



Severn Hospice

here and at home

Application Pack

**Director of
Income
Generation**



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About Severn Hospice

Severn Hospice is amongst the largest hospices in the country, its catchment being Shropshire, Telford and Wrekin and North Powys. Through a range of inpatient and community services we enable and empower people to live as well as they can within the constraints of a terminal disease. We adopt 'Living Well' as a concept of care focusing on independence and enablement.

Severn Hospice is a highly respected provider of Specialist Palliative and End of Life Care and has an excellent reputation as a progressive and innovative organisation delivering the highest standards of care through a range of inpatient and community services. Severn Hospice has outstanding public support and is well regarded by its partners within social care and the NHS. Here at Severn Hospice, we have a culture for continuous improvement through review processes and innovation and we actively design services to meet the changing needs of our patients and communities.

The Director of Income Generation is one of 5 Senior Managers including the CEO. Our Board is made up of unpaid, volunteer Trustees, representing the public. Trustees are carefully selected for their experience, knowledge and skills and work closely with the Senior Management Team to develop the hospice strategy and to ensure good governance across all activities.

It costs in the region of £11 million to run the hospice each year. The NHS currently makes a contribution equating to one third. The challenge for the Director of Income Generation is to raise the remaining £8 million through a range of income streams.

Heather Tudor

Chief Executive



Job Description

Post: Director of Income Generation

Purpose of the post: As part of Severn Hospice Executive team this role has a key part to play in supporting the charity to meet its strategic objectives by ensuring targets are developed and met for income generation.

Developing, implementing and monitoring the income generation strategy will be critical. The post holder will provide a creative and dynamic external focus to identify and develop a range of income generation initiatives beyond the scope of existing fundraising activity. Building and utilising networks, developing long term relationships with high net worth individuals and forging new business opportunities will be integral to the role. The role will be accountable for the span of income generation within the charity and will ensure a coordinated and collaborative approach across the range of stakeholders. It will provide leadership around income generation, making sure this is located within the strategic framework and day to day thinking of the hospice.

Whilst managing the department leads, the post holder will provide the appropriate leadership to the income generation team whilst remaining separate from day to day operations to develop and focus on the bigger picture.

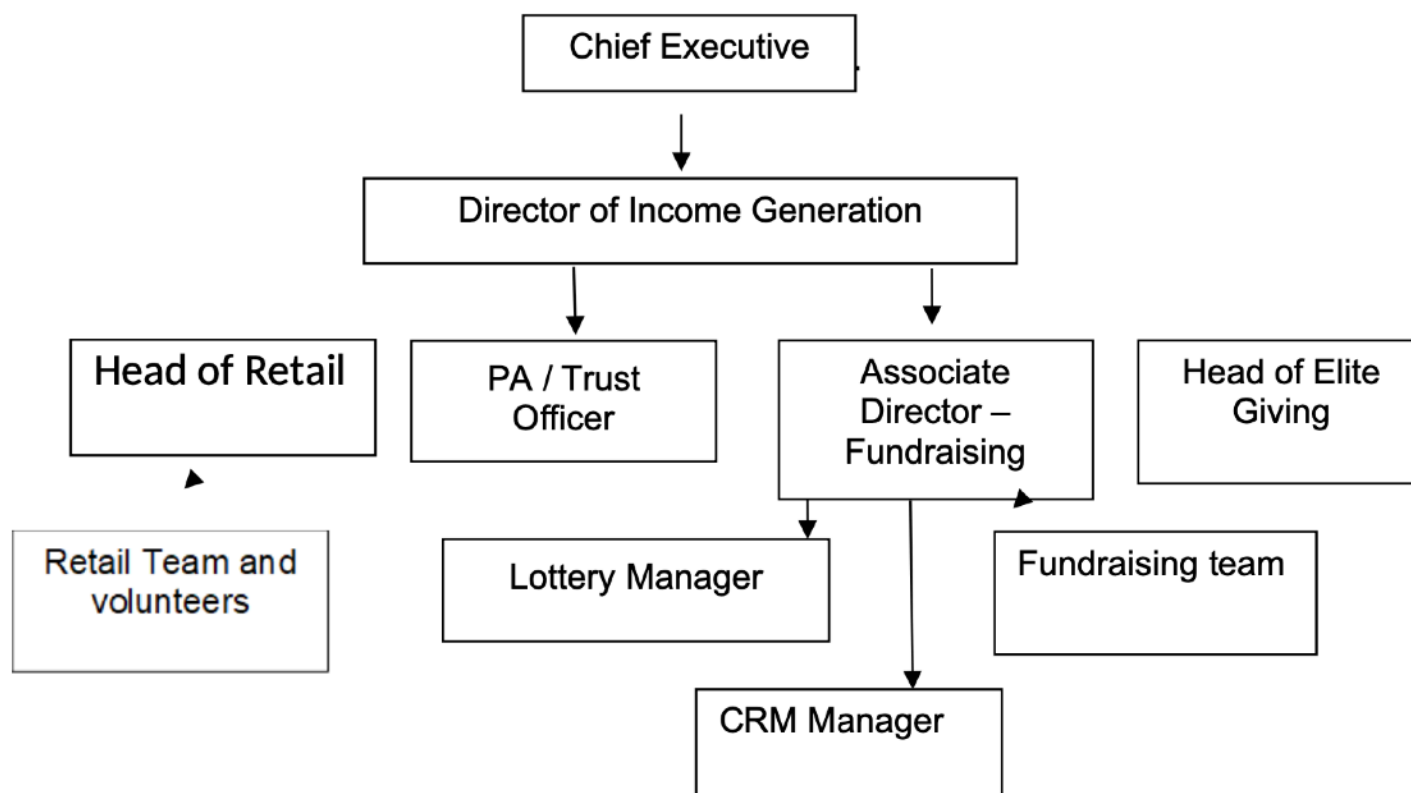
Leading by example the post holder will ensure a good donor experience and oversee the co-ordination of donor development plans across all elements of Income Generation.

To instil trust in donors and in your team by exemplary professionalism and a dynamic approach to leadership and management to ensure the delivery of a high quality, responsive, efficient, and effective service across all areas of Income Generation.

Oversee and provide assurance to the Board of Trustees that all activities meet regulatory compliance and records are accurate.

As a member of the Executive Team the post holder will contribute at the highest corporate level influencing key discussions and decisions.

Organisational Position



Keytasks and responsibilities

1. Internal cultural change and income generation focus:

- To bring about and imbed cultural change in the way that income generation and fundraising operates within the charity. To adopt a commercial focus to build income generation beyond established fundraising strands with sustainable, new and innovative ideas, testing new concepts and initiatives.
- To drive voluntary income generation in an integrated team approach to secure the budgeted funds required enabling the delivery of clinical programmes through implementing the Hospice's Income Generation Strategy.
- To integrate thinking and plans related to income generation within the structure of the charity and present regular progress reports to the Fundraising Committee and the Board.

2. External profile, voice and positioning:

- To work closely with the CEO and board to review and refine the charity's fundraising strategy and to communicate the charity's vision to internal and external audiences.
- Work with colleagues to position the charity appropriately and in the best way to enhance income generation whilst aligning to our agreed 'voice'. Capitalise and build on our recent rebrand and new website with specific focus on income generation.

- Work closely with the Comms and Marketing team to look at how income generation can be considered in media plans and input into media campaigns to ensure they align to the agreed income generation focus.
- Build a strong external profile for the role and to make use of the contacts of Board members as appropriate. Focus on relationship building with the Board and other stakeholders to create an active network for identifying and building income streams. Develop long term relationships with high net worth individuals and forge new business opportunities.
- To personally manage a “top prospect” list drawn from high net worth individuals, corporate partners and grant making sources to lead from the front and have a measurable personal impact on fundraising goals.

3. Internal leadership

- Provide direction, expertise, guidance and leadership on all income generation activities. Create a culture and joined up model for income generation across the charity to progress strategy objectives and develop new income streams.
- To ensure that all fundraising activities are supported by a robust policy and risk management framework.
- To lead the fundraising team and drive for full maximisation of income generation opportunities across direct response, corporate partnerships, events, grant making, major gift and legacy promotion activities.
- To provide appropriate leadership and vision to the fundraising team whilst working with the heads/leads on implementing plans and monitoring progress against budgets and KPIs. Ensure that a focus on the bigger picture is retained across the team and support the heads/leads as they manage the detail of day to day operations. Ensure there is a collaborative and coordinated approach to income generation activity within the team and across the charity.
- Take appropriate action to ensure compliance with relevant charity legislation including compliance with the Fundraising Regulator and Gambling Commission, being a registered responsible person of the Severn Promotions Company lottery license.
- To play a pivotal part within the Senior Management Team contributing to discussions and operational plans at a corporate level. Fulfil organisation-wide, on-call responsibilities in accordance with schedule” and “Deputise for CEO on an ad hoc basis

Education, Professional Development and Training

- To take every reasonable opportunity for maintaining, developing and acquiring competencies and skills for self-development.
- To support the implementation of an effective appraisal system, ensuring that all staff have set objectives that identify and support individual development and training needs.
- Approve training and conference attendance appropriate to development of the individual in improving their ability to deliver current best practise and meet all statutory requirements for their post within budgetary constraints.
- Ensuring that all team members complete Mandatory training.

Human Resources

- To ensure that all HR policies, procedures and guidelines are adhered to and report any failure to do so appropriately to the Chief Executive and HR Manager.
- Ensure the effective management of staff within their department and through direct line guide approach to all HR matters, including specific induction, recruitment and selection, deployment, training, performance management, sickness/ absence and appraisals.
- To Chair employee appeal process where appropriate for own and other directorates

Decisions. Judgement and freedom to act

- Fully involved as an acting Director of both subsidiary companies, attending and fully participating in Board meetings. Attending Severn Hospice Board meetings to support the Chairs of the subsidiary companies and both Fundraising and Retail committees.
- To liaise closely with the Director of Finance & IT in the consideration of changes to existing or new activities and seek sign-off prior to progressing developments.
- Commission work within Directorate and within delegated limit providing contracts are approved by the Director of Finance & IT
- To personally oversee legal, accurate and efficient administration of legacy gifts including appropriate financial forecasting, evaluation of accruals and negotiation on contentious claims.

- To be accountable for decisions affecting income generation teams and escalating to Chief Executive where appropriate. Always liaise with Chief Executive on issues that have wider service implications across the organisation
- Present case for declining donations which may have a detrimental effect on the hospice reputation to the Chief Executive and Chair of Trustees and take their guidance
- Build effective working relationships across all elements of the hospice and also with key supporters including our army of volunteers

Professional Conduct

- At all times to conduct yourself as an ambassador representing the values and contributing to the positive reputation of Severn Hospice
- To keep appropriate level of confidentiality of senior management, finances and personnel matters

The above job description is a summary of the main responsibilities of the postholder, and not an exhaustive list of duties to be undertaken. The duties may be redefined in accordance with the demands of the role. Any redefinition will be subject to discussion between the postholder and the Chief Executive and should be within your level of competence.

Supplementary Information and Requirements

All new Hospice employees are on a six months probationary period.

Health and Safety

In accordance with the Hospice's Health & Safety Policy all employed persons while at work are required by Section 7 of the Health & Safety at Work Act to take reasonable care of their own health and safety and that of others who may be affected by their acts or omissions.

Appraisal

All employees are required to participate in the Hospice's appraisal process (permanent contracts only).

Last updated: August 2021

Person Specification

- Significant experience in a fundraising or income generation leadership position at a senior level with engagement with a range of stakeholders including Boards and commercial partners.
 - A strategic, positive, motivated and creative individual with a proven track record in donor relations, who embraces challenge.
 - Demonstrably motivated, a dynamic fundraiser with extensive experience and a proven record of successful fundraising including the use of digital, building relationships with corporate, high profile and major donors, cultivating new relationships, managing existing donors and soliciting financial support.
 - A self-starter with excellent written, verbal and presentation and communication skills; able to represent Severn Hospice appropriately and effectively.
 - Extensive demonstrable experience in leadership, management and team-working and an understanding of how to motivate and inspire employees and volunteers to achieve stretch targets.
 - Knowledge of customer relationship management systems and their strategic application.
 - Strong media skills involving a wide range of audiences.
 - Personal track record of achieving financial and non-financial targets.
 - Highly developed planning and financial modelling / budgeting experience within a complex and evolving environment.
 - Demonstrable understanding of the requirements of all regulatory bodies appropriate to the role.
 - Demonstrable and genuine commitment to the Charity's work.
 - Evidence of a solution focussed approach that builds trust and sound decision-making skills. Ability to demonstrate the drive necessary to achieve results.
- Other requirements
- Right to work in the UK at time of application.
 - Commitment to health and safety, data protection, equality and diversity and safeguarding compliance and best practice.

Terms of Employment

Title:	Director of Income Generation
Reporting to:	Chief Executive
Place of work:	The post holder will maintain a senior presence within the organisation primarily based at Apley Castle, Telford
Salary:	£61,000-£66,000 per annum
Hours:	37.5 hours a week
Holidays:	7 weeks inc. Bank Holidays (increasing to 7.4 after 5 years/8.2 after 10 years)
Maternity allowance:	Enhanced SMP depending in length of service
Pension:	Defined Contribution scheme (employer will match the employee contributions up to 5%)

Severn Hospice values equality and diversity, and welcomes applications from candidates regardless of sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status, or pregnancy and maternity.

We guarantee to offer an interview to those with a disability who meet the minimum criteria

This post will require a DBS check to be undertaken. Having a criminal record will not necessarily disqualify you from acquiring the post.



How to apply

If you wish to apply, please submit your current CV and personal statement by **3rd November** to info@pollysymondsonrecruitment.co.uk

In your personal statement please ensure that you provide specific examples to demonstrate your competencies, achievements and skills addressing the specific criteria set out. We recognise that your experience may be from unpaid roles as well as paid employment – please include any voluntary work if it helps to show why you are the right candidate for the job.

If you would like an informal discussion with Polly Symondson Recruitment to find out more about the role before submitting an application we encourage you to email: info@pollysymondsonrecruitment.co.uk and we will make the arrangements.

Long-list candidates will be invited to have a discussion with Polly Symondson Recruitment (held over Zoom) on **8th or 9th of November**. Shortlisted candidates will be invited for interviews will be held during week commencing **15th of November**.

The Chief Executive of Severn Hospice will be available for an informal chat with any shortlisted candidates ahead of the interview and the broad structure of the interview will be shared with shortlisted in advance of their interview to ensure candidates feel comfortable and confident and able to be themselves.

