



Children's Hospices Across Scotland

Interim Head of Marketing and Communications (maternity cover)

August 2024



Dear Candidate,

Thank you for your interest in the role of Interim Head of Marketing and Communications at CHAS. Leading this team has been one of the most rewarding experiences of my career, and I'm excited to share why this opportunity is so special.

At CHAS, we're not just a charity; we're a lifeline for families facing the unimaginable heartbreak that their child may die young. Our work is profoundly meaningful, providing care and support to children with life-shortening conditions and their families, at every stage on this hardest of journeys. As we embark on our most ambitious journey yet, aiming to transform the experience of children's palliative care across Scotland, we need a leader who can drive this vision forward with creativity, determination, and compassion.

In this role, you'll lead a talented team through an exciting period of growth and change, crafting strategies that raise vital funds, enhance our brand, and engage new audiences. This is a unique opportunity to make a lasting impact, not just meeting our ambitious and exciting goals, but surpassing them.

The challenges are significant, but the rewards are immense. You'll be part of a passionate, close-knit team, united by a shared mission to make sure no family in Scotland faces the death of their child alone. If you're driven by a deep commitment to our cause and are ready to inspire others, I encourage you to apply.

This is more than a job—it's a chance to make a profound difference. Join us on this incredible journey.

Warm regards,

Sinead Thomas
Head of Marketing and Communications
Children's Hospices Across Scotland (CHAS)



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About You

Are you a visionary leader with a passion for making a difference? Do you have a proven track record in leading successful marketing and communications teams, particularly through periods of change and growth? If you're creative, an excellent storyteller, and a natural leader who can inspire others to achieve their best, this role could be your next great challenge. You excel at seeing the big picture and translating vision into actionable plans that deliver results. You have excellent communication and stakeholder management skills, and are well-versed in the latest digital marketing trends and possess strong PR skills, with experience in media relations, reputation management, and crisis communications. Above all, you're driven by a deep commitment to making a difference every single day.

About CHAS

At Children's Hospices Across Scotland (CHAS), we provide unwavering care and support for children with life-shortening conditions and their families. For over 30 years, we've been a beacon of comfort during the most challenging times. Now, since the launch of our new Strategic Plan earlier this year, we're embarking on our most ambitious journey yet, aiming to transform the experience of children's palliative care across Scotland. This is about making a lasting impact for generations to come. When you join CHAS, you're not just taking a job—you will be a part of our ambition to make sure that no family in Scotland has to face the death of their child alone.

Children's Hospices Across Scotland (CHAS) works in partnership with health and social care to ensure hospice and palliative care services are provided for babies, children and young people and their families across Scotland.

We care for families across Scotland in homes, hospices and hospitals, through the terrifying heartbreak of knowing their child may die young. Families say there are three critical stages on their journey when they need CHAS:

Learning their child is seriously ill and may die young: we will be there earlier for families at this heartbreaking time, providing support sooner after diagnosis. We will help emotionally, clinically, and practically.

Living well: We will help the whole family – including parents and siblings – to live well with complexity, worry, and uncertainty. We will help children to be included and have fun, creating precious memories that will last a lifetime.

Dying well and bereavement: Just as every child is unique, so is every death. We will help families to experience a meaningful goodbye based on their choices and support them in their immediate grief and beyond.

With love and compassion, we offer highly personalised care for the entire family and not just the child who is ill.

Our purpose

At CHAS, we provide unwavering care to children who may die young and their families, at every step in this hardest of journeys.

Our **ambition** is to make sure that no one in Scotland has to face the death of their child alone.

Guided by values

Our values guide our behaviours and how we interact with each other and with children and families, partners, supporters and anyone else who might engage with us.

They are the principles and behaviours to which we hold ourselves accountable and remind us of what we are willing to uphold and not willing to compromise.

Time is precious We help children and families make the most of their time together, no matter how short. We value and respect each other, our time and contributions.	We are courageous Children and families motivate us in our unwavering commitment to deliver exceptional care based on choice.
With love and compassion We care for children and families, and all those who make our work possible. Love, dignity and inclusion are at the heart of everything we do.	We play as one team Children learn through play, and we're inspired by them. Together, we make extraordinary things happen every day.

About the Role

As the Interim Head of Marketing and Communications (maternity cover), you'll be at the forefront of CHAS's transformational journey. You'll lead a talented team, developing and executing comprehensive marketing and communications strategies that will raise awareness, drive engagement, and support an outstanding experience for all our stakeholders. Your strategic leadership will be crucial in enhancing our brand, leveraging digital marketing innovations, and managing public relations efforts. This role offers you the opportunity to make a profound difference, leading your team, and the organisation, through a period of growth and change while working closely with key internal and external stakeholders.

This is an interim role for 12 months.

Key Responsibilities:

- **Strategic leadership:** Develop and implement bold marketing and communications strategies that align with our ambitious fundraising goals and support our work to enhance partnership working across Scotland.
- **Brand Management:** Strengthen our brand presence, ensuring it resonates deeply with our purpose and ambition and the evolving needs of the children and families we serve.
- **Digital Marketing:** Oversee the development of innovative digital marketing strategies that leverage the latest technologies to reach new audiences.
- **Public Relations:** Proactively manage our public relations efforts, building and maintaining a positive public image, and securing media coverage that highlights our mission and achievements.
- **Team Leadership:** Inspire and manage a team of marketing and communications professionals through a period of change, supporting a culture of collaboration, creativity, and excellence.
- **Stakeholder Engagement:** Build and maintain strong relationships with key internal and external stakeholders.

Job Description – Head of Marketing and Communications

Job Details

Job Title – Head of Marketing & Communications

Location – Flexible – multiple locations

Responsible to – Director of Fundraising and Communication

Salary – CHAS Sector Band 9 (Points 23-25)

Job Purpose

Working within the culture, ethos and philosophy of CHAS, lead the development and delivery of CHAS marketing and communications strategy and team, managing our external marketing and internal and external communications and its resources, to raise our brand awareness and engagement in order CHAS receives the support needed in time, money and voice to deliver our mission.

Organisational Position

This role reports directly to the Director of Fundraising and Communication.

The post-holder will work as part of a team that includes The Head of Supporter Engagement, Head of Community Fundraising and Head of Partnership and Philanthropy. Posts reporting directly to the post-holder: Communication Manager, Website and Digital Development Manager and Public Affairs and Policy Manager.

This post will work across CHAS with the post-holder expected to work with peers as well as directly with members of the senior leadership team on specific projects.

Main Tasks

Strategic marketing and communications and brand engagement

Strategic relationships

Practice development

Resource management

Job Activities

Strategic Marketing and Communications

- Develop and manage a marketing and communications strategy that will successfully raise our brand awareness and engagement with key publics through stakeholder engagement, PR, marketing and external affairs.
- Develop and manage a marketing and communication strategy and annual plans and resources that will successfully raise awareness of and support the work of CHAS across care, HR, fundraising, retail, corporate communication/marketing, internal communications, volunteering as well as

commercially provide marketing support to Ardoch Loch Lomond (one of CHAS's subsidiary companies).

- Provide leadership and ensure the regular review of the CHAS brand, ensuring it meets the needs of CHAS and promotes our work.
- Provide leadership in the development of a robust communication strategy and framework for the management and development of internal and external stakeholders.
- Provide leadership in the development of CHAS's digital marketing strategy as it relates to engaging the audiences CHAS requires to fulfil its mission ensuring the CHAS website and all associated communication platforms support audience engagement.
- Provide leadership in the development of CHAS audience insight, ensuring that insight is applied into a consistent tone of voice and that all communication and marketing activity is consistent with the brand strategy, tone of voice and that content is delivered to audiences based on insight.
- Identify and develop PR, marketing and public affairs opportunities to grow CHAS's brand across Scotland. Report back to Director of Income Generation and Engagement, SLT and other colleagues as relevant.
- Develop, deliver and manage a national integrated marketing campaign for CHAS, working with other colleagues where relevant in particular the Head of Supporter Engagement and Fundraising Campaigns Manager. Monitor campaigns to ensure they meet KPIs.
- Foster a culture of creativity and innovation in how CHAS engages externally and internally presenting our work through our "truth well told" strategy that positions CHAS with audiences and demonstrates that we are professional, playful and unexpected.
- Develop a robust framework for monitoring performance of all marketing and communication activity demonstrating return on investment and value for money
- Work with the Chief Executive and in conjunction with the Policy and Public Affairs Manager in developing and managing our public affairs strategy, including identifying and developing opportunities, advising and liaising with Scottish Government and Chief Executive and providing briefings.
- Develop policies and guidance to support our marketing and communications strategy and ensure all staff and relevant stakeholders are aware of and adhere to them.
- Act as final sign-off on materials, ensuring they comply with financial and brand policies as well as legally compliant.
- Lead the Communications and Marketing Team in the development of its annual budget and monitor budget delivery throughout the year.
- Work with the Director of Income Generation and Engagement to establish monitoring and reporting systems to ensure close tracking of communications and marketing activity.
- Work with other managers in the team on delivery and development of the department's strategic aims and objectives with a view to increasing income and brand engagement.
- Work with SLT and managers across CHAS to provide strategic marketing and communications advice and support with their work.

- Be the lead person in CHAS on marketing and communications, providing expert sector knowledge, skills and advice on PR, media, digital, media and marketing regulation and law, marketing, digital communications and public affairs.
- Be the lead person for advising and managing on crisis communications, including providing oversight in the production of relevant briefings, media statements, training, managing media interest, advising and supporting SLT and other members of the group and deputising for the Director of Income Generation and Engagement when relevant
- Deputise for the Director of Fundraising and Communication as and when required.

Strategic Relationships

- Work with the Director of Fundraising and Communication to develop an audience and stakeholder engagement map for CHAS, that identifies key publics and engagement opportunities with the by providing oversight to a comprehensive content strategy based on storytelling.
- Develop and manage relationships with national media, marketing and PR professionals, politicians, civil servants, and other relevant public figures.
- Identify, develop and manage engagement opportunities with them, supporting their development as CHAS champions.
- Develop and manage a celebrity strategy for CHAS that delivers a range of support and PR opportunities for both CHAS and the individual.
- Identify, develop and manage partnerships with national media and marketing and PR agencies and bodies that will maximise brand and fundraising opportunities for CHAS.
- Develop appropriate networks within the third sector that furthers the work and engagement of CHAS.
- Provide advice and where relevant support to colleagues across CHAS on the development and management of their strategic relationships.

Practice Development

- Through the Income Generation and Engagement Leadership Team, ensure the communications and marketing strategy and brand, delivered by the team, is to the highest professional standard and complies with all relevant legislation.
- As agreed with the Director of Income Generation and Engagement, acts as lead resource for communications and marketing, ensuring standards are adhered to.
- Work with other colleagues to promote CHAS through liaison with key publics to maximise opportunities for brand engagement revenue generation.

Resource Management

- Working with the Communications and Marketing Team develop the objectives for the team, ensuring they are ambitious, attainable and measurable.

- Work with the Director of Income Generation and Engagement to monitor, evaluate and review the team's progress in meeting objectives.
- Manage and co-ordinate cross team working to ensure best use of resources, working to identify areas for growth and development
- Through the Income Generation and Engagement Management Team, contribute to the analysis and development of the human and physical resources within the wider team, ensuring effective delivery of fundraising and communication activities
- Manage the human and physical resources within the Communications Team, ensuring effective delivery of communications activities
- Contributes to the development and management of the expenditure budgets for communications and marketing by providing information on actual and projected expenditure.
- Considers the impact on CHAS resources when planning communication activities, liaising with the relevant departments to ensure the effective delivery of the activities while maintaining the organisational standard of service delivery.
- Help develop and manage the annual income and expenditure budgets for the team and act as a source of expertise in this development.
- Coordinates the management of the financial processes and procedures for the Marketing and Communications Team alongside the Director of Income Generation and Engagement.

Further details

Remuneration: We are looking for the right person and would be happy to discuss salary expectations prior to interview.

Pension: Opportunity to join the Local Government Pension Scheme for Scotland, administered by Lothian Pension Fund. Generous employer contribution.

Location: Your base location could be in any of our CHAS sites (Edinburgh, Glasgow, Robin House in Balloch or Rachel House in Kinross). Travel to Edinburgh one day a week is required as well as regular travel around our other CHAS sites. CHAS offers flexible and family friendly working, and are happy to discuss working arrangements that work for you!

Holidays: 35 days rising gradually to 40 days over 5 years service.

How to apply: Please click apply to answer a couple of questions and upload a CV, or complete the application form, at www.chas.org.uk (Get Involved > Join Our Team). Closing date: Wednesday 11 September

Recruitment process: Provisional interview date Friday 20 September 2024. We strive to be an inclusive hirer and are happy to make adjustments to this process where possible.

Queries: Please feel free to get in touch with any queries to careers@chas.org.uk