



Children's Hospices Across Scotland

JOB DESCRIPTION – HEAD OF MARKETING & COMMUNICATIONS

Job Details

Job Title – **Head of Marketing & Communications**

Responsible to – **Director of Fundraising and Communication**

Location – **Flexible – multiple locations**

Salary – **CHAS Sector Band 9 (Points 23-25)**

Job Purpose

Working within the culture, ethos and philosophy of CHAS, lead the development and delivery of CHAS marketing and communications strategy and team, managing our external marketing and internal and external communications and its resources, to raise our brand awareness and engagement in order CHAS receives the support needed in time, money and voice to deliver our mission.

Organisational Position

- This role reports directly to the Director of Fundraising and Communication.
- The post-holder will work as part of a team that includes The Head of Supporter Engagement, Head of Community Fundraising and Head of Partnership and Philanthropy.
- Posts reporting directly to the post-holder: Communication Manager, Website and Digital Development Manager and Public Affairs and Policy Manager
- This post will work across CHAS with the post-holder expected to work with peers as well as directly with members of the senior leadership team on specific projects.

Main Tasks

- Strategic marketing and communications and brand engagement
- Strategic relationships
- Practice development
- Resource management

Job Activities

Strategic Communications

- Develop and manage a marketing and communications strategy that will successfully raise our brand awareness and engagement with key publics through stakeholder engagement, PR, marketing and public affairs.

- Develop and manage a marketing and communication strategy and annual plans and resources that will successfully raise awareness of and support the work of CHAS across care, HR, fundraising, retail, corporate communication/marketing, volunteering as well as commercially provide marketing support to Ardoch Loch Lomond (one of CHAS's subsidiary companies).
- Provide leadership and ensure the regular review of the CHAS brand, ensuring it meets the needs of CHAS and promotes our work.
- Provide leadership in the development of a robust communication strategy and framework for the management and development of internal and external stakeholders.
- Provide leadership in the development of CHAS's digital communication strategy as it relates to engaging the audiences CHAS requires to fulfil its mission ensuring the CHAS website and all associated communication platforms support audience engagement.
- Provide leadership in the development of CHAS audience insight, ensuring that insight is applied into a consistent tone of voice and that all communication and marketing activity is consistent with the 'keep the joy alive' brand strategy, tone of voice and that content is delivered to audiences based on insight.
- Identify and develop PR, marketing and public affairs opportunities to grow CHAS's brand across Scotland. Report back to Director of Fundraising and Communication, SLT and other colleagues as relevant.
- Develop, deliver and manage a national integrated marketing campaign for CHAS, working with other colleagues where relevant in particular the Head of Supporter Engagement and Fundraising Campaigns Manager. Monitor campaigns to ensure they meet KPIs.
- Foster a culture of creativity and innovation in how CHAS engages externally and internally presenting our work through our "truth well told" strategy that positions CHAS with audiences and demonstrates that we are professional, playful and unexpected.
- Develop a robust framework for monitoring performance of all marketing and communication activity demonstrating return on investment and value for money
- Work with the Chief Executive and in conjunction with the Policy and Public Affairs Manager in developing and managing our public affairs strategy, including identifying and developing opportunities, advising and liaising with Scottish Government and Chief Executive and providing briefings.
- Develop policies and guidance to support our marketing and communications strategy and ensure all staff and relevant stakeholders are aware of and adhere to them.
- Act as final sign-off on materials, ensuring they comply with financial and brand policies as well as legally compliant.
- Lead the Communications and Marketing Team in the development of its annual budget and monitor budget delivery throughout the year.
- Work with the Director of Fundraising and Communication to establish monitoring and reporting systems to ensure close tracking of communications and marketing activity.
- Work with other managers in the team on delivery and development of the department's strategic aims and objectives with a view to increasing income and brand engagement.
- Work with SLT and managers across CHAS to provide strategic marketing and communications advice and support with their work.
- Be the lead person in CHAS on marketing and communications, providing expert sector knowledge, skills and advice on PR, media, digital, media and marketing regulation and law, marketing, digital communications and public affairs.

- Be the lead person for advising and managing on crisis communications, including providing oversight in the production of relevant briefings, media statements, training, managing media interest, advising and supporting SLT and other members of the group and deputising for the Director of Communications when relevant
- Deputise for the Director of Fundraising and Communication as and when required.

Strategic Relationships

- Work with the Director of Fundraising and Communication to develop an audience and stakeholder engagement map for CHAS, that identifies key publics and engagement opportunities with the by providing oversight to a comprehensive content strategy based on storytelling.
- Develop and manage relationships with national media, marketing and PR professionals, politicians, civil servants, and other relevant public figures. Identify, develop and manage engagement opportunities with them, supporting their development as CHAS champions.
- Develop and manage a celebrity strategy for CHAS that delivers a range of support and PR opportunities for both CHAS and the individual.
- Identify, develop and manage partnerships with national media and marketing and PR agencies and bodies that will maximise brand and fundraising opportunities for CHAS.
- Develop appropriate networks within the third sector that furthers the work and engagement of CHAS.
- Provide advice and where relevant support to colleagues across CHAS on the development and management of their strategic relationships.

Practice Development

- Through the Fundraising and Communications Leadership Team, ensure the communications and marketing strategy and brand, delivered by the team, is to the highest professional standard and complies with all relevant legislation.
- As agreed with the Director of Fundraising and Communication, acts as lead resource for communications and marketing, ensuring standards are adhered to.
- Work with other colleagues to promote CHAS through liaison with key publics to maximise opportunities for brand engagement revenue generation.

Resource Management

- Working with the Communications and Marketing Team develop the objectives for the team, ensuring they are ambitious, attainable and measurable.
- Work with the Director of Fundraising and Communication to monitor, evaluate and review the team's progress in meeting objectives.
- Manage and co-ordinate cross team working to ensure best use of resources, working to identify areas for growth and development
- Through the Fundraising and Communications Management Team, contribute to the analysis and development of the human and physical resources within the wider team, ensuring effective delivery of fundraising and communication activities
- Manage the human and physical resources within the Communications Team, ensuring effective delivery of communications activities
- Contributes to the development and management of the expenditure budgets for communications and marketing by providing information on actual and projected expenditure.
- Considers the impact on CHAS resources when planning communication activities, liaising with the relevant departments to ensure the effective delivery of the activities while maintaining the organisational standard of service delivery.

- Help develop and manage the annual income and expenditure budgets for the team and act as a source of expertise in this development.
- Coordinates the management of the financial processes and procedures for the Communications Team alongside the Director of Fundraising and Communication.

Administration

- In-line with appropriate legislation and organisational standards, responsible for supervising, alongside the Administration Manager, the inputting, maintenance and extraction of data from the Raiser's Edge database, ensuring the data is accurate and meets the requirements of the Community Fundraising Team.
- In line with appropriate legislation and CHAS financial procedures, maintains the systems of management when dealing with finances including tenders and invoicing, ensuring this is accurately recorded.
- In line with organisational procedures, ensures the monitoring and recording of annual leave, sick leave, TOIL and expenses for staff and volunteers, enabling informed decisions to be taken on staffing levels required to maintain service standards.
- Initiates and maintains effective communication systems for staff and volunteers, ensuring changes to practice and approach are shared in an appropriate format, enabling organisational standards to be maintained.

Volunteers

- Work constructively with volunteers in the team and provide guidance to help them in their roles where required.
- Work alongside volunteers and actively support their work by providing advice and information to help them in their roles.
- To support the work of volunteers by planning their work, providing advice and information and actively involving them in team activities.
- To help coordinate the recruitment of a team of volunteers to support Community Fundraising at CHAS at all levels.
- To ensure volunteers feel valued and supported.

Health and Safety

- Responsible for coaching staff, adhering to and monitoring compliance with the CHAS Health and Safety Management Policy and associated procedures and co-operating with CHAS in complying with its legal duties.
- Act as the Site Responsible Person and takes control should an event occur that requires immediate safety attention.

Information Governance

- Responsible for coaching staff, adhering to and monitoring compliance with the CHAS Information Governance Framework and associated policies and co-operating with CHAS in complying with its legal duties.

Risk Management

- The post holder is responsible for the monitoring and prevention of operational day to day business risks arising within their area of responsibility, ensuring that the appropriate risk register is maintained and reported in line with the organisation's framework for Risk Management.
- The post-holder acts as the custodian and champion of the CHAS brand and its external reputation working across CHAS to ensure brand guidelines are followed in all external communication and marketing activity and that there is a strong internal housestyle for all internal communications.

Dimensions

- Responsible for all marketing and communications relating to CHAS working with the Communication Manager and Digital Engagement and Development Manager including all relationships with media and government.
- Responsible for all communications support and advice across the organisation, including media, PR, marketing and public affairs.

Income Generation

- This role will lead the marketing and Communications Team in the delivery of marketing and communications strategy across Scotland.

Line Management

- This post will directly line-manage the Digital Engagement Manager, Communications Manager and Policy and Public Affairs Manager, who will in turn manage two Communications Leads and the PR and Marketing Officer.
- Line Management support is provided by an annual appraisal and monthly one to one meetings.

Financial

- Authorised signatory for up to £3,000.
- Holds a delegated budget and is responsible for the development and management of the marketing and Communications expenditure.
- As a member of the Fundraising and Communications Leadership Team, contributes to the creation and review of the Communications and marketing Area Development Plan in line with the Fundraising and Communications strategy and CHAS Plan.

Knowledge, Skills, Experience

Knowledge

- Educated to degree level or with equivalent professional experience in marketing, communication or Public Relations
- Evidence of a high level of theoretical and technical knowledge and understanding of strategic marketing and communications
- Detailed knowledge of Scottish and UK consumer and/or charity market, media environment, in particular digital, as well as the political, PR and social environment in Scotland, and contacts in these areas

Experience

- A minimum of five years' senior leadership experience of working in marketing and communication at a strategic leadership level
- A minimum of three years' management experience
- Experience of developing and managing relationships with strategic marketing and communication agencies, digital platform providers and national media and other influencers

Skills

- Experience of developing and delivering successful marketing and communication strategies
- Highly creative with proven track record in delivering high impact multi-channel integrated campaigns

- Evidence of effectively advising and influencing senior management and boards on marketing and communications strategy, brand strategy, media reach including crisis communications
- Ability to lead on the production of effective marketing and communications with evidence on delivering outcomes.
- Ability to understand the context in which CHAS operates, the families we support in order our “truth well told” is delivered with impact and sensitivity.
- Strong communication and negotiation skills including the ability to represent the interests of CHAS effectively and negotiate mutually advantageous agreements with marketing agencies media partners
- Ability to work under pressure and to tight deadlines, at times out with normal office hours
- Ability to work confidently with CHAS SLT, Board level directors and senior managers
- Experience of working in a charity
- An understanding of the voluntary sector and/or health care provision / local authority
- Car driver/owner
- Committed to CHAS, its beneficiaries and donors
- Commitment to personal and professional development
- Excellence and integrity in PR practice

Decisions and Communications

Decisions

- Works with a high degree of autonomy within the agreed management structure of CHAS and relevant legal procedures.
- Makes day-to-day and longer-term decisions regarding the monitoring and controlling of the Marketing and Communications Team budget.
- As lead marketing and communications expert frequently advises, influences and supports SLT, Board and other colleagues on strategic and complex decisions by making recommendations on a course or courses of action.
- Directly manages the work of the Digital Engagement Manager, Communications Manager and Policy and Public Affairs Manager that sit under the remit of this role, ensuring individual skills are utilised appropriately and that organisational standards are maintained.
- Leads the recruitment and selection of all staff to the Marketing and Communications Team in accordance with CHAS’s recruitment and selection policy and procedures.
- Monitors and sets objectives for all Marketing and communication Team managers providing oversight and monitoring of their respective teams, utilising outcomes to improve service standards.
- Uses developed analytical skills to assess problems and understand complex situations or information and operates with exceptional judgemental skills to formulate solutions and recommend or decide on the best course of action.
- Responsible for making rapid and accurate assessments of urgent/delicate situations, provide solutions and avoid disruptions, in order to meet deadlines.
- As lead communication expert frequently makes decisions on and leads strategic and complex communication activities, including media responses

Communications

- As lead marketing and communications expert, frequently manages strategic briefings and advise for SLT, Board and CHAS on complex and crises issues.
- Manages marketing and communication advise and activities for crisis communication.

- Leads and advises on internal and external communication, including media campaigns and statements, marketing materials and briefings for staff.
- On a daily basis, communicates highly complex information about the Marketing and Communications Team to the Director of Fundraising and Communication, the Fundraising and Communication Team Managers, the Chief Executive, existing and potential supporters, the media and sector, political sector, professional and umbrella bodies.
- Regularly presents complex CHAS information to large groups including, existing and potential supporters, media, political sector and PR and marketing sector.

Special Conditions

Equipment

- Computers and office equipment including video-conferencing.
- On a daily basis, is required to use a range of IT packages; including Microsoft Office or similar packages; CHAS IT systems including databases, the staff intranet and CHAS website, social media sites.
- Required to coordinate queries from Raiser's Edge.

Working Conditions

- Frequent travel between CHAS sites by car/public transport.
- Occasional travel to other parts of the UK.
- Frequent requirement to work flexibly to meet the needs of the job including evening and weekend work.

Physical Effort

- Frequent computer use.
- Driving skills as frequent travel across all CHAS sites is required.

Mental Effort

- There will be frequent interruptions as the nature of the job is unpredictable, and there is a requirement to respond to serious issues of an urgent nature both internally and externally.

Emotional Effort

- Regular direct exposure to distressing or emotional circumstances, coming into contact with children or young people with life-threatening or life-limiting conditions and their families, when the families wish to undertake fundraising activities.
- Regular direct exposure to highly distressing/emotional/sensitive situations for example crisis communications, staff issues, complaints.

Most Challenging/Difficult Aspects of the Post

- The post-holder will lead on crisis communication response supporting the Chief Executive, Director of Fundraising and Communication and other members of the senior leadership team and CHAS staff.
- The post-holder will be asked to deputise from time to time for the Director of Fundraising and Communication in relation to specific events or projects or in their absence.



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PERSON SPECIFICATION – HEAD OF MARKETING & COMMUNICATIONS

Education, Qualifications, and Training

Essential

- Educated to degree level or with equivalent professional experience in Public Relations
- Evidence of a high level of theoretical knowledge and understanding of communications
- Commitment to personal and professional development

Desirable

- A member of the Chartered institute of Public Relations

Method of Assessment – Application Form and Interview

Skills, Abilities, and Knowledge

Essential

- Detailed knowledge of Scottish and UK media as well as the political, PR and social environment in Scotland, and contacts in these areas
- Evidence of effectively advising and influencing senior management and boards on communications issues, including crisis communications
- Experience of developing and delivering successful communication strategies
- Ability to produce effective communications
- Ability to support and advise families who use CHAS services with communication activities
- Strong communication and negotiation skills including the ability to represent the interests of CHAS effectively and negotiate mutually advantageous agreements with media partners
- Ability to work under pressure and to tight deadlines, at times out with normal office hours
- Ability to work confidently with Board level directors and senior managers
- Commitment to personal and professional development

Desirable

- An understanding of the voluntary sector / or health care provision / local authority

Method of Assessment – Application Form

Experience

Essential

- A minimum of five years' experience of working in PR and marketing
- A minimum of three years' management experience
- Experience of developing and managing relationships with national media and other influencers

Desirable

- Experience of working in regional, national or specialist journalism
- Experience of working for a charity

Method of Assessment – Application Form and Interview

Personal Qualities

Essential

- Acts with integrity.
- Works co-operatively with colleagues to improve service.
- Forms meaningful relationships with others.
- Demonstrates initiative and acts with effectiveness.
- Accountable for own actions and decisions.
- Commitment to ongoing learning and development.
- Commitment to CHAS core value, vision and purpose, beneficiaries and donors.
- Commitment to working with/supporting colleagues, volunteers, supporters and families.
- Professional attitude to work.
- Views change as a natural, positive and a continuing process.
- Excellence and integrity in PR practice.

Desirable

- Child and family focused
- Motivated to work within speciality.

Method of Assessment – Interview

Other Requirements

Essential

- Full driving licence and access to a car for travelling between sites or to events

Desirable

- Access to a car

Method of Assessment – Application Form and Interview