

Job Title: Donor Development Manager		
Directorate: <i>Fundraising</i>	Level: 5	CHSS Ref No. FUN19

Reports to: *Assistant Director of Fundraising*

Role Purpose:

The Donor Development Manager will play a critical part in delivering our vision of a donor centric experience that is different and more rewarding for our donors.

The role will manage the current strategy, continually developing and implementing new measures to drive income to the 2021/22 target of £3.4 million and ensuring the delivery of our No Life Half Lived strategy.

The role will lead on the development and delivery of future strategies across Individual Giving, Trust & Foundations and Legacy maximizing income generation to ensure the continual delivery of our No Life Half Lived strategy.

Key Accountabilities:

Descriptor	Performance Measure
Individual Giving	
<ul style="list-style-type: none"> Implement, manage, and monitor general donations and track donor’s giving behaviours and place donors onto the most effective donor journey. Development of fundraising products and donor journeys for all to ensure repeat giving. Develop high quality donor care including responsive and prompt donor care and stewardship. Create and manage regular appeals in line with operational plans. 	<ul style="list-style-type: none"> Messaging is on brand. Regular review of external trends and developments to ensure CHSS is taking advantage of new developments. Monitoring attrition and giving rates. Review relationships with external providers to ensure quality of service and cost effectiveness of delivery. Building strong relationships with external contacts.

Descriptor	Performance Measure
<ul style="list-style-type: none"> • Ensure appeals are delivered in a professional and high-quality manner by working with both Communications and Service teams. • Develop and implement a 12-month supporter welcome programme relevant to each recruitment channel. • Establish a measure for lifetime value alongside CHSS’s cross organisational work on supporter journeys and user pathways. • Proactively ensure all materials produced are accurate and compliant with relevant data protection and gift aid legislation. • Implement, manage, and monitor the regular giving programme, working with external providers to deliver acquisition, reactivation, and upgrade telephone campaigns. • Ensure that the regular giving programme remains innovative and ambitious by keeping up to date with developments in the market and maintaining excellent relationships with external providers. • Develop and implement a payroll giving strategy across the fundraising function. • Integrate the payroll giving offering with the work of Regional Fundraisers and Corporate & Business partnership activity. 	<ul style="list-style-type: none"> • Manage expenditure budgets to ensure agreed ROI’s are achieved for each activity executed. • Key Performance Indicators achieved. • Increase in income generated. • Improved donor satisfaction. • Life-time value is maximised.

Descriptor	Performance Measure
In Memory Giving	
<ul style="list-style-type: none"> • Design, deliver and continually improve sensitive stewardship journeys for new and existing in memory supporters that increase average gift levels and long-term support. • Manage a continuous cycle of testing new channels and developing in memory products, based on audience insight and sector trends. • Build strong relationships with Funeral Directors to raise awareness of in memory giving. • Implement and manage the Tribute Giving programme to enhance donor giving and lifetime value of donors. • Effectively market and promote Tribute Funds & In Memory – both online and offline, briefing the communications team on design and copy requirements. • Deliver the message of Tribute Funds directly and indirectly to In Memoriam donors (and the wider public) through a variety of media (telephone, letter, website, shops, events) and by off-site visits where required to train staff and/or volunteers on Tribute Funds. • Facilitate the setting up of Tribute Funds and work with the Regional Fundraisers in ensuring a smooth transition of responsibility to Tribute Fund fund-holders. 	<ul style="list-style-type: none"> • Increase in income generated. • Key Performance Indicators achieved. • Improved donor satisfaction. • Life-time value is maximised. • Key stakeholders: Funeral Directors partnerships develop & enhance income generation.

Descriptor	Performance Measure
Legacies	
<ul style="list-style-type: none"> • Manage the development, delivery, and implementation of the Legacy Strategy to deliver sustainable long-term growth. • Be able to interpret and act on data insight and produce robust reports about legacy income and the legacy pipeline. • Be up to speed with the latest trends and innovations in Legacy Giving. • Plan and lead innovative marketing campaigns including using digital channels. • Develop and deliver stewardship journeys for legacy donors, engaging at point of enquiry, intention, pledge, and bequest, including building personal relationships, to secure support. • Lead and manage the promotion of Legacy giving, working closely with colleagues in the Service team and across the organisation to promote a Legacy culture and drive growth across the legacy pipeline. • Promote legacy giving through organising and attending supporter cultivation events. • Develop key stakeholder relationships with solicitors cross Scotland to enhance CHSS Will Clinic and free will programme. 	<ul style="list-style-type: none"> • Increased legacy Income. • Key Performance Indicators achieved. • Increased solicitors offering free wills for CHSS. • Review relationships with external providers to ensure quality of service.
Major Donors	
<ul style="list-style-type: none"> • Develop a strategy, aligned with the CHSS strategic vision. 	<ul style="list-style-type: none"> • Evidence of influence across high value contacts.

Descriptor	Performance Measure
<ul style="list-style-type: none"> • Develop the charity’s network of high value contacts, raising the profile among new audiences and developing our portfolio of major donors. • Ensure all activity is in line with CHSS guidelines to negate the risk of reputational damage. 	<ul style="list-style-type: none"> • Growth in number of high value contacts on the database. • Growth in interactions with high value contacts.
Project Management	
<ul style="list-style-type: none"> • Leads strands of cross organisation projects such as appeals, newsletters and donor journeys. 	<ul style="list-style-type: none"> • Projects are delivered on time and on budget.
Engagement and Groups	
<ul style="list-style-type: none"> • Development of excellent relationships with CHSS colleagues to support the delivery of operations across CHSS and cross-departmental understanding. • Represent the department on cross organisational working groups. 	<ul style="list-style-type: none"> • All staff involved have a positive experience in delivering projects. • Increase cross departmental knowledge of fundraising needs. • Colleague feedback.
Volunteers	
<ul style="list-style-type: none"> • In conjunction with the Volunteering Team, develop Individual Giving, legacy, and Trusts volunteer roles. • Work collaboratively with the Volunteer Department to recruit to the roles. • Support volunteer induction and training. • Provide line-management to volunteers within the department ensuring tasks are performed timely and accurately. 	<ul style="list-style-type: none"> • Policies and processes are followed. • Cross departmental KPIs. • Volunteers feel empowered and comfortable to carry out their roles. • Volunteers feel supported in their roles.
Operational Planning and Budgets	
<ul style="list-style-type: none"> • Create monthly reports detailing actual income received against 	<ul style="list-style-type: none"> • Budget setting and reporting

Descriptor	Performance Measure
<p>budget to support accurate forecasting.</p> <ul style="list-style-type: none"> • Assist in the development of robust annual fundraising plans to protect existing income and deliver incremental growth. • Develop project plans for all supporter development campaigns to identify key milestones, success criteria and resource requirements. • Develop risk analysis and contingency plans to support the delivery of the annual budget. • Develop own individual work programme in consultation with manager to weekly, monthly, and quarterly time frames and use initiative. • Take proactive and individual responsibility for agreed objectives and targets. 	<ul style="list-style-type: none"> • Production of appropriate budgets in line with CHSS growth targets. • Key performance indicators reported on and monitored. • Income generation targets are defined and met in all areas.
Expert Advice	
<ul style="list-style-type: none"> • Provide expert specialist advice on all aspects of Individual Giving and Legacy fundraising to identify improvements in processes and performance. • Develops and maintains key stakeholder relationships internally-embedding fundraising across the organisation; externally with influencing bodies – including but not limited to Solicitors, Executors, Funeral Directors, which strategically influence activity and income generation. 	<ul style="list-style-type: none"> • Advising on key areas where necessary. • Communication and interpersonal skills to influence and persuade others. • Relationship and quality of advice delivered. • Development of recommendations for consideration at Directorate level for new initiatives and ways of working.

Descriptor	Performance Measure
<ul style="list-style-type: none"> • Provide support and advice to the Assistant Director of Fundraising, including contribution to the development of new ways of doing things to better meet directorate goals, taking account of the wider and longer-term consequences of their own and others' ideas, recommendations, and decisions. 	
Database Management	
<ul style="list-style-type: none"> • Ensure compliance with GDPR regulations regarding all donor records and communications. • Ensure compliance with all accounting procedures for the recording of income, current legislation and CHSS administrative procedures. • Use the Raiser's Edge database to manage all potential and realised fundraising contacts across all programmes in line with charity and data protection legislation and to ensure accurate data sharing across Fundraising Department. 	<ul style="list-style-type: none"> • Robust processes developed for compliance and ethical/brand management. • Training delivered to team members. • Addressing compliance issues with the Assistant Director of Fundraising. • Advising on key areas where necessary. • Lifetime value of donors is able to be maximised through supporter journeys. • Raisers Edge is utilised to its full potential. • Our systems are working at optimal efficiency allowing the organisation to make effective decisions and maximise opportunities to increase income.
Corporate Responsibility	
<ul style="list-style-type: none"> • Undertake all activities in line with best practice standards and processes as set out by the Chartered Institute of Fundraising and industry regulatory bodies. 	<ul style="list-style-type: none"> • Compliance with legal and professional obligations. • The charity's reputation is maintained by meeting those obligations. • H&S Protocols are maintained.

CHSS Role Profile

Descriptor	Performance Measure
<ul style="list-style-type: none"> • The role will have responsibility for several key areas within their remit to support CHSS’s culture: <ul style="list-style-type: none"> • Health & Safety • Safeguarding • GDPR regulations • Equality, Diversity & Inclusion • Performance Management • Risk Management • Compliance • Complaint handling <p><i>(This list is not exhaustive)</i></p>	<ul style="list-style-type: none"> • Safeguarding processes are adhered to. • No GDPR breaches. • Equality, diversity, and inclusion embedded within function. • Performance management policy and cycle implemented and managed. • Decisions made within level of authority and compliant with CHSS policies, procedures, and protocols.

Key Challenges

<ul style="list-style-type: none"> • Growth of an individual giving programme in an already saturated market. • Managing priorities between several different, but equally important income streams. • Working closely across the Fundraising team and directorate on the overlap between areas to ensure the main priority, the team’s topline target is attained or exceeded.
--

Key Results / Objectives

<ul style="list-style-type: none"> • Strategic responsibility and accountability for Individual Giving and Donor Development activities, including Legacies. • Managing Individual Giving programme to innovate, engage and develop donors, establishing future and sustainable income streams. • Work closely with colleagues in the team and department contributing to the overall success of the Fundraising department.

CHSS Role Profile

Key Relationships (Internal & External)

Internal relationships - Directorates:

- Communications and Fundraising
- Finance
- Service
- Retail
- Office and Facilities
- Volunteering

External relationships

- Donors and the general public
- Solicitors
- Funeral Directors
- External suppliers

Education & Qualification:

- Degree level qualification or equivalent in a related discipline.
- Membership of Chartered Institute of Fundraising.
- Proficient in the use of Office 365.
- Highly developed knowledge and understanding of the complexities of fundraising, particularly Individual Giving and Legacies.
- Knowledge of fundraising databases and particularly Raisers Edge with previous experience in managing income recording and reconciliation.
- Understanding and awareness of the key issues affecting fundraising and the charity sector, including knowledge of relevant regulations (GDPR, Code of Fundraising Practice)

Skills & Experience:

Skills

- Excellent interpersonal skills with the ability to influence and persuade others both internally and externally.
- An innovative attitude – willing to try new things and learn from experience.
- Excellent personal organisation and time management skills, including the ability to initiate activities, be self-motivated, and work to tight multiple deadlines.
- Self-starter, willing to work alone as well as part of a team.
- A strategic, flexible and creative thinker.

CHSS Role Profile

- Good attention to detail.
- Excellent communication and relationship building skills.
- Excellent written skills including ability to write, edit and appraise communications.
- Displays the highest levels of integrity, confidentiality, and commitment.
- Ability to manage challenging situations in a calm and appropriate manner.
- Current driving licence and the use of a car for work.

Experience

- Experience of developing and implementing an individual giving strategy.
- Experience of line management.
- Experience of increasing income through donor acquisition and retention.
- Experience of implementing segmentation, targeting and positioning strategy skills.
- Experience of managing income and expenditure budgets.
- Experience of using a CRM database (ideally Raisers Edge).
- Experience of developing new channels of engagement.
- Experience of cross organisational working.
- A passion for customer experience.
- Experience of managing a complex workload, where competing demands and constant interruptions to the work pattern, require the workload to be prioritised.