

Job Description:

Director of Income Generation and Marketing

Department	Income Generation, Marketing and Communications
Reports to	Chief Executive (CE) Also: Member of Senior Management Team (SMT)
Responsible for	Fundraising, Retail, Communications and Marketing teams; their employees and volunteers

Key working relationships:

Internal: Fundraising and Marketing team, Retail team, Support teams (eg Finance, People etc), Service teams, SMT, trustees, donors, supporters, fundraisers, volunteers

External: Customers, major individual and corporate donors, income groups and committees, landlords, key suppliers and various other key stakeholders (incl. Regulators)

Criminal Record Disclosure required (DBS) Enhanced with adult barred list

Our Vision

A world where everyone can face death informed, supported and pain free.

Our Mission

Pioneering standards in expert support and care, for anyone facing death and bereavement.

Our Values

Our values define who we are and how we act. We are:

Human: We treat people with understanding, patience, respect and above all dignity. We are the welcoming smile, the talk over a cup of tea, the human touch.

Courageous: We stand firm, we do not flinch in the face of hard news, but always with humanity, sensitivity and respect for our community.

Energetic: Whether we're out running at a fun run or at the hospice greeting our patients, we bring the energy and optimism to make the most of every day.

Connected: We are not an island, we thrive on partnerships and working with others, we believe we are better and stronger together.

Expert: We are looked up to by our community and our peers as the organisation to go to for knowledge, training, best practice and latest techniques.

JOB PURPOSE

Working with the CE and SMT, the postholder will sustain and grow St Catherine's Hospice (StCH) income generation from all sources always championing the service users' aspirations and needs while also profiling the importance of donors in all that we do.

The postholder will be accountable for the overall delivery of **Fundraising** (revenue and capital), **Retail** Trading and **Marketing** activities including the management and utilisation of our supporter data (via relevant data/software tools) to optimise our supporter/donor acquisition, development, stewardship and income. Within this, the postholder will champion the highest standards of relationship management supported by effective communications approaches (all media), quality, risk management, performance and outcome evidence in all our activity.

In making their contribution, the postholder will be a visible, accessible, positive and passionate cheerleader for charitable giving championing the stewardship of those who give to StCH while seeking innovation, efficiency and step change in donation levels from all sources so as to achieve our strategic objective *to reach more people who need us when life comes full circle*.

The postholder will therefore ensure annual business plans and systems are in place to enable effective, productive and high-quality activity/services from their directorate. All directorate activity will be effectively underpinned with agreed budgets, support systems, project management, resource allocation and the contribution of our great people. In addition, our efforts must be informed by appropriate supporter/customer intelligence and strong communications to support progress. All activity must seek to meet and balance the needs of the service user, our customer base, our community, StCH donors, supporters etc, while effectively raising and reinforcing our profile appropriately.

As a **member of the SMT**, the postholder makes a key contribution in the collective leadership of the organisation, the articulation of its strategy to deliver its charitable objectives and the protection and management of its reputation. The postholder will represent St Catherine's Hospice internally and externally, enhancing and protecting the charity's *outstanding* reputation and acting as an ambassador at all times. We will remain fully compliant with the requirements of the Charity Commission, Companies House, Care Quality Commission, Fundraising Regulator, Gambling Commission and other relevant regulatory bodies while being highly donor focused.

MAIN DUTIES AND KEY RESPONSIBILITIES

SMT Leadership

- To drive forward and deliver values driven and diversified income growth
- To provide sound leadership by example, living St Catherine's Values and engendering a positive, open and highly supportive working environment, championing a learning culture throughout the hospice that builds individual and team resilience with a *'can do' approach to work* and our day to day organisational and income generation challenges while *ensuring that all colleagues enjoy an appropriate work-life balance* in the round.
- To remain at the forefront and up to date with best practice in fundraising, marketing communications and retail income generation and its regulation, including guidance from all relevant regulators ensuring StCH follows best practice/is compliant etc.
- Collaborate with the SMT to ensure all key projects are well managed and supported.
- To actively champion a culture of fundraising, engaging all areas of the hospice.
- With SMT colleagues, support the Board in the articulation of strategy.

- Commit to an effective senior leader profile across all areas of StCH activity including volunteering at StCH events and other external meetings etc.
- Commit to the development of the senior managerial team itself including ensuring it maintains a reputable profile internally and externally.
- Contribute to the development of the organisation's strategy ensuring StCH maintains a clear *case for support* – **revenue and capital** - through a focus on its outcome etc evidence of impact/value
- Work with SMT colleagues to articulate, set and manage organisational plans linked to StCH strategy setting out associated income and expenditure budgets as part of the overall budget and forecast processes to inform future decision making, whilst always seeking improved value.
- To ensure the organisation optimises the opportunities inherent in our move to our new facilities at Pease Pottage embracing hybrid and other innovative ways of working to optimise work performance and the wellbeing of our colleagues and teams appropriately
- To be familiar with the communities we serve, its key town and the retail estate as well as to keep a close appreciation of the local health and social care system within our geography and specifically, our referral area.
- To participate in the management of an organisational and directorate level business continuity plan and an SMT on-call (24/7/365) rota being ready to attend site out of hours if needed when on call.
- To deputise for the CE when appropriate.

Development

- Participate in the full Performance Development Cycle
- Attend and complete all compulsory training remaining within date while also driving the achievement of the same by all colleagues in the Income Generation directorate.
- Collaborate with the People Director and other SMT to energise the organisation through effective organisational development helping to strengthen our culture so that it reflects an 'outstanding' charity and healthcare provider, comfortable with its need to raise voluntary income and where *ALL our people can do their best work*.
- Encouraging team members to develop their experience and skills so that robust succession opportunities are available within the teams where possible.
- Drive team development to optimise cross skilling and our team depth as well as ensuring colleagues can contribute to business continuity support arrangements.
- Champion the role and contribution of volunteers in the work we do (and seek to do in the future).

Governance

- Engage with the Trustee and wider managerial bodies effectively to ensure the effectiveness of the Integrated Governance Framework including the development of StCH's Quality Management System (currently **CHKS accreditation**).
- To provide well researched, timely and balanced responses to concerns raised in incidents, complaints and via other feedback by ensuring robust investigation, followed up with dissemination of recommendations and actions to implement/reinforce any necessary behaviour change, other needed action and our continuous improvement.
- To attend and participate in Board and other leadership meetings (including with partners), ensuring accountability through timely reporting as to the achievement of our plans, objectives, KPI's, outcomes etc.
- To actively participate in the management and mitigation of all key risks.
- Engage in StCH's national, regional and local effort to collaborate with other relevant current and future partners while also managing successful relationships with our stakeholders, agreeing and involving relationship management with other SMT colleagues as required.

- To lead and participate in the work of internal governance groups to improve key facets of our understanding of our work, assurance, performance and outcomes.
- Ensure the organisation and, most especially the Income Generation directorate is engaged in a close appreciation of its data (most especially from service users, donors, supporters etc), risk management, quality improvement (including regular audit) to evidence/inform plans, impact, value and growth from all its activity so as to deliver these activities optimally.
- To advise on the refusal and acceptance of large, substantial gifts etc.

Management of directorate

- With focus on our organisational strategic goals/plans, build coherent directorate level annual (and mid-term) business plans setting appropriate targets etc.
- To be proactive in analysing and tracking progress against plan offering colleagues insight, options and mitigation, liaising with the CE and finance department in monthly financial monitoring to ensure any changes are reflected in quarterly forecasts.
- To ensure all relevant controls are in place and tracked including:
 - To co-ordinate with the Finance team, to develop and manage a retail point of sale tool and necessary processes for all StCH sites and events etc
 - To co-ordinate with the Finance team to provide regular information on income received and pledged to assist with the monthly management accounts commentary, informing reforecasting and tracking performance against relevant KPIs etc
 - To co-ordinate with the internal Property Governance Group as to the future of our retail trading estate leases etc
 - To act as the Lottery Promotor
 - To co-ordinate with the People team to proactively manage staff performance, absence etc and engage closely in the recruitment/induction of outstanding new hires when necessary
- To lead regular structured, effective meetings with direct reports/others, facilitating the exchange of key information and intelligence, driving momentum on work plans etc, the achievement of targets, matrix management as appropriate and efforts to understand/remove blocks to progress while also cascading relevant information to wider team members as needed.
- Ensuring relevant on-call capability is in place from the team (eg Communications) out of normal offices hours.

Fundraising Leadership

- To steer the development of annual, medium and long term revenue and capital fundraising strategies and plans to achieve sustainable income growth (built upon a model of test and learn) ensuring effective marketing support so as to grow the donor pool and building enduring relationships of trust with existing and new funders with an ongoing focus on building more legacy gifts for StCH in the years ahead.
- To work with our service leaders and others to support the development of bids to trusts, corporates, major donors, to local and statutory authorities to secure grant/other funding
- To develop, support and grow a robust hospice lottery acting as the Lottery Promoter.
- To develop and implement processes and tools to manage prospects and donors at each stage of the cycle, including prospect identification, cultivation, solicitation, acquisition, gift acknowledgement and administration, compliance with donor stipulations **and ensure ongoing world class donor stewardship to build lifetime value.**

Marketing and Communications Leadership

- To champion reputation management of StCH and support the SMT in all aspects

- To lead the design and delivery of effective marketing and communications strategies to support organisational objectives (most especially our fundraising campaigns etc) and maintain a strong/positive external profile supporting our community/stakeholder engagement aspirations
- To lead our public relations effort (across all channels), ensuring the protection of our reputation and providing advice and support to team members
- To champion the highest standards of interaction with service facing staff and service users themselves to develop and publicise stories as to the power of our work etc recognising that people give to people
- To champion the brand ensuring it optimises StCH's place in the community and serves the organisation and it's beneficiaries effectively.
- To ensure the development and implementation of an income generation focussed digital media strategy and website, ensuring that design and function meet the needs of internal and external stakeholders (aligned with our wider digital strategy).
- To support the SMT with internal communications and key internal meetings/events.
- To support the SMT in development and delivery of a communication strategy to underpin our new build programme and the transition to our new facility at Pease Pottage.
- To ensure regular communication is effectively maintained with internal and external audiences including improving our approach to our service marketing and communications – most particularly with local statutory partners etc

Retail Trading

- To steer the development of annual, medium and long term revenue retail strategies and plans to achieve sustainable income growth, ensuring effective marketing support to support delivery
- Champion the role of our shops as a window on our local community while ensuring a profitable profile throughout our patient referral geography.
- To support the appraisal, identification, communications strategy and lease negotiations of new shops and/or the release of shops that no longer fit with our aspirations.

This is an outline job description designed to give an overview of the responsibilities of the role. We expect the job holder will work flexibly, responding to organisational need and changes as they occur. You will also contribute to the wider corporate and organisation needs of St Catherine's such as supporting our fundraising efforts.

Person Specification

Director of Income Generation and Marketing

Education, Qualification and Training	
Essential	Desirable
<ul style="list-style-type: none"> Professional qualification or equivalent work experience which demonstrates strategic thinking, problem solving and communication skills in a business or fundraising environment Marketing and/or Fundraising qualification 	<ul style="list-style-type: none"> Digital insight/Marketing qualification Project management qualification or proven experience Degree level qualification
Knowledge, Skills, Ability and Experience	
Essential	Desirable
<ul style="list-style-type: none"> Direct and significant experience of fundraising at a senior level, with a track record of successfully achieving significant income targets including the design and execution of major campaigns ideally to achieve both revenue and capital income Experience in line managing and motivating a target driven team, including setting targets, managing performance and encouraging cross team working Substantial relationship marketing experience (preferably with high value and major donors) with evidence of cultivation and stewardship implementation Experience of public relations management Demonstrable experience of fundraising from individuals, including appeals and committed giving. Evidence of excellent leadership skills and the delivery and implementation of data driven fundraising and marketing strategies Proven experience of working with a CRM and confident with data and the ability to interpret data. Strategic thinker with an appreciation of the challenges and opportunities facing locally based charities (especially in healthcare sector) as we build back from the pandemic Experience of being an ambassador and building strong working relationships at all levels, internally and externally Highly developed oral and written communication skills Excellent ICT skills, particularly with Microsoft Office, and using these to engage 	<ul style="list-style-type: none"> Track record of success in securing large grants from charitable trusts Track record of success in raising significant funds from corporate partnership fundraising Track record of success in raising significant funds from community and event fundraising Experience of retail operations ideally charity retail management Experience of delivering successful face to face and telemarketing fundraising campaigns Track record of success in delivery of communication strategies, including internal communications (utilising a full media mix) Experience of using Raiser's Edge Health and/or social care experience Experience with Safeguarding and investigative insight Experience of working with volunteers

<ul style="list-style-type: none"> with others (internal and externally) • Demonstrable experience of effective project planning and delivery of significant projects – including organisation wide • Highly developed/effective influencing skills • Persuasive communication and interpersonal skills, confident in articulating service user stories to amplify need • Confident public speaker and networker • Ability to work across teams/departments, inspiring, engaging and enabling colleagues to achieve results • Able to work calmly under pressure and deliver results to a high standard • Proactive, motivated, organised with strong time-management skills • Excellent attention to detail with high levels of accuracy • Ability to deal sensitively with patients, carers and supporters while meeting the needs of the hospice recognising data protection etc considerations at all times • Proven track record in embracing digital solutions in the activity mix • Knowledge and experience of good governance, H&S, information governance and quality management • Open minded innovative thinker with good decision making skills • Experience in managing and reporting against risks, with an understanding of governance/assurance oversight • Experience in developing robust (with appropriate stretch targets) business plans enjoying the confidence of key stakeholders and tracking delivery • Developing, monitoring and evaluating income, expenditure and activity plans to support organisational strategic delivery, producing reports against progress for a Board level audience plans • Experience in assessing progress against plan, anticipating problems and proposing/executing course correction • Full driving licence and access to car 	
Attitudes and Behaviour	
Essential	Desirable

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| <ul style="list-style-type: none">• Flexible, adaptable and able to work on own initiative• Flexible attitude to work base willing to travel to all StCH sites• Flexible attitude to working hours, ability to work occasional weekends and evenings, engaging staff and volunteers to work with you• Honesty and integrity with personal values aligned to St Catherine's• Networker, able to keep abreast of hospice and fundraising developments• Demonstrable drive, and values led attitude | |
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