

# Role Profile

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**St Nicholas  
Hospice Care**

A Registered Charity No. 287773

**St Nicholas Hospice Care** is a local charity providing help, advice and support to people in West Suffolk and Thetford, who are facing dying, death and grief.

<b>Job Role</b>	Head of Fundraising
<b>Department</b>	Fundraising
<b>Reports to</b>	Income Generation Director
<b>Location</b>	Bury St Edmunds Head Office and Clinical Site (with potential for some remote working)

## Job Summary

The purpose of the role will be to head up the Fundraising team, which sits within the Income Generation Directorate and will work closely with the Director of Income Generation to set the vision and strategy for fundraising. They will increase the volume and value of our corporate, trusts & foundations, mid and high value relationships, events & challenges, community, legacies and individual giving as well as work with the supporter care team engaging new supporters whilst maintaining existing relationships driving sustainable income growth.

The post holder will provide leadership and direction, whilst building a high-performing team of fundraisers, to deliver against operational plans and targets. They will also have responsibility for the relationship with our new lottery provider (LHL).

The purpose of the Fundraising team is to inspire, engage and retain supporters to maximise voluntary income for the Hospice.

We put our beneficiaries at the heart of what we do and strive to build lasting, value-driven relationships with our supporters. We do this by delivering a portfolio of engaging donation and fundraising opportunities.

## Key Accountabilities & Responsibilities

### Strategy

- Work closely with the Director of Income Generation to build and deliver a fundraising improvement programme.

- Maintain up-to-date knowledge of fundraising trends and challenges, proactively seeking opportunities to continuously improve and innovate.
- Take a lead role in the development of our case for support, working with the team to build effective propositions for each audience.
- Develop a sound understanding of our supporter base, their motivations and behaviours. Maximise the use of our CRM database and use data analysis and insights to inform the development of new fundraising campaigns and products.
- Ensure that work plans and objectives are set and KPI's are tracked for each income stream demonstrating performance.
- Create relevant data reports to inform ROI and undertake thorough evaluation of all key fundraising activities.
- Ensure that in memory, remembrance and legacy fundraising activities are appropriate and sensitive so that donors receive top quality supporter care.
- Working with the Director of Income Generation and philanthropy officer to manage a pipeline of individual mid-level and major donor supporters to ensure they are engaged and stewarded towards major giving when appropriate. Attend meetings, events, etc. with major donor prospects as required.
- Work with the events and community fundraising teams with the creation of new and exciting projects and products which will maximise income and profile whilst attracting new supporters as well as engaging with existing and lapsed ones.
- Work with the Corporate fundraising team to further develop our approach to corporate partnerships with the aim of increasing the number, value and duration of their support whilst also developing a robust prospect list and income pipeline.
- Work with the Trust & Foundations Lead and senior clinical management team to create and maximise opportunities for trust funding towards capital or service provision.
- Work with the Trusts & Foundations Lead to develop our approach to funding applications and follow-up reports, aligning with organisational priorities. Ensure the development of good communication and information sharing with clinical teams to effectively support applications and reporting.
- Support the philanthropy officer with the development of prospect research to inform decision-making, creating a targeted prospect list and income pipeline.
- Be responsible overall for the development of effective supporter journeys, working closely with the Supporter Care Manager and wider fundraising and marketing colleagues.

### **Operational delivery**

- Translate fundraising strategy into the creation and delivery of operational plans.
- Be responsible for setting and managing fundraising budgets, targets and KPIs. Report on progress, trends and take action, as required. Analyse results and evaluate activity to inform future plans, supporting team managers to do the same.
- Work collaboratively with the Head of Retail and Head of Marketing & Communications to ensure that all income generation activity is integrated and opportunities for cross-team and department working are maximised.
- Develop processes that enhance the team's capacity, efficiency, and ensure effective fundraising.
- Manage external partners and agencies involved in fundraising delivery, ensuring due diligence, high quality and cost effectiveness.

- Personally lead on significant donor relationships or identify and support other key staff to do so, as appropriate. Ensure all donor relationships are effectively managed, to maximise their potential.
- Ensure the highest possible standards of supporter care, in order to make the most of every interaction and extend the relationships with our donors and supporters.
- Ensure legal and regulatory compliance across all areas of the philanthropy and partnerships portfolio, including with the Fundraising Code of Practice and data protection. Model best practise and coach team members, as required.

### **Leadership**

- Drive a positive, ambitious and solution-focused culture within the team, coaching and motivating where needed. Ensure that team members have the skills and attitude needed to succeed and deliver against income targets.
- Be an effective and supportive line manager to all direct reports.
- Build positive working relationships with all internal and external stakeholders.
- Be part of the wider Hospice senior leadership team, including participating in Hospice-wide projects and taking a proactive role in senior-level planning and decision-making.
- Provide management information for Directors and the Board of Trustees, as requested, attending meetings and presenting ideas and concepts when required.
- Deputise for the Director of Income Generation and other Heads as required.
- Act as an ambassador for St Nicholas Hospice Care, demonstrating professionalism and living our values. Represent the Hospice at local, regional and national meetings and events, as required.
- Engage with the wider hospice and charity sector, learning from peers and sharing best practise.
- The role will require some flexibility with regards to attending occasional meetings and events outside of normal working hours, including at weekends.

### **Finance and governance**

- Be responsible for setting and managing budgets, targets and KPIs. Maintain accurate financial records for all areas of fundraising as well as lottery fundraising activity, continuously monitor progress, and take remedial action as required.
- Responsible for ensuring supporter data is held securely and robustly, in line with DPA legislation and fundraising best practice, and is supportive of how we gain insights and work towards a 'single supporter view'.
- Act as the Data Protection Officer for the Fundraising team ensuring that all mailings, data management and other work of the team is GDPR compliant.
- Working together with the Finance Department, produce income reports and ensure figures balance between the CRM database and financial systems.
- Ensure that effective and efficient fundraising administration processes and systems are maintained in line with Fundraising Regulator best practice, data protection and other legislative requirements. Keep abreast of all developments in legislation and regulatory control which cover fundraising activities.
- Ensure compliance with all financial procedures for all areas of fundraising including the lottery.

- Responsible for providing management information and analysis to the Director of Income Generation.
- Champion best practice, ensuring that all relevant legal and regulatory compliance standards are met throughout all income processing and fundraising activity including Gift Aid registration.
- Responsible for managing the development and documentation of procedures which ensure accurate data capture, fulfilment, and customer service delivery. Maintain a constant awareness of business requirements and a working knowledge and understanding of team tasks.

## Relationships

- Build positive working relationships with all internal and external stakeholders, including colleagues, supporters, volunteers, event organisers and suppliers.
- Be an effective and supportive line manager to all direct reports. Ensure that they have a clear understanding of their role in delivering the Income Generation and organisational strategies.
- Proactively identify and facilitate training and development opportunities for self and direct reports, to ensure the skills and attitude needed to deliver against plans.
- Ensure all Hospice management policies are adhered to, including the setting of clear objectives and targets, regular 1:1 meetings, performance management and annual reviews.
- Contribute to a positive, ambitious, solution-focused culture and champion a 'one-team' approach to achieving goals. Work with wider Income Generation colleagues to identify and maximise cross-selling and collaboration opportunities.
- Be responsible for the management and motivation of volunteers. Ensure that they have clear roles and responsibilities, are productive, kept safe and have a positive experience of supporting the Hospice.
- Develop and maintain a sound understanding of St Nicholas Hospice Care's Vision, Mission, Values, strategic aims and case for support.
- Engage with the wider fundraising sector, learning from peers and sharing best practice.
- Act as an ambassador for St Nicholas Hospice Care, demonstrating professionalism and living our values. Represent the Hospice at local, regional or national meetings and events, as required.

## Key Working Relationships

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- Donors and supporters – inclusive of the full demographic of Hospice supporters and donors
- Volunteers – with particular reference to supporter care and income processing activities as well as community and event support
- Patients and families - providing excellent supporter care to our beneficiaries and demonstrating our impact
- General public – provide information, support and guidance on giving and fundraising
- Fundraising team colleagues – providing cross-team support and sharing best practice
- Marketing team colleagues – working collaboratively on fundraising and supporter care materials as well as lottery promotion

- Retail team colleagues – working collaboratively to maximise returns for the Hospice
- Finance team colleagues - working collaboratively on financial reporting and reconciliation processes between the Finance and CRM systems (Access and Donorflex)
- HR colleagues – to ensure that the team are working within legal and Hospice policies with respect to HR, H&S legislation, etc.
- Wider hospice colleagues – to understand the scope of our work and build our case for support
- Audit team – assist in queries as posed at the annual audit

## Job Scope

<b>Decision making level</b>	<ul style="list-style-type: none"> <li>• Responsible for the management, oversight and continuous optimisation of the CRM system (Donorflex).</li> <li>• Empowered to take decisions on operational delivery of fundraising related activities, including negotiation with and appointment of suppliers and contractors, in line with hospice policies and delegated authority referring to Director of Income Generation and/or the Director of Corporate Services (e.g. regarding tender processes) as required.</li> <li>• Sets and manages income and expenditure budgets for the whole of the Fundraising team and responsible for monitoring on a monthly basis.</li> <li>• Work with the Director of Income Generation and the Head of Marketing to agree themes for direct mail or email campaigns including signing off on copy writing, mailing lists and managing costs.</li> <li>• Authority to delegate projects and tasks to direct reports.</li> <li>• Responsible for proposing new opportunities and making recommendations on the viability of existing activity, referring final decision to Director of Income Generation.</li> </ul>
<b>Financial resources</b>	<ul style="list-style-type: none"> <li>• Responsible for annual income target in excess of £3m.</li> <li>• Manages annual expenditure budget of around £1m.</li> <li>• Delegated authority to sign off up to £2,000 costs (within budget).</li> </ul>
<b>Other resources</b>	<ul style="list-style-type: none"> <li>• Oversight of the content and production of digital and printed collateral and communications for donors and supporters e.g. emails, thank you letters, supporter newsletters.</li> <li>• Agency management</li> </ul>
<b>People management</b>	<ul style="list-style-type: none"> <li>• Line management of direct reports plus any temporary staff</li> <li>• Supervision of office-based volunteers</li> </ul>
<b>Legal, regulatory and compliance responsibility</b>	<ul style="list-style-type: none"> <li>• Responsible for ensuring all fundraising related activities are carried out in line with relevant legislation and best practice guidance, including but not limited to Fundraising Regulator Code of Practice, Gambling Commission, Charity Commission.</li> </ul>

# Person Specification

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## Knowledge, qualifications and experience

### Essential

- Educated to degree level or have significant work experience equating to this
- Extensive and proven line management experience able to direct, coach, mentor, set goals, monitor and manage performance
- Significant experience in customer service in a commercial or not-for-profit setting.
- Experience of line management.
- Experience in setting and managing budgets and working to financial targets.
- Significant experience of working with customer segmentation, customer journey development and profiling.
- Good knowledge of fundraising compliance and best practice; Data Protection regulations; Gambling Commission regulations and other legislation relating to lotteries
- Good IT skills with working knowledge of all MS Office packages.
- Experience of working with CRM databases and the use of data insight to inform activity.
- Experience of applying statistical/analytical modelling and segmentation techniques to maximise marketing effectiveness.
- Good numeracy and analytical skills. Comfortable working with data and uses insight to inform decision-making.
- Well-organised and able to manage a complex workload.
- Able to play a senior role within the Hospice and work with the wider management team

### Desirable

- Fundraising qualification.
- Experience of Donorflex database
- Has worked in a Hospice or healthcare environment.
- Has developed, tested and launched new fundraising products.
- Has created and delivered digital fundraising campaigns and activities.
- Has knowledge of legacy fundraising principles and techniques.
- Has managed large, cross-team projects, engaging with stakeholders and driving progress.

## Skills and abilities

### Essential

- Empathy with the work and values of St Nicholas Hospice Care. Sensitive to the issues and concerns facing those living with dying, death and grief.
- Displays integrity, honesty and respect for others.
- An effective communicator who builds positive relationships with key stakeholders. Able to handle challenging situations and people with tact and diplomacy
- Good numeracy, analytical skills and comfortable working with data.
- Well-organised and thorough, with good attention to detail.
- Strong time and project management skills. Able to manage competing priorities and meet deadlines.

- Resourceful and able to cope with unplanned situations. Remains calm under pressure.
- Excellent management and teamwork skills as well as a willingness to work collaboratively to achieve team goals.
- Positive, enthusiastic and ambitious.
- Able to lead by example as well as motivate and inspire others.
- Displays integrity, honesty and respect for others.
- Builds positive relationships with key stakeholders.
- An effective communicator, with good interpersonal skills and the ability to influence.
- Able to manage conflict and achieve solutions.

#### Desirable

- Maintains an up to date knowledge of the sector, with the ability to spot trends and respond to opportunities.
- Experience of working with bereaved people

## Other

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The role may require attendance at events outside normal working hours, including evenings, weekends and extended hours. Time off in lieu will be available, by agreement with the line manager.

The role may require occasional travel and overnight stays.

# Standards and Expectations

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## **Policies and Procedures**

All Hospice employees are expected to follow policies, procedures and guidance as well as professional standards and guidelines.

## **Confidentiality / Data Protection**

You should be aware of the confidential nature of the Hospice environment and/or your role. Any matters of a confidential nature, relating to patients, carers, relatives, staff or volunteers must not be divulged to any unauthorised person. You should make yourself aware of the requirements of the Data Protection Act and follow hospice procedures to ensure appropriate action is taken to safeguard confidential information.

## **Health and Safety**

You are required to take reasonable care for your own health and safety and that of others who may be affected by your acts or omissions and you should ensure that statutory regulations, policies, codes of practice and safety and good house-keeping rules are adhered to, attending training as required.

## **Safeguarding and Mental Capacity Act**

All employees have a responsibility to safeguard and promote the welfare of adults, children and young adults. It is essential that all safeguarding concerns are recognised and acted on appropriately in line with the policies and training. You must ensure you always act in the best interests of any person lacking mental capacity.

## **Infection Control**

All employees have personal responsibility for Infection Prevention and Control practice. You should ensure you are familiar with, and comply with, all relevant Infection Control policies and training for minimising the risk of avoidable Infection.

## **Equality and Diversity**

We recognise and encourage the valuable contribution that people from all backgrounds and experiences bring. You will treat all individuals on the basis of merit and without prejudice.

## **Volunteer Assistance**

The Hospice has the advantage of being supported by many volunteers. If a volunteer is assigned to assist you at any time, you will still retain responsibility for the requirements of this job and at all times you will be expected to treat volunteers with respect and value their contribution.

## **Job Description**

This job description is not intended to be restrictive and should be taken as the current representation of the broad nature of the duties involved in your job and needs to be flexible to cope with the changing needs of the job and the Hospice.

## **Values**

Our core values guide the way we work together to care for our people and support their loved ones. Our values, which are rooted in the charity's early days, create our culture and are a combination of all our actions, behaviours and decisions. **Our values are Compassion, Accountability, Respect and Equity.**