

Director of Programmes & Development

Job Description

Job title:	Director of Programmes & Development
Reports to:	Chief Executive
Line Reports:	Head of Development, Head of Relationships, Head of Grants, Head of Evaluation & Impact
Salary:	Competitive salary dependent on experience, in the range of £40,000-£50,000 FTE; contributory pension starting at 4% on completion of probationary period.
Hours of Work:	35 hours per week, usually Monday to Friday between 9am and 5pm. There will be some need to work outside normal office hours for events and functions. Time off in lieu will be given where excessive out of hours working is required.
Contract Term:	Permanent, subject to a probationary period of 3 months.
Place of work:	Leeds (city centre offices). We encourage use of public transport where possible, but a mileage allowance is offered for business vehicle and bike mileage.
Equal Opportunities:	Leeds Community Foundation is an equal opportunities employer. We value diversity, promote equality and challenge discrimination. We welcome applications from people of all backgrounds and we particularly encourage applications from disabled people, Black, Asian and Minority Ethnic people, and trans and non-binary people, who are currently under-represented within our staff team. Our offices are fully accessible.

Main Purpose of the Job

The Director of Programmes & Development is a new position designed to lead and manage a skilled team that blends several core activities of the Foundation - income generation, grant-making, evaluation and stewardship - to achieve our vision of creating cities of opportunity for all in Leeds and Bradford. This new post will support integrated working across our key areas of activity, co-ordinate day to day activity and ensure colleagues are working together to achieve our annual targets for money in and money out.

Income generated from private (high net worth individuals and companies) and non-private (public sector and other funders) sources helps build vital relationships that support our business plan. Strategic and efficient grant-making, evaluation and impact reporting keeps us in touch with, and responsive to, the needs and opportunities of the communities we serve, and expert in the advice we give to donors.

An inspiring leader and experienced manager, the Director of Programmes & Development will line manage the Head of Development, Head of Relationships, Head of Grants and Head of Evaluation & Impact. They will be a key member of the Senior Leadership Team, alongside the Chief Executive and Finance Director, and a member of the broader Management Team. The post holder will report directly to the Chief Executive and will be expected to present to the Board of Trustees on Programme and Development matters.

Key tasks

Leadership and management

- Play a key role, as a member of the Senior Leadership Team, in the overall leadership, strategic planning and implementation, and governance of the Foundation. Support the Management Team.
- Support organisation-wide effectiveness by leading on Programme and Development issues, integrating activity and facilitating cross-team support.
- Manage staff up to 'Head of' level, enabling them to work to high standards through regular support, supervision, appraisal and development.
- Lead on contracts with external consultants and suppliers, as required.
- Present to, and represent the Foundation at, events and networking opportunities.
- Undertake other similar duties commensurate with the seniority of the post.

Stakeholder engagement, income generation and relationships

- Lead on generating new income, supporting the team in development and delivery requirements, and nurturing long term relationships with existing and new donors.
- Work closely with the Chief Executive to cultivate collaborations with key regional and national partners, including public bodies, businesses and private trusts.
- Oversee the programme of redundant trust transfers and relationships with other trusts.
- Set, monitor and deliver agreed KPIs for income and activity, including providing regular progress and management reports.
- Lead strategic engagement with donors to grow local philanthropy.

Grants and programmes development

- Lead on developing, promoting and supporting the Foundation's community and third sector engagement.
- Oversee delivery of partnership initiatives, including managing projects and budgets, and servicing advisory and steering groups, as required.
- Oversee new grants programme development, liaising with public sector partners and other grant-makers.
- Oversee the development of non-monetary support activities provided by the Foundation.
- Liaise with UK Community Foundations (the national membership organisation for Community Foundations) around key programmes and initiatives.

Person specification

Attitudes and skills

1. Committed to the communities of Leeds and Bradford and passionate about the values of Leeds Community Foundation.
2. Excellent management skills; able to inspire and guide direct reports.
3. Strong collaborator: with partners and wider team colleagues and other stakeholders.
4. Demonstrates commitment to the principles of equal opportunities and respecting diversity.
5. Excellent interpersonal skills, with the ability to build professional relationships with a wide range of people, including High Net Worth individuals. Confidence in relating to, and influencing, people at all levels and across all sectors.
6. Determined to offer a first rate service to partners, grantees and donors.
7. Confident in public speaking and representing the Foundation to external audiences.
8. Excellent written and verbal communication and presentation skills.
9. A strategic and creative thinker.
10. Highly motivated, with enthusiasm and determination.
11. Good negotiation skills and ability to 'sell' Foundation services. Commercially astute, balanced, with a high level of emotional intelligence.
12. Credible, approachable and professional.
13. Excellent organisational skills, good time management and ability to balance competing priorities. Ability to manage workload, and that of direct reports, and meet deadlines under pressure.
14. Good computer and administration skills: need to be largely self-servicing with experience of Word, Excel and databases.

Essential Experience

1. Line managing teams and motivating individuals.
2. An experienced networker, able to build relationships with a diverse range of stakeholders.
3. Creating and managing longer term strategies.
4. Working directly with a Board of trustees/directors.
5. Proven track record of soliciting and securing large funds from some of the following: High Net Worth individuals, private sector companies, public sector or trusts/foundations.
6. Involvement in programme development and/or grant-making.

Desirable skills, knowledge and behaviours

1. Cross-sector working (public, private, voluntary).
2. Working with volunteers.
3. Working in philanthropy or funding environments.
4. Collating evidence of impact across a geographic area.

Background information

Leeds Community Foundation is a registered charity, supporting thousands of local charities and voluntary groups (Third Sector Organisations or TSOs) across the city of Leeds and increasingly the city of Bradford, addressing inequalities and working together to help create opportunities for those that most need help.

As part of a national network of 46 UK Community Foundations¹, we invest in these TSOs by distributing grants and sharing advice – acting as a catalyst for positive change.

Leeds Community Foundation relies on the generosity of individuals, businesses and public sector organisations to help local people to gain the support they need now, while investing in a brighter future for all.

Since its origins in 2004, the charity has built on its strong foundations to serve local people. We invest in community solutions to the challenges and opportunities presented to that community, doing 'with' the organisations and individuals who will benefit from the positive change.

Over the next 5 years, our **Plan 2024: Ambitious for All** will ensure that Leeds Community Foundation is agile in response to social and economic challenges, and political change, but crucially will need to establish a firm foundation for long term resilience and steady growth.

Plan 2024 is designed to channel that energy into a shared reality and build a better future now for the communities of Leeds and Bradford that need it most.



¹ <https://www.ukcommunityfoundations.org>

Key Aims: Summary Plan 2024: Ambitious for All

Our vision is to build cities of opportunity for all in Leeds and, increasingly, in Bradford. We work together with partners to create positive change with the communities that need it most, by investing funding and expertise to build a better future now.

Challenges are multiplying for communities in Leeds and Bradford that have already faced inequality and deprivation for years. There is a growing need to advocate for more - and more targeted - support for grassroots, community-led investment that provides solutions generated by the communities themselves. Examples abound for the validity of this approach, in the long and honourable history of community-led activity across our region and further afield, but we have not yet embedded this way of operating, or managed to establish it at scale. Still too often, community work is 'done to' not 'done with' or 'done by' communities.

Plan 2024 seeks to direct attention towards the requirement to be truly ambitious for all.

To ensure we deliver on our vision, we have focused our Theory of Change² (ToC) on four areas of community experience that we believe provide long term 'opportunity' for residents:

- being healthy and well;
- thriving and being safe;
- learning, working and being financially well;
- experiencing and playing.

To create positive change and promote opportunity in these four areas, we enable third sector organisations (and sometimes individuals), to channel their engagement with the communities they serve towards high quality, outcome-focused activities that address inequalities in the cities of Leeds and Bradford.

The investment we see as necessary to achieve this impact can be categorised as follows:

- Increased philanthropy
- Increased partnerships across and between sectors
- Increased expertise in and knowledge of the communities of Leeds and Bradford.

Plan 2024 describes the detail of how these investments will be resourced and deployed.

Impact

Understanding our impact will directly influence our planning and is of prime importance in determining where best to focus our resources to achieve the four pillars of our ToC. Regular and sustained investment is built into this plan including: analysis of our own data, insight into the current health of communities in Leeds and Bradford, and regional/national comparators where appropriate. Such analysis will inform our future planning and the prioritisation of our resources.

Increase Philanthropy

Increasing philanthropy is vital to the success of **Plan 2024**. Approaches will be made to other funders to help defray some core costs during years 2 – 4 while this increase is being established. The priority

² Theory of Change is a specific type of methodology for planning, participation, and evaluation that is used in the philanthropy, not-for-profit and government sectors to promote social change. Theory of Change defines long-term goals and then maps backward to identify necessary preconditions.

P. Brest (2010). "The Power of Theories of Change". Stanford Social Innovation Review. Spring.

for new and existing donors will be to focus on fewer higher-value funds: the Leeds Fund and the GiveBradford campaign. A sustained thought-leadership campaign will encourage steady growth in the size and range of the philanthropy 'market'.

1. **Menu of products:** We will focus our menu of products to deliver our targets, and enhance our processes to ensure we are fully apprised of the potential **market** for our work.
Target: Clear, appropriate menu of products to match priority markets for our work.
2. **The Leeds Fund and a GiveBradford campaign** will channel local philanthropy into flexible, responsive campaigns. These will be flagship exemplars of our values and priorities.
Target: £1million into the Leeds Fund, £1million into GiveBradford by 2022.
3. **Prioritisation of new income sources:** Business, High Net worth individuals (primarily via professional advisers) and trust transfers will be prioritised. New philanthropists will be encouraged to 'trial' via a menu of other products.
Target: to increase the number of philanthropists in all areas of giving to LCF by 20% by 2024
4. **Endowment.** Growing endowment has been transformational for the foundation in terms of flexibility and impact, and this plan aims to continue to target that growth, especially via trust transfers, but not primarily as a means to secure core costs during the planning period.
Target: to grow Leeds endowment to £25m by 2024.
5. **Robust stewardship.** Trusted and long term relationships are critical to the success of our plan. We need to ensure our current donors remain engaged and active.
Target: Establish an integrated donor stewardship programme for all key products by 2020.
6. **Thought leadership and profile.** Events, social media and activity will demonstrate our leadership in championing community philanthropy, supported by an active 100 Club philanthropy scheme.
Target: become the 'go to' organisation/spokesperson on a range of topics relating to our work.
7. Having **stable core income** means that the team can focus on objectives above. We plan to prioritise applications for support of our core costs for years 2 – 4 which will relieve the need to fundraise for same year core costs. Steady growth of the active 100 club will deliver stable contributions to core costs in future years.
Target: resource the creation of new income streams to support LCF core activity in the course of the plan.

Increase Partnership

Generous leadership, encouraging others to invest alongside the Foundation in priorities identified by our ToC, will be achieved best through responsive partnership working. The focus on partnerships is already bearing fruit in terms of new and continuing funds. Again, thought leadership to demonstrate to partners how aligned investment will create bigger and more effective impact will be focussed on the priorities of the ToC.

1. **Embed partnership understanding and processes across the organisation.** Identify the most fruitful/desirable partnerships that align with our ToC and evaluate their impact.
Target: Identify, nurture and track partnerships that align with our ToC.

2. **Understanding and defining our potential partners.** UKCF, national funders, the public sector and other trusts/foundations are all current or potential partners of value to LCF.
Target: We will understand and invest in these partnerships, and explore new opportunities.
3. **Leverage** of partnerships. Over the course of the plan, we seek to support the repositioning of community activity as the solution to many of the challenges faced by private and public sector colleagues. Advocacy and convening will be deployed to leverage partnerships across sectors.
Target: Secure widespread understanding of the value of community investment as a solution to many challenges faced by public/private sector – as measured by social media/press coverage.
4. **Stewardship of partners and fellow funders.** Longer term relationships, over much longer time frames (5 – 10 years) will help to ensure that impact and lasting change are achieved.
Target: Be recognised as the natural convener of partnership opportunities to champion a common cause on behalf of communities.
5. **Partnership with TSOs.** The foundation’s reputation as ‘honest broker’ is key to building trusting partnerships with TSOs.
Target: Increased presence and regular interaction with TSOs across Leeds and Bradford.

Increase expertise and knowledge

The four pillars of our ToC prioritise the work we deliver as a grant maker which in turn generates intelligence that automatically provides indicators on the health of communities in Leeds and Bradford. We will supplement that knowledge with judicious use of tools, expertise and partnership to provide a unique insight into our cities – one that only we can provide. We will share that insight/knowledge where it will contribute to achieving the impact we seek to effect.

1. **Understanding communities.** In year 1 we will look to invest in research in Leeds (desk based research *and* broad community consultation using Local Insights and VitalSigns or similar methodology) to identify key community needs and map these against our ToC. Conduct similar review in year 2 in Bradford.
Target: Compile a ‘state of the nation’ report on how communities are faring in Leeds and Bradford by 2021.
2. **Understanding impact.** Supported by our subcommittee, impact will be integrated into the daily operation of the Grants Team. Rebalance work of Grants Officers to focus more on managing ongoing grants and analysing grant reports.
Target: Rebalance the work of grants officers to attend to the analysis of impact, with a user-friendly report on this analysis.
3. **Building volunteer resources.** Making greater use of trained volunteers who bring relevant experience and knowledge in grant application assessment and grant report reviewing will allow us to grow the volume of grants distributed without placing excessive pressure on Grants Officers. However, the expertise and experience of Grants Officers will remain a key element of LCF’s value offer.
Target: A fully trained cohort of assessors, panel members, reviewers and admin volunteers ready to support the staff team, will be in place by 2020/21.
4. **Developing grant making processes:** Grant making remains at the heart of our work. We will be reviewing and refining grants processes: taking a lean approach and eliminating waste by

making best use of technology.

Target: Review of technical support for grant-making processes, and implement its findings by 2020/21.

5. Funding for **resilience and support to TSOs**. In order to deliver our vision, and as is evidenced by our track record in Leeds, we need a strong and resilient third sector and therefore our grant giving and other support will be responsive to the needs of TSOs – e.g. in terms of the scale/longevity of grants.

Target: Work with funders to budget for additional support to TSOs.

Communications will prioritise advocacy and thought leadership in order to fulfil our other objectives. The main medium for this work will be personal advocacy by staff, trustees, ambassadors and patrons. This advocacy will be supported by a coherent and complimentary social media plan, alongside selected and targeted events.

Our staff team are expert, committed and passionate about our vision and values. All areas of our work are influenced by our equality and diversity policy. The team are supplemented and complemented by a broad group of volunteers providing a range of support including experts on funding panels, trustees, administrative support, advisers and many more. We are committed to supporting ongoing appropriate professional development for our wider staff and volunteer team.

The foundation has strong processes and policies in place to ensure that the highest possible standards of finance and governance support our wider work. This plan includes a focus on continuing to maintain our outstanding quality assurance rating, and a review seeking to streamline administrative processes to support trustees in their governance role. Having secured a level of reserves within the limits of our policy, any usage in the early years of the plan will seek to replace an appropriate level of reserves.