

ENGLISH  
HERITAGE

Development  
Director



Starfish



# Welcome

I am delighted that you are interested in this role at English Heritage and in playing a critical leadership position within our unique organisation.

At English Heritage, we care for over 420 historic buildings, monuments and sites, from world-famous prehistoric places to grand medieval castles; from Roman forts on the edges of the empire to a Cold War bunker. Only just over 100 of our sites are pay-to-enter. The rest are completely free which is a commercial challenge and means that the emphasis on community participation, volunteering (philanthropy in kind) and fundraising is more important than ever. Historically a public sector body, we made a bold transition to become an independent, charitable organisation in April 2015. At that time, the Government pledged £80m to us to develop, conserve and maintain our collections for the benefit of this and future generations and become a financially sustainable charity by 2022, completely free from Government support.



Our plans are rightly ambitious, but we believe we can achieve our aims and our first five years of autonomous performance have been strong. With the new challenge presented by Covid19, fundraising income will become even more important to us.

This role of Development Director is responsible for all of the high value fundraising disciplines at our charity, creating and delivering successful strategies to engage supporters across the spectrum of individual major donors, legacies, trusts and grant-making bodies, and corporate partnerships. The department also has responsibility for fundraising at community and site level. Off-site direct mail activity – including legacy appeals – is delivered by the Marketing Department, with whom Development works closely to ensure alignment of campaign activity.

Philanthropic revenue has grown significantly since 2015. More than £33m has been secured in cash gifts and pledges to date, from small beginnings, including seven figure gifts to support our Iron Bridge, Tintagel Castle and other capital investment projects, profitable crowd-funding campaigns, and several successful National Lottery Heritage Fund bids. We have also developed new and innovative partnerships with Google Arts and Culture, Craghoppers, Gagosian network of art galleries and various other allied organisations.

The Coronavirus pandemic has been tough for us. We shut all of our sites in March and, although almost all have now re-opened, we are operating at limited capacity due to social distancing. Like all visitor attraction organisations, we have suffered significant losses that will take us at least 24 months to recoup and our activities, whilst we start to recover and manage our cash flow tightly, are going to need to be pared-back. The successful candidate will be key to help manage this recovery, by capitalising on our development income stream potential.



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You will lead a skilled and committed national team of c25 people through 4 direct reports:

- Head of Private Philanthropy
- Head of Grants and Trusts
- Head of Corporate Partnerships
- Head of Development Operations.

As well as steering this capable team, ensuring that our fundraising and charitable objectives are met and developing a strategy for future development, I need you to play an active role on the Senior Management Team. All six of my Directors help me lead the organisation as a whole and it's critical to me that I appoint someone who cares about everything English Heritage does.

It is also important to me that the successful candidate fully supports and helps us to move forward two significant pieces of organisational focus for the new strategic plan:

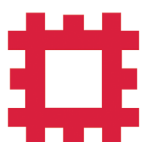
- Equality, diversity and inclusion: Further committed investment in ensuring that our people and our visitors are demographically and culturally representative of England as it is today, that all of our audiences see us as relevant and that our historical interpretation of England's history, told through our sites and collections, is inclusive.
- Environmental sustainability: Accelerating the reduction of our carbon footprint and re-aligning our ecosystem to ensure that our operations are as green as possible.

I am not therefore seeking someone who is purely an experienced fundraising professional. This role is also about winning hearts and minds and, whatever your fundraising background, you will need to be highly motivated by our cause: the care, interpretation and conservation of the National Heritage Collection for generations to come. Of course, in order to fund this work, we need to grow our income, but that's only one part of the story.

It is an enormous privilege to be the Chief Executive of English Heritage. Our Senior Management Team brings valuable expertise and strategic insight to help us realise the untapped potential for the organisation. If you are excited by this opportunity and have the experience required to help us become a thriving, community-oriented and well-loved charity, then we would be delighted to hear from you. Our recruitment partners at Starfish Search will tell you more. You would be joining us at an interesting time of opportunity and significant change.

Yours sincerely,

**Kate Mavor**  
**Chief Executive**



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# About English Heritage

English Heritage is a world leader in the care and presentation of historic sites and monuments. The National Heritage Collection is the nation's outdoor museum of national history, covering the whole timespan of human habitation in England from Boxgrove man to the Cold War. In opening the collection to the public, we aim to bring the history of England alive for visitors. English Heritage and its predecessor bodies have a distinguished record of presenting historic sites to the public. They have always based their work on immaculate historical and archaeological research, pushing the boundaries of interpretation to bring the fabric of our national history to life.

A new model and vision for the way England's heritage is cared for came into force in April 2015. Two organisations were formed from the previous English Heritage: a new charity, retaining the name English Heritage, of which the purpose is conservation and public enjoyment of the National Heritage Collection. The other, Historic England, is the Non Departmental Public Body which leads the work to conserve the best of our historic environment, delivering planning and conservation services and advice, and promoting the role of heritage at the heart of sustainable growth.

Since these changes, we have been empowered to embrace ever more innovative ways to manage, protect and promote the National Heritage Collection, which includes some of our most important historic places such as Stonehenge, parts of Hadrian's Wall, the Iron Bridge, Tintagel Castle, Osborne House and Gardens, the home of Charles Darwin and Dover Castle.

We have also invested heavily, through a detailed consumer research process, to identify and understand the key benefits to individuals of engaging with history at English Heritage sites, and how these individual benefits lead to wider social impact.

These include an increased sense of belonging and identity, as well as instilling a greater sense of connection with the past and the responsibility to help preserve it. By helping our visitors experience these benefits, the charity contributes to a wider shared identity and connection between people and communities, leading to greater social cohesion through education and the desire to preserve our common inheritance.

The following resources will help you to understand our work, our impact and our future plans in more depth:

- English Heritage Website: [www.english-heritage.org.uk](http://www.english-heritage.org.uk)
- English Heritage Annual Report: [www.english-heritage.org.uk/about-us/annual-reports/](http://www.english-heritage.org.uk/about-us/annual-reports/)
- English Heritage priorities: [www.english-heritage.org.uk/about-us/our-priorities/](http://www.english-heritage.org.uk/about-us/our-priorities/)
- English Heritage vision and values: [www.english-heritage.org.uk/about-us/our-values/](http://www.english-heritage.org.uk/about-us/our-values/)



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# Development Directorate

Since becoming a charity in April 2015 the Development Department has grown significantly; both in personnel and the range and value of achievements. Within its first two years as a charity the Development team expanded to include experts in prospect research and operations, as well diversifying resource in the already established Corporate Partnerships, Grants and Trusts and Private Philanthropy Teams.

In the last five years, this team has raised more than £33m, including £6.97m secured in new pledges and cash gifts during the 19/20 financial year.

Moreover, the team has built a pool of prospects up from under 30 to over 2,500; attracted international donations from the US, UAE, Canada and Germany and launched a mid-level giving programme (£1k-10k p.a) – Guardians – which is now 80-strong.

There has been a continued strong track record of securing grants from The National Lottery Heritage Fund amounting to over £10m as well as developing many partnerships including those with Google, MINI, Craghoppers and Gagosian.

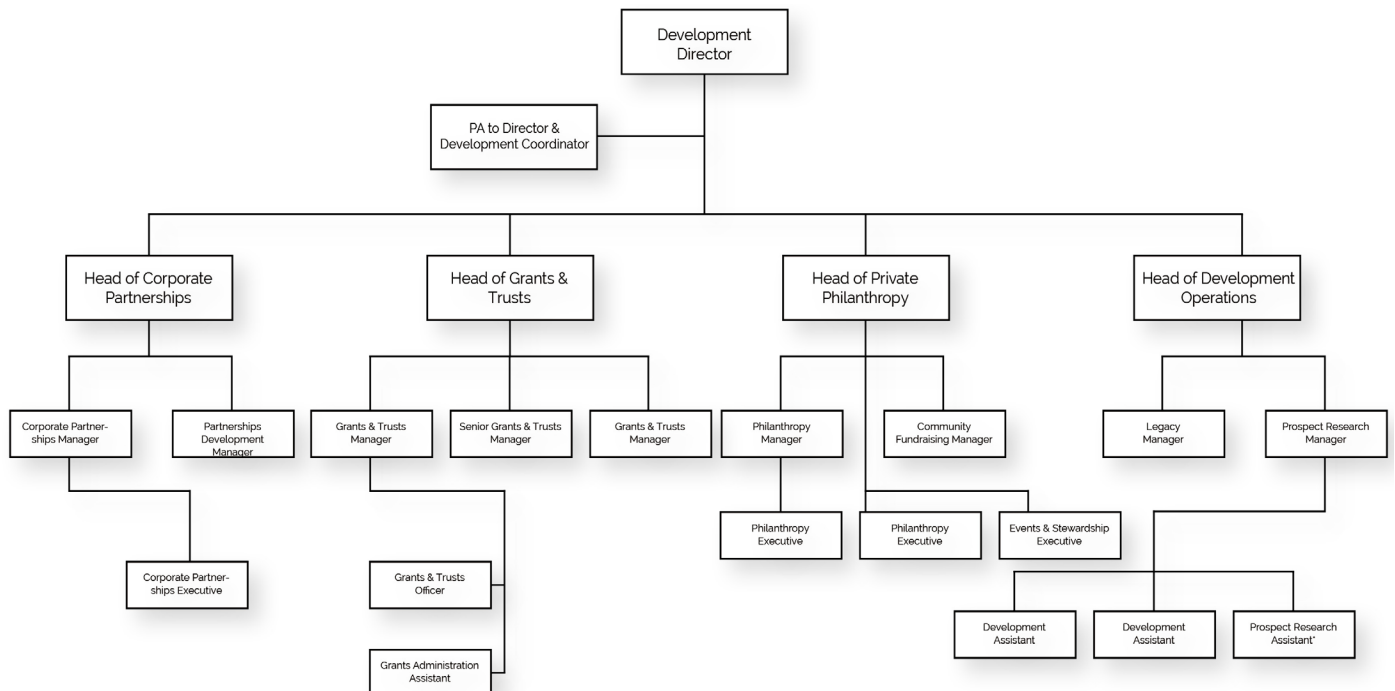
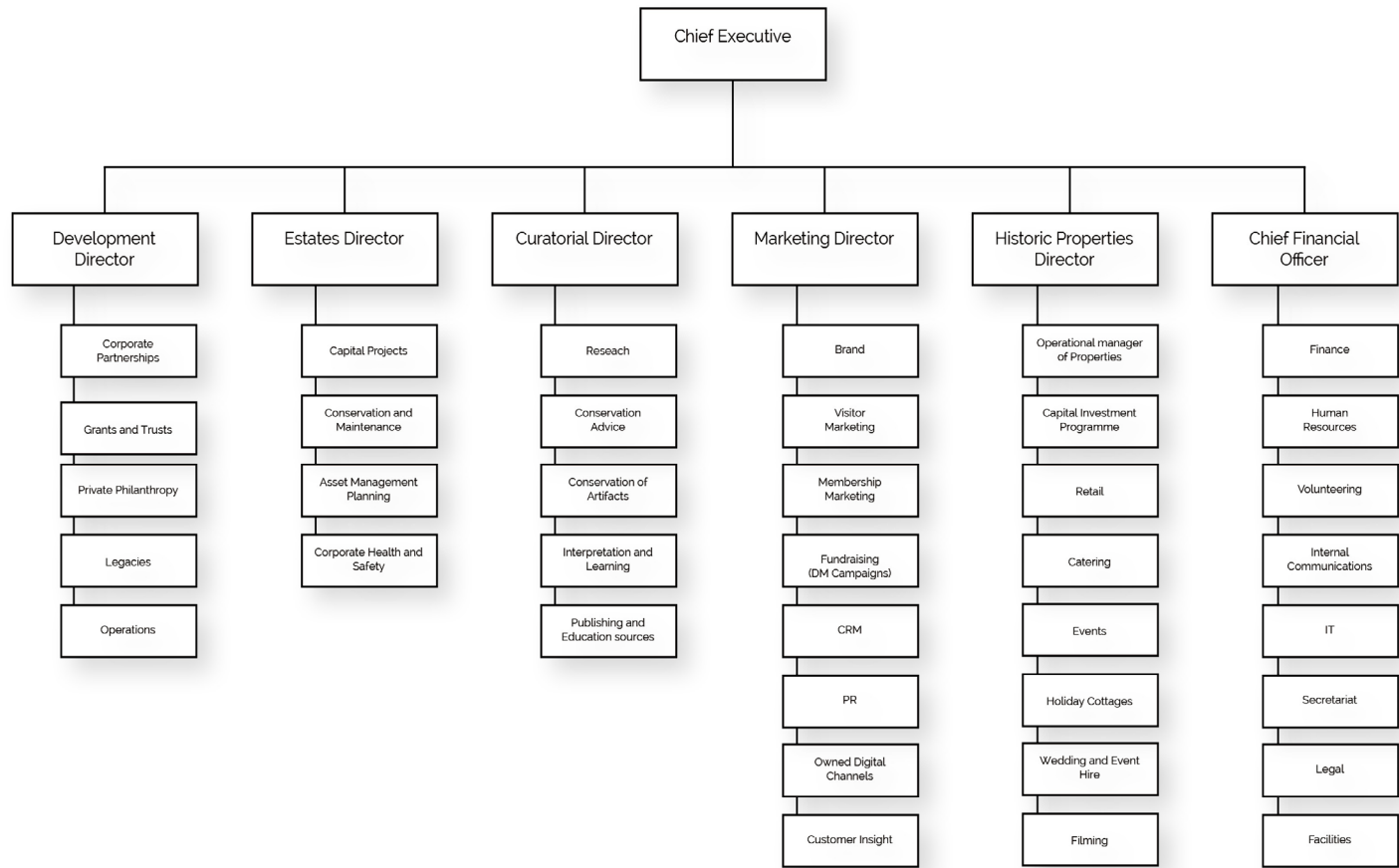
The team has secured multiple seven figure gifts, including the charity's first million pound corporate partnership, and first seven figure donation from individuals: £2.5m in support of an iconic new footbridge at Tintagel Castle. To date, the team has over 1,200 donors of whom more than 270 have given sums exceeding £1,000.



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# Structure



# Role Profile

## **Reporting to the Chief Executive, the Development Director's principal responsibilities are:**

- As a member of the English Heritage SMT, lead and manage the Development Department for English Heritage, creating and delivering successful strategies to engage supporters through relationship-led fundraising and partnership activities.
- Raise significant levels of philanthropic and corporate support to deliver English Heritage's business plan including the capital investment programme, as well as budget-relieving funding for planned activity.
- Personally lead major capital campaigns and secure major gifts, working with the Chief Executive, Board of Trustees and SMT, to achieve agreed targets.
- Develop internationalisation strategies seeking new funding sources beyond the UK.
- Work with SMT colleagues in developing and implementing the charity's strategy to achieve financial sustainability.
- Develop and deliver strategies for fundraising, to enable English Heritage to achieve its corporate objectives, targets and ambitions.
- Secure philanthropic and partnership support through a programme of campaigns delivering major gifts from individuals, corporate support, and grants from public and private sector grant-giving foundations.
- Work with the Chief Executive, Chairman and Trustees to engage and solicit support from major and principal gift prospects and lead sponsors of English Heritage.
- Take an entrepreneurial approach to building the pipeline of potential gifts and supporters, working closely with colleagues across English Heritage and fostering a collaborative approach within and by the department.
- Identify opportunities across the charity to create new income streams and work with colleagues in developing these into compelling propositions for external funders.
- Work closely with members of SMT to create a culture where encouraging and securing widespread public support is second nature to English Heritage staff across all areas of the charity.
- Significantly increase the number of individuals leaving Gifts in Wills to English Heritage, working closely with the Marketing team to deliver legacy marketing campaigns.
- Build and develop unrestricted income through individual giving, including legacies and in memory donations, working closely with the Marketing team to develop a shared supporter journey.
- Build and develop strategic partnerships that deliver unrestricted income through sponsorship and corporate partnerships.
- Lead the fundraising team, setting ambitious team and individual objectives, supporting and inspiring people to achieve them, creating an energised team and enabling individual development.
- Develop English Heritage policy guidelines and ensure all activity is in line with these, and conforms to industry standards and legal requirements.



# Role Profile

- Network effectively within the cultural and wider charity sector to ensure that English Heritage is at the forefront of best practice in fundraising and supporter relations.
- Collaborate with the Chief Executive and SMT to contribute to the strategic development of the organisation and represent English Heritage externally to a wide range of stakeholders.
- Ensure, so far as is reasonably practicable, a safe and secure work environment that does not place people, property, assets, reputation or finances at risk.
- Demonstrate compliance by completing appropriate risk assessments and ensuring the maintenance of your, and where appropriate your team's, training records.
- Occasionally we may need to review a job description to incorporate any changes or other duties needed for the role as identified by the line manager.
- We're also committed to providing equality of opportunity so if you have a disability, we would be happy to discuss reasonable adjustments to the job with you.



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# The Candidate

## **Knowledge and Experience**

- Significant experience in professional fundraising at a senior level, preferably within a large and complex organisation.
- A proven track record in securing 7-figure donations from individuals and trusts.
- A proven track record of developing and delivering fundraising and organisational strategies with challenging and motivating targets.
- Demonstrable success in recruiting and leading high performing teams that generate revenue through restricted and unrestricted funds, including major gifts, individual giving and corporate fundraising.
- Evidence of effective internal stakeholder engagement across a large organisation with competing priorities.
- A strong network of key relationships in the philanthropic sector with experience of developing and sustaining fundraising relationships with individuals and organisations.
- Knowledge and experience of the charity sector and techniques for tax-effective giving.

## ***Desirable requirements***

- Previous experience of leading National Lottery Heritage Fund bids.
- Experience of developing and managing international fundraising activity.
- Experience of strategically or operationally supporting, and fundraising for, projects that support EDI and/or Environmental Sustainability.
- A passion for the work of English Heritage and knowledge of the portfolio.

## **Skills and Attributes:**

- Outstanding written and oral presentation skills, to prepare and present high impact proposals.
- A highly effective communicator and influencer, with the ability to promote English Heritage to a range of audiences, inside and outside the organisation.
- Highly numerate with the ability to analyse, synthesise and evaluate to inform strategic direction.
- A highly motivated self-starter with a strong commitment to meeting corporate objectives.
- Excellent people and team leadership skills: able to lead and motivate multi-disciplinary functional teams and work as part of a successful senior leadership team.
- Excellent networking skills: able to form beneficial relationships internally and externally with political sensitivity.
- Entrepreneurial and creative, with a results-driven commercial focus.
- Ability to communicate with staff at all levels, with board colleagues and Charity trustees in a manner which is accessible and instils confidence, both verbally and in writing.
- Able to build credibility quickly and effectively through demonstrating sound knowledge, experience and judgement.
- Strong influencing and negotiating skills, including an ability to think quickly and mediate in challenging circumstances.

## **Additional circumstances to consider**

- This role requires frequent travel to sites that are often in remote locations and so a full driving licence is advantageous. Occasional overnight stays away from home will also be required, including overseas.



# Terms of appointment

You will ideally be based in London or, alternatively, at one of the following offices: Swindon, Bristol or York, or at one of our principal sites in central England.

The salary for this post is negotiable within the following band: c£95,000 - £103,000. (If the role was based outside of London, the range would be £85,500 - £97,850).

The successful candidate will also be entitled to performance related pay of up to 7.5% of salary for exceptional performance (subject to affordability, reviewed annually). There is a defined contribution pension scheme in operation and English Heritage will match employee contributions up to 10% of salary.

Annual leave is 25 days rising to 28 days after 3 years of service. Employees may also purchase up to 10 additional annual leave days.



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# How to apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact [Juliet.Taylor@starfishsearch.com](mailto:Juliet.Taylor@starfishsearch.com) or [Katy.Giddens@starfishsearch.com](mailto:Katy.Giddens@starfishsearch.com) and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/english-heritage-development-director/> and click on the apply now button, with the following prepared:

- your CV (no more than three sides).
- a supporting statement that sets out why you think this role is the right move for you and how you meet the Knowledge and Experience criteria.
- we would be grateful if you would also tell us your current salary details (we do not disclose this to our clients without your consent).

**Closing date**

Friday 25th September 2020

**Preliminary interviews with Starfish Search:**

w/c 19th October 2020

**1st stage interviews with English Heritage:**

w/c 9th November 2020

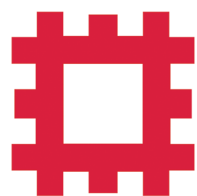
**2nd stage interviews with English Heritage:**

w/c 16th November 2020



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