

# Recruitment Information



**HEAD OF DEVELOPMENT**  
**Permanent**

## Head of Development

**£51,992 to £58,949 per annum plus membership of Civil Service pension scheme**

National Museums Scotland is one of the leading museum groups in Europe. In a more normal year, millions of local and international visitors enjoy our four museums, and we are hugely proud of the impact we have on people's lives through sharing the fascinating stories of the 12.4 million remarkable objects we care for in Scotland's National Collection.

The philanthropic income generated by our Development team is vital to support our activities, from high-profile acquisitions to education and national outreach programmes, from exhibitions to transformative capital campaigns.

We need an inspirational senior manager who will lead our team of fantastic fundraisers, giving them direction and a sense of ambition, and creating a strong fundraising culture to underpin our success. You will be responsible for developing and implementing a fundraising strategy which aligns with our strategic purpose, supports our operational plans and ensures the future of Scotland's national collections.

Our ideal candidate has a broad range of professional leadership experience fundraising from a variety of sources including individual giving, trusts, statutory funders and lotteries. You will be highly experienced in securing major gifts and have good experience of planning and leading significant campaigns at senior level, including capital campaigns. You will thrive in a friendly, busy environment, spanning multiple income sources, sites, campaigns and donors.

Warm and engaging, with exceptional interpersonal and communications skills, you will be able to influence, build relationships, and create and convey compelling arguments for support. Full of enthusiasm for museums and curiosity for our collections, you will have the creativity to spot a good idea and the drive to turn it into a fundable project.

As a member of our Leadership Team you will be confident in dealing with a variety of senior stakeholders including funders, boards and charitable trusts

More details can be found in the job description and person specification. Please use the following links to find out more about [National Museums Scotland](#) and our range of [employee benefits](#). To apply for this post visit <https://www.nms.ac.uk/about-us/jobs-and-volunteering/job-vacancies/>. The vacancy reference number for this post is **NMS21/43**.

The closing date for completed applications is 26<sup>th</sup> September 2021. Applicants who are shortlisted can expect to participate in an assessment event that is currently scheduled to take place week commencing 11<sup>th</sup> October 2021.

***Please note that CVs are not considered as part of applications and will not be forwarded to the shortlisting process.***

National Museums Scotland is committed to being an Equal Opportunities Employer. We are keen that our workforce profile reflects the diversity of our visitors and audiences. Therefore, all jobs at National Museums Scotland are open to everyone and we encourage applicants from all backgrounds, irrespective of gender, gender identity, race, disability, religion or belief, sexual orientation or age. We welcome candidates who think they have the required skills and can make a contribution in this key Leadership Team role.

We would like to particularly encourage those from black, Asian and minority ethnic backgrounds, people belonging to minority religions, LGBTQ+ people and disabled people to apply to bring fresh perspectives through their lived experience.

**JOB DESCRIPTION**

<b>Post Title:</b> Head of Development		
<b>Department:</b> Development	<b>Section:</b> n/a	
<b>Directorate:</b> External Relations	<b>Grade:</b> D	<b>Hours:</b> 37
<b>Purpose of Post:</b>  Drive National Museums Scotland's philanthropic income generation, creating a strong fundraising culture to underpin the organisation's strategic and operational success		
<b>Key Responsibilities:</b>  <ul style="list-style-type: none"> <li>▪ Develop and implement a transformative fundraising strategy which supports National Museums Scotland's strategic and operational plans and ensures the future of Scotland's national collections.</li> <li>▪ Inspire, lead and develop a team of fundraising professionals, to ensure that each team member fulfils their potential in delivering target income</li> <li>▪ Develop and project manage ideas through to concrete proposals for philanthropic support, ensuring proposals are properly costed, strategically aligned and deliverable</li> <li>▪ Lead major institutional (including capital) campaigns, setting campaign strategy and managing operational plans</li> <li>▪ Lead the engagement process for a portfolio of potential major donors (including private philanthropists, major sponsors, trusts and foundations and statutory funders), planning and devising detailed engagement plans and solicitations for gifts</li> <li>▪ Oversee revenue fundraising programmes to drive increased income from fundraising streams such as sponsorship, and individual giving (including Membership, Patrons, legacies, onsite, online and appeal giving)</li> <li>▪ Set fundraising targets, evaluate and report on performance</li> <li>▪ Be a trusted expert on, and champion of, fundraising across the organisation, providing briefings, reports, presentations and training as appropriate</li> <li>▪ Work with colleagues to reconcile income across three charitable bodies (National Museums Scotland Charitable Trust, National Museums Scotland and the American Foundation for National Museums Scotland) and to track income and expenditure across projects</li> <li>▪ Oversee delivery of a high-quality engagement programme, delivering outstanding events for donors, Patrons and Members which build support for our museums</li> <li>▪ Ensure that Development-related policies are reviewed and updated in line with legislative and organisational requirements</li> </ul>		

- Commit to good health & safety and access practice and ensure familiarity with National Museums Scotland's health & safety and access policies, procedures and guidelines

**Expected Outcomes:**

- Multi-million pound philanthropic income to enable transformational capital developments to be realised
- Growth in individual giving across channels such as Membership, Patrons and Legacies.
- Development strategy integrated with marketing, communications, digital media, inter/national and other relevant strategies and activity
- Increased understanding of the operation, impact and value of fundraising across National Museums Scotland with staff in all departments and at all levels actively supporting fundraising activity
- Committed and effective senior volunteer boards in the UK and US
- A larger and higher-yielding donor base, encompassing individuals, companies, trusts & foundations and statutory grant-giving bodies
- A high-quality infrastructure, including effective use of ICT, well-maintained and growing prospect/donor database, and systematic cultivation and stewardship
- A high-performing Development operation, delivering excellent service; demonstrating integrity, quality and success; and recognised as a leader in its field by both donors and peers

**Reports To:**

Director of External Relations

**Facts and Figures:**

**Budget:** budget approx £190,000

**Staff Managed:**

- Four direct reports (three Development Manager posts and a Development Administrator)
- Four other staff managed indirectly
- plus freelance Secretary to the National Museums Scotland Charitable Trust

**Other:**

- Responsible for overseeing the effective use and development of Raiser's Edge software and contact database
- Working in direct liaison with each Chair, responsible for co-ordinating senior volunteer committees such as the American Foundation for National Museums Scotland, and the Board of National Museums Scotland Charitable Trust.
  - Represents Development at the Board of Trustees (as required) and works directly with the Chair and other Trustees in planning fundraising approaches.

**Thinking Skills (Judgements / Decisions Made):**

- Creating effective long-term fundraising strategies, underpinned by short and mid-term tactical planning.
- Setting ambitious yet achievable income targets
- Protecting the institution's reputation by identifying and mitigating any risks associated with potential gifts or donors.
- Making decisions on recruitment, professional development and performance management to develop a high-performing fundraising team.
- Identifying major new funding sources and new prospective donors in the UK and the USA.
- Prioritising work, allocating resources and managing people to ensure effective and timely delivery of fundraising projects and programmes.
- Creating inspiring and relevant fundraising proposals to attract and retain the support of potential donors
- Identifying aspects of National Museums Scotland's work and programmes that best fit donors' interests and motivations and assessing the most appropriate level and focus for an approach.
- Develop and maintain knowledge of current and emerging priority areas, working with colleagues to identify projects with the greatest potential to inspire donors to donate. Building and leading internal and external teams, influencing internal and external contacts, to co-ordinate fundraising activity across National Museums Scotland
- Negotiating to maximise income and donor satisfaction - achieving funding agreements that achieve strategic objectives and align with donors' motivations, interests and values.
- Implementing world-class standards and the latest thinking in fundraising

**Communication and Contact:****Internal:**

- Director of External Relations (line manager)
- Board Chair and Trustees
- Director, Directors of Function, Department Heads
- Internal project teams

**External:**

- Senior volunteer boards including the Board of the National Museums Charitable Trust, the Trustees of the American Foundation for National Museums Scotland, and other senior advisory groups or individuals who champion fundraising
- Existing and potential donors, sponsors and grant-giving bodies

- Consultants and agencies in the UK and internationally
- Peer organisations
- Fundraising peers and relevant professional bodies, nationally and internationally
- Volunteers
- HMRC, OSCR and other statutory bodies as required

**Most Challenging Parts of the Job:**

- To manage a complex fundraising operation that encompasses three charitable organisations in the UK and US each with its own board, and which are supported by multiple philanthropic income streams.
- To drive a high challenge high support culture within the Development team that leads to innovation and continuous improvement
- To set and deliver ambitious income targets, increasing income year on year
- To maintain the balance of delivering against key strategic priorities, while being able to offer a flexible approach to meet unexpected opportunities and keeping an overview of capacity of the team to realise these opportunities.

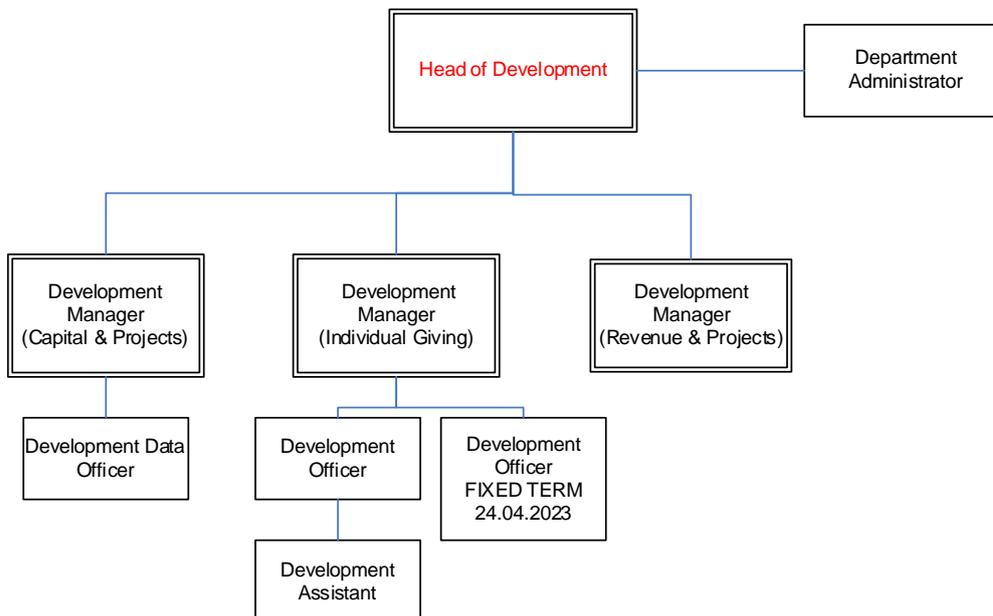
To maintain awareness of changes in legal, economic, societal, governmental and technological environments, regularly reviewing the likely impact on fundraising, to help identify risks and new models for engagement and income generation.

- To balance line management and corporate responsibilities with personal active major gift fundraising

**Other Requirements (eg Multi-site Working, On Call, etc):**

The role involves some national and international travel, and regular attendance at functions, conferences and events outside of normal hours.

**Organisational Chart:**



**PERSON SPECIFICATION**

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<b>Department:</b> Development	<b>Section:</b> n/a	
<b>Directorate:</b> External Relations	<b>Grade:</b> D	<b>Hours:</b> 37

<b>Knowledge</b>	<b>Essential or desirable</b>	<b>Evidence assessed by</b>
Educated to degree level, or equivalent such as being professionally qualified in a relevant discipline, with a broad range of professional leadership experience in strategically important specialist areas.	Essential	Certificate / Application
Excellent knowledge of the principles, theory, practice and ethics of fundraising across major gifts, trusts and foundations, lottery funding, individual giving, and membership.	Essential	Application / Selection Event
Membership of a relevant professional body, eg Institute of Fundraising, CASE	Desirable	Certificate / Application
Current knowledge of the legal and ethical framework for charity fundraising eg gift acceptance, tax efficient giving and data protection.	Desirable	Application / Selection Event

<b>Skills</b>	<b>Essential or desirable</b>	<b>Evidence assessed by</b>
Exceptional interpersonal and communications skills including the ability to influence, to build partnerships, to create and convey compelling arguments for support, and to provide strategic recommendations and effective reporting.	Essential	Application / Selection Event
Demonstrable ability to build strong and effective relationships with internal and external stakeholders.	Essential	Application / Selection Event
Confidence and competence in ICT, including supporter CRM systems such as Raiser's Edge.	Essential	Application / Selection Event

<b>Experience</b>	<b>Essential or desirable</b>	<b>Evidence assessed by</b>
Demonstrable experience of successfully fundraising in a complex multi-stakeholder environment including formulating and successfully implementing strategy.	Essential	Application / Selection Event
Experience of managing fundraising staff, systems and processes to successfully drive philanthropic income.	Essential	Application / Selection Event
Experience of working on a successful major capital campaign at a senior level	Essential	Application / Selection Event
Demonstrable experience of starting and managing relationships with senior stakeholders over multiple years, including securing major donations.	Essential	Application / Selection Event
Experience of developing, setting and monitoring budgets and working with colleagues to develop and monitor budgets for priority projects.	Essential	Application / Selection Event
Experience of writing successful funding proposals for complex projects.	Desirable	Application / Selection Event
Experience of working with senior volunteers such as campaign board members or trustees to raise funds or support an institution.	Desirable	Application / Selection Event
Experience of fundraising in an international context	Desirable	Application / Selection Event



National Museums Scotland has a Competency Framework with six competencies. Individuals for this job are expected to demonstrate competence in all six areas. These will be assessed from the Application and at the Selection Event.

Competency	Level	Detail
<p><b>Building Relationships</b></p> <p>Works effectively and professionally as part of their team and co-operates with others across the organisation; collaborates and networks externally for specific outcomes and projects; forms partnerships, nationally and internationally for mutual benefit.</p>	<p>4</p> <p>Builds strategic external and internal collaborations and partnerships</p>	<p>Proactively engages across the organisation to see things from others' perspectives and ensures they understand how their work matters to the bigger picture.</p> <p>Actively seeks opportunities to raise the profile and reputation of National Museums Scotland.</p> <p>Partners with senior colleagues to model effective team working, collaborative and partnership behaviour.</p> <p>Proactively manages complexities and tensions and adapts the relationships to ensure organisational interests continue to be met.</p> <p>Monitors the sector and landscape to identify potential partners and creates opportunities for strategic collaborations, nationally and internationally.</p>
<p><b>Communicating &amp; Engaging</b></p> <p>Uses communication and interpersonal skills flexibly across all channels of communication, to engage, influence, persuade and negotiate ensuring a shared understanding and commitment to act.</p>	<p>4</p> <p>Inspires and communicates strategically</p>	<p>Inspires others and creates momentum through effective communication.</p> <p>Cascades information effectively building trust, fostering integrity, and creating understanding.</p> <p>Gains real commitment and 'buy-in' from others when undertaking new ventures.</p> <p>Acts as a powerful advocate, comfortably communicating with and influencing senior external stakeholders across a broad range of issues.</p> <p>Negotiates effectively on behalf of National Museums Scotland with senior stakeholders.</p>

<p><b>Focusing on your Customers</b> Places the customer at the heart of what they do, engages, listens and responds to deliver exemplary service, creating an outstanding experience; supporting a culture of service excellence, both internally and externally.</p>	<p>4 Strategically develops our customer profile and services</p>	<p>Creates a culture where customer feedback is viewed as an essential source of data that influences decision making.</p> <p>Focuses on customer development from a strategic perspective, identifying new markets and ways to reach these.</p> <p>Sets the standard and demonstrates exemplary customer service, knowledge and behaviours adding value to services and delivery.</p> <p>Understands the wider organisational and societal issues customers face and thinks about the consequences of any given decision.</p> <p>Develops strategies and initiates projects that are consistent with customer priorities meeting the needs of our diverse customers.</p>
<p><b>Improving &amp; Innovating</b> Builds personal, professional and organisational capability by keeping up-to-date, being creative, sharing ideas, taking risks, looking inside and out to continuously improve National Museums Scotland.</p>	<p>4 Strategically develops our role within the sector</p>	<p>Considers opportunities in the sector and beyond and makes steps to capitalise on them.</p> <p>Understands the risks associated with innovation and supports learning from mistakes.</p> <p>Develops a culture of organisational learning and continuous improvement.</p> <p>Anticipates the impact of innovation and change on staff and stakeholders and takes steps to plan for them.</p> <p>Proactively seeks feedback on own and department's performance and acts on it to develop and excel.</p>
<p><b>Leading &amp; Managing</b> Sets direction and standards to drive individual, team and organisational performance by involving, supporting, developing and enabling staff and others to effectively contribute to the present and the future of National Museums Scotland</p>	<p>4 Leads and transforms</p>	<p>Builds ownership and accountability by involving others and delegates the details to experts.</p> <p>Brings the Strategic Plan to life by providing clarity on how everyone can contribute.</p> <p>Visibly leads; models and encourages success through words and actions.</p> <p>Helps shape and articulate the future for National Museums Scotland creating an inspiring vision, values and priorities.</p> <p>Creates a culture where talent is acknowledged, recognised and developed.</p>

<p><b>Planning for Success</b></p> <p>Ensures effective delivery and completion by realistically planning and prioritising tasks and managing workload; develops and manages plans, programmes and projects, in consultation with stakeholders and within existing priorities, people resources and budgets.</p>	<p><b>4</b></p> <p>Plans at a strategic level</p>	<p>Sets strategic plans within the context of existing and potential opportunities, threats and risks at a strategic level.</p> <p>Manages the 'big picture' in relation to the trade-off between quality, cost, time, visitor numbers, academic contribution and reputation.</p> <p>Makes timely decisions and commits to a defined course of action which will have a long-term impact on National Museums.</p> <p>Balances the organisational priorities, people and task; and aligns with available resources for allocation and programming.</p> <p>Ensures strategic priorities are clear and resources are in place to deliver.</p>
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## General Information – Head of Development

### Salary

The salary range is £51,992 to £58,949 per annum. Salary on appointment will be subject to qualifications and experience and will normally be within the bottom quarter of the pay range. Pay, including pay progression, is reviewed in negotiation with the recognised trade unions, with an annual settlement date of 1 April.

Where an internal candidate successful applies for a post which is the same grade as their current post, they will transfer to the new post on the same salary with pay progression as normal.

### Hours

Normally a five-day week of 37 hours, excluding lunch breaks. Normal hours of attendance are Monday to Thursday 08:30 to 17:00, Friday 08:30 to 16:30. A flexible working system is in operation.

### Location

This post is based at the National Museum of Scotland site in Chambers Street, Edinburgh with travel to other museum sites as required.

### Duration of Appointment

This is a full-time permanent post.

### Probation

New employees are on probation for a period of six months from date of appointment.

### Pre-employment Checks/Eligibility to Work in the UK

Any offer of employment will be made subject to:

- Receipt of references which are satisfactory to National Museums Scotland and cover the full three-year period prior to the date of appointment.
- Completion of a Basic Disclosure Scotland check, the result of which must be satisfactory to National Museums Scotland. The cost will be refunded.
- Completion of a health declaration form, which is satisfactory to National Museums Scotland.
- Receipt of documentation confirming eligibility to work in the UK.

This post does not fulfil the UK immigration requirements for sponsorship so National Museums Scotland is not able to provide sponsorship under the Skilled Worker route.

### Selection Process

We use a competency-based selection process. If you are invited to a selection event you will be asked to participate in activities that will enable us to assess your performance against our Competency Framework. Details of our competencies can be found in the Person Specification.

