



# ROYAL OPERA HOUSE

## **JOB DESCRIPTION**

**Title:** Head of Membership and Fundraising Appeals

**Reports to:** Director of Development and Enterprises

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### **Main purpose of the job**

The Royal Opera House has one of the UK's leading performing arts membership schemes, generating a total revenue of c. £10million from Friends and Patrons' schemes and a programme of annual fundraising appeals. In September 2018, the Royal Opera House will launch a reopening of the building, following the Open Up project, and this is a unique opportunity for us to open our doors to an even wider group of people to experience what the Royal Opera House has to offer, and to welcome a wider membership audience.

Develop the ROH membership proposition and benefits so that it deepens the commitment to and financial support of the ROH, cultivating and building relationships with potential new philanthropists and maximising contributions.

Work closely with the Audiences and Media team, who are responsible for ticket sales and marketing, CRM data strategy, recruitment and churn management of new Friends and Friends+ into the membership loyalty scheme, and, the creation and production management of the Friends Magazine and associated marketing products.

With the Visitor Experience Team who are responsible for customer services delivery and the audience contact centre, create a new programme for customer service and sales for ROH membership.

### **Main Responsibilities**

#### *Strategy and Planning*

- Review and redevelop the strategy for membership programmes at ROH, including the design of the membership proposition at all levels, related events programmes, customer service levels and benefit delivery
- Develop the strategy for fundraising appeals, to maximise fundraising revenue and to raise awareness of philanthropy
- Development and delivery of products and services
- Set brief for membership collateral and services by colleagues in Audiences and Media and Visitor Experience divisions:

- Audiences and Analytics team: entry level membership acquisition and retention, customer data selection to optimise membership upselling and appeals
- Visitor Experience team: on site customer service and sales delivery and membership contact centre
- Creative Studios team: membership magazine, season guide, rich media and other collateral designed to increase engagement, involvement and income
- Review and agree new processes to brief creation and delivery of up to four new fundraising campaigns per year (with Audience and Analytics Team and external agencies)
- Convene and chair cross organisational working group to review progress against objectives and delivery of agreed KPIs
- Conceive and deliver annual programme of members events designed to promote deeper engagement and increasing level of support, and brief the CRM team about the events programme (objectives, dates, details) so they are able to incorporate member events communications into the ROH's CRM strategy and plan
- Set the brief and establish clear standards for customer service for all levels of Friends membership; ensure Box Office staff are fully briefed and able to deliver to these standards
- Deliver programmes of personalised customer care and stewardship for higher level members including patrons box office service
- Work closely with development colleagues and senior volunteers to identify members with potential as philanthropists, and philanthropists as higher-level members

#### *Influencing and advocacy*

- Ensure colleagues at all levels across ROH are effectively briefed on membership programmes and objectives – ROH Restaurants, Retail, Visitor Experience, Audiences and Media
- Develop network of key membership/ appeals colleagues in other organisations, within the arts sector and beyond, sharing and disseminating best practice

#### *Team Leadership*

- Day to day management and development of skilled teams and line manage team heads and team members within
  - Membership
  - Patrons
  - Fundraising Appeals
- Provide direction and leadership to all teams on the strategy for membership and allocate resources according to agreed priorities
- Promote and foster a culture of high performance, learning and service excellence
- Establish clear standards within team for management of customer data, in line with department standards and GDPR
- Promote and foster a culture of information sharing, collaborative working and cross-team working

#### *Continuous Improvement*

- Play an active role in the team, contributing to the efficient running of operations
- Keep in touch with best practice and any updates as relevant to the role
- Manage own learning and continuous professional development relevant to the role; undertake any learning or study as required
- Support a culture of information sharing, collaborative working and team working

- Contribute to a culture of innovation and continuous improvement all designated teams

#### *Key Deliverables*

- Effective partnership working with the Head of Audiences and Analytics to deliver on or exceed joint income targets:
  - the overall membership and appeals income target of £10m
  - fundraising appeals gross income target of £.9m
- Effective management of the expenditure budget
- Effective management and prioritisation of resources across all services in the portfolio
- Delivery of £6.6m income from higher level membership programmes (currently supporting Friends, Premium1, Premium 2, Patrons). Direct responsibility for lower level membership programmes (Friends and Friends+) is with Audiences and Analytics team alongside Box Office revenue.
- Effective leadership and development of skilled teams and retention of key staff

## **PERSON SPECIFICATION**

### **Essential Knowledge/Skills and Experience**

#### *Membership and Appeals*

- Extensive experience of running and growing philanthropic income from large scale membership schemes in performing arts/ museum/ wider charity sector, with up to date knowledge of tax and other technical issues
- Highly developed written and verbal communication skills, with ability to inspire and influence wide range of stakeholders

#### *Project Management Skills*

- Excellent programme planning and project management skills, with a track record of achieving demanding goals to tight deadlines
- Ability to use management processes effectively to support:
  - Research, analysis and reporting
  - Budget analysis and presentation
  - Establishment of clear standards within team for management of customer data, in line with department standards and GDPR
  - Establishment of customer service standards for all levels of membership
  - Processes to encourage review and continuous improvement

#### *Relationship Management Skills*

- Credibility and influence as an ambassador for the Royal Opera House internally and externally, able to operate effectively at all levels
- Excellent relationship management and development skills
- Ability to work collaboratively and encourage a collaborative working style across multi-disciplinary teams
- Strong leadership skills with the ability to engage others and meet objectives through a team

#### *Team Leadership*

- A track record of effective management and development of skilled teams
- Ability to lead and inspire high performing teams to deliver their best work

- Ability to set objectives, establish systems and allocate workload and resources effectively for all direct reports and their teams
- Ability to support the team and their needs when required

#### *Continuous Improvement*

- Ability to work to and support a culture of continuous improvement
- Commitment to delivering a high quality service and high standard of work
- Commitment to managing own learning and continuous professional development relevant to the role

#### **Job Requirements**

- Able to work evenings and weekends as required.
- Good personal presentation

*Note: This Job Description reflects the current situation. It does not preclude change or development that might be required in the future.*

