

JOB DESCRIPTION

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| **JOB DETAILS**  |
| **Job Title**  | Head of Income Generation |
| **Reports to**  | CEO  |
| **Band**  | 8a |
| **Department/Directorate**  | FORCE Cancer Charity (Cancer Services) |

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| **JOB PURPOSE**  |
| The Head of Income Generation will lead on growing FORCE’s voluntary income to ensure long-term financial sustainability and growth enabling more care for cancer patients and their families. The role will be responsible for taking the lead on income generation within the Operational Management Team (OMT) to ensure the Charity is in the best possible position to achieve its strategic objectives. The role holder will build strong relationships with a range of stakeholders both internally and externally, retaining existing donors and developing new ones. They will be responsible for leading, coaching and motivating the Income Generation Team to perform at their best. They will be accountable for overseeing delivery and growth of income from high value funding streams including Gifts in Wills, Grants, Major donors and companies. |
| **KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES** |
| 1. Lead on the Income Generation Strategy; developing, implementing, monitoring and reviewing as required. Focus on retaining and strengthening existing support and attracting new supporters. Take a collaborative and inclusive approach to income generation gaining supporters feedback and input into creating and testing new income generation ideas and initiatives.
2. Work with the Income Generation and Finance team to plan, establish and monitor budgets, ensuring appropriate resources are in place to achieve income, and plans are based on solid knowledge and evidence-based learning where possible.
3. Responsible for leading, coaching and motivating the Income Generation Team, creating a pro-active, supportive culture of continual learning to improve results, encouraging high performance. Conduct recruitment, inductions, appraisals and on-going professional and personal development of team as required.
4. Plan, deliver and grow income from high-value fundraising activities including Gifts in Wills, Grants, Major donors and companies.. Identify opportunities to grow income from these activities and the span of other income generation activities (i.e.Community, individual giving, in memoriam donations, shop income, events etc) considering resources needed to continue to grow income where there is an opportunity to do so.
5. Develop strong relationships with key stakeholders (internal and external) with the aim of securing additional income, support and a better understanding of FORCE’s impact for cancer patients. Work with key stakeholders to build and utilise networks to create income opportunities. Represent the charity at events and supporter meetings where appropriate and deliver talks on the work of FORCE to community groups. Work evenings and weekends as required.
6. Working with the Operational Management Team (OMT) and Board of Trustees contribute to the strategic development of the charity and position the charity appropriately to enhance income generation whilst aligning with our agreed strategic plan. Present regular progress reports to the OMT and the Board. Formulate plans and adjust on an on-going basis as required.
7. Work closely with the OMT to refine FORCE’s fundraising case for support and communicate the charity’s vision and impact to internal and external audiences. Work with OMT to identify new funding opportunities and appeals as required.
8. Manage, prioritise and coordinate marketing and communications for fundraising and income generation activities, working with internal stakeholders and external suppliers. Plan and consider key messages and communications to key stakeholders to generate awareness, increase engagement, support and income..
9. Work to continually improve supporter communications to increase support, engagement and income. Digitally via the website, emails, social media, videos, virtual tours and podcasts and in other ways such as mailings and face to face engagement opportunities.
10. Keep abreast of external trends and environment that may affect income generation and take the lead on taking steps to maximise opportunities and minimise risks. Be proactive in competitor analysis.
11. Lead on ensuring compliance with all legal requirements and regulations related to Income Generation creating Charity policies and procedures where necessary.
12. Ensure all Income Generation systems, data, reports and records are kept safe, up to date, and managed in accordance with data protection legislation.

This post has been identified as involving access to vulnerable adults and/or children and in line with Trust policy successful applicants will be required to undertake a Disclosure & Barring Service Disclosure Check |
| **KEY WORKING RELATIONSHIPS**  |
| Areas of Responsibility: (type of work undertaken)* Leadership and management of Income Generation Team
* Part of Operational Management Team and report to Trustees – input into organisational strategy
* Building strong relationships with internal and external stakeholders

No. of Staff reporting to this role: 5The post holder is required to deal effectively with staff of all levels throughout the Charity including a range of volunteers. In addition, the post holder will deal with the wider third sector community, external organisations and the public. This will include verbal, written and electronic media. Of particular importance are working relationships with:

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| **Internal to the Trust**  | **External to the Trust**  |
| * CEO
 | * Individual Supporters
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| * FORCE Board of Trustees
 | * Trusts and foundations
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| * Operational Management Team
* Volunteers
 | * Company supporters
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| * Fundraising Team
* Shop Team
* Finance Team
* PR, Marketing and Grants Freelancers
* Other contractors
 | * Friends of FORCE groups
* Community groups
* Suppliers
* Local charities
* Other partners i.e. Royal Devon University Hospital Trust
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| **ORGANISATIONAL CHART**  |
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| **The following sections outline the dimensions of the role so that the job evaluation panel can understand the scale, scope and impact of the role.** |
| **FREEDOM TO ACT**  |
| * Be accountable to CEO for the operational management and delivery of FORCE income streams.
* Provide professional leadership for all Income Generation team, ensuring the highest standards of practice are observed.
* Make autonomous decisions using professional knowledge, experience and analytical judgement skills.
* Contribute to the safe and effective day to day running of FORCE Cancer Charity as part of the Operational Management Team

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| **COMMUNICATION/RELATIONSHIP SKILLS**  |
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| * Communicate about difficult and sensitive matters
* Oversee social media and other promotional activities
* Make presentations to a wide range of supporters and stakeholders
* Deliver communications training to a variety of audiences including volunteers
* Take overall responsibility for the quality and accuracy of all FORCE Fundraising media and website pages.
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| **ANALYTICAL/JUDGEMENTAL SKILLS** |
| * Ensure income generation activities comply with all relevant legislation – including health and safety and risk assessments.
* Use analytical judgement skills to ensure an appropriate mix of fundraising activities and the most appropriate use of resources.
* Produce service reports and statistics as required.
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| **PLANNING/ORGANISATIONAL SKILLS** |
| * Ensure appropriate risk assessments are undertaken, acted upon and regularly reviewed.
* Lead annual planning for the department.
* Contribute to strategic planning for FORCE as a member of OMT.
* Ensure effective mechanisms are in place for audit.
* Lead and/or oversee the organisation of flagship events
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| **POLICY/SERVICE DEVELOPMENT**  |
| * Contribute at OMT and Board level to the vision and strategy for income generation.
* Implement the agreed organisational strategy and operational plans, ensuring efficient and effective management of income generation and it’s governance.
* Ensure consistent management, monitoring, evaluation and reporting for all the FORCE income generation
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| **FINANCIAL/PHYSICAL RESOURCES**  |
| * Ensure effective management of the income generation budget in line with FORCE objectives
* Develop income generation within available resources
* Contribute information and prepare cases to support grant applications
* Ensure cost effective procurement of any supplies
* Authorised signatory as agreed within FORCE financial procedures

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| **HUMAN RESOURCES**  |
| * Lead the team, empowering and supporting them to be the best they can be.
* Ensure effective performance of staff across income generation (IG) supporting individuals to improve where needed.
* Lead on recruitment and retention of income generation staff ensuring sustainability through effective succession planning.
* Ensure all FORCE/NHS RDUH HR requirements for IG team are met.
* Lead on HR issues in liaison with HR support, including disciplinary issues.
* Lead on any issues involving disputes/ interpersonal conflict.
* Ensure welfare of staff including full consultation on service changes
* Take responsibility for induction, education and training of all income generation staff
* Ensure IG team are complaint with CPD requirements and where necessary, professional registration and insurance.
* Ensure sufficient forums (meetings etc) are available to IG team to facilitate effective communications
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| **INFORMATION RESOURCES**  |
| * Ensure effective use of FORCE CRM to communicate with supporters and donors.
* Oversee management/interpretation of data relating to income generation data.
* Contribute to the development of CRM to ensure systems maximise the potential for income generation though supporter data with relevant permissions.

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| **RESEARCH AND DEVELOPMENT**  |
| * Lead on supporter/donor research and audit activities.
* Advise Board on income generation development
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| **PHYSICAL SKILLS** |
| * Physically able to carry out duties of the post
* Ability to lift and carry equipment on occasional basis
* Manual handling within office, shop and at events - occasionally
* Driving of van and trailer required - occasionally.
* Typing and sitting at workstation - frequently
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| **MENTAL EFFORT** |
| * Frequently contribute to the operational management of FORCE Cancer Charity and associated decision making.
* Constantly use skills and experience to provide professional leadership, ensuring the highest standards of practice are observed.
* Frequently make autonomous decisions using professional knowledge, experience and analytical judgement skills.
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| **EMOTIONAL EFFORT** |
| * Working alongside cancer patients and their families often experiencing loss and grief
* Managing difficult and emotional conversations
* Hearing distressing personal stories
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| **WORKING CONDITIONS** |
| * Occasional outdoor working at fundraising events - being in the elements (hot/cold/wet/windy) depending on the weather.
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| **OTHER RESPONSIBILITIES**  |
| Take part in regular performance appraisal.Undertake any training required to maintain competency, professional standards and compliance.Contribute to and work within a safe working environment.You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infectionAs an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust’s disciplinary policy) up to and including dismissal.You must also take responsibility for your workplace health and wellbeing:* When required, gain support from Occupational Health, Human Resources or other sources.
* Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health.
* Follow the Trust’s health and wellbeing vision of healthy body, healthy mind, healthy you.
* Undertake a Display Screen Equipment assessment (DES) if appropriate to role.
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| **APPLICABLE TO MANAGERS ONLY**  |
| Leading the team effectively and supporting their wellbeing by:* Championing health and wellbeing.
* Encouraging and support staff engagement in delivery of the service.
* Encouraging staff to comment on development and delivery of the service.
* Ensuring during 1:1’s / supervision with employees you always check how they are.
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| **DISCLOSURE AND BARRING SERVICE CHECKS**  |
| This post has been identified as involving access to vulnerable adults and/or children and in line with Trust policy successful applicants will be required to undertake a Disclosure & Barring Service Disclosure Check. |
| **GENERAL**  |
| This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff. Northern Devon Healthcare NHS Trust and the Royal Devon and Exeter NHS Foundation Trust continue to develop our long-standing partnership with a view to becoming a single integrated organisation across Eastern and Northern Devon. Working together gives us the opportunity to offer unique and varied careers across our services combining the RD&E’s track record of excellence in research, teaching and links to the university with NDHT’s innovation and adaptability.T*his is*  |

PERSON SPECIFICATION

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| **Job Title** | Head of Income Generation |

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| **Requirements** | **Essential** | **Desirable** |
| **QUALIFICATION/ SPECIAL TRAINING**Educated to degree level or with significant and relevant Fundraising management experience or other equivalent transferrable skillsEducated to Masters level and/or equivalent experience.Evidence of on-going professional development in fundraising managementEvidence of Certificate/Diploma/Advanced Diploma in Fundraising Management/Marketing or similarMember of the Institute of Fundraising Certificate in Marketing (CIM) | EEE |  |
| **KNOWLEDGE / SKILLS** Highly attuned and adaptable interpersonal skills with the ability to develop, foster, maintain and utilise a network of relationships. Able to build and implement a programme to identify and foster medium and long-term contacts for future income generation opportunities. Strong negotiation and influencing skills with the ability to act in a diplomatic, credible and effective manner whilst representing FORCE. Able to earn the respect and confidence of a range of senior and influential contacts.  Ability to think strategically and plan ahead, whilst also being flexible and reacting swiftly to changing needs and demanding situations. An excellent planning and project management approach with the ability to ensure varied activity is coordinated and coherent, monitored and improved. Be able to test and learn to improve performance. To support others in this approach. Resilience and the ability to deal with high pressure and difficult situations whilst supporting and maintaining the confidence of others. Ability to identify problems and to work quickly to find long term, practical and diplomatic solutions. Ability to provide inspiring leadership with appropriate line management ability, ensuring clear delegation of day-to-day operations.Able to work at a strategic and visionary level but also manage detail and complexities if required without relinquishing and maintaining focus on the bigger picture. Ability to be a flexible and adaptable team player who can engage fully with their position on the senior team, and able to work transparently with peers, the Board and groups/committees. Sharing and promoting the aims of FORCE and our vision for the future. Acting as an appropriate champion for the charity in relation to the role and as a member of the senior team. Involvement in the corporate responsibility and decision making required as part of that team. Strong financial skills and numerical analysis with the ability to produce credible effective data or reports and discuss details with confidence. Highly developed and effective verbal, presentation and written skills. An approach that matches our values: supportive, professional, collaborative, creative and confident.  | EEEEEEEEEEEEE |  |
| **EXPERIENCE**Developed planning, budgeting and reporting experience. 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 proven creative commercial approach to income generation activities backed up with a strong understanding of the market. Evidence of a range of innovative ideas and thinking related to income generation that complements but extends beyond traditional fundraising. An in-depth current knowledge of all aspects of fundraising and income generation. Proven leadership success with securing new business with a strategic approach to engaging the charity in the process of identifying and pursuing opportunities. Proven ability to establish and lead a joined up collaborative approach to income generation in the charity through various channels and structures across a range of internal teams and individuals, stakeholders and networks | EEEEEE | D |
| **PERSONAL ATTRIBUTES** Excellent interpersonal skillsExcellent communication skillsEmpathetic and committed to the causeAbility to handle difficult situations and complex tasksA ‘can do’ approachFlexible and adaptableA good listenerAbility to work as part of a teamGood organisational and time management skillsCreative thinker | EEEEEEEEEE |  |
| **OTHER REQUIREMENTS** The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust. Ability to travel to other locations as required. Work at evening and weekends when required.Drive the van and trailer when required. |  |  |

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|  | **FREQUENCY****(Rare/ Occasional/ Moderate/ Frequent)** |
| **WORKING CONDITIONS/HAZARDS** | **R** | **O** | **M** | **F** |
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| **Hazards/ Risks requiring Immunisation Screening** |  |  |  |  |
| Laboratory specimens | N |  |  |  |  |
| Contact with patients | N |  |  |  |  |
| Exposure Prone Procedures | N |  |  |  |  |
| Blood/body fluids | N |  |  |  |  |
| Laboratory specimens | N |  |  |  |  |
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| **Hazard/Risks requiring Respiratory Health Surveillance** |  |  |  |  |  |
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| Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate) | N |  |  |  |  |
| Respiratory sensitisers (e.g isocyanates) | N |  |  |  |  |
| Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel) | N |  |  |  |  |
| Animals | N |  |  |  |  |
| Cytotoxic drugs | N |  |  |  |  |
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| **Risks requiring Other Health Surveillance** |  |  |  |  |
| Radiation (>6mSv) | N |  |  |  |  |
| Laser (Class 3R, 3B, 4) | N |  |  |  |  |
| Dusty environment (>4mg/m3) | N |  |  |  |  |
| Noise (over 80dBA) | N |  |  |  |  |
| Hand held vibration tools (=>2.5 m/s2) | N |  |  |  |  |
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| **Other General Hazards/ Risks** |  |  |  |  |
| VDU use ( > 1 hour daily) | Y |  |  |  | F |
| Heavy manual handling (>10kg) | Y | R |  |  |  |
| Driving | Y |  |  | M |  |
| Food handling | Y | R |  |  |  |
| Night working | N |  |  |  |  |
| Electrical work | N |  |  |  |  |
| Physical Effort  | Y |  | O |  |  |
| Mental Effort  | Y |  |  |  | F |
| Emotional Effort  | Y |  | O |  |  |
| Working in isolation | Y |  | O |  |  |
| Challenging behaviour | Y | R |  |  |  |