

**Queenscourt Hospice  
Role Description**

<b>Post:</b>	Head of Income Generation and Communications
<b>Responsible for:</b>	Fundraising Staff, Retail Staff and Lottery Staff
<b>Reportable to:</b>	Corporate Services Director
<b>Accountable to:</b>	Corporate Services Director

**Role summary:**

The Head of Income Generation & Communications will lead on the development and implementation of a comprehensive and effective income generation strategy to achieve Queenscourt's strategic objectives for significant long term income growth and increased profile and engagement.

Providing leadership and management to the Income Generation Team, the post will ensure fundraising, retail, lottery and marketing targets are met.

Responsible for leading on Queenscourt's internal and external communications that will develop awareness and encourage support from all sectors of the local community, the Head of Income Generation and Communication will inspire the highest levels of performance from a creative and diverse team as well as contributing as a member of the Senior Team.

**Role:**

- The post holder will be a member of the Senior Management Team: leading and influencing the forward planning and strategy development of fundraising, lottery, retail and marketing operations across all areas of Queenscourt activities
- Effectively lead, inspire, develop and manage the Fundraising, Retail and Lottery teams to enable them to achieve their objectives
- Through one's own behaviour and leadership, promote positive relationships, collaboration and effective team working across Queenscourt. Hold all staff and volunteers in positive regard and foster a culture of respect and consideration between all members of the Queenscourt team.
- To lead on the development, implementation and evaluation of the Hospice's overall income generation strategy. This will include the evolution of existing income streams, and the development of innovative income generation initiatives ensuring objectives and targets are met, using effective benchmarking and industry standards.
- Ensure the creation and management of formal funding bids (including for grant making trusts) for submission and identify and deliver on new business development opportunities, particularly strengthening corporate partner relationships.
- Ensure Queenscourt Hospice maintains a high quality reputation by developing and strengthening its profile through the media and stakeholders
- To act as a member of the Senior Management Team, contributing to the day to day operational management of the Hospice.

- Review all existing income generation areas and make recommendations for development and increased financial income.
- Develop, revise, review and implement fundraising and other operational policies and procedures.
- To lead on and be operationally responsible for the organisation of special events and projects (VIP visits, celebrations)
- To lead on the creation, development and implementation of the Hospice Marketing and public relations strategy for the charity
- Attend monthly Directors / Trustee meetings providing reporting on income generation targets and performance.

**Main Duties and responsibilities:**

1. Work with the Corporate Service Director (CSD) to review and implement an integrated Income Generation strategy with realistic, achievable and time bound targets to maximise income, which sets out methods to engage with the public and all appropriate audiences inclusive of fundraising events, retail and lottery.
2. Lead on the creation, development and implementation of the fundraising and public relations strategy of the charity.
3. Set, deliver and monitor annual plans and budgets, effectively managing resources to maximise income and minimise costs. Work closely with the finance lead to ensure accurate financial records are held.
4. Lead and manage the income generation team and marketing function, ensuring that the teams are focused, driven and have clearly set objectives: conduct regular one to one meetings and appraisals to review performance as well as mentoring team members to fulfil their potential and the demands of their roles.
5. Using Queenscourt policies and procedures lead, manage and motivate income generation staff and volunteers using a supportive management style in order to create optimum levels of performance and an environment in which staff feel valued and cared for and can deliver against clear objectives.
6. To ensure that income generation staff and volunteers are trained appropriately in order that high standards of performance and customer service are delivered.
7. Further develop Queenscourt's income generation capacity by encouraging and supporting innovation to establish new income streams or by changing/developing existing ones.
8. Direct and manage the three strands of income generation (retail, fundraising and lottery) into a cohesive income generation team.
9. Carry out full evaluations of all fundraising activities in order to establish which are delivering the best results and ensure the profitability of all fundraising activities.
10. Embed a culture of excellent donor and supporter care across the whole of income generation to ensure supporter retention and development.
11. Ensure existing systems such as Harlequin donor database are kept up to date.
12. Deal with complaints, ensuring that an investigation is conducted and that the complaints policy is followed, keeping the CSD fully apprised.
13. Ensure all activities from the income generation team and fundraising department specifically are compliant with the Hospices mission, vision and values, legal requirements and the Institute of Fundraising Codes of Practice.
14. Oversee the development and maintaining of relationships with key media contacts across a range of different media, acting as a spokesperson and representative of Queenscourt with the

Media and at a senior level at local community events to inspire maximum support for the charity.

15. Identify and maximise PR opportunities, generating news stories and working organisation wide to ensure all opportunities are seized to expand Queenscourt's profile across the wider geographic area that the hospice serves.
16. Encourage a teamwork ethos to ensure all income generation staff work in co-operation and partnership with each other as well as colleagues across other teams.
17. Maintain high professional standards and keep abreast of relevant issues taking responsibility for own personal and professional development.
18. Write and present reports to Retail and Enterprises Board and to Trustee Council as and when required.
19. Identify new partnerships across a varied range of organisations to maximise potential opportunities for income generation.
20. Attend local and regional benchmarking/focus groups to share knowledge. Attendance at conferences will also be required.
21. Monitor the external environment in order to understand the latest development in the fundraising environment. Evaluate their significance and identify new opportunities and innovations that will help Queenscourt maximise its funds and achieve objectives.
22. Show leadership in maintaining relationships with key volunteers and supporter groups, ensuring their needs are met and they have the support and motivation to extend their volunteer contribution.
23. Evaluate the success and effectiveness of income generation events and projects to improve the success rate of future projects.
24. Manage own time effectively with the ability to simultaneously manage multiple projects and meet deadlines and ensure careful planning and risk assessment of all income generation activities.
25. As a member of the senior management team, you will be expected to take part in the 'on-call' rota

### **Communication and Marketing**

26. In liaison with the CSD and as part of the wider income generation strategy, ensure delivery of effective communications, PR and marketing to develop Queenscourt's image and 'brand' internally and externally.
27. Develop the use of IT, website, mobile communications, social media and other media outlets/platforms linked to Income Generation.
28. Ensure that the Queenscourt website is kept up to date and provide information for uploading onto the website in keeping with the aims of the hospice, current activities and branding guidelines.
29. Represent and speak on behalf of Queenscourt Hospice at meetings and events as required
30. Oversee the production of income generation publications including leaflets and marketing materials including website content.

### **Policies, Procedures and Personnel**

31. Ensure that all fundraising and trading activities are compliant with relevant statutory legislation and agreed guidelines e.g. Gift Aid and VAT, Lottery and Gambling Commission.
32. Ensure that income generation and marketing operations comply with internal and external policies, procedures and legislation including health and safety, risk management, human

resources, finance, administration and regulatory frameworks as well as fundraising best practice.

33. Ensure compliance with all data protection regulations and information governance policies and procedures.
34. Understand, review and ensure compliance with Queenscourt policies, procedures and practices.
35. Attend mandatory training.
36. Participate in the appraisal process with the CSD.
37. Ensure all staff within the team receive an appropriate induction, regular support and supervision and are appraised on an annual basis with a 6 monthly review to agree and monitor objectives and personal development plans as well as identifying training and development needs within the team.
38. To contribute to close working relationships with all personnel and to help build an open and honest culture that facilitates learning, creativity and excellence.
39. Identify roles and responsibilities that could be delegated to volunteers. Ensure volunteers are promoted as ambassadors to maximise the support and income raised from the Community.
40. Develop and negotiate robust contracts with contractors, suppliers and freelance staff.
41. Develop and maintain a culture that promotes equality and diversity.

#### **Health and Safety**

42. The post holder must familiarise themselves with matters relating to health and safety management as they affect them personally and/or Queenscourt, reporting any potential risks to life or property immediately in accordance with the Hospice's Health and Safety policy and procedures. Staff must use all equipment provided to undertake their role safely.
43. Responsible for acting on, as per the Health and Safety policy, any reports made to them by staff regarding health and safety concerns.
44. Responsible for ensuring all Queenscourt managed events have a full risk assessment with safety measures in place.

#### **Other**

45. Any other duties commensurate with the grade and post.

#### **NOTE:**

**This document does not attempt to describe all the tasks to be performed. It will be open to periodic review and as a minimum will take place annually as part of the appraisal process and as a result, alterations and additions may be made.**

**Person Specification – Head of Income Generation and Communications**

<b>Criteria</b>	<b>Essential</b>	<b>Desirable</b>	<b>How tested</b>
<b><u>Qualifications</u></b>	<ul style="list-style-type: none"> <li>• Fundraising and/or Marketing qualification or equivalent experience</li> <li>• Educated to degree level or equivalent experience</li> </ul>	<ul style="list-style-type: none"> <li>• Post graduate or further professional qualification in a relevant discipline e.g. management, communications, events, sales etc.</li> <li>• Membership of a relevant professional body</li> </ul>	Application Form Certificates
<b><u>Experience</u></b>	<ul style="list-style-type: none"> <li>• Significant experience of working within a fundraising/income generating field</li> <li>• Leadership at a senior level including significant experience of managing a team and delivering to targets</li> <li>• Experience of preparing business plans, managing budgets, objective setting and monitoring performance</li> <li>• Experience of communication in a varied range of settings</li> <li>• Demonstrable experience of building business relationships with a wide variety of contacts</li> <li>• Experience of managing own workload with limited supervision and working under pressure to achieve deadlines</li> <li>• Managing change</li> </ul>	<ul style="list-style-type: none"> <li>• Working in an environment that includes volunteers</li> <li>• Experience of managing a number of teams delivering different services</li> <li>• Experience of managing high profile campaigns</li> <li>• Experience of working in a lottery and/or retail environment</li> <li>• Public relations and media engagement and management</li> <li>• Demonstrate the ability to play a full part in the leadership and management of the hospice</li> </ul>	Application Form Interview References
<b><u>Skills &amp; knowledge</u></b>	<ul style="list-style-type: none"> <li>• Knowledge of the charity and fundraising sectors, including Gift Aid and appropriate legislation</li> <li>• Able to inspire, support and motivate</li> <li>• Excellent project management skills</li> <li>• Creative and innovative with the ability to identify and grasp opportunities and see ideas through to completion</li> <li>• Excellent communication skills with the ability to engage with a range of audiences and inspire support</li> <li>• Ability to prioritise and organise workload and delegate effectively</li> <li>• Excellent IT skills and able to work with a range of computer programmes such as Microsoft Office suite</li> <li>• Report writing and presentation skills</li> <li>• Excellent networking skills</li> <li>• Understanding of and compliance with confidentiality</li> <li>• Effective budget management skills and ability to interpret financial information and figures</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of Queenscourt's catchment area geographically</li> <li>• Knowledge and experience of using Harlequin database</li> </ul>	Application Form Interview References Test
<b><u>Personal Qualities</u></b>	Highly motivated; calm attitude; can demonstrate initiative; team player who can demonstrate a positive and flexible approach and able to work out of hours as required; along with an understanding of the charitable ethos and of working with volunteers: An empathy with the ethos of the hospice; flexible to the changing needs of the post. Car driver/owner with the ability to travel independently within the local geographical area and nationally on occasion.		References Interview

<b><u>Disclosure and Barring Service (DBS)</u></b>	This post is not subject to a disclosure and barring check
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