



LONDON CHAMBER ORCHESTRA

London Chamber Orchestra

Director of Development candidate pack



"Everyone on stage seems to be having a whale of a time and this feeds into a performance in which the music sounds new-minted"

— The Guardian

As our first Director of Development since 2018, you will be vital in shaping much of our new vision. You will have the freedom to look at all aspects of the organisation and build a development strategy effectively from scratch.

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Introduction to the Organisation



The London Chamber Orchestra (LCO) is the UK's longest standing professional chamber orchestra. 2021 marks its centenary, and we are celebrating its rich history across both 20-21 and 21-22 seasons. The orchestra has enjoyed working with many of the world's leading soloists and conductors, and champions fresh and new works through commissioning and performing UK and world premieres by diverse living composers.

Our Vision

- To promote loyalty in our relationships between the orchestra, the musicians and our audience
- To discover and support composers writing outstanding new music
- To collaborate with concert promoters and festival organisers to deliver world-class performances
- To bring together young people from different social and economic backgrounds, and provide them with opportunities to develop artistic and social skills

Our Exciting Plans



In response to the current pandemic, LCO has quickly adapted to new ways of working, curating a new season of concerts streamed to an expanding digital audience. Although restrictions have affected our plans for the end of the 20/21 season, Arts Council England awarded us with funding, including two project grants and cultural recovery funding, which we are grateful to have received for the first time in our history. The Project grants helped us to maintain a position in the market. We continued providing LCO Music Junction education projects and concerts online. The cultural recovery fund enabled us to operate for the rest of the 20/21 season and to replenish our reserves.

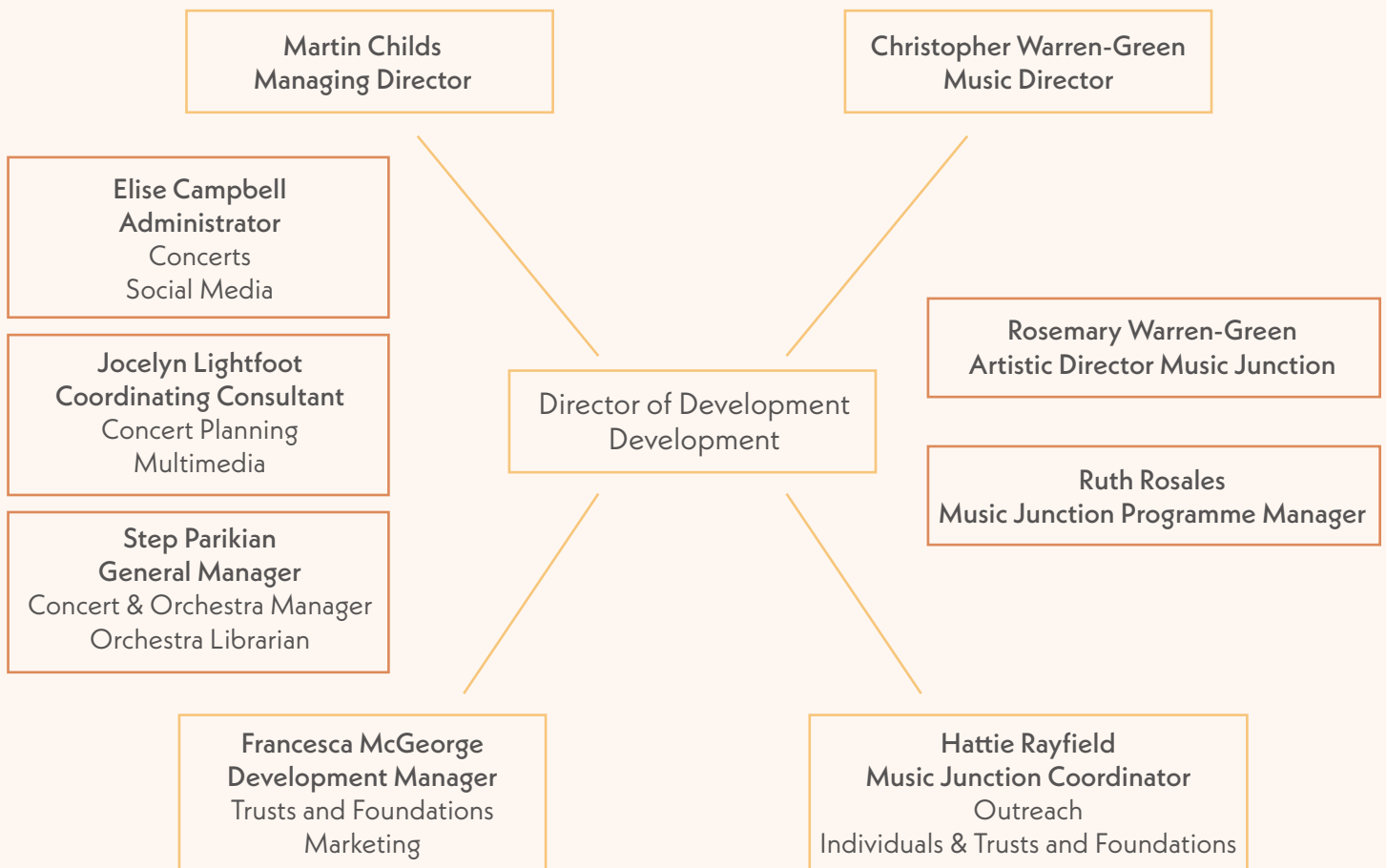
The 21/22 season will see us back in the concert hall whilst maintaining our online presence. We will present ten main season concerts to a live audience, while also providing the same concert (or extracts of) online to our audience who cannot attend the concert hall in person. This will significantly extend our reach and accessibility to a diverse and international audience. In future seasons we are looking to expand our range of concerts to appeal to wider audiences and increase our education activities to reach more young people.

A vital ambition of LCO is to be more inclusive and diverse than ever before. This encompasses all aspects of our organisation: Trustees, staff, composers, presenters, performers and audiences. We are a flexible, creative and entrepreneurial organisation and are expanding our existing successful programmes, a prime example being our flagship outreach programme, Music Junction. We are also developing new areas of work, such as a Composer in Residence post. Most importantly, we are invigorating the organisation. This will ensure our appeal to a broad range of funders, corporate supporters and audiences.

Team Structure

We predominantly work in a flat organisational structure with a mixture of permanent staff members and freelance contributors. As the team is small and core members work across several departments. The Director of Development will be supported by internal colleagues including an experienced trust and foundation bid writer.

	Concerts & Projects	Marketing	Development	Admin & Ops	Finance	Education
Strategy	Christopher Warren-Green Jocelyn Lightfoot Martin Childs	Jocelyn Lightfoot	<i>Director of Development</i>	Martin Childs Jocelyn Lightfoot	External	Rosemary Warren-Green Ruth Rosales Hattie Rayfield
Operative	Step Parikian Elise Campbell	Francesca McGeorge Elise Campbell Hattie Rayfield	Francesca McGeorge Hattie Rayfield	External		



The Role of Philanthropy



In Autumn 2019, LCO came under the ownership of Martin Childs who instigated a focus on growth and development.

Through launching our refreshed branding, putting our new concert series online, and implementing new social media strategies, we have seen significant growth in engagement.

The team has also developed a plan to suitably celebrate our centenary milestone, which includes significant opportunity for philanthropic engagement. We are implementing a new CRM system, Salesforce, which enables us to better track, steward and increase engagement with our supporters and partners.

Our 5–10-year goal is to increase the output of the orchestra and Music Junction programmes. We aim to compare with the leading orchestras in the UK in popularity, reach and standard. We have the exciting vision to significantly grow philanthropy at LCO; the crucial building block being a Director of Development to lead this work.

We do not receive core public funding. Therefore, the Director of Development will be responsible for raising in excess of £600,000 in their first year, from private sources. This will rise to £1 million in 5 years, to enable the orchestra to present an increase in concerts per annum. It will also enable us to continue to deliver and grow our Music Junction programme.

LCO has a charitable arm already established which successfully raises funds, primarily from trusts and foundations. The Orchestra is also privileged to enjoy the Patronage of Her Royal Highness, The Duchess of Cornwall, and support from a range of engaged donors and partners. This established base offers a strong start to grow additional revenue streams for the organisation.

The opportunity for growth is significant. LCO is keen to become more commercial in outlook, by building on partnerships and a growing merchandise range, alongside increasing our audience size and reach and maximising income from concerts. We plan to increase income from both in-person concerts, and eventually, monetising our online content.

Role & Responsibilities

As our first Director of Development since 2018, you will be vital in shaping much of our new vision. You will have the freedom to look at all aspects of the organisation and build a development strategy effectively from scratch.

You will be a key member of the LCO team, offering expert strategic input. One of your primary tasks will be developing innovative campaigns. Our Managing Director, Musical Director and engaged Trustees will work with you, to secure long-term financial resilience and the means to keep innovating and thriving.

You will work collaboratively with colleagues across the LCO team. The team will take your lead in creating projects for funders across a range of income streams, which will include: major gifts, public and online giving, trusts & foundations, corporate giving, and events. You will be an ambassador for the organisation. You will build strong relationships with supporters, sponsors, ambassadors, trustees, and colleagues.

You will already have a network of contacts to approach, proven track record of achieving significant fundraising targets and success in developing a culture of philanthropy in an organisation.

Strategy & Planning

- Draft and lead the organisation's Development Strategy
- Work collaboratively to identify, develop and implement strategic plans
- Determine the best ways to meet the interests of potential supporters
- Review and audit existing income streams and schemes
 - Ensure their optimisation to drive supporter recruitment, retention, upgrade, yield, and contribution
- Work with colleagues to develop creative new projects and income streams
 - Maximise philanthropic and commercial income, including online giving
 - Develop merchandise ranges, and methods to monetise online content
- Work with the Managing Director to set agreed financial targets and KPIs for all income streams
- Work closely with the LCO Trust to support their philanthropic engagement
 - Be the expert in fundraising for the organisation
 - Provide support and advice, and be a vital steer for colleagues
- Evaluate the effectiveness of the fundraising strategy
 - Review and report on this to ensure the efficiency of the methods
 - Provide regular updates on expenditure versus income generated

Fundraising

- Lead the fundraising function for the organisation
 - Work with colleagues and the Board of Trustees to identify and assess funding priorities and projects
 - Prepare compelling cases for support and proposals
- Be responsible for achieving an income target of c. £600k + in the first year (this will rise annually to grow fundraised income to £1 million within 5 years)
- Build warm relationships with existing and prospective supporters of the orchestra
 - Systematically manage a personal portfolio, with a focus on securing major gifts of more than 5 figures
- In conjunction with colleagues, trustees, and ambassadors, identify and research potential supporters
 - Create plans to take them through the stages of cultivation up to and beyond solicitation
- Develop, plan, manage and host exclusive fundraising events
 - Through these events cultivate and develop relationships with prospects and existing supporters. Convert these relationships into generated income for LCO
- Be an ambassador for the orchestra
 - Attend events to build warm and effective relationships with a broad range of stakeholders
 - Speak on behalf of the organisation to raise its profile and attract new supporters
- Manage a portfolio of donors and corporate partners
 - Formulate and oversee an agreed stewardship strategy to deliver the highest quality of engagement
 - Identify opportunities to develop and grow involvement and gifts
- Ensure accurate records of all donations, pledges, gifts on Salesforce.
 - Calculate and record tax benefits and clarify clearly for accounting purposes

Management & Administration

- Provide project management of, and effective briefing to, the trust and foundation bid writer
 - Ensure income generating projects are developed
 - Set targets and performance indicators, ensuring maximum income from trusts and foundations
- Manage the departmental budget
 - Provide expenditure and income forecasts for all fundraised and earned income opportunities
- Prepare statistical analyses and reports for the Managing Director and the LCO Trust
 - Assist in enabling them to effectively analyse performance, trends, and fundraising activity
- Develop fundraising policies for the organisation
 - Include ethical acceptance of gifts and responsibilities to donors
- Handle all donations in-line with LCO policies
 - Ensure LCO complies with Charity Commission and HMRC guidelines

This job description sets out the duties of the post at the time when it was drawn up. Such duties may vary from time to time without changing the general character of the role or the level of the responsibility.

LCO is an Equal Opportunities employer with an approved equality and diversity policy.

Person Specification

The below are guidelines. If you feel you can fulfill the role without matching all the bullet points we urge you to apply. If you want to discuss any aspects please contact Hattie at hattie@lco.co.uk

Experience

- A proven track record of developing and leading fundraising strategies
- Success in achieving fundraising targets
- Proven success in high level gift closure
- Experience in a senior development role
- The ability to motivate and support colleagues and lead philanthropy in an organisation
- Experience of working effectively with Trustees and senior colleagues to clarify fundraising projects and needs and support their philanthropic engagement.
- Successful track record of planning and managing high scale fundraising events
- Experience of fundraising in an arts environment

Skills

- Ability to manage multiple projects
- Motivation to work in collaboration, mentor and inspire colleagues and external consultants
- Proven skillset in developing and successfully implementing impactful development strategies and campaigns
- Outstanding interpersonal skills
 - Ability to build effective internal and external relationship at all levels
- Ability to understand and effectively sell LCO's work and vision, in a range of contexts from 1-2-1 meetings to public speaking
- Proven persuasion skills
 - These must include warmth, enthusiasm and a high degree of personal judgement, credibility, and integrity
- Ability to write clear and compelling cases for support and proposals
 - To deliver them using outstanding communication skills
- Be self-motivated and tenacious
- Commit to meeting and exceeding targets and making a real impact for an organisation
- Ability to manage budgets, interpret financial information and produce accurate reports

Knowledge

- Experience knowledge of fundraising
- Knowledge of CRM software, ideally Salesforce (desirable)

Other Requirements

- Must have a genuine interest in, and passion for, classical music and the Arts
- Willingness to work outside normal working hours, including evenings
- Able to undertake national and international travel. This role is home based; however, the post holder will be expected to meet donors, partners, and colleagues in person (in-line with current Covid guidelines) and attend monthly team meetings and concerts in central London

Terms & Conditions

Salary

- Starting at £49,000
 - Commensurate with the significance of the post and the successful candidate's experience. We will not enquire about your previous salaries.

Hours of Work

- This is a full-time post, with some additional evening work for which Time Off in Lieu will be offered
- LCO embraces flexible working, with the post-holder expected to work hours as are reasonably necessary to fulfil the duties in a professional manner

Location

- Home based with regular travel into London required

Annual Leave

- 25 days per annum (plus bank holidays)

Pension

- The post-holder will be eligible to join the company Nest pension scheme

Right to Work

- All applicants must provide proof of eligibility to work in the UK at the 1st interview stage

Application Process

We are delighted that you are interested in working with us. To apply, please send a CV and covering letter to recruitment@lco.co.uk

If you wish to discuss, in confidence, your interest in the post before making an application, please contact Hattie Rayfield at hattie@lco.co.uk

Timeline

Closing Date midday on **2 July '21**

Shortlist to be decided by **6 July '21**

Virtual 1st interviews to be held on **12 & 13 July '21**

In person 2nd interview to be held in London on **21 July '21**

