

## ***DIRECTOR OF GRANTS AND IMPACT***

### **WELCOME LETTER**

---

Dear Applicant,

Thank you for your interest in becoming **Director of Grants and Impact** at the Vision Foundation.

This is a role which combines big responsibilities and ambitions with a small team in a small charity – but a charity that punches well above its weight. As a director level role it involves a breadth of responsibilities leading our grants and impact work, alongside leading the organisation as part of a hugely committed and talented leadership team. It is a distinctive opportunity and one with the potential to make a huge difference to blind and partially sighted people.

We at the Vision Foundation believe passionately that people living with sight loss should have the same opportunities as anyone else. We strive to ensure London is a city that works for everyone and that avoidable sight loss is prevented. The coronavirus crisis has affected all of us, but we are not affected equally. For blind and partially sighted people - an already isolated, disadvantaged and socially excluded group - the effects have been amplified.

The Vision Foundation is a sector leader in London standing up for the rights and freedoms of people living with sight loss. The charity funds organisations providing front-line projects and services across the capital, and works collaboratively through researching, building capacity, funding and investing, and advocacy. Perhaps unusually for a foundation, we raise funds for our grantmaking and support through an energetic fundraising team and a small but important retail operation. This role will work with and alongside fundraising and retail to ensure we maximise the income for the charity, to enable us to give as much as we can to benefit blind and partially sighted Londoners.

Our work is more than just providing support. It's also about amplifying voices to ensure that blind and partially sighted people are heard. And it's about changing our society and the systems that structure it, by inspiring more people to advocate and take action.

We've been going for a hundred years but following a cultural and organisational re-shaping, including a new strategy and rebrand last year, we have many of the characteristics of a start-up. We have energy and drive, we move at pace – and we are still in the early stages of our journey to become the progressive, impact-focused grantmaker that we aspire to be. You can read more about this on our [website](#).

We are looking to recruit an exceptional Director of Grants and Impact to build up our grant-making and wider impact work – including capacity building, strategic partnerships, research and advocacy. You will be experienced making grants and supporting grantees to evolve and develop, keen to think creatively about the best ways to deliver the greatest impact for our investment and work in partnership with other funders to do that, and happy to roll up your sleeves to get things done. Ideally you will have experience commissioning, overseeing and using research to increase impact. You will combine patience – as we evolve and shape the charity – with impatience – to deliver impactful interventions.

The coronavirus context has presented unprecedented challenges for charities, both in the short-term - with the need to respond and adapt at pace – and in the medium to long-term - with the need to ensure we can maintain our activity and see a route through to a sustainable and successful future – which we believe we can.

In a small organisation it is imperative you can work strategically and collaboratively with your executive colleagues. You will need to be comfortable working in an ambitious organisation with high standards that is still evolving and changing at speed. The role demands a great blend of skills, both strategic and operational, along with the belief that every blind and partially sighted Londoner should be able to lead their life to the full.

As an equal opportunities employer, the Vision Foundation welcomes applicants from all backgrounds irrespective of race, religion, belief, gender, disability, age or sexual orientation.

Are you up up for this distinctive challenge? If so, we would love to hear from you.

**Olivia Curno, CEO**

(I return from maternity leave in March. In the meantime, Judith Brodie, Interim CEO is leading this process with my involvement.)

## ***DIRECTOR OF GRANTS AND IMPACT***

### **ROLE AND PERSON SPECIFICATION**

---

*You will be an experienced grantmaker willing and able to be very hands on, as is necessary in a small organisation, alongside operating strategically working with the talented leadership team. You will be used to balancing the big picture and collegiate leadership with operational involvement and detail, and be committed to ensuring the grants and impact team works collaboratively across the charity.*

#### **Responsible to**

Chief Executive

#### **Direct Reports**

Immediately responsible for the interim Grants Manager (and Grants and Partnerships Officer when she returns from maternity leave in autumn 2021). In due course the department and responsibilities may grow in line with organisational growth and priorities.

#### **Working Hours and Contract**

This is a permanent role. Depending on experience, we will consider flexible arrangements including part time, flexible hours, and some home working beyond the current pandemic arrangements.

#### **Salary**

c£55,000 pa (depending on experience)

#### **Location**

Central London, home working currently (February 2021)

## **RESPONSIBILITIES**

### **Grants and Impact**

- Oversee all of the Foundation's grant-making programmes and policies.
- Develop and refine our new grants assessment and decision processes.
- Design and deliver new funding and organisation support programmes, responding to research and insight and the changing context.
- Commission, monitor and share relevant research to support our grants and impact activities, in consultation with colleagues.
- Develop a suite of non-funding offerings for grantees and the sight loss sector, ensuring that the Vision Foundation becomes an exemplar "Funder Plus" Foundation – offering capacity building, shared learning, convening, and a shared platform for the voices of grantees and their beneficiaries.
- Ensure grants and impact data is properly recorded and analysed to grow our organisational knowledge and expertise and ensure we continually improve our own impact.
- Design, develop and deliver appropriate impact monitoring and evaluation processes.
- Ensure that our learnings through grants evaluation are captured, distilled, and shared to drive our own activities and promote best practice across the sector.
- Continuously analyse risks, potential, changes in environment and voluntary sector politics; and use to inform plans.
- Lead on shaping our policy and influencing, advocacy and campaigns contribution based on research and insight, working closely with the CEO and Head of Communications.
- Explore strategic partnerships and co-funding and regranting opportunities with other funders/sight loss organisations.

### **Leadership and management**

- Work closely and collegiately as a member of the Executive Leadership Team leading and setting the strategic direction for the charity.
- Work in partnership with other members of the Executive Leadership Team to embed a high performing, motivated, collaborative, creative and dynamic culture within Vision Foundation – and seek opportunities to celebrate success.
- Provide management, leadership and support to the Grants Manager (and Grants and Partnerships Officer when she returns from maternity leave), and

develop and manage new roles as appropriate, including internships and voluntary placements as the organisation grows.

- Establish, with senior colleagues across the Foundation, appropriate and proportionate performance targets demonstrating commitment to continuous improvement and innovation.
- Provide comprehensive monthly performance reports to the Chief Executive and Executive Leadership Team.

### **Cross-team working**

- Work with the Director of Development to develop income generating products and propositions to take out to fundraising audiences.
- Support income generation at the Foundation by helping to cultivate new donors and steward existing donors; including attending and presenting at funder meetings, sourcing case studies, delivering and translating impact data into everyday language fit for a fundraising audience.
- Work in collaboration with the Director of Development and the Head of Communications to design and deliver impact reporting for our funders and the wider sector.
- Work closely with senior fundraising and communications leads to support activities in both these departments in service of growth and greater impact.
- With the Head of Communications, manage and empower our network of blind and partially sighted advisors.
- Work with the Director of Finance and Resources to ensure grants and impact financial commitments and deployments are tracked, reported and reconciled.

### **Relationship management**

- Ensure positive and productive relationship management with grantees and former member charities and sector colleagues.
- Create strong links and networks with other funders and voluntary, community and public sector bodies, seeking opportunities for partnerships to realise broader benefits through collaboration.
- Represent the Foundation at external events and forums, building the Foundation's profile.
- Work with the Association of Charitable Foundations and London Funders and others to ensure that we are visible and adhering to and leading best practice.

### **Governance**

- Attend Board and Committee meetings as required and contribute comprehensive quarterly performance reports to the Trustee Board.
- Ensure that the Trustee Board and any other senior volunteers and advisors are effectively served by the Executive Team, and that their expertise is used to support our development and delivery.

- Develop and support the Grants and Impact Advisory Committee to ensure it is efficient and effective and adds value to the grants and impact operation, including preparation of Committee meeting papers.
- Ensure positive and productive relationship management with Grants and Impact Advisory Committee members.
- Oversee programme expenditure to ensure compliance and accordance with budgets.
- Ensure our grants processes incorporate appropriate due diligence and scrutiny to ensure we are a responsible grantmaker.
- Support the wider ambitions of the Vision Foundation to become an inclusive and empowering employer, including the development of voluntary and paid employment placements across the business including our retail arm.

### **Flexibility**

The role description is a general outline of duties and responsibilities and may be amended as the Vision Foundation develops. The post holder may be required to undertake other duties as may be reasonably required from time to time.

## **PERSON SPECIFICATION**

### **Experience**

- Extensive experience of grant-making or a comparable environment at a senior level, with a strong understanding of wider funding mechanisms in the charity sector (essential)
- Understanding and (ideally) experience of shaping and delivering capacity-building support to charities (essential)
- Experience of commissioning and overseeing research, and using the results to inform decision-making (essential)
- Experience of policy, advocacy or campaign work (desirable)
- Experience and understanding of the financial and capacity challenges facing London's voluntary and community sector, and of large and small organisations and community groups working for social change (essential)
- Knowledge of the sight loss sector in London (desirable)
- Experience of negotiating and securing funding towards major projects and/or contracts or funding agreements (desirable)
- Ability to manage high volumes of varied work and operate to tight deadlines (essential)
- Experience of leadership within an organisation which is seeking to build transformational growth; including responsibilities as part of a Senior Leadership Team and reporting at Board level (essential)
- Experience of leading and line managing others to develop and grow, and building and maintaining a high performing team culture (essential)
- Experience of building relationships, and influence, with a diverse range of internal and external stakeholders (essential)

## Personal Qualities

- Intelligence, enthusiasm and resilience
- Ambitious for the organisation, able to balance creativity with practicality
- An understanding of and commitment to London's sight loss community.  
An excellent communicator, able to present complex information clearly in oral and written form, and to inspire and enthuse others
- Excellent organisation and planning skills
- Ability to understand and interpret numerical information at pace, including budgets, financial reports, monitoring and evaluation data, and impact reports
- Ability to assess and balance risk and opportunity
- Comfortable with complexity and ambiguity
- Highly developed skills of diplomacy and engagement, and with a practical and accessible manner
- Emotional intelligence and excellent listening skills
- A team player, committed to working collegiately and supportively with others
- Highly committed to equal opportunities and inclusion

## Organogram

Included below as Appendix – in visual and plain text.

## How to Apply

Please submit your CV and a supporting statement to:  
[hello@visionfoundation.org.uk](mailto:hello@visionfoundation.org.uk) by 5pm on 5 March 2021

1<sup>st</sup> interviews: week beginning 15 March

2<sup>nd</sup> interviews & informal meetings with colleagues: week beginning 22 March 2021

There is also likely to be an exercise at second stage.



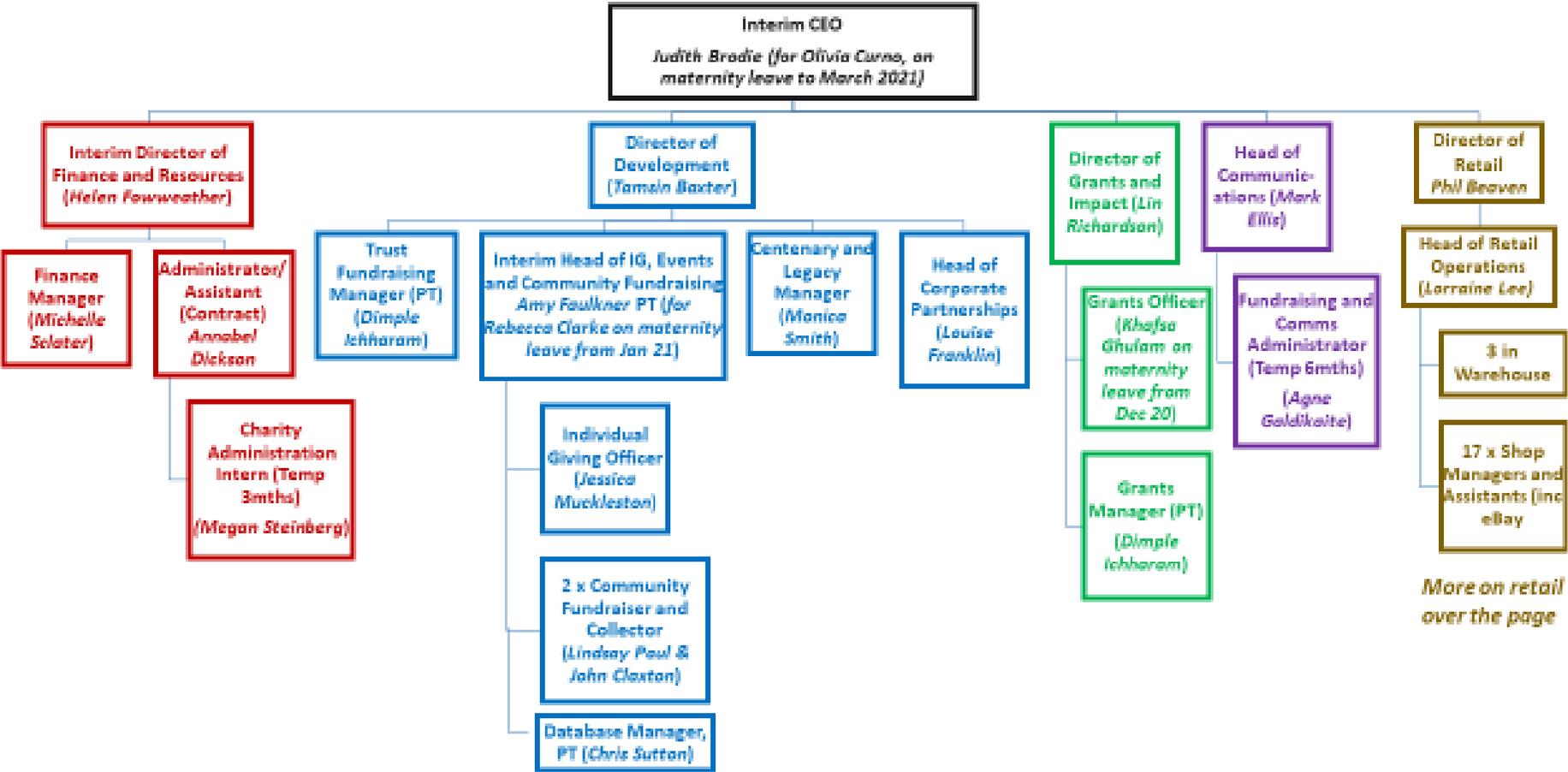
### **Vision Foundation**

Johns Mills House, 12 Whitehorse Mews,  
27 Westminster Bridge Road  
SE1 7QD

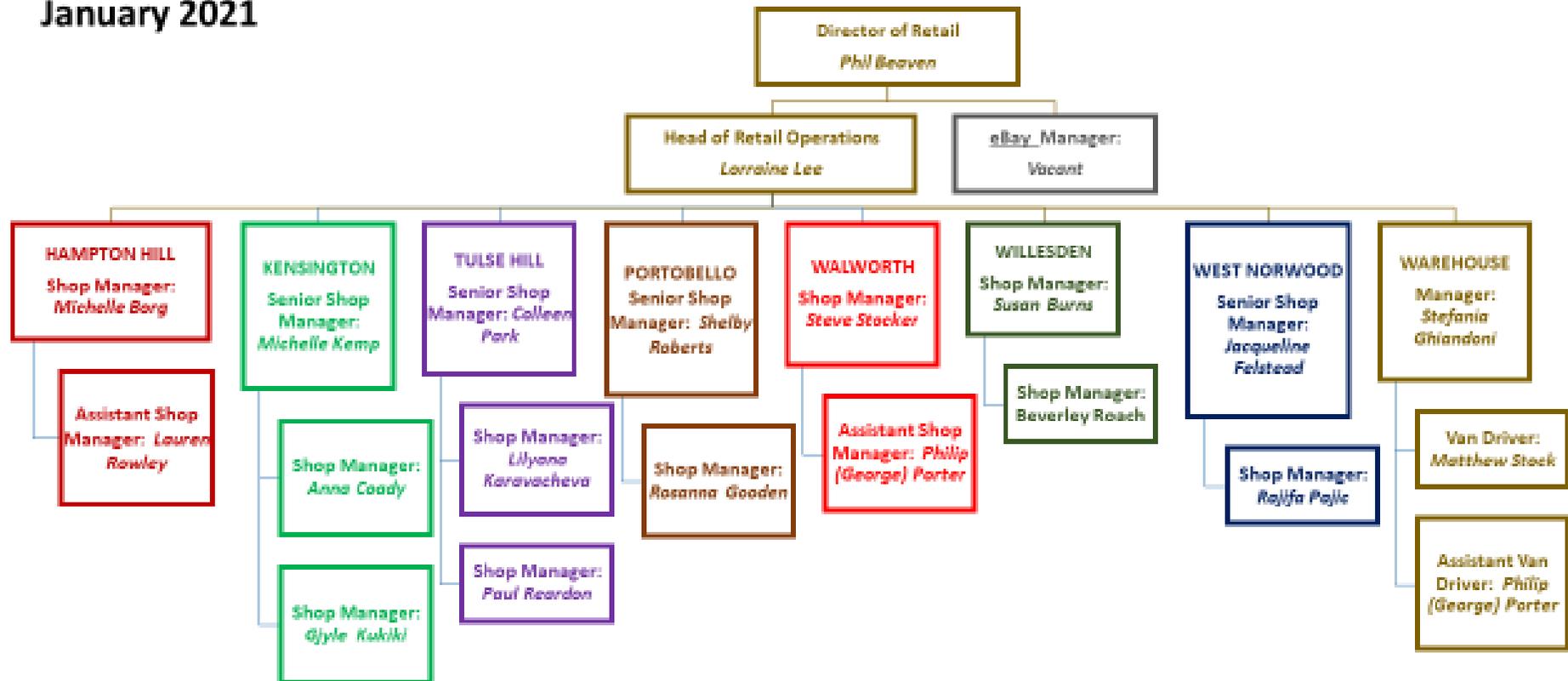
**Tel:** 020 7620 2066

Organogram

January 2021



**RETAIL**  
**January 2021**



# Vision Foundation Organogram – January 2021

---

## Head Office

Heads of Departments, line managers and their teams:

### **Interim CEO: Judith Brodie** (for Olivia Curno, on maternity leave until March 2021)

- Interim Director of Finance and Resources (Helen Fowweather)
- Director of Development (Tamsin Baxter)
- Director of Grants and Impact (Lin Richardson)
- Head of Communications (Mark Ellis)

### **Interim Director of Finance and Resources (Helen Fowweather)**

- Finance Manager (Michelle Sclater)
- Office Manager and Executive Assistant (Annabel Dickson)

### **Office Manager and Executive Assistant (Annabel Dickson)**

- Charity Administration Intern (Megan Steinberg - Temporary 3 months)

### **Director of Development (Tamsin Baxter)**

- Trust Fundraising Manager (PT) (Dimple Ichharam)
- Interim Head of Individual Giving, Events and Community Fundraising (Amy Faulkner – part time, maternity cover for Rebecca Clarke)
- Centenary and Legacy Manager (Monica Smith)
- Head of Corporate Partnerships (Louise Franklin)

### **Interim Head of IG, Events and Community Fundraising (Amy Faulkner)**

- Individual Giving Officer (Jessica Muckleston)
- 2 x Community Fundraiser and Collector (Lindsay Paul and John Claxton)
- Database Manager (PT) (Chris Sutton)

### **Director of Grants and Impact (Lin Richardson)**

- Grants Officer (Khafsa Ghulam – on maternity leave)
- Grants Manager (PT) (Dimple Ichharam)

### **Head of Communications (Mark Ellis)**

- Fundraising and Communications Administrator (Agne Galdikaite – Temporary 6 months)

## **Retail**

Heads of Departments, shop managers and their teams:

### **Director of Retail (Phil Beaven)**

- Head of Retail Operations (Lorraine Lee)
- eBay Manager (Vacant)

### **Head of Retail Operations (Lorraine Lee)**

- Hampton Hill
- Kensington
- Tulse Hill
- Portobello Road
- Walworth
- Willesden
- West Norwood

### **Hampton Hill – Shop Manager (Michelle Borg)**

- Assistant Shop Manager (Lauren Rowley)

### **Kensington – Senior Shop Manager (Michelle Kemp)**

- Shop Manager (Anna Coady)
- Shop Manager (Giyle Kukiki)

### **Tulse Hill – Senior Shop Manager (Colleen Parke)**

- Shop Manager (Lilyana Karavacheva)
- Shop Manager (Paul Reardon)

### **Portobello Road – Senior Shop Manager (Shelby Roberts)**

- Shop Manager (Rosanna Gooden)

### **Walworth – Shop Manager (Steve Stocker)**

- Assistant Shop Manager (Philip 'George' Porter)

### **Willesden – Shop Manager (Susan Burns)**

- Shop Manager (Beverley Roach)

### **West Norwood – Senior Shop Manager (Jacqueline Felstead)**

- Shop Manager (Rajifa Pajic)