

Job Description

Head of Legacy and Community Engagement FC2011



Role Details

Reports to: International Director of Fundraising and Communications

Responsible for: Community Engagement Manager, Legacy Admin Manager and Legacy Marketing Manager

Location: Central London, Leadenhall Street, London with occasional overseas travel as required

Hours: Full time. 35 hours a week, 9am to 5 pm, Monday to Friday

Grade: 1

Salary: £60,000 – £64,000 per annum

Contract type: Permanent

Closing date: 20 October 2020

Our vision and mission

Our vision is of a world in which working horses, donkeys and mules are free from suffering.

Our mission is to transform the lives of vulnerable working horses, donkeys and mules around the world. We relieve their immediate suffering and create lasting change by working with people, communities and organisations.

About Brooke

Brooke is an animal welfare charity that protects and improves the lives of the working horses, donkeys and mules that give people in the developing world the opportunity to work their way out of poverty. Around 600 million people rely on these animals to put food on their tables, send their children to school and build better futures for themselves and their families. Brooke works in more than 15 developing countries, with animal owners, communities, service providers, animal health systems, governments and international organisations to make long-lasting improvements to the lives of animals and their owners.

Our Values

We are proud to be Brooke. We are resourceful, share new ideas and help each other succeed. Together we make change happen.

Department Structure and Position of the role



Department Structure

Brooke FundComm division is at the beginning of an exciting change. We are building a dedicated and specialised Supporter Engagement Team that can focus on delivering supporter growth leading to greater financial stability. This team will take our Supporter Journey work to the next level of sophistication, by creating digital and offline journeys and products that engage supporters at the level of engagement they want with Brooke, and through their preferred mix of channels. The team will introduce and champion and maintain an agile approach – piloting projects while genuinely using data and insights to drive decision making and optimisation.

The divisional structure is designed to facilitate the Supporter Engagement Funnel Framework which defines the steps a supporter takes to go from awareness about our cause, to donating to our cause, to sharing our cause with friends (becoming a true partner).

Purpose of Role

As a member of the Senior Leadership team in the Fundraising and Communications department, the Head of Legacies & Community Engagement will play a key role in devising a new 5- year programmatic strategy with ambitious income, supporter growth and engagement targets.

The Head of Legacies & Community Engagement will coordinate strategies to recruit and harness personalised relationships with the most engaged supporters. These strategies will be focused on generating maximum financial and non- financial contributions towards Brooke's work – with a particular focus on legacies.

The legacies programme at Brooke is extremely successful as it generates over half of Brooke's income. This role will be instrumental to ensure the ongoing success and continued innovation and evolution of this area of work.

Given the importance of legacy income to Brooke, this role will work closely with the Legacy Manager (Administration) to finalise drafted income reports and forecasts and will lead on discussions with Finance and SLT to support organisational planning.

This role will manage 3 Managers – Community Engagement Manager, Legacy Marketing Manager & Legacy Administration Manager. The Community Engagement & Events Team will engage new supporters through a range of fundraising events and activities (online and offline) and ensure that highly engaged supporters and groups are stewarded effectively around the UK.



This role is new and has been designed with a supporter engagement funnel in mind. You will work closely with other Heads of Department to develop seamless and integrated supporter journeys, through all earned and paid digital as well as traditional channels. Your team will be key to ensuring a range of appropriate events and activities are delivered that appeal to audiences and deliver deeper engagement and greater impact for the organisation.

Team responsibilities

- Develop further the legacy modelling tool used by Brooke for calculating legacy income annually and long-term (pipeline projections) and to lead on discussions with SLT and Finance on these.
- Develop strategy to build a community of highly engaged people who would fundraise/advocate for Brooke through sporting, ticketed, third party events, organising campaigning or lobbying activities and most importantly consider including Brooke in their will
- Responsible for developing legacy products and community fundraising activities, relevant to supporters at different levels of engagement
- To build and steward legacy enquirers and productive pledger relationships to maximise long term legacy income
- Responsible for stewardship of Brooke's most engaged supporters – eg manage on and offline groups and networks
- Working closely with the Supporter Engagement Team, developing relevant online community fundraising offers and legacy product offers
- Working with Database team and external Insight experts on data modelling and reporting on aspects of legacy and community fundraising in line with external benchmarks – implementing tools to allow reporting and future comparisons to benchmarks
- Oversee legacy administration activity to ensure income due to Brooke through gifts in wills by is undertaken effectively
- Support the Legacy Manager (Administration) in decision making around commercial, planning, contentious legacies cases and in matters that may carry reputational risk.
- Hold and deploy delegated authority in accordance with the schedule agreed by trustees from time to time

Team KPIs

- Increasing potential legacy income from the pipeline, and encouraging and reporting value added interventions.
- No. of pledges, stewardship response times etc.



- No. of new supporters recruited through community fundraising propositions in line with target CPLs and conversion metrics.
- Increasing income from community fundraising events
- Recruitment in line with target CPLs, event sign up rates etc.
- Impact KPIs from campaign lobbying/ activities
- Conversion rates of supporters coming through the online acquisition programme who are investing more time and resources with Brooke.
- Steady number of active Brooke volunteer fundraisers

Key Responsibilities and Duties

Strategy and Delivery

- To work with the Fundraising and Communication management team to develop a 5-year strategy for the department.
- To lead the development and delivery of a community and legacy operational plan that supports and enables the broader Fundraising and Communications 5- year strategy.
- To work closely with the wider Fundraising and Communication Management team to drive best in class integrated supporter engagement campaigns and ways of working across all paid and earned channels, digital as well as traditional, that achieve financial or advocacy goals
- To lead the development of clear KPIs which will help monitor progress of the strategy – that include ambitious engagement and legacy targets
- To monitor and report on progress against the plan and the budget and adapt where necessary to respond to and reflect changing circumstances and identified risks
- To champion data driven approaches and gather, share and draw on robust audience understanding and analysis of supporter behaviour to drive decisions and planning
- To ensure that the resources/ areas of work required to deliver the agreed strategy are identified and in line with budget
- To brief internal teams, manage external agencies and other relevant suppliers (as required) to deliver across the teams

Innovation and Development

- To work with Fundraising and Communications Management Team in developing and achieving a strong innovation and piloting culture within the department – ensuring that the supporter journey experiences are powerful and generate continuing and deepening relationships with Brooke.

- To ensure that new products and activities/ events are developed based on clear audience analysis and supporter insights.
- To keep abreast of market-leading supporter and customer engagement trends and issues, particularly in relation to strategies, techniques, opportunities and risks relevant to legacy and community fundraising.
- To ensure that supporter data is collected and used in adherence with legal regulation and best practice, for example the Data Protection regulation, Gift Aid legislation, Mailing and telemarketing preferences etc.

Leadership and Management

- To recruit, lead, develop, support, empower and motivate staff to perform at the highest level possible, ensuring that all work is of the highest standards, consistent with the organisation brand and key messages
- To explore agile ways of working and, working with FundComm management team, embed them as appropriate
- To role model these values and behaviours and challenge any behaviour not in line with this.
- To ensure all resources involving staff are managed in accordance with the Brooke policies and procedures.
- To provide leadership and mentoring and ensuring that staff can access appropriate development and training opportunities.
- To ensure that all staff are kept informed of relevant organisational plans and updates on development.

External representation

- Network and build relationships with external peers (and other contacts as appropriate) to help with important activities such as benchmarking, understanding sector trends, best practise etc.
- Provide oral and written reports and presentations to Brooke UK staff, trustees, and external bodies as required on all areas of responsibility.

General

- Follow the Brooke's equal opportunities statement which aims to clarify the value we place on diversity and steps we take to promote equality of opportunity for all.
- Perform such additional tasks as may reasonably be requested from time to time by the Line Manager.

- Adhere at all times to Brooke's policies and procedures

Person Specification

The skills, abilities, experience and knowledge outlined below provide a summary of what is required to carry out this job effectively. They also form the selection criteria on which the decision on who to appoint will be made. Please ensure that you show how you meet the criteria outlined below in your application.

Knowledge and experience		Essential	Desirable
1	A highly experienced senior fundraiser with substantial experience in the area of Legacy Fundraising (Marketing & Administration) Supporter Engagement models / digital mobilisation.	✓	
2	Proven ability to provide strategic direction and team leadership across a number of specialist functions, especially Legacies and including community fundraising & campaigning.	✓	
3	Demonstrable in-depth experience of digital fundraising – digital acquisition, retention and data analytics applied to Legacy Fundraising & Community Fundraising	✓	
4	Understands how Digital supports the work of different teams and the organisation overall	✓	
5	Experience of leading teams of digital specialists as well as of supporting staff to build up their digital skills.	✓	
6	Substantial experience of forecasting, managing and analysing significant multi-channel income and expenditure budgets	✓	
7	Significant experience in managing and motivating teams	✓	
9	Experience of working at Departmental Senior Management level	✓	
10	Excellent understanding of current supporter trends within the charity sector	✓	
11	Experience of working in an international organisation	✓	
12	Experience of working for an international NGO or charity		✓

13	Demonstrable experience of generating income of over £20 million		✓
14	Experience of working in a Gift Aid related income stream		✓

Our Competency Framework

Brooke's competency framework translates Brooke vision, mission and values into easily identifiable behaviours that all staff are expected to demonstrate at all times.

Competency	What it means
Self-Management	Taking responsibility for own actions, behaviours and outcomes
Learning	Taking responsibility for own learning and fostering growth and development in others
Relationship Building	Creating and maintaining harmonious and constructive working relationships with others internally and/or externally
Planning and Organising	Ensuring that time and resources are utilised to best effect for the achievement of the Brooke's goals and our mission and that others are committed to agreed courses of action
Effective Decision Making	Making clear, informed and timely decisions that lead to effective outcomes in line with the Brooke's mission
Change and Improvement	Seeking out and developing new ideas and approaches, responding positively and constructively to change and fostering a culture of continuous improvement
Collaboration and Cooperation	Working respectfully, effectively and collaboratively with others in your team, across the organisation and externally to deliver effective outcomes
Communication & Influence	Communicating clearly, concisely and compellingly in a manner that is



	appropriate to the audience. Engaging respectfully with others both internally and/or externally to persuade them to adopt courses of action that are in the best interests of the organisation and the animals
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Employee Benefits:

Brooke has a competitive benefits package. To find out more, please visit:

<https://www.thebrooke.org/about-brooke/jobs/employee-benefits>

If you wish to get in touch with us, please contact HR at recruit@thebrooke.org