

Application Pack

Head of Church Fundraising and Engagement





Contents

A letter from our Chief Executive	3
About Christian Aid.....	4
Fundraising and Supporter Engagement.....	5
About the role.....	6
Job Description and Person Specification	7
Global Competency Model	11
Christian Aid Directorate	14
Total Income and Expenditure	15
Salary & Benefits	16
How to apply	17



A letter from our
**Chief Executive,
Amanda Khozi Mukwashi**

Thank you for your interest in this new position of Head of Church Fundraising and Engagement at Christian Aid.

This is a crucial role as we seek to reignite our engagement with British churches and individual supporters so that we can continue to fight poverty and injustice and change lives for the better.

Christian Aid is a faith-based organisation, set up by British and Irish churches in the aftermath of the Second World War so that they “could respond to Christ’s command to care for all in need”. Our commitment is to eradicate extreme poverty, dismantle its root causes and enable the voice and agency of the poor and marginalised to be fully realised.

I am proud and feel privileged to lead Christian Aid at a challenging time in the world where suffering and increasing inequality have become the norm. Since I came to Christian Aid in 2018, we have produced a new global strategy “Standing Together” which is built around our analytical framework: poverty, power and prophetic voice underpinned by operational excellence in all we do.

One of the things I treasure as CEO is our relationship with thousands of British churches who actively give their time, money and voice in partnering with us.

We are now looking for an exceptional Head of Church Fundraising and Engagement to play a key role in the

Fundraising and Supporter Engagement Department under the new leadership of Nick Georgiadis who joins in August.

Christian Aid has unrivalled reach in British churches, but we know that we can, and must, be operationally excellent. We can, and must, do better to engage and inspire British churches to give, act and pray, working in partnership to eradicate poverty.

The person we are looking for must be a leader with high levels of emotional intelligence, empathy, creativity and integrity. They will need to have a proven track record in fundraising and strong change management experience. And they will need to be able to build strong relationships across a wide variety of church traditions.

When people come together with shared energy and inspiration, as they do at Christian Aid, they can accomplish amazing things. If you share our mission and vision and would like to join us, then please get in touch with Hayley McDonald of Action Planning’s Recruitment Team, who are managing the recruitment process for us at hayley.mcdonald@actionplanning.co.uk

Thank you for your interest in Christian Aid.

Amanda Khozi Mukwashi
Chief Executive Officer



About Christian Aid



We believe that the world can and must be transformed so that everyone can experience life in all its fullness, free from poverty and injustice.

For over 70 years, Christian Aid has successfully provided support to meet the social, economic and humanitarian needs of the most vulnerable and marginalised. We have always understood that we must work in partnership and stand together with local actors to provide practical, long-term support. We believe this is the way to achieve sustainable development and help affected communities to be free from want and fear.

We work in 37 countries, with around 500 local, national and international partners. Our involvement in 150 humanitarian projects in 26 countries enabled us to reach over one million people in 2017/18. We spent over £95 million on our charitable activities in the same time period.

Our mission in today's world

Our analysis of the world points clearly to a global economic system that is hardwired to increase inequality and injustice. A rise in social and political intolerance is increasing gender inequality and reducing people's agency—their power over their own lives. Climate change chaos and ongoing conflicts cause further vulnerabilities.

There is an intergovernmental global consensus to 'leave no-one behind'. But without a major change in practice, political will and resource commitment, at least 800 million people will still be living in extreme poverty by 2030, half of them in low-income and fragile countries.

We remain convinced that poverty is political. It is not an accident. It is caused by human structures and systems. We understand that to achieve lasting solutions, we must address three factors together: poverty, power, and people's ability to speak against and remove injustices.

We are therefore committed to eradicating extreme poverty, dismantling its root causes across the world, and enabling the voice and agency of the poor and marginalised to be fully realised. Together with our incredible network of supporters, we will respond with unwavering boldness and courage.

Fundraising and Supporter Engagement



Fundraising and Supporter Engagement (FSE) has three key channels for engagement: churches, individuals and philanthropy. These channels are supported by a strategic communications function and a business operations and insight function.

The following posts report into the Director of Fundraising and Supporter Engagement are:

- Head of Business Operations and Insight
- Head of Strategic Communications
- **Head of Church Fundraising and Engagement**
- Head of Supporter Fundraising and Engagement
- Head of Philanthropy
- Head of Wales
- Head of Scotland

FSE is responsible for mobilising churches, individuals and philanthropists across a Give, Act and Pray continuum. The department works closely with colleagues in Policy, Public Affairs and Campaigns on campaign mobilisation, youth engagement and schools education work. The department also works closely with colleagues in International Department on ensuring that our programme is being effectively represented.

FSE's historic strength is in church-based community fundraising. Christian Aid has relationships with around half of British churches. Christian Aid Week has been running for over 60 years and still attracts around 60,000 volunteers to raise over £8 million.

Work with churches is highly interrelated with individual supporters. Many of our legacy givers have some kind of relationship with Christian Aid through church and faith is a motivator for a sizeable proportion of our individual givers. Some of our major givers are also involved in Christian Aid Groups.





About the Role



Main purpose of the Job

This is a new role which reflects the critical importance of delivering a change programme that transforms our church fundraising and engagement throughout England, Wales and Scotland. The key outcomes of the transformation programme are:

- deeper partnerships with church denominations and individual churches and Christian Aid groups: reflected in growing fundraising, more campaigning impact, and more prayer;
- operational excellence: with churches and Christian Aid groups feeling that the major investment in Customer Relationship Management (CRM), digital and volunteering is delivering an excellent supporter experience;
- more effective use of resources: reflected in increased return on investment, reflected primarily in fundraising activity (not least Christian Aid Week) but also more campaigning impact for every £ spent in church fundraising engagement,

The role will set the strategy for delivering deeper partnerships with church denominations and senior church leaders, and leading and developing the senior team to make it happen. The role may lead on some key denominational relationships, a responsibility shared with other senior members of the church fundraising and engagement team. The role will work alongside the Heads of Wales and Scotland who are accountable for church relationships in their nations and both of whom report to the Director.

Role Context

The role reports to the Director of Fundraising and Supporter Engagement and is a key member of the Senior Management Team.

The role line manages the senior team in England (currently, the five Heads of England, the Church Partnerships Manager, the Christian Aid Week Programme Manager and the Community Fundraising Development Manager).

The role is responsible for delivering a transformational change programme across England, Wales and Scotland. This will involve building strong relationships with the Heads of Wales and Scotland who report to the Director of Fundraising and Supporter Engagement because of the breadth of their roles managing relationships with national media, key advocacy networks, devolved governments and denominational relationships in the nations.

The role needs to build strong relationships with a team from different church traditions so that it is well equipped to engage effectively across a wide variety of church denominations and different church structures.

The role will also engage with a wide variety of Departments within Christian Aid, particularly important will be the Campaigns and Youth teams (which includes Schools work).

Job Description and Person Specification



Department: Fundraising and Supporter Engagement

Reports to: Director of Fundraising & Supporter Engagement

Salary Band: A

Competency level : 4

Role definition

Role purpose

The Head of Church-based Fundraising and Engagement is part of the senior leadership of Fundraising & Supporter Engagement. The role is responsible for:

1. delivering a change programme which will transform our Church fundraising and engagement applied throughout England, Wales and Scotland.
2. developing deeper partnerships with church denominations and engagement with senior church leaders in both our sponsoring denominations and new denominations in England.
3. leading the Heads of England team in maximising the impact of church-based engagement in England.

Key outcomes

The key outcomes are:

1. increased impact from the resources deployed across Regions and Nations across the full Give-Act-Pray continuum but principally in terms of return on investment on Christian Aid's fundraising activity;
2. maximised impact from the major investments in Customer Relationship Management (CRM) and volunteering (the Big River project);
3. deeper partnerships with church denominations which deliver measurable results across Give-Act-Pray, and more engagement with senior church leaders measured by more active promotion of Christian Aid in their church networks (and, ultimately, fundraised income).

In order to respond to ever changing demands within the environment, Christian Aid operates within an agile framework (both in workforce and operational) that requires from all employees, a high level of responsiveness and adaptiveness to processes and structures making flexibility and a project based working approach the norm. To sustain this system, managers may/will agree further details of specific tasks and duties as part of the performance agreement.



Role requirements

Relationships

External

Close working relationships with senior church leaders in a wide variety of denominations noting that many of the specific relationships will be held with the Heads of England. Strong working relationships with leading community fundraising practitioners in the faith and non-faith sector.

Internal

Liaises and influences internal stakeholders and colleagues at all levels to achieve role and division objectives. Leads the change programme for the Regions and Nations. Key role ensuring key projects (notably CRM and Volunteering deliver business benefit in the new Operating Model). Maintains a close relationship with colleagues across the FSE Senior Management Team and with colleagues in Policy, Public Affairs and Campaigns as well as International Department.

Decision making

Budgetary/savings responsibility

Direct Income in England £8.2m; Direct salaries in England around £2.5m. Additional responsibility for generating a legacy and major gifts pipeline and individual giving. Major influence on results delivery in Wales and Scotland. Makes decisions around investment in people and projects. Steers a Transformation programme for the Regions and Nations, ensuring that a wide variety of initiatives deliver business benefits within the new Operating Model.

Analytical skills

Highly numerate, this role requires a high level of analytical skills, in particular around business planning, and project management.

Developing self and others

Number of Direct reports: 6

Overall people management responsibility: 75

Self-motivated and able to manage their own work under the remit of FSE priorities; champions collaborative working and project ways of working. Self-aware in all relationships. Builds a strong team in England and works effectively with the other Nations.

Role related checks

Child protection clearance: Not required

Counter terrorism screening: Not required

Person specification

Applied skills/knowledge and expertise

Essential

- Relevant degree or equivalent qualifications
- At least 5 years management experience in community or church-based fundraising with a strong track record of delivering results through outstanding partnership working (ideally with a strong element of working through volunteers)
- Practical experience of envisioning and leading major change programmes that have delivered business benefits (ideally including CRM programmes).
- Effective negotiator and influencer
- Leadership of complex organisations with dispersed teams. Creative and collaborative in approach
- Proven experience of strategic thinking and leadership
- Demonstrable track record of building and developing teams
- Excellent communications and interpersonal skills. Confident working with staff, volunteers and external stakeholders at all level including senior directors.
- Highly skilled at presenting in public and engaging with church leaders and their congregations
- Clear understanding of diverse church audiences and demonstrable results from building church partnerships (ideally including evidence of working with senior church leaders and ecumenical structures)

Desirable

- Experience of leading digital transformation
- Strong understanding of global development issues and/or theology with an ability to speak inspiringly
- Experience of managing in a large, multi-faceted, fundraising operation
- Postgraduate qualification in management, marketing or fundraising

Digital/IT competencies required

Word, Excel, PowerPoint: Intermediate

Web content design & development: N/A

Internet based collaboration tools and video calling: Intermediate

Social Media: Intermediate

Data Visualisation: Basic





Global Competency Model



Christian Aid's global competency model describes the main skills and abilities that everyone needs to demonstrate in order to perform effectively in their role at Christian Aid. There are six core competencies and each competency has five levels.

1. Build partnerships
2. Communicate effectively
3. Steward resources
4. Deliver results
5. Realise potential
6. Strive for improvement

In addition to the above competency framework, a standard set of skills and abilities have been introduced to support the embedding of agile working and digital enablement across the organization and are applicable to all competency levels.

The role of Head of Church Fundraising and Engagement is at Level 4.

At this level you are expected to be able to:

Build partnerships

- Actively promote collaborative team working and break down barriers to effective cross-organisational working.
- Apply understanding of external political, professional and organisational relationships and dynamics to influence agendas and outcomes.
- Recognise when there are fundamental conflicts, acknowledging your own and others' feelings and views and redirecting energy towards common goals.
- Seek out or create opportunities to establish new high-impact relationships, partnerships and collaborations.

Communicate effectively

- Communicate a range of complex issues credibly with

a range of audiences and handle difficult on-the-spot questions or challenges.

- Apply advanced influencing and negotiating skills to secure agreement.
- Promote and role model open communication across Christian Aid, regardless of hierarchy or departmental boundaries.

Steward resources

- Look for new or different ways of delivering outcomes by bringing together internal and external resources and partnerships in the best way to achieve results.
- Actively monitor external partners and suppliers to ensure that Christian Aid's objectives are achievable within available resources.
- Be honest about resource constraints, saying no to unnecessary or excessive spending.
- Coordinate work where there are conflicting demands on time or other resources; negotiate resources, review progress and adapt resource requirements accordingly.

Deliver results

- Plan for and review progress on multiple and complex projects involving cross-functional and/or geographically dispersed work groups.
- Take overall responsibility for ensuring objectives for own unit and department are achieved.
- Take a long-term strategic perspective, understanding which short-term decisions might compromise future options.
- Respond quickly and decisively under pressure to crisis or problems that affect others, making decisions that are evidence-based, realistic and balance short- and long-term impacts.
- Act cooperatively to implement decisions that have already been made even if you do not personally agree with them.

Realise potential

- Act as a role model in developing, managing and supporting others.
- Match people's skills and abilities to work demands, taking into account organisational priorities as well as personal and career development needs.
- Challenge behaviour and actions which are contrary to Christian Aid's vision and values, and take appropriate and timely action.

Strive for improvement

- Challenge others' thinking to encourage more innovative approaches to problems.
- Take into account short-term versus long-term benefits, costs and risks in evaluating change options.
- Encourage responsible risk-taking, recognising that not every risk will pay off; when things don't go as planned, focus on lessons learnt rather than fault-finding.
- Keep abreast of, and contribute to, developing responses to challenges in the economic, political and social environment.
- Take a lead in promoting cutting-edge initiatives intended to enhance effectiveness and the sharing of knowledge.

Digital enablement

- Being able to collaborate and work with colleagues who are not in the same physical place effectively, and build a sense of presence when working in a virtual team
- Understanding the principles of good design of digital content and able to develop digital content across a range of channels, such as social media, web and other digital media
- Having an hypothesis based approach to new ideas and being able to use data to drive decisions into the impact, adoption, engagement rates, success of those ideas.





Christian Aid Directorate


...

DEPARTMENTS

**International
(ID)**



**Corporate Services
(CS)**



**Strategy & Global
Change
(SGC)**



**Fundraising & Supporter
Engagement
(FSE)**



**Policy, Public
Affairs &
Campaigns
(PPC)**



DIVISIONS

AME (Asia, Middle-East)
LAC (Latin America, Caribbean)
Africa
Programme Quality and Support
Research, Evidence and Learning
Humanitarian
Gender Champion
**Programme Development &
Technical Support**
Programme Strategy & Innovation

Finance
Audit & Risk Management
ICT
Facilities
Governance
Global People Function
Contracts & Procurement

Digital Transformation
Strategy, Planning & Reporting
Internal Communications

**Fundraising, Communication &
Campaigns**
England
Scotland
Wales
Performance, Dev & Insight
Key Donor Partnerships

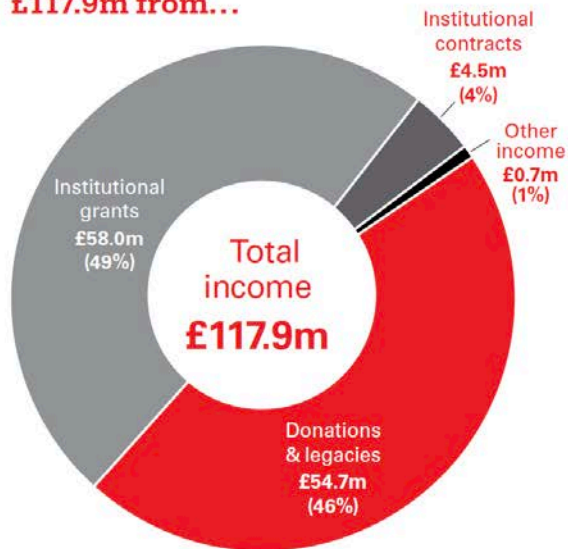
Advocacy
Church Advocacy
Policy
Economic Development



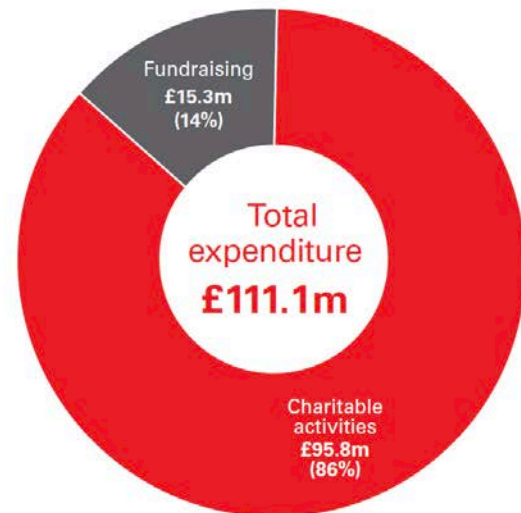
Total Income and Expenditure

...

In 2017/18 we raised
£117.9m from...



And we spent
£111.1m on...



Salary & Benefits

• • •

Salary: £62,245 to £69,443

Nature of contract: Full-time 35 hours per week with flexibility around the working pattern.

The role may involve up to 30 days travel a year and does include on call/unsocial hours.

Base: Waterloo, London

Holidays: Annual leave entitlement of 25 days for appointments of up to one year.

Pension: Staff are enrolled into pension scheme in the second pay period (starting at employee contribution of 4%, employer contribution of 5%). In the fourth month, pension is through salary sacrifice.

Other Benefits

- Eye tests
- Employee Assistant Programme
- Season ticket bike purchase
- Study Leave
- Flexi, dependents, study and compassionate leave.
- TOIL
- Childcare vouchers
- Holiday purchase scheme
- Life assurance, income protection/critical illness cover



How to Apply



The closing date for applications is:

9am on Friday 2 August

Please enclose:

- A full CV outlining your career history to date. Please include details of your latest remuneration and benefits.
- A covering letter, of no more than two pages in total, outlining how you meet the criteria set out in the person specification and your reasons for applying.
- A completed Personal Details Form – available on the Action Planning website.

All applications will be considered immediately after the closing date and candidates informed if they have been shortlisted for first interview by 5pm on Tuesday 6 August.

First interviews will be conducted by Tracy Madgwick, HR Consultant, Action Planning using Zoom on during week beginning 12 August.

Second interviews will be held on Thursday 5 September



Applications should be sent to Hayley McDonald at: Hayley.Mcdonald@actionplanning.co.uk

For an informal conversation about the role, please speak to Tracy Madgwick at: tracy.madgwick@actionplanning.co.uk