

POSITION DESCRIPTION – **MANAGER**

Position Title	Head of Fundraising Products	Department	Engagement and Support
Location	Sydney	Direct/Indirect Reports	4 direct, 10 indirect
Reports to	Director Engagement and Support	Date Revised	Aug 2019
Industrial Instrument	Social Home Care and Disability Services Award		
Job Grade	Job Grade 9	Job Evaluation No:	ES-FUND-01

■ Position Level Descriptor

An individual at the Manager level is responsible for some or all of the following: people, financial, functional, thought or change leadership outcomes. Individuals at a Manager level lead and implement strategies and operational plans to achieve organisational objectives. The Manager level leads specialist (functional or knowledge areas) or complex, multi disciplinary teams. An individual at the Manager level typically reports to an individual at the Executive level.

■ Sub-Delegation

The sub-delegation (if any) attaching to the position is outlined in the CEO Sub-delegations (as updated from time to time). Any financial sub-delegation of authority may only be exercised where a Finance project code or budget is allocated to that position.

■ Position Summary

Engagement and Support has three overarching deliverables – revenue generation, engagement and brand. The department generates close to \$122m revenue each year and consists of Fundraising (Fundraising Products & Partnerships), MarComms, Customer Experience, Data Science, Retail and First Aid.

The Head of Fundraising Product is responsible for the overall development and implementation of the revenue and engagement strategy for individual and community givers. The role meaningfully impacts Australian Red Cross by increasing our financial sustainability to deliver our strategic goals.

Financially, the role is accountable for income generation of c.\$80m through a variety of acquisition and loyalty programs (eg: regular giving, bequests, single giving, raffles and community fundraising) and channels (eg: face to face, direct mail, telemarketing and digital). From a customer perspective, the role is responsible for increasing and enhancing the range of opportunities for the Australian community to support the work of Australian Red Cross. Activities aim to grow engagement with existing and new audiences and to maximise lifetime value of the base.

Engagement and Support adopted an agile way of working in August 2019 and has integrated all functions into a single squad structure with various extended teams to deliver on our work. The Head of Fundraising Products will be a champion of this change and is pivotal in leading the roll out and adoption of this new way of working.

■ Position Responsibilities

Strategic

- Provide strategic leadership and assist Programs Managers with development and implementation of product strategies and operational plans to ensure that budgets, deliverables and growth targets are achieved
- Working closely with the Head of MarComms and Head of Customer Experience, develop and implement the Fundraising Product engagement strategy with both new and existing donors to maximise revenue, retention and lifetime value
- In conjunction Partnerships, MarComms, Customer Experience, Retail and First Aid teams, implement strategies that grow and engage Red Cross customers via direct and digital channels
- Undertake strategic projects as required by the Direct Engagement and Support
- Encourage sector leading innovation across all fundraising product areas
- Ensure all fundraising products and channel activity meet legislative and regulatory compliance requirements as well as Australian Red Cross brand guidelines

Financial

- Develop, monitor and report on the overall Fundraising Product team budget and plan, as well as undertake monthly reforecasts and identify/mitigate opportunities and risks as required
- Work with the Finance Business Partner to develop budget modelling for planning and to predict longer term trends (up to 5 years), analyse longer term return on investments and ensure all activities are conducted within approved expenditure and all variances are accounted for
- Lead and coordinate individual product planning and budgeting with Programs Managers
- Working with the Customer Experience and Data Science teams, utilise data and our database to undertake regular analysis and maximise effectiveness of products
- Ensure that performance measurements (including critical success factors) and reporting is in place to deliver on measurable strategic objectives
- Identify and explore new revenue generating activities to grow and diversify income streams
- Be a senior level contact for external fundraising agencies as required. Develop and support Program Managers with negotiations and supplier relationships, ensuring solid contractual agreements are in place and regular performance management is undertaken

People

- Build a cohesive, skilled and enabled fundraising product team, focused on excellence, best practice, innovation and collaboration
- Guiding the activities of the team and ensure the revenue and engagement objectives are implemented effectively
- Coach, develop, support and mentor a team to achieve their maximum potential, identify opportunities to stretch and enhance their skill set
- Work closely with the broader Engagement & Support teams to leverage internal resources and maximise cross-functional opportunities
- Participate actively as a member of the Senior Management Team, represent Fundraising cross-departmentally as required
- Effectively manage those staff who directly report to the position including implementation of the Performance Review Plans and ensure appropriate development activities are undertaken
- Ensure managers who are responsible for staff are undertaking those responsibilities appropriately

- Build networks and engage with other like-minded organisations and professional bodies
- Collaborate with other Red Cross national societies to share knowledge and best practice, and work on an approach to global fundraising. Dedicate efforts towards sharing knowledge and information with the Asia Pacific Fundraising Network (APFN)

Position Selection Criteria

Technical Competencies

- Substantial fundraising, marketing or sales experience at a senior level
- Proven experience in fundraising/marketing/sales strategy development and execution within a results focused, commercial environment
- Demonstrated experience in establishing and monitoring complex budgets, including projecting and modelling of current and future trends for longer term organisational planning
- Well-developed analytical, problem solving and decision making abilities
- Demonstrated ability to use data and audience research to identify opportunities and then to develop and implement creative and innovative solutions
- Proven experience in presenting innovative concepts and solutions both to internal and external audience
- Ability to exercise initiative with discretion and judgement, and apply risk management controls as needed
- Superior communication (written and oral) and interpersonal skills
- Extensive experience in engendering cultural change

Behavioural Capabilities

- **Personal effectiveness | Achieve results |** Demonstrated ability to coach and support teams to achieve the results committed to. Accepts responsibility for ensuring team goals are achieved. Ability to manage changing circumstances and potential challenges.
- **Team effectiveness | Collaborating |** Proven track record as an approachable leader, supporting and building positive and constructive relationships within teams. Valuing diversity and supporting cultural differences within teams.
- **Team effectiveness | Managing performance |** Demonstrated capability to take ownership of work and use initiative to deliver results. Ability to set performance standards for teams and provide coaching and feedback to ensure standards are met.
- **Team effectiveness | Communicating |** Demonstrated capability to communicate clearly and concisely ensuring messages are understood by all within the team using a range of communication techniques. Ability to express ideas clearly, listen effectively and provide feedback constructively.
- **Organisational effectiveness | Thinking strategically |** Demonstrated understanding of key drivers of success within teams to enable achievement of organisational goals. Ability to think and plan goals in the long term as well as the present.
- **Organisational effectiveness | Innovating and improving |** Demonstrated capability to lead continuous improvement activities and encourage team members to identify ineffective processes and contribute to new ideas and ways of working.

■ General Conditions

All Red Cross staff and volunteers are required to:

- Adhere to the 7 fundamental principles of Red Cross:
Humanity | Impartiality | Neutrality | Independence | Voluntary Service | Unity | Universality
- Act at all times in accordance with the Australian Red Cross Ethical Framework and Child Protection Code of Conduct
- Demonstrate skill, knowledge and behaviour to work with Aboriginal and Torres Strait Islander people in a culturally respectful way
- Comply with the Work Health and Safety management system
- Undertake a police check prior to commencement and every 5 years thereafter. Police check renewals may be required earlier than 5 years in order to comply with specific contractual or legislative requirements
- Support a child safe organisation by undertaking screening for suitability to work with children, youth and vulnerable people and to comply with relevant state/territory legislative requirements
- Assist the organisation on occasion, in times of national, state or local emergencies or major disasters