



# **Director of Income Generation and Communications**

## Information Pack

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# Introduction

## Dear Candidate

**Thank you for your interest in the post of Director of Income Generation & Communications with the USPCA.**

**This is a newly created role within the organisation to lead and increase our fundraising income and build a stronger brand position. We have a strong case for support however, we have not proactively engaged in fundraising and marketing. Over the next three years, we plan to grow our income through individual giving to over £1.2 million. Therefore, this role will suit an experienced, enthusiastic, and creative individual who has substantial fundraising experience, and who embraces stretching targets. They will also need to be a confident communicator to lead a new Income Generation and Communications team within the charity.**

**This is an exciting time of organisational growth and development for the USPCA. It represents a significant step change for our charity. The postholder will lead a growing team, and will provide the necessary vision, leadership, communication and fundraising expertise that will enable our charity to achieve its fundraising goals and increase our overall brand position.**

**We pride ourselves on being a values-driven organisation. It will be important that the postholder shares our passion and commitment to advancing animal welfare. As the second oldest animal welfare charity in the world and with a dedicated staff team, this means the USPCA is a special place to work.**

**If you feel you have the passion, values, experience and skills please complete the application pack. I very much look forward to reading your application.**

**Yours sincerely**

**Nora Smith  
CEO**

# Who we are

The Ulster Society for the Prevention Cruelty to Animals (USPCA) is the second oldest Animal Welfare Charity in the world. It was founded in 1836 by Commander Francis Anderson Calder, a retired navy officer, as the Belfast SPCA. The eventual name change from Belfast to Ulster SPCA acknowledged the scale, scope and success of the Charity's expanded operations across the province.



The Charity's first initiative was to erect water troughs across the city for the sustenance of the heavily burdened working horses in industrial Belfast. Just over a year after its inception the charity had successfully lobbied for the Act of Parliament 'relating to the cruel and improper treatment of animals' to be extended to Ireland.



The purpose of our founders to 'Prevent Cruelty and Relieve Suffering' remains as the driving force for our charitable activities today. Whilst heartless individuals are willing to inflict unnecessary suffering on animals the need for a USPCA remains.

# What we do

## Veterinary Clinic

Located on the outskirts of Newry, County Down, the USPCA Veterinary Practice is dedicated to the Relief of Animal Suffering. The Clinic is open six days a week and provides a full range of veterinary services to companion animals. For those owners who find it difficult to afford essential veterinary treatment, discount of up to 50% is available.

## Wildlife Rescues

Through our Animal Rescue Service, the USPCA relieves the suffering of injured



native wildlife.

Our Welfare Officers respond to hundreds of calls, bringing the injured animal for



examination by a USPCA vet in Newry. Badgers, birds of prey, hedgehogs, swans, foxes ... are just some of the animals rescued and treated at the

USPCA and released back into their native habitat.

Where it is not possible for one of our Welfare Officers to attend, we operate a Veterinary Voucher Scheme to ensure pain relief is available through a local veterinary practice.

## Animal Re-homing

Where an individual is no longer able to look after their companion animal because of their changed circumstances or where a companion animal has been abandoned, the USPCA will ensure the animal finds a new caring owner. All animals are health checked by our vets



before being rehomed and a home check is carried out to ensure a successful match.

## Animal Cruelty Investigations

Investigations into serious welfare abuses that often take place well away from the public view are a very important aspect of our work.

In recent times Badger persecution, Cock Fighting, Dog Fighting, Puppy Farms and the illegal trafficking of pups have all been subjected to USPCA scrutiny. Information gleaned through our investigative expertise has been passed to enforcement agencies and successful prosecutions have resulted.

### Companion Animal Food Parcels

When the USPCA became aware of a marked growth in the numbers of pet owning families resorting to foodbanks the charity decided to offer the food banks pet food packs.



Companion animals receive first rate nutrition and pest control products donated to the Charity by manufacturers and the public. Assistance that ensures much loved pets can remain healthy and homed despite financial adversity.

### Campaigns

The advancement of animal welfare is one of the primary precepts in the USPCA mission. Working against a backdrop where Northern Ireland has fallen further behind the rest of the UK in legislating to enhance animal welfare; the USPCA continues to engage with the NI Assembly to inform and influence the

debate on a range of priority animal welfare issues.



### Schools Programme

By applying the old saying “prevention is better than a cure”; through our school outreach education programme we give sound advice and guidance to future generations, promoting responsible pet ownership and an appreciation of our native wildlife. Presentations are given at schools and colleges, and we also host visits at our animal shelter and rescue centre in Newry.



### Pet Pledge

Pet Pledge gives owners peace of mind knowing that, should the worst happen to a pet owner, the USPCA will be on hand to care for their pet and will find them a loving home with a considerate keeper.

# How we're organised



## INCOME GENERATION AND COMMUNICATIONS TEAM STRUCTURE



# Our impact in 2023



# Strategy

## Vision

Our vision is:

***“A society where all animals are respected and free of unnecessary suffering.”***

## Mission

Our mission continues to reflect the originating objectives of our founders:

***“The prevention of cruelty to animals, the relief of suffering in animals and the advancement of animal welfare.”***

## Values

- The USPCA is **independent** and **objective** in the pursuit of its founding principle – the relief of suffering in animals.
- The USPCA delivers its services with **integrity** and **openness**, building **trust** with service users and stakeholders.
- The USPCA staff and volunteers are **passionate** and **committed** in their support of animal welfare and the relief of animal suffering; and strive for **excellence** in the delivery of our services.

## Strategic Objectives

Our three-year Strategic Plan for 2023-2026 will enable us to move forward to realise our ten-year vision.



# Job Description

Job Title	Director of Income Generation and Communications.
Reporting to	Chief Executive Officer.
Location	Unit 5 Carnbane Industrial Estate, Newry, with travel across NI (hybrid working arrangement is available).
Hours	35 hours per week.
Salary Package	£45,000 - £55,000 (starting salary will be subject to experience); 3% employer pension contribution and private health care package.
Leave	27 days annual leave plus 9 public holidays.
Duration	Permanent (with a six-month probationary period).

## Principal Function

As a charity, we receive no government funding and rely on public donations. The majority of our income is currently generated through legacy income. As part of the strategy to reduce the dependency on legacy income, we see an opportunity to raise income through the development and implementation of an individual giving strategy and plan, as well as opportunities within the corporate sector and through funding from trusts and foundations. This newly created role will be responsible for leading and implementing a fundraising strategy to help us grow and develop across NI.

The role reports directly to the Chief Executive Officer and will be a key member of the Senior Management Team, sharing collective responsibility to deliver the organisation's strategy and vision. The post holder will be responsible for developing and leading the fundraising, marketing, and communications strategies to deliver significant growth in the USPCA's supporter base, brand position and income generation.

- The new post holder will lead a small and growing team of fundraisers and communications staff, providing the necessary vision, leadership and fundraising skills that will enable the charity to achieve its fundraising targets.
- Lead the Fundraising and Marketing teams ensuring a step change in results through innovation, creativity, and the highest levels of professionalism.
- As a member of the Senior Management Team (SMT), contribute to the delivery and development of the overall organisational strategy. Shape and influence transformational change and create an inclusive and enabling culture.

The post holder will have substantial fundraising and management experience, a talent for building relationships and a proven track record in securing funds from foundations, trusts and major donors. Experience in the development of individual donor programmes including donor marketing will be a central aspect of the role also.

## **Principal Duties**

### **Fundraising:**

- To develop and roll out an income generation strategy to substantially increase income from public donations, trusts and foundations, gifts, legacy and corporate support. Planning, implementing and driving forward a three-year Individual Giving Strategy and the implementation of yearly plans with a focus on audience insight, portfolio management, marketing and stewardship. Ultimately securing an increase in funding income to sustain our work in the long term and significantly increase our member and supporter base.
- Demonstrable experience in using innovation to develop and implement fundraising plans. This will also include experience in leading and/or supporting innovation projects with a focus on income growth and supporter experience.
- Identify opportunities for income growth, lead, contribute to and drive forward cross-organisational projects that impact on and improve the individual giving & legacies programme.
- Lead on the continuous evaluation of the portfolio via analysis of performance and audience insight, charity sector trends and competitor reviews to inform decision-making.
- Identify and develop key fundraising and community outreach events, growing our profile and generating income.
- Work with external stakeholders across a range of income generation strategies to generate and drive revenue.
- Develop and cultivate corporate partnerships that will lead to income generation for the charity.
- The ability to solve problems and support the full team to drive new projects. Solving problems in circumstances where there is little or no guidance available from established practices and precedents within the organisation.
- Lead the continued growth of legacy giving to the charity through a more strategic approach.
- Identify and secure funding through individual trusts and foundations to enable the growth and development of the charity's services.

## **Communications:**

- Oversee the implementation of an effective communication strategy for the charity, to support the development of all marketing and communications plans that will support Income Generation activities by strengthening our profile and media visibility.
- Ensure a strong brand position is maximised through the oversight of a wider marketing and communication strategy for the organisation.
- Lead the communications and marketing team to inspire action and change through impactful campaigns and communications across multiple channels.
- Create and implement communication plans and campaigns to strengthen brand, media relations, special events, fundraising, volunteer mobilisation, crisis communications and increase public engagement.

## **People Management:**

- Create a high-performing team that is ambitious and passionate about the USPCA's vision.
- Provide line management to direct reports, setting and monitoring individual performance objectives and motivating the team to be innovative and professional in its thinking and delivery.
- Ensure staff receive consistent and motivating direction and feedback to enable them to work to the best of their ability.
- Trust and empower the team ensuring they have the necessary knowledge and skills to undertake the role to the very best of their ability and are line managed in accordance with the USPCA's values, competencies, policies and procedures including supervision and appraisal.
- Establish a test and learn approach for continuous improvement and thinking in the briefing of all new activity relating to income generation.

## **Leadership:**

- Networking within the charity sector and keeping abreast of developments within the sector and other relevant sectors, to keep informed of changes in fundraising trends and best practice and keep own knowledge up to date.
- Have an outward facing role to build and strengthen the brand profile of the charity including representing the charity at external events and through the media.

- Manage key external agency relationships and managing performance of partners on a regular basis to drive value from partnerships.
- Work closely with other Directors and managers across the charity, ensuring that planning is joined up to deliver shared priorities and objectives.
- To champion collaboration with other departments and teams, ensuring effective and considerate working relationships.
- Acknowledge competing pressures across individuals and departments, taking a constructive approach to anticipating or managing potential conflicts.
- Develop a strong working relationship with the Chief Executive, seeking support and guidance as required, and ensuring clear and consistent communication.

### **Budget, compliance and governance**

- Continuously develop and review annual and longer-term budgets, ensuring KPI's are monitored and reported monthly and quarterly. Taking action to optimise expenditure, drive income and meet organisational objectives.
- Produce and present relevant reports to the board of Trustees and external stakeholders as appropriate.
- To ensure that all activity across the department complies with current charity and data protection legislation and the Fundraising Regulator framework and guidance.

### **General and other duties**

- To assist in the recruitment and training of staff and maintain a positive professional relationship with volunteers.
- To deal with members of the public in a professional manner.
- To be willing to undertake additional training.
- To manage all data relating to clients in accordance with GDPR legislation and confidentiality.
- To participate in training as appropriate.
- To promote the good image of the USPCA both internally and externally by communicating in a positive manner.
- Undertake any and all other reasonable and related tasks associated with this role including deputising for the Chief Executive when needed.

While at work all staff are required to:

- Take care of their own health and safety and that of others who may be affected by their acts and omissions.
- Operate within USPCA policies and procedures.

The nature of the position means that the post holder will also be expected to undertake any other task or work which arises within the scope of the role to meet the needs of our beneficiaries, including travel and event attendance outside normal office hours.

# Person Specification

<b>Qualifications</b>	Educated to degree level or have equivalent job-related experience
<b>Essential Experience</b>	<p>A minimum of 3 years' experience of creating and implementing sustainable Income Generation strategies to grow multiple large income streams to the value of £1 million per year within the charity sector.</p> <p>Experience of a broad range of fundraising activities with a particular focus on individual giving and high value fundraising donor development.</p> <p>Significant experience in line management including objective and KPI setting, monitoring of performance, conducting monthly supervisions and yearly appraisals and ensuring that conduct and performance polices are followed.</p> <p>Experience of writing successful funding applications.</p> <p>Proven experience of communication/marketing management (including digital)</p> <p>Proven experience of people and team management.</p> <p>Experience of the management and oversight of an effective CRM database.</p>
<b>Desirable</b>	<p>A minimum of 5 years' experience of creating and implementing sustainable Income Generation strategies to grow multiple large income streams to have value of up to £3 million per year within the charity sector.</p> <p>Experience in managing volunteers.</p> <p>Experience of participating in media interviews.</p>
<b>Knowledge and Skills</b>	<p>Strong written and verbal communication skills. Skills in producing evaluations, reporting on objectives and interpreting analysis and insights.</p> <p>Skills in establishing and nurturing a positive and effective team culture, identifying team wide development needs, managing team wellbeing and ensuring that organisational and sector wide policies are adhered to.</p> <p>Excellent communication skills with the ability to identify risks and opportunities and ensure these are understood and acted upon.</p> <p>Competence in IT systems including Microsoft Office. Experience of using appropriate IT suite and level of programmes associated with the role including databases and digital platforms.</p> <p>A track record of meeting financial targets with management experience of setting, monitoring and reforecasting on budgets.</p> <p>Excellent time management skills.</p> <p>Ability to organize, prioritize and execute responsibilities in the face of conflicting priorities.</p>

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	Ability to think both creatively and strategically, embracing challenges with a positive and outward thinking mindset.
	An excellent understanding of the legalities of the fundraising sector, particularly those that are relevant to Individual Giving fundraising, along with a grasp on the wider landscape of the sector.
<b>Attributes</b>	Personal commitment to achieving high performance within the workplace.
	Commitment to animal welfare.
	Hardworking, flexible, adaptable and proactive response to change.
	Highest level of integrity and ethics, aligning to the USPCA values.
	Confident, creditable and adaptable to change.
	Full Clean Driving Licence and full-time access to a car

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# How to apply

Please complete the application form and return it by email to: [recruitment@uspca.co.uk](mailto:recruitment@uspca.co.uk)

Or sent by post to the following address.

USPCA  
Personnel – Confidential  
Units 5 Carnbane Industrial Estate  
Newry  
BT35 6PQ

You will also be asked to submit a separate **equality form** (see below).

The deadline is **Noon on Monday 20 May 2024**.

## **Equality Monitoring and Criminal Convictions Disclosure**

Along with your application form, you will be asked to complete and return the Equal Opportunities Monitoring and Criminal Convictions Disclosure Form in a separate document. Neither of these will be disclosed to anyone involved in shortlisting your application.

## **Disability**

In accordance with the Disability Discrimination Act a person is disabled if they have, or have had, “a physical or mental impairment which has, or has had, a substantial and long-term adverse effect on your ability to carry out normal day to day activities”.

If you consider yourself to have a disability relevant to the position for which you are applying, please contact [recruitment@uspca.co.uk](mailto:recruitment@uspca.co.uk) so that we can process your application fairly, make any specific arrangements for your interview, and make any necessary reasonable adjustments or adaptations, or provide any aids to assist you in completing the duties of the post if appointed.

## **Equal Opportunities**

The USPCA is an Equal Opportunities Employer and all applications for employment are considered strictly on the basis of merit.

# Timeline

Application form, Equality Monitoring and Criminal Convictions forms to be submitted.

Noon, Monday 20 May 2024

Interviews first stage

Thursday 23 May 2024

Interview second stage

Monday 27 May 2024 (including a seen and unseen task)

Optional final interview

Wednesday 29 May 2024





Please submit your completed application pack to

USPCA  
Personnel – Confidential  
Units 5-6 Carnbane Industrial Estate  
Newry BT35 6PQ

Or email it to

[recruitment@uspca.co.uk](mailto:recruitment@uspca.co.uk)

Tel: 028 3025 1000

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