



Head of Fundraising Strategic Development

Grade	G
Type of contract	Permanent
Directorate	Fundraising
Team	Fundraising Strategy & Operations
Reports to	Director of Fundraising
Responsible for	Direct line management: Head of Network Fundraising, Fundraising Operations Manager, (TBC: Fundraising Development Manager)
Location	Flexible - likely to be hybrid mix of homeworking and time in Stratford office
Hours	35hrs p/w although open to a four-day working week and condensed hours

Context

We're Mind, the leading mental health charity. We won't give up until everyone experiencing a mental health problem gets support and respect.

We've just launched our new strategy and have big goals over the next few years. We're going to be ramping up our fight for mental health, like never before. For support. For respect. For you.

The focus of our new strategy is on supporting the people disproportionately affected by mental health issues: People from racialised communities, young people, and people living in poverty.



Our pillars:

We connect minds: We bring people together to make change in their communities

We support minds: We deliver life changing support

We change minds: We speak out and demand better from policy makers and the public

Together, we are Mind: We work together to become a more inclusive and effective federation

Our values underpin everything we do. They are:

- Open: We reach out to anyone who needs us.
- Together: We're stronger in partnership.
- Responsive: We listen, we act.
- Independent: We speak out fearlessly.
- Unstoppable: We never give up.

We want our workforce to truly reflect the diverse backgrounds and experiences of the people we exist to support. Mind is committed to equality of opportunity for all staff, and applications from individuals are encouraged regardless of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief and marriage and civil partnerships.

We are committed to becoming actively anti-racist in everything we do. This is a critical priority for Mind. We embrace diversity and understand that being an inclusive organisation, recognising different perspectives, will enable us to provide excellent services.

Purpose of the job and scope of the job

Mind's Fundraising directorate consists of five fundraising teams – Partnerships Fundraising, Public Fundraising, Workplace Wellbeing, Data and Supporter Relations and Fundraising Strategy & Operations: overseen by our Fundraising Director. Mind has had its most successful fundraising year ever in 2020-21, raising almost £60m. The directorate has grown significantly in size over the last few years to support this growth (c160 staff). Mind operates within a federated structure with around 120 local, independent organisations affiliated to us through a partnership agreement.

The Fundraising Strategy & Operations team works across the Fundraising directorate and Federation to provide cohesion and strengthen fundraising performance, both nationally and across our local Mind network, so that together we can achieve our objectives. The team is made up of five staff and has evolved in response to needs that



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have emerged as the charity has experienced major growth; our aspirations to be a more joined up Federation have grown; and the external environment and expectations on charities has changed.

The Head of Fundraising Strategic Development plays a vital role in setting the strategic direction, monitoring performance and providing cohesion across income generation teams, so that fundraisers are enabled to be the best they can be and meet/exceed their objectives. The post is one of four members of the Fundraising Senior Leadership team. The post both represents and acts as a decision maker for the Directorate on cross directorate and cross organisational projects.

The team is fairly new and the directorate's needs are growing with an ambitious fundraising strategy in place for the next strategic period: 2021-2024. There is scope to grow the team, and to potentially extend its remit, and the accountabilities for the post have been developed with this in mind.



Key Accountabilities

- 1. Strategic development and performance:** You will lead the development of and monitor the overarching fundraising strategy, ensuring it effectively underpins and enables Mind's corporate strategy, whilst providing a framework and cross-directorate KPI's for team strategies and activity plans to deliver against.
- 2. Quality improvement and compliance:** You will drive forward effective fundraising governance and continuous quality improvement, ensuring that Mind's fundraising practices are fully compliant, risks are managed and our reputation is protected.
- 3. Collaboration and cohesion:** You will champion collaboration across the directorate, the Federation, with Retail and with Wales, enabling teams to problem-solve together and deliver solutions that place our supporters front and centre, whilst maximising the value of our products and assets. This includes ensuring that network fundraising support function delivers on both Mind's and local Minds' strategic ambitions to move forward as a tighter, more collaborative Federation.
- 4. Project and communications co-ordination:** You will be responsible for ensuring that cross-directorate fundraising opportunities are maximised by enabling effective co-ordination of work across teams, be this providing a solution to an internal issue or an external opportunity.
- 5. Strengthening the capacity of the directorate:** You will ensure that fundraising and workplace wellbeing teams have a united sense of purpose and direction, a sound understanding of the tools, protocols and cross-working processes that enable them to do their job effectively, and that their needs are understood both within the directorate and wider organisation.

You will be a key member of the Fundraising Senior Leadership team and work closely and collaboratively with colleagues across the organisation, particularly Senior Heads and Associate Directors in inter-dependent teams (Networks, Finance, External Relations, Communications, Organisational Change, Mind Cymru and Retail).

You will form strong working relationships with internal stakeholders across the Mind Federation, working closely with independent local Mind leaders and colleagues in Wales, always ensuring the Fundraising Directorate is professionally represented and gets the buy-in and commitment needed to deliver its objectives.

Key Responsibilities

1. To have overall responsibility for developing, evolving, monitoring performance against and ensuring directorate engagement with the over-arching fundraising strategy, including:
 - To influence and work with Fundraising Heads to continually review and iterate plans in line with the fundraising strategy framework, our organisational ambitions and changing external market.
 - To have oversight of and regularly review risks to achieving the Fundraising strategy, working with Fundraising Heads, to ensure planned mitigations are implemented or adapted as necessary.
 - Work closely with the Evaluation and Performance team to set and monitor progress against directorate KPIs in corporate performance framework, and to establish a fundraising directorate performance dashboard.
 - Work closely with other Heads/ teams across the organisation whose work supports the effective delivery of our strategic ambitions, ensuring that planning is joined up delivering to shared priorities and objectives.
2. To oversee effective Fundraising governance, compliance and quality improvement across the directorate, including:
 - To have oversight of Mind's ethical and due diligence policies and processes, ensuring these are regularly reviewed and understood across the Directorate, and a consistent and proportionate approach applied.
 - To ensure that all activity across the directorate complies with current charity and data protection legislation and the Fundraising Regulator's Code of Practice, and that operational policies reflect the latest regulatory framework, working closely with the Quality and Governance team.
 - To be a key member of the Ethical Appraisal group, ensuring that decisions on whether to pursue fundraising opportunities are made as objectively and consistently as possible and on balance of what is in the best interest of Mind, and the process adhered to.
3. To champion collaboration and cohesion across the directorate and the Federation, including:
 - To ensure Mind's fundraising support offer to our network of local Minds aligns with Mind's corporate objectives and fundraising ambitions, working closely with the Head of Networks and Head of Network Fundraising.
 - To champion collaboration and effective integration of national and local fundraising activities.



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- To work closely with Fundraising and Retail Heads, to jointly plan and maximise cross-selling opportunities between Retail and Fundraising teams.
 - To ensure that fundraising plans incorporate and effectively integrate with Wales business planning.
 - To support the Fundraising Operations Manager to facilitate stronger cross working and problem-solving via the cross working group.
4. To have oversight of key strategic projects and programmes of work that contribute towards the team's purpose to strengthen the capacity of the directorate, including:
- To oversee the effective delivery of Mind's Fundraising induction programme.
 - To ensure that systems are in place to enable the effective sharing of fundraising content/ Case for support material across the directorate.
 - To ensure that projects and opportunities with a cross-fundraising remit are effectively co-ordinated, and optimised.
 - To champion learning and development across the directorate, ensuring opportunities for fundraisers to attend conventions, learn new skills, and share learnings both within the directorate and across Mind, are maximised.
 - To work collaboratively with the Head of Workplace Wellbeing to monitor levels of wellbeing across the directorate and to establish and maintain directorate wide wellbeing activities.
5. To provide leadership and direction to the Fundraising Strategy & Operations team by:
- Line management of Head of Network Fundraising and Fundraising Operations Manager and all associated duties (supervisions, appraisals, team meeting/ planning etc)
 - Setting and managing the expenditure budget across the team
 - Providing regular updates and progress reports that align with Mind's corporate reporting requirements.
 - Monitoring impact of team and wider directorate, identifying gaps and opportunities to flex/ expand team remit in order to effectively deliver the team's purpose and directorate priorities.
6. To be a key member of the Fundraising Senior Leadership team (SLT) and leadership network at Mind
- To represent Fundraising at key cross-organisational and governance meetings.



- To work together with other members of SLT to agree the overall strategic priorities for the directorate, problem-solve on directorate challenges and set and build a clear and consistent culture.
- Contribute to effective internal communications and cascading of information via Directorate Briefing, Heads and other inter-directorate meetings, ensuring a consistent and coherent voice.
- Help to create a culture of co-operation, co-creation, flexibility and adaptability to achieve Mind's strategic objectives.

Expectations

We are all expected to embody Mind's mission, values and competencies. This includes:

- Being passionate for what Mind does and the changes that we are making for people with mental health problems.
- Working collaboratively across teams, departments, locations and organisations.
- Standing up for what you believe is best and trust in yourself and others.
- Being open to change and respond flexibly and quickly to the changing world.
- Demonstrating organisational awareness and seeing the bigger picture while working towards objectives.
- Valuing diversity and treat others with respect, showing sensitivity towards differences, promoting and encouraging diversity, and building on people's different skills and talents to enhance the quality of their own and other's work.
- Taking responsibility for your decisions.
- Being committed to learning - attending and contributing to Mind staff training and any other training identified as appropriate for the post.
- Occasionally travelling to meetings in England and Wales and/ or work unsociable hours, which may require an overnight stay, evening and weekend work.
- Ensuring that all responsibilities and activities within your post are consistent with the terms and spirit of Mind's mission, vision, values, policies and procedures.
- Actively contributing to making Mind a safe environment for all, ensuring that safeguarding concerns are identified and receive appropriate responses.
- Adhering to relevant legal and statutory requirements including the Data Protection Act, Health and Safety at Work Act and relevant charity law.
- Contributing to making Mind a more sustainable workplace.
- Maintaining an appropriate level of confidentiality at all times.

Person Specification

Essential Criteria

Experience:

1. Significant experience of developing and implementing high level fundraising strategy across multiple income streams.
2. Experience of leading complex, high profile change and transformation with demonstrable qualities as a lead change agent.
3. Experience of providing outstanding leadership and management of a team including line management of direct reports, undertaking supervisions and appraisals, setting objectives, engaging and developing staff.
4. Experience of managing senior level stakeholders and influencing at a senior level.
5. Experience of financial and budget management including planning, developing, forecasting, setting, monitoring, reviewing and reporting on budgets.
6. Successful experience of designing and managing complex and multiple projects designed to address strategic issues/ opportunities management including planning, implementing, monitoring, evaluating and reporting on performance.
7. Experience of developing and implementing quality improvement programmes and monitoring, evaluating and reporting on impact.
8. Track record of contributing to corporate and cross organisational business strategy.
9. Experience of matrix working across departments and directorates.

Skills:

1. Outstanding communication skills and the ability to understand and translate complex information to a variety of audiences – both written and verbal. This includes chairing meetings and delivering presentations, writing formal reports and developing content for policies.
2. Excellent interpersonal and relationship management skills including being able to influence, negotiate and deal with conflict, dealing with people at all levels with tact and diplomacy.



3. Excellent judgment and the ability to identify, analyse and manage risks.
4. Excellent financial modelling skills.
5. Excellent problem-solving skills and the ability to find innovative and practical solutions.
6. Outstanding self-management skills to work autonomously and as part of a team, using own initiative and being flexible and adaptable.
7. Excellent planning and organisation skills to deliver work to agreed deadlines and standards.
8. Ability to delegate effectively, meeting deadlines and performance targets.

Knowledge:

1. Extensive knowledge and understanding of fundraising approaches and techniques.
2. Extensive knowledge and understanding of the charity sector.
3. A commitment to and knowledge and understanding of Mind's mission, vision, values, what this means in relation to this post and the ability to incorporate this into all aspects of work.
4. Knowledge and understanding of equality and diversity, what this means in relation to this post and the ability to incorporate this into all aspects of work.

Desirable Criteria

1. Experience of working in a federated charity.
2. Experience of managing teams in at least two of the following areas: Community & Events, Individual Giving, Corporate fundraising, Trust/ Statutory fundraising, Major Giving, Data & Supporter Relations.
3. Knowledge and understanding of the mental health sector.
4. Direct or indirect experience of mental health problems.