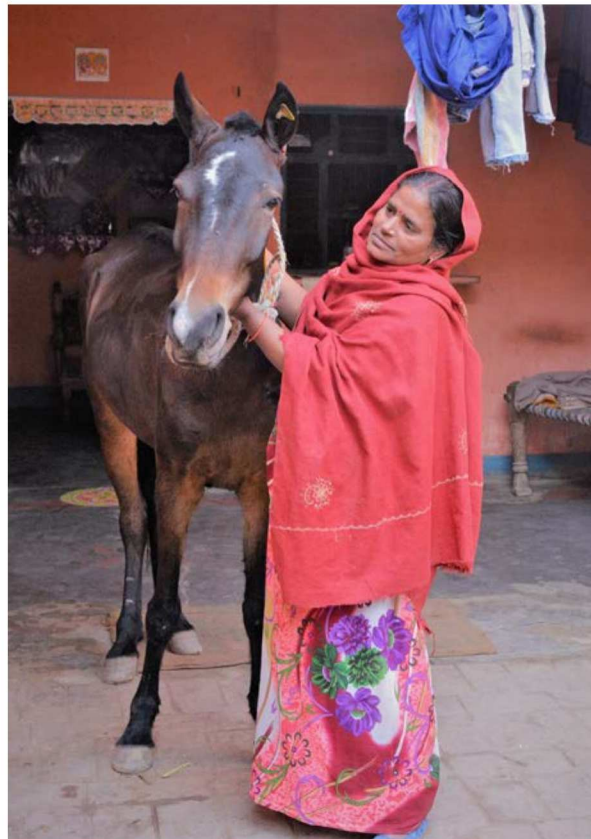


## Job Description

### Head of Individual Giving FC1910



### Role Details

**Reports to:** International Director of Fundraising and Communications

**Responsible for:** Senior Digital Marketing Officer, Legacy Manager, Corporate and Community Fundraising Manager, Direct Marketing Manager x 2

**Location:** Southwark, London with overseas travel as required. Our London offices will be relocating to Fenchurch Street in September 2019

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

**Salary:** £60 – £65,000 per annum

**Contract type:** Permanent (we are also looking for an Interim role from June 2019 whilst recruitment for the permanent contract is underway)

**Closing date:** 17<sup>th</sup> May 2019



### 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 international animal welfare charity working to improve the lives of working horses, donkeys, mules and the people who depend on them.

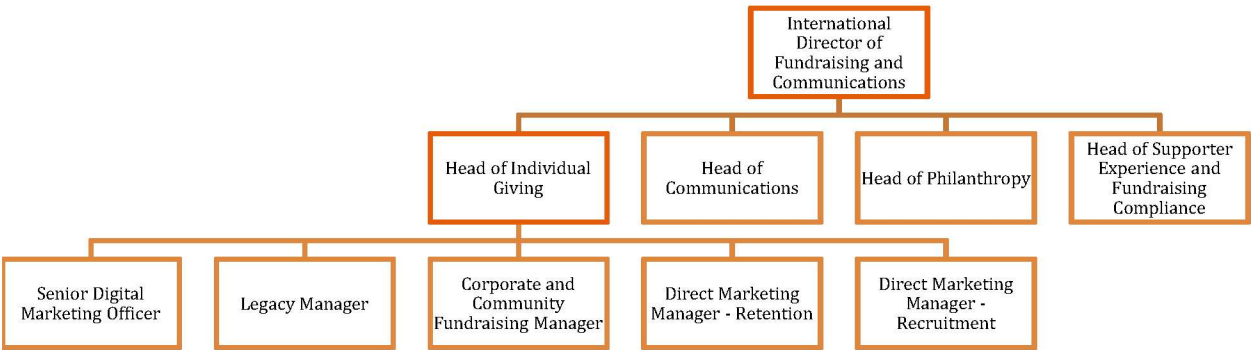
We reach over 2 million working animals across Africa, Asia, Latin America and the Middle East. Our staff include vets, animal welfare experts and advocacy and development specialists.

Our aim is to equip local people with the knowledge and skills to give their horse, donkey or mule a better life.

### 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



## Purpose of Role

As a member of the Senior Leadership team in the Fundraising and Communications department, the Head of Individual Giving plays a key role within Brooke's fundraising strategy and has specific responsibilities for the development and long-term planning of Brooke's largest area of income – direct marketing (including donor development, donor recruitment, donor stewardship, trading), legacy marketing and administration and finally Community & Corporate fundraising. More recently it is recognised that this role will be instrumental in the implementation and further development of our digital engagement strategy working alongside Head of Communications and International Director of Fundraising & Communications to deliver this.

### Specifically to:

Be responsible for the development and implementation each year's income generation activity and budget within a 5 year strategy through:

**Supporter Journeys** – serve as the guardian of all Brooke supporter journeys together with Head of Philanthropy, Head of Communications and Head of Supporter Experience and Fundraising Compliance. Develop and refine current journeys based on external benchmarking, trends and data. Identify and implement programmes that will enhance the experience of our supporters, encouraging them to get more involved, or consider giving more to Brooke over their lifetime.

**Digital fundraising** – to champion and oversee the delivery of an increasingly digital fundraising programme (which is a part of the wider digital engagement programme) across social media advertising, e-comms, online appeals, paid-for search and display, ensuring the targets are met and staff have relevant skills and training to deliver the programme.

**Direct Marketing** – delivering committed giving income and cash income across a multi-channel programme choosing from : DRTV, press, direct mail, inserts, door drops, raffles telephone fundraising and other channels (door to door and face to face) as appropriate to maximise the programme in terms of donor value, growth and retention and recruitment.

**Legacy Marketing** – to ensure that legacy giving opportunities (e.g. pledging, enquiring, converting) from Brooke supporters and prospective supporters are maximised through the legacy promotion programme. Also to lead on the integration of the programme across the Individual giving team. Influencing, negotiating with and supporting other teams & external advocates (such as local supporter groups) to build legacy promotion effectively into their programmes and activities.

**Legacy administration** – oversee this activity to ensure income to the charity through gifts in wills by ensuring that legacy administration is undertaken effectively.



**Budget** – Achieve budgeted income and expenditure objectives to an agreed one year activity/ budget plan and a rolling 5-year financial plan.

**Reporting** – Be accountable to the International Director of Fundraising and Communications, for managing the individual giving function, through planning and timely contingency and re-deployment of resources where necessary. Working with Database team and Data Insight Manager on data modelling and reporting on all aspects of Individual Giving in line with external benchmarks – implementing tools to allow reporting and future comparisons to benchmarks –

**Profile** – Ensure that all individual giving opportunities are maximised, working in close collaboration with the Head of Communications to build the profile of Brooke to support its fundraising growth.

**Supporter Care & Compliance** – Work closely with the Head of Supporter Experience and Fundraising Compliance (Head of SEDC) to ensure that an increasingly digital and integrated Supporter Care Strategy is developed that is donor-centric and leading in the sector.

- To work with the Head of SEFC to ensure compliance functionality across all of Individual Giving.
- Work with Head of SEDC to check if compliance issues are affecting retention and together view trends and patterns in compliance data (and feeding into Supporter Journey manager)
- Gift Aid – working with Head of SEDC on all Gift Aid matters and ensuring Individual Giving team and aware of GA and its importance to Brooke.

**SLT** – Be an effective member of the Senior Leadership Fundraising and Communications team (Fundcomm SLT), contributing to the overall management, strategic development and quality control of Brooke's fundraising and communications.

## Key Responsibilities and Duties

- Create annual action plans, forecast and budget to support the Individual Giving strategy; review the plan quarterly, develop and apply contingency plans and provide monthly, quarterly and annual reports as required and deliver on set KPI's within a 5 year strategy.
- Drive the strategic and operational development of all appropriate income streams in Individual Giving and especially our digital fundraising programme.



- To manage the risk within each of these income streams and redeploy resources across disciplines as appropriate.
- To work pro-actively with other Heads to ensure integration across the Fundcomm function, especially around the digital engagement strategy implementation.
- Personally build and nurture relationships with senior staff (e.g. other Heads across the organisation, Trustees). Ensure that Brooke's individual fundraising and communications is supported where appropriate by external resources (e.g. agencies, consultants, specialist service providers); regularly review the services provided and ensure that excellent value for money is delivered by any external fundraising suppliers.
- Keep abreast of trends and developments in the UK fundraising marketplaces, especially around digital fundraising, and awareness of global fundraising trends as relevant to individual giving. To identify, assess and pursue new fundraising opportunities for Brooke. Also thoroughly understand and keep abreast of fundraising legislation and good practice and ensure dissemination throughout the Individual Giving team.
- Manage the Individual Giving Team and ensure their effective working, within the FundComms division around the digital engagement and fundraising programme, and across the organisation, including internationally. Ensure quality of work produced across the individual giving team (information, communications, reports and processes etc) through appropriate quality controls and guidance.
- Provide team leadership, mentoring and motivation for the Individual Giving Team to ensure that delegated responsibilities are achieved and team development occurs (especially around skills to deliver digital fundraising targets) – through monthly supervision and annual objective-setting/appraisals, and jointly identify staff/managers' training, development and support needs.
- Play a leading role, together with fellow Fundraising and Communications Heads in the implementation of the digital engagement programme and the delivery of the overall fundraising and communications strategy.
- 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.

- Participate in crisis management teams as required and adhere to Brooke's Security policy.
- Perform such additional tasks as may reasonably be requested from time to time by the Director.

## General

- Follow 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	An highly experienced senior fundraising professional with substantial experience of the area of Individual Giving	x	
2	Proven ability to provide strategic direction and team leadership across a number of specialist fundraising areas, including direct marketing, legacy fundraising, community fundraising	x	
3	Demonstrable experience of generating income through Digital Channels	x	
4	Ensures that digital product planning & prioritisation is considered within a solution focused environment	x	
5	Understands the strategic role of Digital in the work of team and organisation	x	
6	Develops leadership skills in order to manage digital specialists and staff with increasingly digital skills	x	

7	Substantial experience of setting, managing and analysing significant multi-discipline income and expenditure budgets	x	
8	Significant experience in managing and motivating teams	x	
9	Experience of working at Departmental Senior Management level	x	
10	Excellent understanding of current trends within the charity sector	x	
11	Experience of working in an international organisation	x	
12	Experience of working for an international NGO or charity		x
13	Demonstrable experience of generating income of over £20 million		x
14	Substantial experience of working in a Gift Aid related income stream	x	

## 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
<b>Self-Management</b>	Taking responsibility for own actions, behaviours and outcomes
<b>Learning</b>	Taking responsibility for own learning and fostering growth and development in others
<b>Relationship Building</b>	Creating and maintaining harmonious and constructive working relationships with others internally and/or externally
<b>Planning and Organising</b>	Ensuring that time and resources are utilised to best effect for the achievement of Brooke's goals and our mission and

	that others are committed to agreed courses of action
<b>Effective Decision Making</b>	Making clear, informed and timely decisions that lead to effective outcomes in line with Brooke's mission
<b>Change and Improvement</b>	Seeking out and developing new ideas and approaches, responding positively and constructively to change and fostering a culture of continuous improvement
<b>Collaboration and Cooperation</b>	Working respectfully, effectively and collaboratively with others in your team, across the organisation and externally to deliver effective outcomes
<b>Communication &amp; Influence</b>	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

### 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](mailto:recruit@thebrooke.org)