



# CANDIDATE PACK FOR DIRECTOR OF MARKETING, FUNDRAISING AND ENGAGEMENT

# WELCOME

Dear Candidate,

Thank you for your interest in becoming our new Director of Marketing, Fundraising and Engagement and for considering PDSA for the next step in your career.

This is a fantastic opportunity to work in a special organisation that touches the lives of pets and people the length and breadth of the UK. What we do matters. We exist to provide compassionate vet care for those in need. We're here for the person and their pet, as a family.



With 48 PDSA Pet Hospitals providing more than 2.7 million veterinary treatments a year, there is no other charity comparable to PDSA in terms of the scale and the impact we have on animal welfare for those most in need. Our expertise and huge national presence evidenced by our iconic [PAW Report](#) means that we touch the lives of more pets and their owners than any other animal charity. However, although we do great things every day, we need to make sure that more people know, love, and support us in the work we do.

PDSA does not receive any government funding – we rely entirely on public support, through donations, gifts in wills and via our retail network and trading activities to meet the annual cost of our services, which is £75 million per year. As demand for our services increases, we need to find new ways to engage with supporters of all ages and to share with them the breadth of what we do and the impact we have on the lives of people and their pets.

The Director of Marketing, Fundraising and Engagement will lead a newly shaped directorate. As a key member of our Executive Leadership Team, you will play an essential role in developing and delivering an income and engagement strategy that will diversify and increase sustainable forms of funding, enabling us to become better known, loved and understood.

This is a really exciting opportunity, as we embark on changing the way we engage, communicate and fundraise and move towards a data-led model and investment in our new fundraising systems. We are looking for a strategic leader with exceptional interpersonal skills and a transparent, accountable and compassionate style. You be commercially astute, collegiate, and ambitious, with experience of inspiring integrated, multidisciplinary teams to succeed. Skilled in looking forward, you will be data driven and experienced at identifying trends in consumer and supporter behaviour to define our future vision. Importantly you will have a strong track record of fostering a culture of innovation, collaboration, and continuous improvement across all levels of an organisation.

In return, you will have the opportunity to make a real difference to a unique organisation and to the people and pets we are here to serve. We truly believe in our core values that we achieve more when we are 'better together'.

We are committed to building a diverse workforce and leadership group and are taking positive action to increase diversity throughout our charity at all levels. We welcome applications from a range of backgrounds and experiences.

If you are inspired by this role and the opportunity to make a real difference, we look forward to hearing from you.

I wish you all the best in your application.

**Jan McLoughlin**  
Director General



# ABOUT US

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## **PDSA is a national charity. We have been taking care of pets in need for over 105 years**

We believe that everyone, no matter what their circumstances, has the right to experience the unique bond – the love and companionship – that comes from owning a pet.

For so many people and pets, PDSA is a lifeline when they can't afford veterinary treatment. Our aim is for a fairer society where social inequality is no barrier to the love and companionship of owning a pet.

PDSA is entirely self-sustaining. We generate income from a number of sources, including public donations, gifts in wills and via our retail network and trading activities.

More information can be found in our [2022 Annual Accounts](#)

## **OUR HISTORY**

PDSA has been a lifeline for sick and injured pets since 1917 and we owe it all to one truly inspirational woman: PDSA's founder, Maria Dickin.

Maria was born in London in 1870. The daughter of a Free Church Minister, she was an independent-minded young woman, never afraid to voice her beliefs.

When she went to visit the poor in the East End of London, she was horrified by the terrible poverty she witnessed – especially the sight of their sick and injured pets who were in desperate need of veterinary care. Dogs and cats had no choice but to scavenge from the gutters, many in pain and suffering – raw with mange and often dragging their broken limbs. All because their owners simply couldn't afford to pay for treatment.

So on Saturday 17 November 1917, during the First World War, Maria opened The People's Dispensary for Sick Animals of the Poor, providing a free service for pets in need, in a Whitechapel basement.

There was so much demand that she soon needed larger premises and established a fleet of mobile dispensaries to travel around the country.

Maria devoted her life to improving the welfare of the pets she loved. Her determination, enthusiasm and pioneering spirit define PDSA to this day.

We're proud to continue her work, ensuring that today, and in the years to come, people who, through no fault of their own, can't afford to pay for private veterinary care still have somewhere to go for emergency help and treatment.

## **OUR MISSION**

PDSA's vision is a society in which no pet is denied veterinary care because their owner can't afford it. We work hard every day to keep pets healthy and protect the special bond between pets and their owners.

## **OUR VALUES**

Our values are the qualities that bind us and make us who we are. They're our DNA; always there guiding our actions, behaviours and our decision-making process. Our values are:

**Head and Heart** - Expertise with understanding. At PDSA, we combine expertise with understanding to help deliver a happier and healthier future for pets and their owners.

**Better together - Empowering through unity.** We can achieve more if we work in partnership with everyone who touches the life of a pet. Working together, PDSA, owners, supporters and the public can all have a positive impact on pets' health and happiness.

**Passion with Purpose** - We can all make a difference in creating a world where no pet suffers. We must improve and deliver more today than yesterday, making every pound deliver even more benefit. Our passion and dedication drive us to continually achieve more.

# Helping people & their pets

## PDSA's year in numbers

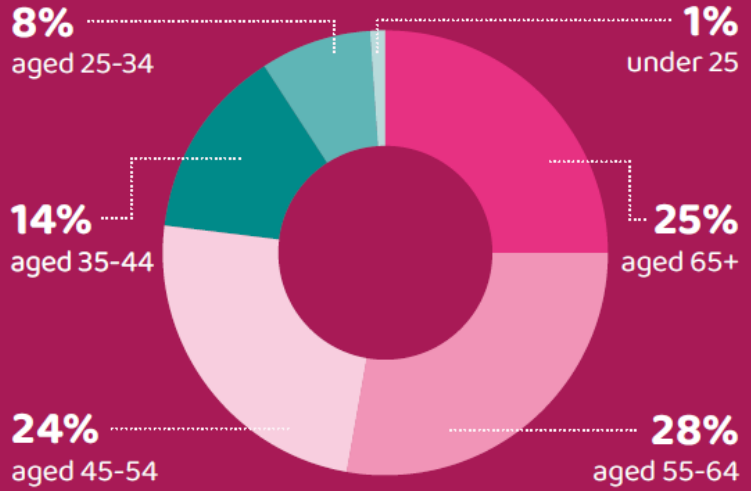


# 37%

of the pet owners we support are **disabled** or living with a serious **health condition** that makes everyday tasks **difficult**.



## The pet owners we support are aged



We cared for

# 4,600 pets every working day.

That's an average of:



3,335  
dogs



1,106  
cats



36  
rabbits



We provided **help and advice** to over

# 6.1 million

people through our digital channels.



We have

# 48

Pet Hospitals.



# 28%

of the pet owners we support are **retired**.



We reached over

# 165,000

children with our **pet education** messages.



We have over

# 100

Charity Shops.

Our **veterinary services** cost over

# £75.4 million

to run.



## OUR MARKETING, FUNDRAISING AND ENGAGEMENT TEAM.

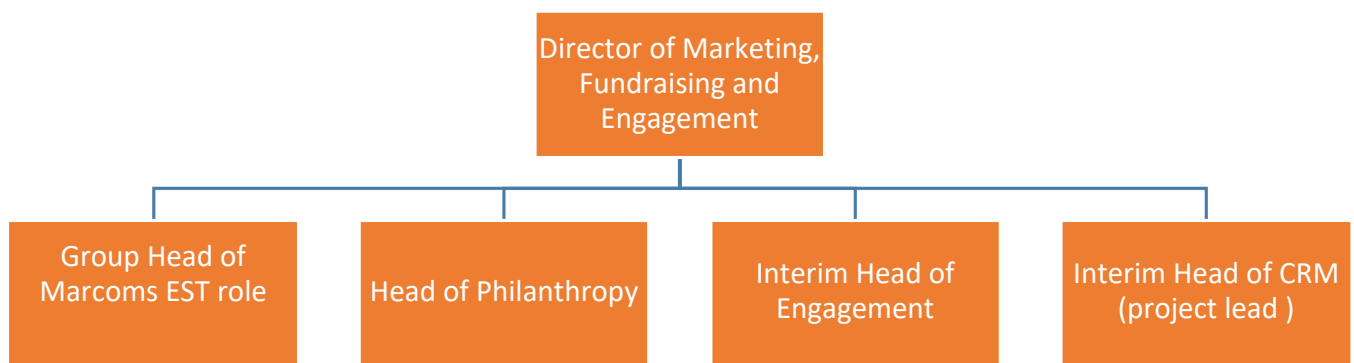
As a national charity with an annual income of £106m PDSA has the biggest impact on the lives of animals within the UK, yet our brand is not as well recognised as we would like it to be. Our hospitals provide expert emergency support to more than 2.7 million people and their pets every year, but too few people really know about the incredible work we do or how it is funded.

All of our income comes from public support, through donations, gifts in wills and via our retail network and trading activities. Our sustainability relies on effectively managing change and we are currently modernising our marketing and fundraising approach. We know that we need to be better known, loved, and understood and to do that we need to have a clear message which conveys the breadth and depth of what we do. We must use new approaches to communicate with our audiences.

We are reshaping our Marketing, Fundraising and Engagement team and seeking four new experienced leaders of change to join the teams in this directorate.

The Director of Marketing, Fundraising & Engagement, Group Head of Marcoms, Head of Philanthropy, and Interim Head of CRM will all be new roles and are identified below.

## MARKETING, FUNDRAISING AND ENGAGEMENT ORG CHART



The Director of Marketing, Fundraising and Engagement will lead the newly shaped Directorate with a focus on the development and delivery of PDSA's ambition to become better known, loved and understood. You will have a track record of achieving transformational results in terms of fundraising growth and increased engagement, fostering a culture of innovation, collaboration, and continuous improvement. Under your leadership, we will modernise our fundraising practices to become more data-driven and unlock new sources of funding to support our vital services.

As a member of the Executive Leadership Team, you will help shape the overarching direction of the organisation, working collaboratively with all directorates to deliver our ambitious three-year strategy.



# JOB DESCRIPTION

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**Job title:** Director of Marketing, Fundraising and Engagement

**Reports to:** Director General

**Direct reports:** 4

## ROLE PURPOSE

As a member of PDSA's Executive Leadership Team (ELT), to have corporate responsibility for the development of PDSA's strategic plans. To lead the development and delivery of PDSA's ambition to become better known loved and understood so that we can grow long-term support ensuring income for today and income to support the delivery of our longer-term plans.

## MAIN RESPONSIBILITIES

- As a member of ELT, help Trustees to shape the overarching direction of the organisation, defining PDSA's long-term plans and three-year strategy. Agree business plans and priorities to deliver these plans, strategies and public benefit impact.
- As a member of ELT, accountable for the performance and good governance of the charity and for ensuring that PDSA's resources are managed responsibly to assure its long-term future.
- Lead the delivery of the organisation's strategy to be 'audience led and data driven' in order to achieve long term support in our cause, securing income for today and the future whilst maximising our supporters lifetime value.
- Lead and inspire the directorate, cultivating a customer-focused, data driven culture. Ensure that the structure, culture, and ways of working are fit-for-purpose and that the right resources, skills and knowledge are in place across the organisation to deliver our plans.
- Apply engagement and income strategies to our different audiences, through different touch points, ensuring that we have a clear approach to engage and retain their support through clear customer journeys maximising the LTV and ROI.
- Demonstrating strong commercial acumen, oversee the strategic investment utilising effective financial modelling and clear business cases to ensure that we deliver short term and long-term growth to PDSA's supporter base and income.
- Build and utilise networks, developing long-term relationships with high-net-worth individuals and forging new business relationships and opportunities.
- Using data and market insight, improve our brand positioning and strategic communications transforming how PDSA interacts with all stakeholders.
- Comply with all PDSA policies and procedures.



# PERSON SPECIFICATION

## KNOWLEDGE AND EXPERIENCE

### ESSENTIAL

- Experience of delivering significant change and transformation in order to increase impact and achieve ambitious targets
- A proven track record of developing and implementing successful marketing and fundraising campaigns aligned to organisational goals
- A track record of strategic leadership and management at board level
- Senior level experience in driving cultures of excellence, managing change
- Demonstrable experience of working in a customer centred data driven organisation
- Strong understanding of customer insight and engagement journeys
- Excellent understanding of budget management and a track record of delivering measurable ROI on marketing investments

### DESIRABLE

- Experience of working effectively with a Board of Trustees
- Strategic product development
- Evidence of developing an organisations brand positioning

### SKILLS AND ABILITIES

- A demonstrable commitment to PDSA's values
- Highly motivated and proactive, with excellent interpersonal and relationship building capability – collaborative and with a strong customer focus.
- Ability to work within a high-performance environment and to deliver KPI's as defined
- Excellent communication skills, both written and verbal, with the ability to engage and articulate the organisation's philanthropic mission to a wide range of audiences.
- Ability to work autonomously with limited support
- Strong commercial acumen
- A logical thinker with strong problem-solving skills
- Excellent attention to detail
- Discreet, with an understanding of the need to maintain confidentiality
- Respect for equality of opportunity, diversity, and inclusion, with practical ideas for their implementation within the scope of post





# TERMS AND CONDITIONS OF APPOINTMENT

## SALARY

The salary for this role is c£120,000 per annum on a full-time permanent basis. More may be available for an exceptional candidate.

## LOCATION

Remote and flexible working options.

## PENSION

Generous Auto-Enrolment pension and/or Contributory pension schemes available starting at an enhanced rate of 5% contributions up to 10%.

## ANNUAL LEAVE

In addition to public holidays, we'll give you 25 days holiday per year with the option to buy and sell up to 5 days holiday each year.

## ABOUT THE BENEFITS

We are really passionate about being a great place to work, where people feel connected with what we do and where they feel they can make a genuine difference. This commitment has resulted in us being rated as one of the top 25 big organisations to work for in the UK according to Best Companies survey. In addition to being a great place to work, we offer a wide range of benefits, including:

- Remote and Flexible working options
- 25 days holiday (excluding Bank Holidays), increasing with length of service and with the option to buy and sell up to 5 days per year
- An additional Wellbeing Day to take whenever you like to help recharge your batteries
- Discretionary days leave given by the Director General
- Generous Auto-Enrolment pension and/or Contributory pension schemes available starting at an enhanced rate of 5% contributions up to 10%
- Life Assurance policy (4 x Annual Salary)
- Employee Assistance Program and Online Wellbeing Centre available 24/7 giving you the ability to speak with a professional in confidence about a range of issues
- Wide range of discounts for Retail, Holiday and similar organisations on our fetch platform

PDSA is committed to embedding a culture of diversity and inclusion within our teams that reflect the communities we serve. We aim to create a working environment in which all individuals are able to make best use of their skills, free from discrimination or harassment, and in which all decisions are based on merit. We offer a range of family friendly, inclusive employment policies and opportunities for flexible working arrangements to support team members from different backgrounds. If you have any questions or concerns regarding accessibility, please contact us and we will be happy to discuss via email or telephone reasonable adjustments that you may require throughout the recruitment process.

We are committed to safeguarding and promoting the welfare of children, adults at risk and all our colleagues and expect everyone who works for us to also share this commitment and to treat people with courtesy and respect. To support this commitment, our recruitment & selection processes are robust and rigorous. All appointments will be subject to satisfactory references and appropriate background checks.



# 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 [Hilary.Clifford@starfishsearch.com](mailto:Hilary.Clifford@starfishsearch.com) and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/pdsa-head-of-mar-fun-eng/> 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.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

<b>Closing date:</b>	Monday 30th October 2023
<b>Preliminary Interviews with Starfish:</b>	w/c 6th and w/c 13th November 2023
<b>PDSA Final Interviews:</b>	w/c 27th November 2023

