



Head of Marketing and Communications

Candidate briefing pack





Dear Candidate

Thank you for your interest in becoming a Head of Marketing and Communications at The Children's Trust.

The Children's Trust is the UK's leading charity for children with brain injury and neurodisability. We provide a range of rehabilitation, education, care, and community services to children and young people from across the UK with acquired brain injury (ABI), neurodisability and complex needs.

As Head of Marketing and Communications, you will report to the Director of Fundraising and Communications and be a key part of the Fundraising, Retail and Communications Directorate leadership team. Your role will be to drive forward the marketing and communications strategy and lead the team to deliver highly effective internal and external communications across all channels which support the organisational objectives and strategy.

You and your team will work as one team with income generating functions including fundraising, retail and business development to drive voluntary and statutory income. You will also work in partnership with other teams including (and not limited to) business development, The Children's Trust School and therapy teams to drive referrals to and increase reach of our services. Working together with multiple stakeholders, you will play a crucial role in building a culture and leading campaigns that recruit and retain our workforce and engage the public to support us. Ultimately enabling children and young people with brain injury and neurodisability to live the best life possible.

You will be a natural communicator and inclusive leader who thrives on building a high-performing team. This is a chance for an outstanding candidate to make a significant and lasting difference to the lives of thousands of children and families.

Kind regards

A handwritten signature in black ink that reads "Michelle Martin". The signature is written in a cursive, flowing style.

Michelle Martin
Director of Fundraising and Communications



The Charity

The Children's Trust is the UK's leading charity for children with brain injury and neurodisability.

The charity provides rehabilitation, medical care, special education, community services and expert information.

Our key services are:

- Rehabilitation for children with Acquired Brain Injury (ABI)
- A non-maintained special school, with associated residential houses for children with complex education, health, therapy and care needs
- Online information and support via our Bumps Happen hub and publications.

Our residential services based at our national specialist centre in Tadworth, Surrey, work in partnership with the NHS and local authorities to provide a step-down pathway of care between hospital and home. The centre is entirely child and family focused to ensure that their needs are appropriately supported.

In the community, we provide clinical support to complement local services and give children and young people with ABI the best chance of succeeding at home and in school.

We are the only paediatric centre with a national specialised commissioning contract (through NHS England) to provide brain injury rehabilitation for children with severe brain injury. Our other services are funded through local health commissioners (such as clinical commissioning groups), social care and education authorities,

together with the millions raised through voluntary fundraising.

Thanks to the generosity of The Children's Trust's supporters, our 24-acre Tadworth site features a modern hydrotherapy pool, accommodation for parents, specially adapted equipment, a nature trail and soft play areas.

We run a non-maintained special school for children with complex education, health, therapy and care needs with associated residential houses. The Children's Trust School supports children and young people from 2 - 19 years old and is dual-registered with the Care Quality Commission (the school residential houses) and Ofsted Education.

The Children's Trust is a charitable organisation with approximately 500 committed staff and over 1,000 volunteers with a range of expertise across nursing and care, education, therapy, retail, operations and centralised support functions such as finance, HR, fundraising and communications.





Description

Job Title	Head of Marketing and Communications
Reports to	Director of Fundraising and Communications
Direct reports	<ul style="list-style-type: none">• Senior Media and Communications Manager• Senior Marketing Manager• Digital Manager• Communications Officer
Level	Department Head
Location	Tadworth, Surrey, KT20 5RU with hybrid working
Salary	£65,000 per annum (dependent upon experience)
Hours of Work	37.5hrs per week (N.B. The role requires flexibility in terms of the ability to work as part of an out of hours on call rota).
DBS	Enhanced with Children's Barred List

Job Purpose

You will provide exceptional leadership, guidance and support to the marketing and communications team and as subject matter expert to the wider organisation. You will lead on the delivery of high-quality integrated communications and marketing across all our channels and to all relevant audiences in line with the organisational strategy.

You will use our platforms skilfully to build The Children's Trust brand and awareness, positioning The Children's Trust as a 'go-to' expert in the issues of acquired childhood brain injury and neurodisability and enabling children and young people's voices to be heard.



Duties and Responsibilities

Leadership and management of self and others

- Lead the development and implementation of marketing and communications strategies to support the delivery of The Children's Trust's strategic objectives
- Provide exceptional line management and lead the Marketing and Communications team to develop their knowledge, skills and ways of working to support business aims and drive proactive and sustainable ways of working
- Create a positive environment, where the team feels valued and motivated to achieve individual objectives and deliver to high standards in line with The Children's Trust policies, procedures, strategies and regulatory requirements
- Play a key role in the Fundraising, Retail and Communications Leadership team, promoting cross-team working and integration to optimise opportunities and manage risks effectively
- Develop Key Performance Indicators (KPIs) for the Marketing and Communications team, monitor and report on KPI progress and work with the team to ensure that KPIs are met or exceeded
- Evaluate all marketing activity to explore ROI versus the defined objectives/KPIs. Produce and distribute regular reports (as required) that communicate the resulting analysis and insight to improve future performance
- Support the development and delivery of information resources, working closely with the Head of Service and Head of Business Development and Commissioning, focussed (in particular) on driving reach and engagement for 'Bumps Happen', our online resource, that provides help and guidance to carers after a child sustains a head injury

Marketing

Oversee and lead the Senior Marketing Manager (and team) to deliver content and campaigns that meet strategic objectives including:

- Development of content, including written, video and graphic content, tailored for the intended audience and produced for maximum reach and efficiency
- Develop and deliver marketing campaigns that support organisational recruitment and the development of the workforce, working in close collaboration with the People team – with a particular focus on ensuring a steady flow of applicants for key clinical roles
- Work closely with the Head of Business Development and Commissioning and their team, supporting the delivery of their strategy and in particular the execution of multi-channel marketing campaigns that drive service promotion, increase brand awareness, and generate referrals



External Communications

Alongside the Senior Media and Communications Manager (and team), you will:

- Lead the development and implementation of an integrated communications plan, with consideration of the key messages and audiences from across The Children's Trust, where relevant working closely with the Head of Business Development and Commissioning where audiences may include referrers and commissioners
- Lead The Children's Trust press office function, supported by the Senior Media and Communications Manager, including being part of an out-of-hours on call press office rota during key periods
- Oversee the management of all The Children's Trust social channels. This includes the planning and publishing of a steady flow of content, whilst ensuring we engage with and grow our communities and mitigate potentially negative situations
- Lead on all issues and reputation management in line with the crisis communications plan, from planning, execution and evaluation, exercising sound judgement and remaining calm under pressure. Help to quickly develop appropriate strategies for responding to a wide range of issues and incidents, whilst liaising with other stakeholders to create and publish the required collateral
- Work closely with the Chief Executive, Senior Leadership Team and trustees, where appropriate, to inform internal and external communications approaches
- Develop and implement a strategy for celebrity and ambassador engagement, maximising the opportunities to leverage the influence of public figures to raise awareness of the charity's work
- Drive the evolution of our alumni function, developing a strategic plan to engage and inspire families to share their story and raise awareness of childhood brain injury and neurodisability

Brand and Digital

- Oversee and promote the consistent use of brand across all channels including core messages, tone and visual brand
- Responsible for the strategic development of The Children's Trust website and overview of content, working with business owners across the organisation to ensure content is accurate, compliant and effective
- Responsible for the strategic relationship management of our website host company and working in collaboration with the Head of IT & Transformation on digital projects, including regular review of The Children's Trust website cyber security



- Strategic oversight of a new Digital Asset Management (DAM) system and supplier relationship management

Prioritisation and integration

- Working with the Directorate Leadership team, develop a strategy for building on integrated working across the fundraising, retail and communications directorate.
- Build and improve cross-team relationships to support more effective and agile ways of working to deliver business aims and work as one team.
- Identify opportunities to streamline work with other departments, to innovate, to improve processes, outputs and reduce strain on resources and team capacity.

Fundraising and retail support

- Develop and deliver multi-channel communications and marketing campaigns, focused on supporting both the fundraising and retail teams. This should incorporate effective use of our owned digital/social channels, as well as earned media (press and partner channels) and paid media (press, outdoor, radio etc.) where budget allows.
- Working in close collaboration with the Directorate Leadership team, oversee the ongoing development and management of The Children's Trust 'Case for Support'.

Strategic Project Management and Supplier Relationship management

- Work with key senior stakeholders and the Senior Media and Communications Manager to manage the creation, production and distribution of The Children's Trust's Annual Report and Accounts
- Manage the budgeting and management of the team's finances. Ensure that appropriate financial provision is taken during planning, and that the management/payment of all third-party suppliers is managed effectively, and contracts are reviewed before renewal
- Oversee the use of agencies and freelancers to ensure the right expertise is sought to enhance the skills and capacity of the team
- Strategic oversight of projects led by the team, to ensure projects and campaigns are delivered on time to a high standard
- Work with key senior stakeholders to support external stakeholder and relationship management on key strategic issues that drives awareness for The Children's Trust and builds relationships with other influential individuals and organisations to support the charity to fulfil its objectives



Governance and Business Continuity

- Identify and report on key risks and issues, taking mitigating action to protect the charity's interests.
- Work with key stakeholders to manage communications to protect the operations and reputation of the charity and support business continuity in order to protect the children and young people we serve

Professionalism

- Takes action and raises concerns
- Adhere to the policies and procedures of The Children's Trust.
- Maintain professional boundaries and professionalism at all times
- Committed to demonstrating the organisations values and behaviours at all times

Health and Safety

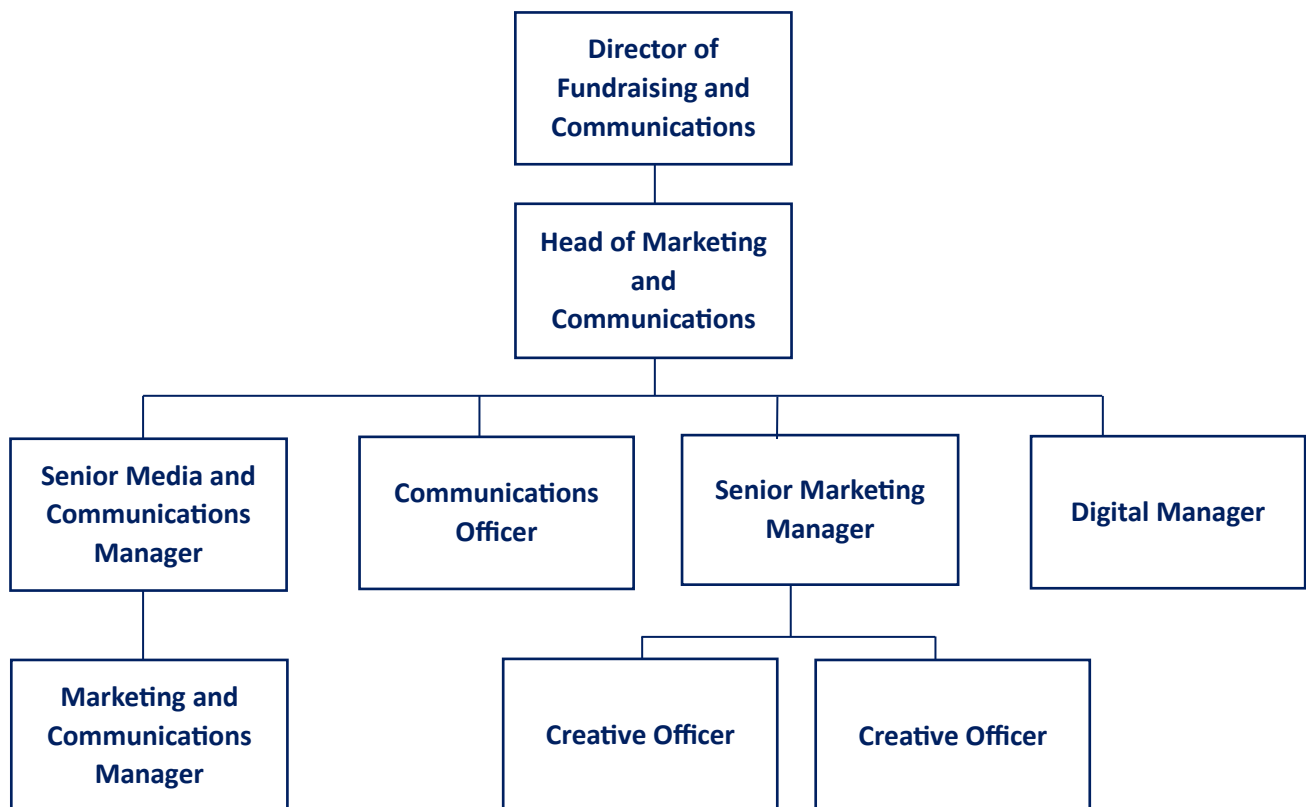
- Adheres to all Health and Safety guidelines, principles and regulations to perform your role and comply with The Children's Trust policies and procedures.
- Provide evidence of all vaccinations (or medical exemption) required for the post.
- Adhere to manual handling procedures and complete mandatory manual handling training.
- Promotes the health and safety of others.
- Uses the incident reporting and risk assessment system (IRAR), to identify and report risks and incidents/actions if directed.
- Responsible for identifying and mitigating risk within the work environment.

Wellbeing and Emotional Resilience

- Maintains a positive approach and outlook when dealing with change and overcoming challenges and problems
- Recognises own limitations, develops realistic goals, and uses support network resource when or if necessary
- Treats challenges and problems as a learning experience
- Remains organised and focused when under pressure
- Responds appropriately and effectively to all constructive feedback
- Motivates self and others



Organisation and Structure





Person Specification

Selection Criteria:		Essential / Desirable
Education & Qualifications	<ul style="list-style-type: none"> Educated to degree level or equivalent experience 	Essential
Experience	<ul style="list-style-type: none"> Extensive professional experience in marketing and communications leading campaigns across multiple channels to engage a range of audiences Experience of change management, and strategy development. Experience at a senior management level (i.e. Head of or equivalent) Experience of managing a press office function including reactive, and proactive communications and managing reputational risk issues and crisis communications Significant experience in managing staff and volunteers and leading a team Experience of working within a non-profit, public sector or NHS organisation 	Essential Essential Essential Essential Essential Desirable
Skills & Abilities	<ul style="list-style-type: none"> Excellent written and oral communication skills including the ability to develop engaging stories and content Excellent project management, and prioritisation skills Strong negotiation and stakeholder management skills Motivational leader who models positive teamworking, team building and problem-solving behaviours Proven ability to develop relationships and influence internally and externally across a wide range of audiences 	All Essential
Knowledge	<ul style="list-style-type: none"> Developing effective strategies, plans and budgets to achieve desired outcomes and KPIs Digital, social media and brand management Developing creative content across multiple channels to drive engagement and income Understanding of compliance, legal and regulatory requirements related to the role 	All Essential
Personal Qualities	<ul style="list-style-type: none"> Commitment to the vision and values of The Children's Trust. Flexible and 'can do' attitude to competing commitments in workload. Highly motivated and reliable. Ability to cope working in a demanding environment. 	All Essential



Safeguarding

The Children's Trust is committed to safeguarding and promoting the welfare of children and young people. To achieve our commitment, we will ensure continuous development and improvement of robust safeguarding processes and procedures that promote a culture of safeguarding amongst our workforce.

The Children's Trust has policies on safer recruitment, the recruitment of ex-offenders and criminal record checks.

Please refer to the People Team for further information. It is an offence to apply for a role in regulated activity with children and young people if the applicant is barred from engaging in regulated activity relevant to children and vulnerable adults.

Equity, diversity & Inclusion

The Children's Trust is committed to achieving equity, diversity and inclusion (EDI) across all levels of the organisation.

For further information,

see: <https://www.thechildrenstrust.org.uk/about/statement-equity-diversity-inclusion>

To help us achieve our ambition to give children and young people with brain injury and neurodisability the opportunity to live the best life possible, we want to accurately reflect the UK's diverse population. We want equity, diversity and inclusion to be at the heart of everything we do, and our people, services and culture to reflect the diverse needs of all. Through our diversity and inclusion strategy, we have made a commitment to increase the diversity of our charity and create an inclusive culture. We

have networks across the organisation working to ensure that these aims are met - including an LGBTQIA2S+ group, Ethnic Diversity Group, and Spark - our broad EDI group. [Read more about our EDI work](#)

We welcome applications from all who share our ambition regardless of background. We will strive to ensure that any reasonable adjustments are made in respect of interview and working arrangements.

Our Promises

Our Promises capture our strengths and aspirations. They guide the way we act, interact and come together to achieve our goals. The journey we took to reach our Promises has been an important one. A highly collaborative and iterative process that has seen each word shaped by our people - our volunteers, employees, partners, trustees, and suppliers. Perhaps most importantly, at the core of this process are our children, young people, and their families. This journey has given us a critical opportunity to give children and young people a voice. As a result, our Promises have been genuinely enriched by them. That's because how we work and carry out our role is as important as what we do, and that's why as part of The Children's Trust, we all need to live by our five Promises.

