

# **Head of Data Insight**

**Location:** Hybrid - London 2 days per week

**Salary:** £68,221 - £75,472

**Hours:** 35 per week

**Contract:** Permanent

**Closing date:** Midnight Tuesday 27<sup>th</sup> January 2026



# Welcome from Polly Hughes, Director of Fundraising

Thank you for your interest in this role, and in the possibility of joining our team at The Salvation Army.

I came on board as Director of Fundraising in early 2024, and since then I've worked closely with our dedicated colleagues to ensure we are well positioned to excel - both in delivering vital income and in providing an outstanding experience for our supporters. This new role is a key part of this ambition, and I hope the information in this pack inspires you to consider joining us.

The Salvation Army exists to offer practical help to those in need, to defend the vulnerable and abused, and to challenge injustice wherever we see it. Our work is as diverse as the communities we serve. Across the UK and Ireland, we operate through more than 600 churches and community centres, supporting people of all ages - from the youngest to the oldest - in ways that include homelessness services, modern slavery and anti-trafficking work, foodbanks, youth and employment programmes, and emergency response, to name just a few.

Within this, the Fundraising Department plays a vital role. With around 80 staff, we raise over £140million annually, including legacies. Christmas is our busiest and most important period - last year alone we raised approximately £25 million in just six weeks. It's an intense but energising time, and we work as one team to get the job done.

The Data Insight team delivers the strategic vision, governance, and management of data and information across the Fundraising and Marketing departments. This new leadership role will lead the Insight function's transformation into an internal service provider, building a team structure that views Fundraising, Marketing, and other departments as client teams, delivering tailored data solutions and insights to meet their evolving needs. Following a review in 2025, we restructured our former Data and Donor Services team into three specialist teams – Data Insight being one of them. We're now developing a dedicated Data Insight strategy, and with a new CRM scheduled for early 2027, there is huge scope to innovate and drive the evolution of the insight and analytics function.

This is a genuinely exciting moment to join us. You will find clear recommendations backed by the Leadership Team, resources to invest where it matters, and the opportunity to make a real impact from day one.

Thank you again for your interest. I look forward to the possibility of working together.

*Polly*



# Background on The Salvation Army

The Salvation Army is a worldwide Christian church and registered charity, which has been fighting against social inequality and transforming lives for over 160 years. The Salvation Army expresses its faith through charitable action by working at the heart of communities across the UK and Ireland. We have 600 churches and community centres where we offer friendship, practical help and support to some of the most disadvantaged people in our communities.

We offer practical support and services to all who need them, regardless of ethnicity, religion, gender or sexual orientation. Our work includes:

- Homelessness
- Modern slavery
- Overcoming Poverty
- Addiction
- Campaigning and social policy
- Older people
- Community - debt advice, unemployment, isolation



The generous support we see from donors and volunteers across the UK and Ireland allows us to respond to the people who need us most. Every year we:



- Provide over 3,000 places every night in 82 lifehouses
- Support over 13,000 people through our Employment service
- Support over 11,000 victims referred to our modern slavery services

The United Kingdom and Ireland is part of the wider international Salvation Army, which changes lives in more than 130 countries around the world.

# Our mission, vision and values

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. While many of our staff and of course our Officers are part of the Church, our movement is made up of people of all faiths and none, motivated by the vision and values we hold.

## Our Mission

- To share the good news
- To serve others without discrimination
- To nurture disciples of Jesus
- To care for creation
- To seek justice and reconciliation

## Our vision

Fullness of life for all with Jesus



## Our Values

Our identity, vision and God-given mission as disciples of Jesus Christ are shaped by the values of the Kingdom of God as we love God and love others, reaching for fullness of life for all with Jesus. Our values are reframed as statements of intent to assist us in how we live them out.

### Boldness

We will courageously and confidently seek to fulfil our five mission priorities: share the good news, seek justice and reconciliation, nurture disciples of Jesus, serve others without discrimination, care for creation;

### Compassion

We will serve with the unconditional love and grace of God as the pattern for our behaviour, with a bias to the poor and marginalised;

### Passion

We will bring our best selves, our God-given energies and our convictions to our work, service and learning, whether as officers, members, employees or volunteers;

### Respect

We will welcome each person with the dignity of those created in the image of God, valuing their diversity, seeking to serve each other's flourishing and transformation within God's love;



### **Integrity**

We will be honest and transparent in all our dealings with each other and those we serve, being open about our motives and agendas;

### **Mutual accountability**

We will willingly and freely give full account for our actions to those we interact with and expect the same in return, recognising the link between individual responsibility and mutual accountability.

# The role: Head of Data Insight

The Head of Data Insight reports into the Director of Fundraising and is responsible for leading the strategic vision, governance, and management of data and information insight and analysis across the Fundraising and Marketing departments.

This critical role will ensure that The Salvation Army maintains and increases its impactful presence as one of the top ten charities in the UK, and as a worldwide Christian Church that puts belief into action. The Data Insight team views Fundraising, Marketing, and other departments as client teams, delivering tailored data solutions and insights to meet their evolving needs.

The team's efforts provide essential audience and financial insights, underpinning marketing and fundraising activities, with a key focus on building frameworks to monitor effectiveness, support financial reconciliation and foster a high degree of trust within the data function. You will also work in partnership with the Director of Fundraising and your peers in the Fundraising Senior Leadership Team (SLT), to deliver and model our shared SLT purpose across the Fundraising Department and wider organisation:

- Serve the organisation by providing funding for our mission.
- Provide direction and reassurance through ongoing change
- Define and lead the Fundraising strategy, providing ambition, clarity and focus.
- Model the values, beliefs and identity that drives our culture.

The ultimate goal is to help ensure that The Salvation Army, as one of the most diverse providers of community and social services in the UK and beyond, can continue to do so in the future, by implementing a Data Insight strategy that underpins our ambitions for income growth and is absolutely right for our identity, brand and values.

## What the successful candidate will bring

Whilst the Person Specification details the essential requirements in terms of experience, skills and attributes, we find it useful to pull to the forefront the specifics we think will be most vital for the successful candidate to demonstrate.



As the role of Head of Data Insight is a senior, strategic role, it requires both operational expertise and the ability to influence and lead at a senior leadership level.



The successful candidate will be a technical expert as well as a confident people leader and collaborator, able to see the bigger picture and shape the future direction of the Data Insight function at The Salvation Army. The successful candidate needs to understand how their work directly contributes to fundraising success and help their team to do the same.

You'll bring a solution-focused, resilient mindset and be someone who can navigate complex and slow-moving processes with patient energy and a proactive, optimistic approach. Strong relationship-building skills will be essential to influence across the organisation and deliver improvements that stick. Experience working at scale or in a complex setting will be highly valuable, as will experience of applying insight and analytics to meet the demands of a wide range of stakeholders in a fundraising context.

With fundraising growing and the function evolving, along with an expanding and ambitious Marketing department, this is a critical time to shape the vision and strategy for Data Insight. The team is on a journey – transitioning from being seen as operational support to a more central part of the fundraising and marketing departments.

The postholder will be responsible for leading a diverse team with a mix of experience, from long-standing staff to newer colleagues. The Salvation Army values collaboration, empathy and care, and operates in a strongly relational way. Team building, leadership development and creating opportunities for progression and skills development will be important

Ultimately, we're looking for someone who aligns with organisational values, leads with purpose, and is excited by the opportunity to have a tangible impact on income growth.

### **Areas of opportunity**

The Salvation Army has significantly invested in income generation in the last few years, and investment based on results is set to continue. Following a strategic review and subsequent restructure, Data Insight became a stand-alone team. The newly created Head of Data Insight role



presents an opportunity to empower and improve the function, developing the team, supporting and contributing to that income growth. The team has strong foundations and huge potential. This is a fantastic opportunity for someone who wants to make a lasting impact through strategic thinking, creativity and leadership.

The introduction of a new CRM (early 2027) will also offer a key opportunity to unlock audience and financial insights and using a data-driven decision-making approach to underpin all marketing and fundraising activity.

### **Areas of potential challenge**

As with any role embedding and embracing change, this one comes with its share of challenges. Some systems and processes need updating, so the successful candidate will need patience and persistence to see change through.

The Salvation Army operates with the complexity of being both a church and a charity, so the structure isn't always standard – you'll need to carve out direction and influence within those parameters.



A lot has been done to date, and the current interim Head of Data Insight is working to ensure the role is in a great position for the permanent postholder.

The pace of change can be slow in an organisation this size, however even small, smart improvements will have a meaningful impact, and there's real appetite for improvement. The postholder will need to build trust, create compelling cases for investment, and lead with a long-term, strategic mindset.



### **Measures of success**

Success in this role will be measured by the postholder's ability to strengthen the structure, effectiveness and strategic value of Data Insight team.

Key indicators will include driving smarter working and more efficient processes; embedding clarity around customer service levels and stakeholder needs; and working with the Fundraising leadership team, especially through aligning the three functions (CRM and Data

Management, Data Insight and Supporter Services) to work proactively and cohesively in support of the Department's income growth. For example, working with the Individual Giving team to understand and analyse audience insights more effectively.

#### **Key working relationships:**

##### Internally:

Individual Giving team, Legacy Fundraising team, Digital Fundraising team, Marketing and Brand teams, Supporter Services team, CRM and Data Management team, Fundraising Heads, IT Department, Data Protection, Research & Development, Finance, Procurement and Legal teams.



##### Externally:

External suppliers for existing and new systems, IT and data suppliers.



#### **Accountable to:**

##### Internally:

Assistant Secretary for Communications, Director of Marketing, and other Department Heads and the Territorial Operations Board.

##### Externally:

Fundraising Regulator, Information Commissioner's Office, Chartered Institute of Fundraising.

#### **Budget responsibility:**

Contribute to budget planning for the departmental budget of circa £24m, supporting the Director of Fundraising to plan annual budgets and in-year expenditure and adjust as necessary.

#### **People management:**

This role line manages 4 Data Insight Analysts.

#### **Key responsibilities:**

- Set and execute the data and information strategy for Fundraising and Marketing, aligning data initiatives with departmental and organisational goals.
- Champion data governance, trust, and compliance, establishing frameworks that ensure data integrity, security, and adherence to all relevant legislation and sector standards (e.g. GDPR, Fundraising Regulator Code).
- Develop and lead a service delivery framework, positioning the Insight team as a strategic partner and internal service provider to Fundraising, Marketing, and other client teams.

- Build relationships, trust, and the processes required to deliver tailored data solutions and predictive insights to meet long-term and emerging needs.
- Proactively engage stakeholders to understand their strategic objectives, challenges, and upcoming initiatives, identifying areas where insight can add value.
- Act as the data ambassador for Fundraising and Marketing, engaging with senior leadership, departmental heads, and external partners to promote data literacy and ensure alignment of data strategy with business objectives.
- Lead and develop a multidisciplinary Data Insight team, fostering a culture of continuous learning, innovation and high performance.
- Represent the Data Insight team across the charity, developing strong relationships with colleagues to ensure the teams are involved from the start, and throughout, in projects and initiatives where they could add value.
- Monitor and manage performance against agreed financial and value-based objectives, including developing business cases for investment, staff capacity, monitoring income and expenditure budgets and all related reforecasting and risk management activities.
- Operate as a senior leader across the Fundraising Department, supporting the delivery of the Fundraising strategy and playing a key role in the Fundraising Senior Leadership Team, modelling our shared SLT purpose, driving change and identifying opportunities for cross-team growth.
- Drive continuous improvement by staying up to date with the latest data insight trends, technologies and best practices.
- Take an active role in promoting and raising the profile of The Salvation Army's data management strategy within the voluntary sector and keep abreast of trends and wider sector developments.

We expect candidates to exhibit behaviours that model our values of integrity; accountability; compassion; passion; respect and boldness.

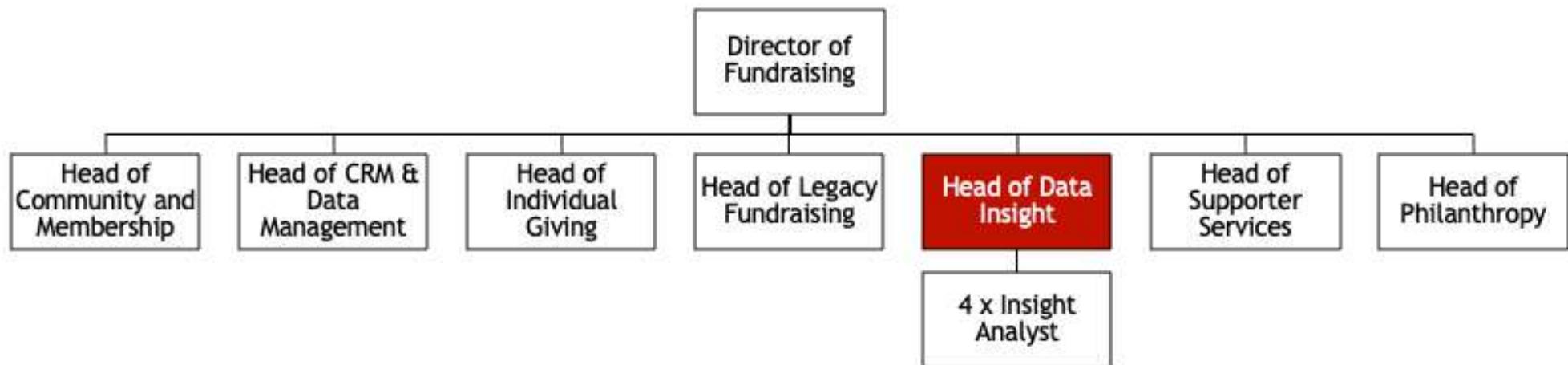


# Person Specification: Head of Data Insight

<b>Person Specification</b>
Extensive experience of applying insight and analytics to meet the demands of a wide range of stakeholders in a fundraising context. (A,I)
A deep understanding of how to facilitate data led decision-making and a willingness to support and encourage colleagues with little or no experience of using data to make best use of the information being shared. (A,I)
Expert level understanding of governance, data quality and compliance frameworks and experience implementing them in data driven organisations. (A,I)
Expertise in at least two of the following areas of analytics: market research, audience segmentation, predictive analytics and forecasting, data visualisation, data science and machine learning, and attribution modelling. (A,I)
Extensive experience of building effective cross-team partnerships and influencing colleagues to achieve shared goals and delivery systemic change. (A,I)
Interpersonal skills demonstrative of the ability to influence at a senior level, and develop successful, collaborative and influential working relationships at all levels of seniority within an organisation. (I)
Proven ability to think critically and evidence you are a solution focused individual with demonstrable ability to analyse and improve existing processes to positively influence performance and outcomes. (I)
Leadership and people management skills, demonstrative of proven ability and experience of building and leading teams to achieve shared objectives, stakeholder management and ability to influence others persuasively. (A,I)
Proven financial management skills with previous experience of managing budgets, developing spending plans, delivering financial reporting, and delivering financial reconciliations that foster trust in information systems. (A,I)
Ability to work within the distinctive ethos and beliefs of The Salvation Army and communicate its brand values in powerful, emotive ways in order to increase understanding, deepen engagement and inspire support, admiration and commitment across all types of audiences. (I)
Potentially helpful, but not essential:
<ul style="list-style-type: none"><li>• CIFM qualifications (A)</li><li>• Work experience within a social care charity (A,I)</li><li>• Evidence of active engagement in data science and/or fundraising forums (I)</li></ul>

How criteria will be assessed - (A) application form; (I) interview; (T) test; (P) presentation and (R) references.

# The Fundraising Team



# Benefits & life at The Salvation Army

<b>Salary</b>	£68,221 - £75,472 Candidates can be appointed at any pre-defined scale point along the band dependent on the experience and expertise they bring to the role. The Salvation Army is keen to provide room for the successful postholder to see salary uplifts during their time in role so it is unlikely that a candidate would be recruited at the very top of the scale.
<b>Hours</b>	35 per week
<b>Contract length</b>	Permanent
<b>Location, travel, and flexible working</b>	The Salvation Army is a flexible employer, and this role is offered on a hybrid basis. The post holder will need to work a minimum of 40% (typically 2 days per week) from the main headquarters at Denmark Hill (SE5 8FJ).
<b>Annual leave</b>	25 days annual leave plus Bank Holidays When you have attained 6 years' service your annual leave entitlement increases to 26 days. It then increases by an additional day for each completed year of service up to a maximum of 30 days.
<b>Pension</b>	For employees that contribute between 3% and 6%, The Salvation Army will double the contribution up to a maximum employer contribution of 12%. Employees can contribute more than 6% should they wish. All pension scheme members are automatically covered for death in service to the value of three times your annual salary
<b>Parental policies</b>	Maternity/Adoption/Shared Parental provision 18 weeks full pay, 6 weeks half pay, 15 weeks SMP/SAP Paternity/Partner provision 12 weeks full pay  Fertility Treatment Up to 10 days off in a rolling year for related appointments
<b>Other benefits</b>	Cycle to Work Scheme Travel Loan up to £8,000 Employee Assistance Programme (EAP) including access to counselling sessions Eye Care Health plans available via Simply Health Payroll giving Discount on home contents insurance 3 days of Volunteering Leave to support any Salvation Army corps or setting Free will writing service

If you have questions about the benefit package, or if there are policies you would value seeing before continuing in the selection process, please do reach out via [recruitment@thinkcs.org](mailto:recruitment@thinkcs.org) and we will be happy to find out the information you need.

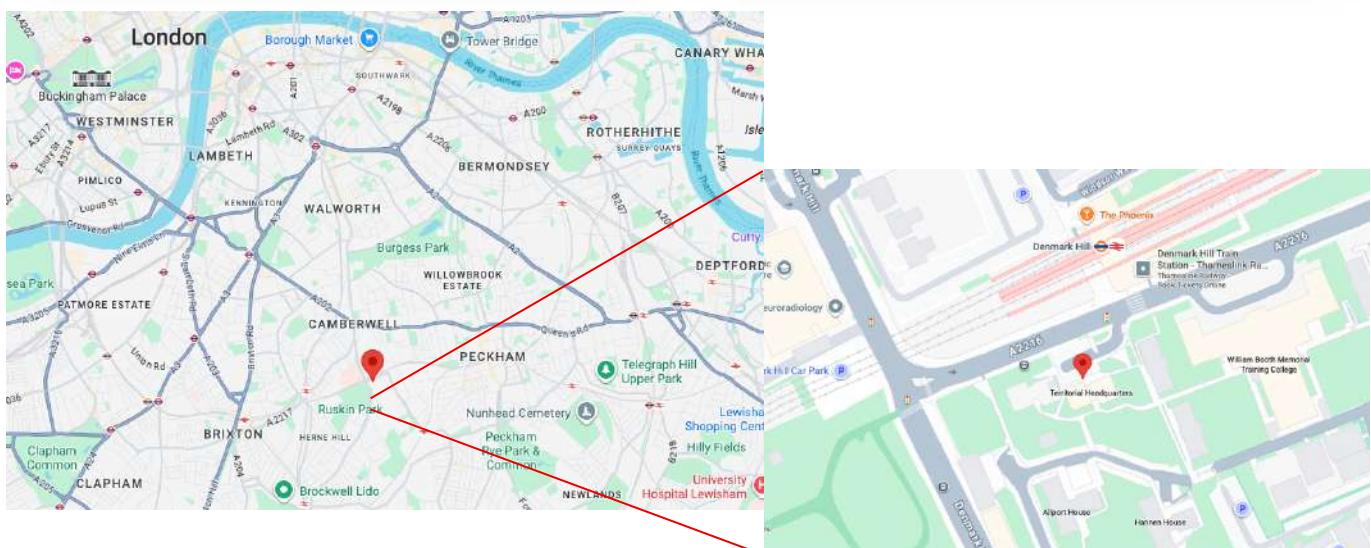
# Working from The Salvation Army Headquarters

The Data Insight team is based at The Salvation Army Territorial Headquarters in Denmark Hill, London. The team currently work full time from the headquarters, and the Head of Data Insight will be required to spend 40% (2 days) of the working week in person with the team there.

The Headquarters were purpose built for The Salvation Army and opened in 2023. The office has space for 450 staff to work, including comfortable co-working and meeting spaces, roof terrace, and Café Hope, serving coffee, snacks and light lunch options. Staff can enjoy a 10% discount

For those travelling by public transport - Denmark Hill station is opposite as is a bus stop, there are cycle racks and shower facilities for staff.

For staff who aren't based locally there is also the ability to stay overnight in the William Booth College next door at a reduced rate.



# Equality, Diversity and Inclusion

The Salvation Army believes everyone has the right to be treated equally and with respect. The charity is an equal opportunities employer and are committed to, and promotes, its policy of equality of opportunity through the equal treatment of all and opposing all forms of discrimination in the workplace.

***As a disability confident leader scheme employer, we guarantee to interview all disabled applicants who meet all the minimum essential criteria for the vacancy.*** We are committed to removing barriers and providing opportunities for people with disabilities to realise their potential. We guarantee to interview all disabled applicants who meet the minimum criteria for the vacancy. <https://disabilityconfident.campaign.gov.uk>.

During this recruitment process at The Salvation Army will ensure that individuals are recruited without reference to any protected characteristic, and that no one will receive less favourable treatment or, for any reason.

The charity's recruiting managers will ensure no decision is made, or preference stated, in advance which could unfairly influence the outcome of the recruitment process.

Full Equal Opportunities Policy is available upon request.

If there is anything THINK Recruitment can do to make any reasonable adjustments to ensure you can engage fully in the process, please do contract Jo McGuinness at [recruitment@thinkcs.org](mailto:recruitment@thinkcs.org) for a confidential discussion.



# How to apply

To express interest in this role, please email [recruitment@thinkcs.org](mailto:recruitment@thinkcs.org) with a copy of your CV.

Our recruitment manager will have a conversation with all applicants prior to shortlisting. Please note that candidates who have not had a screening conversation will not be considered for shortlist.

To complete your application for the role, following the screening call you will be provided with screening questions to answer instead of a cover letter or supporting statement. Please ensure you get in touch with enough time to have an initial call and receive the screening questions ahead of the role closing.

<b>Screening calls with THINK Recruitment</b>	9 <sup>th</sup> January – Monday 26 <sup>th</sup> January
<b>Closing date</b>	Midnight Tuesday 27 <sup>th</sup> January
<b>Invites to candidates</b>	EOD Thursday 29 <sup>th</sup> January
<b>Stage 1 interviews (virtual)</b>	Wednesday 4 <sup>th</sup> February
<b>Stage 2 interview (in person)</b>	Thursday 12 <sup>th</sup> February
<b>Decisions by</b>	EOD Friday 13 <sup>th</sup> February

The panel will do what they can to keep the process to two stages. At point of invite candidates will be provided with further information to support with preparation.

- Stage 1 will be a short virtual interview
- Stage 2 will include a panel interview, a tour of the headquarters and a meet the team session

If a third stage is required, this will be an informal conversation and scheduled to accommodate the candidate.



If there are any reasonable adjustments THINK Recruitment can make to ensure ease of participation in the selection process, please do get in touch. All discussions are confidential.

Thank you for your interest, please do get in touch if you have any questions.

**Jo McGuinness**  
Senior Recruitment Manager  
[recruitment@thinkcs.org](mailto:recruitment@thinkcs.org)



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