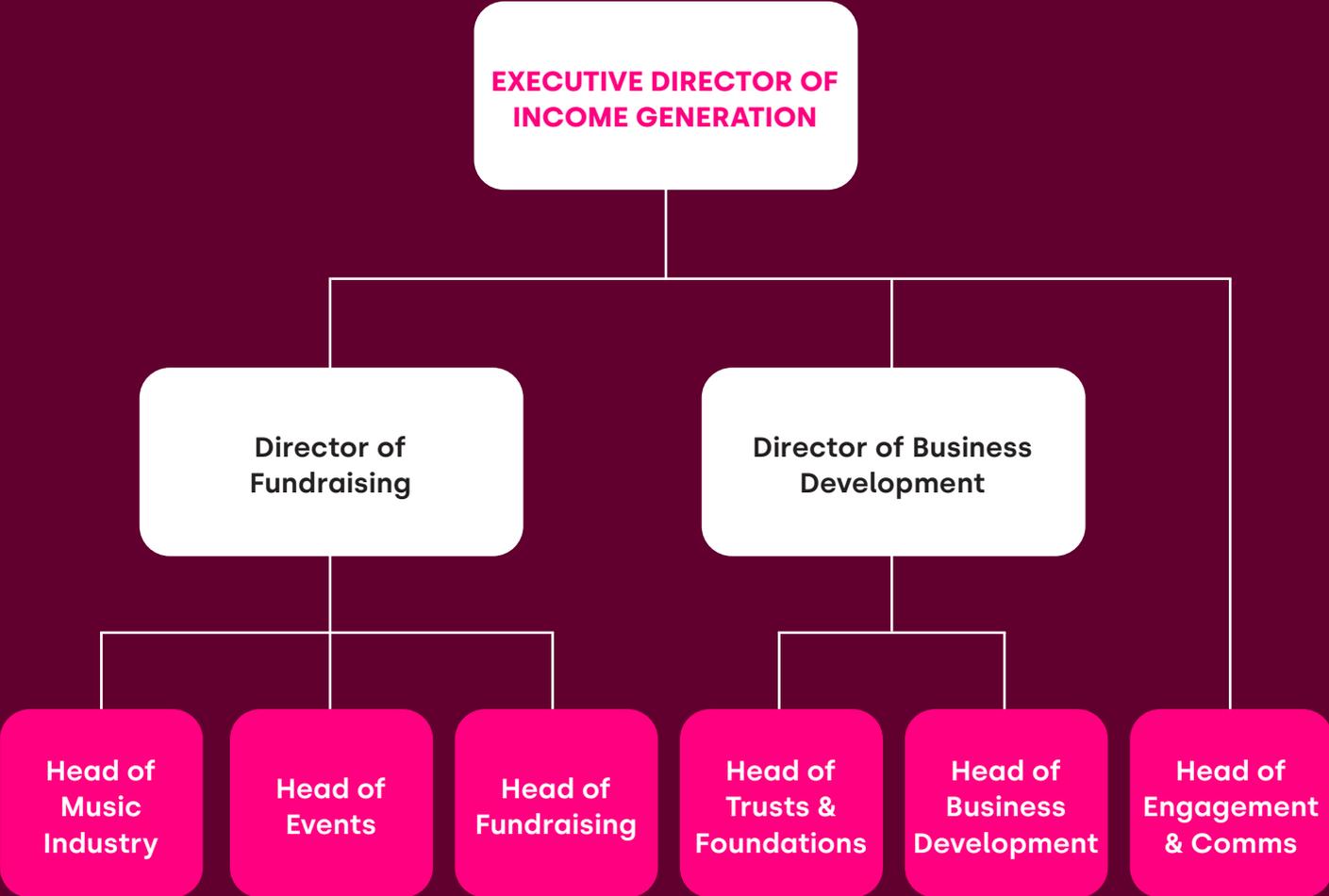
4. BE FREE FROM DISCRIMINATION

To ensure we have fair practices, and allow people to speak out, question and challenge language, actions, and behaviours of Nordoff and Robbins as an organisation and those who represent it and to provide channels for them to do so safely.

5. BE VIGILANT, PROACTIVE AND RESPONSIVE

To instil a culture of continual listening, evolving, and learning from people including our clients, their families and our colleagues and students.

Organisation chart





Role description

Job title: Executive Director of Income Generation

Salary: £92,500 p.a. plus £1500 London Weighting

Location: Our North London Office, with hybrid option available (min. 2 days per week office based)

Reporting to: CEO

Direct Reports: Three – Director of Fundraising, Director of Business Development, Head of Engagement and Communications

Annual leave: 31 days plus bank holidays p.a. pro rata

This role is subject to a basic DBS check as standard.

Purpose

The Executive Director of Income Generation will be a critical member of the Senior Leadership Team, responsible for strategically leading on sustainable income growth and maximising the charity's profile, impact, and reach with potential funders.

This role, which is new to the organisation, leads the strategic development of all our income generation areas, ensuring we are future-fit and financially resilient. You will work with and through your Director of Business Development, Director of Fundraising and Head of Engagement & Communications to achieve your goals.

With a focus on fundraising excellence, the role's priority will be to drive diversification of high yield income streams—particularly within philanthropic giving, (legacy giving,

mid to high level donors), and high-value partnerships—while embedding robust systems and stewardship approaches that attract and retain supporters.

Fundamentally, the role will be responsible for an annual income target of £7.2m in 2026 and increasing this by £2m by 2028 to give us an annual target of £9.1m.

The postholder will be a dynamic ambassador for the charity, building trust and commanding confidence across a wide range of high net worth external stakeholders, with proven experience of leading a multi-disciplinary team of fundraising and communication colleagues and a portfolio showing proven success of growing income within areas identified within our strategic objectives.

Key responsibilities

Create the conditions to deliver on our Income Generation Strategy.

We want to generate a stable and consistent fundraising approach that will allow us to fund all activity as laid out in our organisational strategy. We then want to go further and re-build our reserves, and strengthen our organisational resilience and enable us to fund innovation that will drive us faster towards our vision.

OUR AMBITION in order:

- Generate a stable, consistent fundraising model that funds our strategy,
- Strengthen our resilience,
- Rebuild reserves,
- Enable funding of innovation that unlocks more income generation potential.

OUR 5 STRATEGIC OBJECTIVES:

1. Increase and diversify income streams – grow ROI from 1.6:1 (2024) to 2.3:1 by 2029.
2. Expand our donor base and deepen engagement – focus on middle and major donors.
3. Enhance brand profile and reach – inside and beyond the music industry.
4. Innovate and pilot new approaches – regional fundraising, legacy growth, digital campaigns.
5. Develop internal capacity and culture – integrate Business Development / Engagement and Communications / Fundraising, improve data and systems.

Deliver on our 3 financial targets

- Grow ROI from 1.6:1 (2024) to 2.3:1 by 2029.
- Increase total income from £7 (2025) to £9.9m (2029).
- Music Services charging model ensuring 50% of services are paid at full cost recovery rates by 2029.

Bring together, lead and develop our high trust and high performing income teams, delivering all aspects of the new directorate's function, by modelling effective collaborative practices. How we do things are just as important as the outcome.

Things we all do

- Put our mission front and centre with passion and commitment.
- Be a role model for our values and behaviours, wellbeing and Equity, Diversity, Inclusion and Belonging.
- Make sure we get the 'Brilliant Basics' right.
- Actively strive for continuous improvement.
- Be clear, kind, curious and courageous in everything we do. We have the conversations that need to be had in a timely fashion.
- Attend Nordoff and Robbins events (sometimes out of working hours) as a colleague and ambassador for the charity.
- Work with integrity and fairness.



Things we ask all Directors to do:

- You will be an ambassador for Nordoff and Robbins in all your interactions.
- You will create a network of external peer-to-peer supporter across your areas of influence.
- You will create healthy working relationships across external networks important to Nordoff and Robbins' ambitions.
- You will "live in the future" for part of your working life, scanning the horizon and bringing back into the organisations ways we can better serve our clients, achieve our strategy.
- You will "lead out loud" within the organisation, supporting the transparency of working life at Nordoff and Robbins, helping people understand why and how decision are made, which also supports succession planning, always considering if the interaction you about to enter in to will build trust or break it.
- You will embrace an open culture and communicate well internally and externally through appropriate medium.
- You will attend external events in your capacity as a senior Leader at Nordoff and Robbins within the field of influence for your area. This will include some morning and evening work at times.



Your skills and experience

These are the key core skills and experience which you'll bring to the role matching our key strategic goals.

Skills and knowledge

This is the overarching deliverable for this role:

- Proven success in translating an Income strategy into clear, deliverable accountable plans, processes and procedures ensuring the team's resources and skills are strategically aligned.

Strategic objective goal 1

- Proven success in driving voluntary income growth (restricted and unrestricted) and diversification in a complex charity environment.
- Commercial acumen with the ability to balance long-term strategy with short-term delivery.
- Knowledge of charity fundraising regulation and best practice.
- Knowledge of commissioned services.

Strategic objective goal 2

- Deep expertise in supporter engagement, stewardship, and donor journey design.
- Excellent interpersonal and relationship-building skills, with the ability to engage diverse donor audiences.
- Experience with setting digital fundraising strategy and ensuring skills / resources in place for audience segmentation, lifetime value analysis, and conversion strategies.

Strategic objective goal 3

- Strategic brand and communications leadership experience directing resources towards income generation goals.
- Skilled at influencing and storytelling to build emotional connection with prospective donors.
- Confident spokesperson, comfortable representing the charity with media, partners, and funders.

Strategic objective goal 4

- Creative thinker with a track record of innovation in fundraising & engagement strategies.
- Data driven decision maker- with a test-and-learn mindset.

Strategic objective goal 5

- Inspirational, emotionally fluent leader who builds inclusive, high-performing teams.

Experience

- Previous charity sector employment, as well as charity principles and governance. Why this matters: The charity sector is a unique landscape in which to operate, especially in a financially unstable world. Knowledge of generating income and marketing specifically in this sector is what we need.

Strategic objective goal 4

- Designing and scaling new income-generation products or initiatives.

Strategic objective goal 5

- Developing people, processes, and systems for excellence and future-readiness.

- Values-driven, open, and collaborative team player.

Other experience

- Working at SLT level and with an engaged Board of Trustees and Committees and cross-organisational leadership. Why this matters: This role sits on our Senior Leadership team and will work very closely with our Trustees.
- Working with, implementing and managing complex and significant budgets, multi-year forecasting/reforecasting. Why this matters: This role's main focus is income generation—and the post holder will need to come to this role having this essential skill.
- Change management programmes. Why this matters: As all organisations, including ours, flex and become more agile to meet the changing landscapes, we need stability from our senior leaders as they support changes within the organisation and its strategy.

ADDITIONAL SKILLS

These skills aren't essential, but we would be interested to hear if you have experience in these areas:

- An interest in music and/or how music therapy can support vulnerable and isolated people. Why this matters: Our colleagues are all passionate about the potential for music to enrich the lives of those living with life-limiting conditions, disability, or those in social isolation.

How to apply

To apply for the role, please upload the following documents to the Prospectus website:

- Your CV, drawing out relevant experience for the role.
- A supporting statement of up to 1,000 words that addresses the criteria set out in the person specification as well as your interest in the organisation's work.

Please ensure that you have included a telephone number, as well as any dates when you will not be available or might have difficulty with the recruitment timetable.

If you wish to apply using an alternative format please contact Prospectus. Please also notify us if you require a postal application.

Applications via the Prospectus website should be made at:

<https://www.prospect-us.co.uk/job/192831>

At Prospectus we believe passionately that a truly inclusive workplace leads to increased social impact. We are committed to supporting our clients build more inclusive teams. To understand how we are performing, we ask that you kindly complete the brief equal opportunities questionnaire when you submit your application via our website. Please be assured that your responses are kept confidential, separate from your candidate record, are not part of any application you make, and that the consultants never see individual responses to the questionnaire.

Recruitment timetable

Deadline for applications: 29th October

Panel interviews - stage one: w/c 10 & 17 November

Panel interviews - stage two: w/c 24 November

Queries

If you wish to have an informal discussion about the opportunity, please contact our retained partner Femke Vorstman at Prospectus on 020 7691 1935, or email:

Femke.Vorstman@prospect-us.co.uk





NORDOFF & ROBBINS

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20-22 Stukeley Street
London, WC2B 5LR

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