



ramblers
at the heart of walking



Director of Income
& Marketing



Starfish

Introduction from the Chief Executive

Dear Candidate,

Thank you for your interest in joining us as our Director of Income and Marketing, here at the Ramblers. This is a new and exciting role for our organisation as we look to embark on a fascinating, yet challenging phase of our organisations journey.

Established in 1935, Ramblers exists to protect the ability of people to enjoy the sense of freedom and benefits that come from being outdoors on foot. With around 100,000 members, we are an association of people and groups who come together to both enjoy walking and other outdoor pursuits and also to ensure that we protect and expand the infrastructure and places people go walking through our campaigning, policy work and extensive path maintenance programme.

As well as our group walks, our campaigns help make Great Britain a better place to walk and leave a vital legacy for future generations. The Covid-19 pandemic further highlighted the importance of having accessible walking spaces for both mental and physical health, and we have been there to make sure people do so safely, considerately and responsibly. During such deeply challenging times, our connection to the open spaces around us – and the right to access them – has never been more relevant and has taken on a new importance for us all, and one where the Ramblers needs to make the most of its role, heritage and presence. We are keen to help more people enjoy the places where we walk in Great Britain and make our walking and campaigning voice accessible to all.

The Ramblers is future focused, and we have embarked on a significant transformation programme, covering our organisational design, ways of working and brand. As part of this, we have developed digital tools and resources to help us meet our future needs. We now need to ensure these tools are embedded and widely used by staff, volunteers, and members.

The role of Director of Income and Marketing will be essential in delivering against this and really helping us increase our relevance to more people, growing our engagement and income. Reporting to the CEO and with a substantial remit, you will bring the drive, enthusiasm and experience to grow our membership, develop our digital products for income generation and make the most of some of these wonderful opportunities that are within our reach. We are keen to engage with people and move into a new way of working, where we can be agile, test ideas, try new things, challenge the status quo and really start to put the Ramblers on the map for our communities across Great Britain.

If you are motivated by our cause and the challenge we are facing, and have the skills, experience, and drive to lead us through the next stage of our transformational journey, we would love to hear from you.

Tanya Curry
Interim Chief Executive

About us

The Ramblers mission is to help everyone, everywhere, enjoy walking and protect the places we all love to walk. We are the only charity dedicated to looking after paths and green spaces, leading walks, opening up new places to explore and encouraging everyone to get outside and discover how walking boosts your health and your happiness.

Since 1935, the Ramblers have played a crucial role in:

- Establishing National Parks
- Establishing the first National Trail, the Pennine Way
- Protecting paths and placing them on definitive maps in England and Wales
- Getting access to the countryside, including the Land Reform (Scotland) Act 2003, securing ancient freedoms and the Countryside and Rights of Way Act (2000) which opened up a million hectares of countryside in England and Wales
- Helping people to go walking on friendly, group walks and with our quality library of self-guided routes.

Volunteers are at the heart of everything we do. Other than small staff teams mainly based in London, Edinburgh and Cardiff our work and furthering our mission is carried out by volunteers. Some 22,000 volunteers support us throughout the year and in a wide variety of roles.



Our Vision & Strategic Framework

Our vision is a country where everyone enjoys the outdoors on foot and benefits from the experience.

We are focusing on three ambitions to help us make our vision a reality:

A country designed for walking

We want everything to be in place in England, Scotland and Wales so we can all enjoy the outdoors on foot and benefit from the experience. This includes great places to walk; a true right to roam and path networks that connect people with communities, history, and nature; we want to ensure the right support from government, society, public and private organisations to help us achieve this. A walking country will enable and motivate more people to walk, as a means of transport, for their health and wellbeing, to help the environment or for the sheer joy of it!

Helping everyone find their feet

Walking can take you anywhere. We want to provide the support and resources everyone needs, regardless of their age, background, fitness or mobility, to enjoy and benefit from walking outdoors. We want to help construct the national and local policies and programmes that give individuals and communities the opportunity to go out and walk, and we want to educate them about how walking can improve their health and wellbeing.

Connecting people through the Ramblers

We want to improve the health and wellbeing of the public by providing our own communities of walkers with the best possible Ramblers experience. This includes leading high quality walks, facilitating outings and holidays that help people enjoy the best walking has to offer; producing expert resources so people can safely explore the outdoors themselves and connect with nature; and providing tailored support to individuals to help them progress from the sofa to the summits or the city street to the mountain peak.

We will do all this by leading from the front. We will stand together with the outdoors community, inspire a new generation of walkers and continue to work in partnership to achieve our three ambitions.



Our Governance

The Ramblers is a registered charity and a registered company limited by guarantee.

The Ramblers is governed by a board of trustees which meets several times a year and is responsible for the overall strategic direction of the organisation. Day to day management of the Ramblers is delegated to the Chief Executive and their senior leadership team, which this role is a part of.

A national body of members known as General Council meets each year at the annual general meeting, where it elects the board of trustees, provides guidance on policy by debating policy motions, and approves any changes to our constitution.

Across Great Britain at local level, activities for members and volunteers are organised through around 500 Groups and 59 Areas. Each Area and Group operates through its own constitution, but as part of the overall Ramblers organisation. Under our devolution agreements certain authority is devolved by the board of trustees to Ramblers Scotland and Ramblers Cymru. National committees in Scotland and Wales, comprising of members elected by a national Council, have oversight of activities in each nation.



Job Description

Accountable to: Chief Executive

Department: Fundraising, Membership, Brand and Marketing, Communications

Role purpose

As a member of the Senior Leadership Team (SLT) this role is responsible for leading and driving the growth and delivery of all income streams, marketing, brand, digital engagement and communications.

The areas of work the Director of Income and Marketing will be responsible for are:

- Membership
- Fundraising
- Supporter care
- Marketing
- Digital engagement
- Communications.

Key Result Areas

Strategy and Alignment

- Responsible for the development and delivery of a new income and marketing strategy for the organisation.
- Lead on the continuous development of a brand strategy to ensure a consistent Ramblers experience at every touch point that our members, volunteers and supporters have with us. Maximise awareness of the organisation and our mission and delivery of charitable objectives.
- Build alignment and cohesion across the whole directorate to ensure efficiency, effectiveness, and maximum return on investment where teams maximise their contributions by actively working together for the same ultimate goal.
- Establish dashboards to show performance against KPIs and benchmarks, that can be used to shape existing and future strategy and activity, recognising also when areas of investment may need to change.

1. Responsible for the Leadership of the Income Generation function

- Lead the development and implementation of a significant income growth strategy where supporter care and delivery of our mission runs through the heart of our work.
- Maintain an excellent understanding of the external income generation environment, anticipating and responding to changes in the internal and external environment to mitigate risk and maximise opportunities.
- Working with the leaders of fundraising, membership and supporter care, drive innovation, ensuring data driven decisions are made to support growth and development of income.
- Develop clear and transparent mechanisms for income reporting for multiple stakeholders.
- Devise and deliver a cross organisational donor acquisition and retention strategy. Identify and implement clear supporter journeys where excellent customer service is delivered by all
- Identify gaps in our income portfolio and areas for growth. Play a lead role in securing new partnership opportunities with a focus on major donors, philanthropic support and high value corporate partners.
- Review our current membership strategy and develop a portfolio of membership offers that allow us to deliver a step change in year on year growth in membership.
- Using research and insights to devise a clear strategy to maximise retention of members, decrease attrition and improve overall satisfaction.
- Work with the Director of Finance, Performance & Impact to develop evidenced based impact models that appeal to funders and allows the Ramblers to tell its story and demonstrate its impact.

2. Responsible for the leadership of the Marketing and Communications function

- Build a data and insight led marketing and communications function for the organisation, ensuring all campaigns and activity have clear KPIs, ROIs and are integrated to maximise impact.
- Lead on building the Rambler's profile and brand through proactive audience focused marketing and communications.
- Lead on a communications strategy to provide a framework for all external and internal communications.
- Lead on reputation and crisis management.
- Build relationships and ways of working between the income, marketing and advocacy teams to support the development of integrated, public facing influencing campaigns.
- Monitor trends in marketing and communications within the sector, and identify gaps that the Ramblers could exploit, and deliver initiatives to capitalise on these.
- Ensure relationships and contracts with suppliers are managed to facilitate value for money and maximum engagement for the Ramblers brand.
- Be the senior media spokesperson as required for external audiences.

3. To be an active member of the SLT

- Responsible for playing a joint corporate role in defining and delivering the Ramblers Strategic Priorities.
- Work collaboratively as an SLT to lead major change programmes across the organisation.
- Responsible for the directorate's risk management systems, practices and procedures.
- To provide the expertise to the organisation on all aspects of income generation and marketing.
- Manage the Income and Marketing budget of c£2.6m.

4. Responsible for Managing the Income, Marketing and Communications teams

- To lead, motivate and coach team on a regular basis and in accordance with the organisation's performance process and respond to any performance issues in a constructive, supportive and timely way.
- Always embody excellent leadership behaviours.
- To create an inclusive, trusting and nurturing environment for the team to enable growth and personal development.

5. To undertake any other duties within your skills confidence to support the attainment of the Rambler's key objectives

- Ensure continuous improvement of role and development of self.
- Seek to continuously improve the quality and value of outputs by working with key colleagues.

6. Responsible for positively contributing to a safe work environment ensure compliance with H&S. Protect all personal information in adherence with GDPR etc

- Complete all mandatory health and safety training and any corporate refresher training where required.
- Comply with all health and safety procedures.

Knowledge and Experience

- Extensive experience of leading an income and marketing function which includes a high level of members and volunteers in a complex environment.
- Experience of working as a director within a Senior Leadership Team and of influencing, presenting and facilitating discussions with both board and senior management groups.
- Demonstrable, track record in delivering step change income growth.
- Track record of income strategy development and delivery, ideally where there has been a tangible performance uplift.
- Senior level marketing experience including a track record of delivering successful digital marketing campaigns.
- Extensive experience of successful brand building and brand development.
- Track record of leading communications functions including reputation and crisis management.
- Strong up to date knowledge of aspects of income generation and marketing.

Skills and Abilities

- The ability to understand and process a wide range of stakeholder views, constantly listening whilst remaining focussed on the overall goal.
- Excellent written and verbal communications skills to facilitate decision making.
- Strong numerical, analytic skills with commercial acumen. Ability to use income and marketing data to support and inform strategic decisions which include measures to monitor effectiveness against priorities.

Styles and Behaviours

- Role modelling the application of our values and behaviours framework to create a collaborative, innovative and creative cross organisational culture and ways of working.
- Solution focused and practical, encourages teams and directorates across the organisation to work together.
- Leads by example, demonstrating inspiring, supporting, vision driven and collaborative capabilities.

Terms of Appointment

Salary	The salary for this role is £85,000 - £95,000 per annum on a full-time permanent basis.
Location	This role will be based at our Head Office in London Bridge, with home working available.
Pension	We offer a contributory pension scheme.
Annual leave	25 days annual leave, plus additional office closure at Christmas.
Working hours	35 hours per week, including flexibility according to individual circumstances.
Additional benefits	Free Ramblers membership Season ticket loan Access to Perkbox – includes 200 exclusive perks and benefits; Employee Assistance Programme and online GP access.



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 Katy.Giddens@starfishsearch.com or Mark.Crowley@starfishsearch.com and we will be happy to arrange a call.

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

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

Please also ensure you have completed and submitted the equal opportunities monitoring form that appears on this site as you submit your application. The information you provide will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

Closing date: Friday 10th September 2021

Preliminary interviews with Starfish: w/c 20th September 2021

Interviews with Ramblers: Expected early October 2021





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