



JOB DESCRIPTION

Job Title: Director of Income Generation

Responsible to: Chief Executive

Department: Income Generation

Responsible for: Regional Fundraising Team and Events Manager, Head of Digital Marketing, Head of Retail and Trading, Legacy Marketing Manager, Supporter Services Manager, Major Relationships Manager

Primary purposes of the role:

To develop and deliver the charity's fundraising strategy to secure the support needed to deliver the corporate strategy

To ensure genuine interactivity with donors, develop a rich and agile understanding of those audiences, and represent the views of supporters throughout Cats Protection.

Competencies required within the role:

Competency	Level
Innovation and Growth	Expert
Personal Effectiveness	Expert
Building and maintaining relationships	Expert
Impact and influence	Expert
Planning and Organising	Expert
Leadership and Management	Expert
Service delivery and customer orientation	Expert
Problem Solving and Decision Making	Expert

Main Responsibilities:

1. Lead and integrate the fundraising function across Cats Protection (CP) to obtain maximal and sustainable income and other added value for the charity.
 - Hold overall responsibility for income generation strategy development and implementation, exploiting current trends and provide insight into emerging trends.
 - Lead, line manage, develop and support the fundraising and retail teams to meet personal and departmental objectives in support of the corporate strategy.
 - Lead and participate in appropriate objective setting, monitoring, evaluation and reporting of income generation activities in line with the corporate strategy, and

ensure fundraising and retail functions are integrated with one another and the wider charity.

- Work with other directorates, particularly Communications to maximise profile and add value to the CP brand and reputation.
- Ensure CP's ethical standards, manage relevant risks and go beyond compliance with relevant legislation and regulations (e.g. for personal data). This will include the monitoring of fundraising agencies who help the charity achieve its fundraising objectives.

2. Drive strategic progress at the highest level.

- As part of CP's Senior Leadership Team to develop and deliver the charity's strategy, ensuring income generation planning is integrated with wider strategic, budgetary and operational planning.
- Develop a rich and agile understanding of key current and potential markets, ensuring supporters are well represented to, and understood by, the rest of the organisation.
- Analyse the external fundraising and retail environment, to identify how CP should respond to changes and realise opportunities to increase income generation.

3. Facilitate and influence development of people and relationships within Cats Protection and its supporters.

- Maintain a charity-wide climate in which innovation and the creation of sustainable fundraising programmes and opportunities are encouraged in order to substantially increase net income in the short and long term
- Ensure our supporters have an excellent experience which inspires loyalty and drives lifetime value
- Integrate fundraising with the development of other forms of support, including volunteering, adoption, and homing
- Ensure the effective flows of information so the fundraising team understand and fully support others' plans and priorities; CP's fundraising plans are understood and fully supported throughout the organisation; and the charity's strategic plans, brand, ethics, and operations are understood by agencies and supporters

4. General responsibilities

- Live Cats Protection's leadership values, as part of the Executive Management Team:
 - take a major role in the leadership of the charity
 - promote a positive organisation-wide culture linked to our values

- develop the CP strategy, and
- deliver the goals set out in the charity's corporate strategy.
- Ensure compliance with CP's policies and procedures, statutory obligations (including under GDPR), and best practice including the promotion of good cat welfare.
- Effectively monitor the directorate's annual budget and performance, ensuring that all activities are delivered on time and within budget; devising, implementing and monitoring charity planning with relevant KPIs designed to achieve continuous improvement and taking appropriate corrective action if required.
- Continuously seek to improve the effectiveness and efficiency of the organisation, collaborating with others to eradicate duplication and ensure resources are redistributed, where required, to achieve the organisation's goals
- Undertake such other duties as may be reasonably required by the Chief Executive
- This job description may be subject to review in the light of the developing organisation and in consultation with the post holder

Key relationships

The role is necessarily integrated across the organisation, in particular working closely with:

- the CEO - overall executive responsibility for the organisation, particularly strategy, finance, people and governance
- the Director of Communications – responsibility for understanding public audiences, brand development and stewardship, enhancing the charity's profile and reputation, and integrating campaign plans
- the Director of Finance and Strategy – responsibility for integrating strategic, business and project planning and ensuring robust financial management beyond budgetary control
- the Director of Legal Services – oversight of compliance with legislative and regulatory frameworks, including data protection
- the Director of Operations – responsibility for overseeing multiple communities of volunteers and employees in public-facing and embedded in wider local communities, for the contact centre and for customer service more widely
- the Director of Veterinary – subject matter authorities for cat welfare and responsibility for behaviour change work in local communities and education
- the Director of Volunteering and Corporate Services – responsibility for people-focused organisational development, in particular improving uptake and optimisation of digital technology, and facilitating the development of cultural and leadership attributes such as empathy, integration, innovation and responsiveness
- The Board of Trustees – overall accountability for the organisation's governance, legal compliance and direction.

Person Specification

	<u>Essential</u>	<u>How Identified</u>
Qualifications		Application Form
Experience	<p>Substantial senior management experience which has included evaluating and improving organisational performance, and planning, implementing and managing at a high level</p> <p>Significant experience of developing and implementing successful income generation strategies in line with an organisation's strategic aims</p> <p>A track record of innovation within and/or beyond the fundraising sector</p> <p>Significant experience of strategic planning, including setting, managing and monitoring multiple budgets</p>	Application Form Interview
Skills / Attributes	<p>Thorough understanding, through experience, of volunteers' needs and motivations.</p> <p>Understanding of and proven ability to engage with digital marketing techniques</p> <p>Effective change management skills</p>	Application Form Interview References
Knowledge	<p>Impressive track record in fundraising within the not for profit sector</p> <p>Significant knowledge of legislation, regulations and financial issues relating to fundraising</p> <p>A good understanding of fundraising and lotteries legislation, regulation and codes of practice as well as a good understanding of relevant charity law, tax, trading and GDPR aspects of fundraising</p> <p>The ability to evaluate data,</p>	Interview

	including financial and other numeric data, in order to take systematic and rational high level judgements	
Qualities	<p>The ability to motivate, empower and develop people, paid and unpaid, at all levels in a complex, multi-location, organization</p> <p>The ability to build alliances and maintain effective relationships. This should include high level contract negotiations and partnership working across a range of sectors</p> <p>A strong participative leader with an optimistic 'can do' approach</p> <p>Strong results orientation</p> <p>Able to cope with the new and unexpected</p>	<p>Application Form</p> <p>Interview</p> <p>References</p>
Other	<p>Interest in and empathy for animals, particularly cats</p> <p>Agile and responsive, good at balancing risks in line with the charity's risk appetite</p>	<p>Interview, Medical Questionnaire</p>