



JOB DESCRIPTION

Title: Membership Director

Reports to: Deputy Chief Development Officer

Context

The Royal Ballet and Opera leads the way in opera, ballet, music and dance, both live on stage and digitally through live-streaming and worldwide cinema screenings. We are home to The Royal Ballet, The Royal Opera, and The Orchestra of the Royal Ballet and Opera. We could not maintain this range of work or our digital presence without support from philanthropists, funders, members, business partners and sponsors.

This role plays a key part in the highly committed and successful Development and Advocacy Department, which generates over £41m revenue annually, plus additional capital funds, and secures the annual Arts Council England grant (currently £22.9m). The Department's revenue generation and advocacy to Government of the value of our creative sector, ensures the RBO can retain the best artists and crafts people, deliver our thriving National Schools' Programme, maintain our beautiful grade I listed building, deliver on our charitable mission, and continue to produce world class performances.

Main Purpose of the Job

- In conjunction with the Deputy Chief Development Officer, create, deliver and implement the strategy for the Membership Programmes (Friends and Patrons) at the Royal Ballet and Opera (RBO), to meet agreed annual income targets (currently £10m in membership fees and events)
- To act as an advocate to promote Membership, within the organisation and externally
- To lead and develop direct reports and the wider Friends and Patron team members, ensuring they have clear objectives and are supported to deliver and grow
- To manage own learning and contribute to a culture of continuous improvement

- To play a key role in achieving the annual Development and Advocacy Department overall targets through excellent customer service, and creating and reinforcing philanthropic messaging across all platforms, communications and relationships

Main Responsibilities

- Create and deliver the strategy for membership programmes at RBO, for all levels of Friends and Patrons, including
 - recruitment and retention, to maintain and grow the programme, building loyalty
 - related events programmes
 - excellent customer service
 - and delivery of benefits
- Act as key budget holder for the team and regularly monitor progress against objectives and delivery of agreed KPIs

Delivery of Strategy

- **Recruitment and retention** - Work closely with Marketing Campaigns and the CRM team to track, regularly review and deliver the membership recruitment and retention strategy and programme, including running regular campaigns
- **Membership delivery** - Create and deliver membership collateral, products and services - working with colleagues in Audiences and Commercial (A&C), Visitor Experience (VE) (including the Box Office team), Finance Department and IT to deliver
 - efficient entry level membership acquisition and donation journeys
 - customer data selection to optimise membership upselling and appeals
 - an excellent onsite experience for all members
 - Friends ticketing and sales delivery
 - membership magazine, season guide, and other collateral designed to increase engagement, involvement and income
- **Season Plan** - Develop the annual season plan and oversee priorities and delivery of all membership campaigns and the key moments when tickets go on sale (with A&C team)
- **Events** - Oversee the delivery of annual programme of members' events designed to promote deeper engagement and increasing level of support, in conjunction with Events Team
- **Customer Service** - Supervise and establish clear standards for member support for all levels of Membership; ensure VE staff are fully briefed and able to deliver to these standards
- **Bespoke Service** - Setting the strategy and ensuring the delivery of programmes of personalised member care and stewardship for higher level members including Patrons' Box Office service
- **Uplifting donors** - Work closely with D&A and A&C colleagues and senior volunteers to identify members with potential as philanthropists, and philanthropists as higher-level members

- **Data analysis** - Work alongside Analytics, CRM and Marketing teams, to support delivery of all agreed products and services by ensuring effective use of available data

Advocacy and Relationship Management

- Build and maintain strong relationships with colleagues in A&C, VE and the Ballet and Opera Companies ensuring they are effectively briefed on membership programmes and strategies
- Work closely with the Communications team on delivery of key advocacy messages to specifically support brand awareness of the RBO as a charity
- Act as an ambassador for members, and for the RBO, and as the escalation point for any member concerns or questions
- Uphold the RBO's aims and policies on diversity and inclusion in all aspects of the role

Team Leadership

- Day to day line management and development of members of the Membership team (Patrons and Friends)
- Provide direction and leadership to 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 the team for management of customer data, in line with department standards and the Data (Use and Access) Bill
- Ensure across all relevant regulatory fundraising and data legislation, including and not limited to the DMCC Bill and Gift Aid, and briefing the team

Continuous Improvement

- Lead by example as the head of the Membership team and team player in D&A
- Keep abreast of best practice, benchmarking trends and new technologies relevant to the sector
- Manage own learning and continuous professional development relevant to the role
- Promote and contribute to a culture of innovation and continuous improvement
- Uphold RBO values and behaviours: Treat each other with respect | Be open | Value the highest standards
- Promote and foster a culture of information sharing, collaborative working and cross-team working

Key Deliverables

- Deliver on or exceed income targets for membership in line with the approved strategy
- Effective management of the expenditure budget
- Effective management and prioritisation of resources across all services in the portfolio
- Effective leadership and development of skilled teams and retention of key staff
- Effective advocacy to ensure the delivery of key projects and collateral in areas without direct control (e.g. digital and print content, CRM)

PERSON SPECIFICATION

Essential Knowledge/Skills and Experience

Membership Programmes

- Extensive experience of running and growing philanthropic income from large scale membership programmes 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 a wide range of stakeholders
- Ability to drive and deliver a successful season plan for key moments when tickets go on sale and audience engagement
- Ability to refine and deliver a programme of benefits and events for members, working with multi-disciplinary teams for delivery

Programme Management Skills

- Excellent programme and project management skills, with a track record of achieving demanding goals to tight deadlines
- Able to scope and plan resource needs for busy periods and events
- Ability to use management processes and management data effectively to support:
 - Data review, further analysis and reporting
 - Budget analysis and presentation
 - Management of clear standards within team for management of customer data, in line with department standards
 - Management 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 RBO 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 RBO teams

Team Leadership

- Strong leadership skills with the ability to engage others and meet objectives through a team
- Ability to lead and inspire a high performing team to deliver their best work
- Ability to set objectives, establish systems and allocate workload and resources effectively for 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
- The ability to assimilate new information, and develop new skills or hone existing skills, to be able to deliver work to a high standard
- Commitment to managing own learning and continuous development relevant to the role
- Willingness to work sustainably and consider new or improved ways of working to reduce our impact on the environment.
- Commitment to understanding and upholding the charitable aims of the Royal Ballet and Opera – securing the future of ballet, opera and music, ensuring broad access to the artforms and reaching communities via our learning and participation programmes.

Job Requirements

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

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

