

Head of Fundraising Job Pack



Little Village

Thank You
Little Village!



Introduction from the CEO

Hello,

Little Village is already making a huge impact with families living in poverty in London. 2020 is the third year in a row we have massively increased our reach - doubling the number of babies, young children and their parents we support year-on-year. We are looking for our first Head of Fundraising to join our team of energetic and driven staff and volunteers. Someone who will relish the challenge of building fundraising in a smaller charity punching way above its weight.

We are meeting a very real, growing need. Our incredible city is one of the richest in the world. But poverty has been steadily rising for the decade before Covid-19. Imagine what it is going to be like in the coming months and years. The ippr, Resolution Foundation and the Institute for Fiscal Studies all predict significant further increases over the next five years.

As a fundraiser, you need to know that we have the evidence to show our model of working makes a big difference – creating local networks of families who support each other. We collect great quality donations of clothes, toys and kit for babies and children up to the age of 5, and we gift these donations on to local families who are dealing with really challenging circumstances. And we create the space for parents to connect, grow and find ways to develop the resilience they need to help their children thrive.

The pandemic has thrown a light on social inequality. And although we are a relatively small, community charity, we have a big voice. We want to be a force for change as well as a source of vital support. That's much more important to us than expanding for the sake of it. In the past few months alone, I and some of the parents we've supported have appeared on Channel Four News, Newsnight, LBC and in national newspapers to talk about the issues the families we support face every day.

This is a pivotal time to join Little Village. We have the relationships and the funds to take our charity to the next stage. What we need now is a fundraiser who can help us sustain this work and take it to the next level, as we embark on our journey to help more families in poverty in London and to shine a light on what poverty means in 21st century Britain.

Enjoy reading the rest of this pack. I hope you consider making an application.

With all good wishes,

Sophia

If you are seeking a role where you know you are making a difference, where you thrive on the challenge of the new, in a supportive and collaborative team, we would love to hear from you. If you'd like an informal chat with our current CEO we'd be happy to arrange that between 4th and 18th November – please drop carine@littlevillagehq.org a line to get that fixed up.

Our story so far

Our Founder, Sophia, and a group of local Tooting parents set up Little Village in 2016. She had just had her third child and was only too aware of the 'stuff' that small people accumulate. She wanted to find a way of sharing these items in the community, knowing that in an area like Tooting, and indeed London more widely, there are stark inequalities, with rich and poor families living cheek by jowl. It was clear from the very first days of the charity that people wanted to find ways of supporting other local families and what they lacked was the mechanism to do that – the desire was very much there. So at our heart, Little Village is here to make it as easy as possible for families to help each other.

What started as a 'baby bank', collecting and gifting high quality kit to local families experiencing tough times, has become so much more. The needs of the people who come to Little Village may be material, but through the Little Village community we are able to meet another set of needs, needs that are in fact universal: the need for connection, for confidence and for belonging. Yes, we alleviate material poverty, but we also build community and give people opportunities to thrive. Our currency is kindness. We know from experience that everyone has times in life when they need help, and times in life when they're able to offer help. That's what we're here for.

From our start in a church hall in Wandsworth, in just three years we grew to three sites – Camden, Southwark and Wandsworth - reaching over 3,000 babies and young children in 2019. We have developed some remarkable relationships in our local communities and built our fundraising – all without a professional fundraiser.

Last summer, we developed a new five-year strategy with our passionate staff and volunteer team and Little Village families. With a new five-year grant from the National Lottery Community Fund, and significant support from two very generous philanthropists, at the beginning of 2020 we were all set to expand our services and grow our reach.

Then came Covid-19 and lockdown. We had to temporarily close our community hubs, but we were not going to let our families down when they need us most. The speed with which we changed our working model is testament to the spirit of everyone at Little Village. We've learnt how flexible, resilient, dynamic and creative we can be together. And funders have recognised how this means we can reach deep into communities most affected by the pandemic. We have secured significant new partnerships and income, more than making up for the community-based fundraising we have lost.

As the new Head of Fundraising, you will have the chance to build on the rich learning and new partnerships that have grown from this intense period. We need someone who can see the opportunity to extend and deepen these new relationships, and sustain them through the next period.

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Our mission is to make it as easy as possible for families to help each other to thrive.



Our vision, purpose and values

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Everything we do – from how we gift on donations, to how we look after our volunteers, to how we manage our staff team – is grounded in our four values:



Solidarity

We bring people together across economic and social divides, united in a shared belief that every parent deserves to give their kids the best possible start in life.



Love

Everything we pass on to families is a gift, not a handout. We see love as an action – an act of donating precious baby kit, of volunteering valuable time and of offering solidarity during tough times.



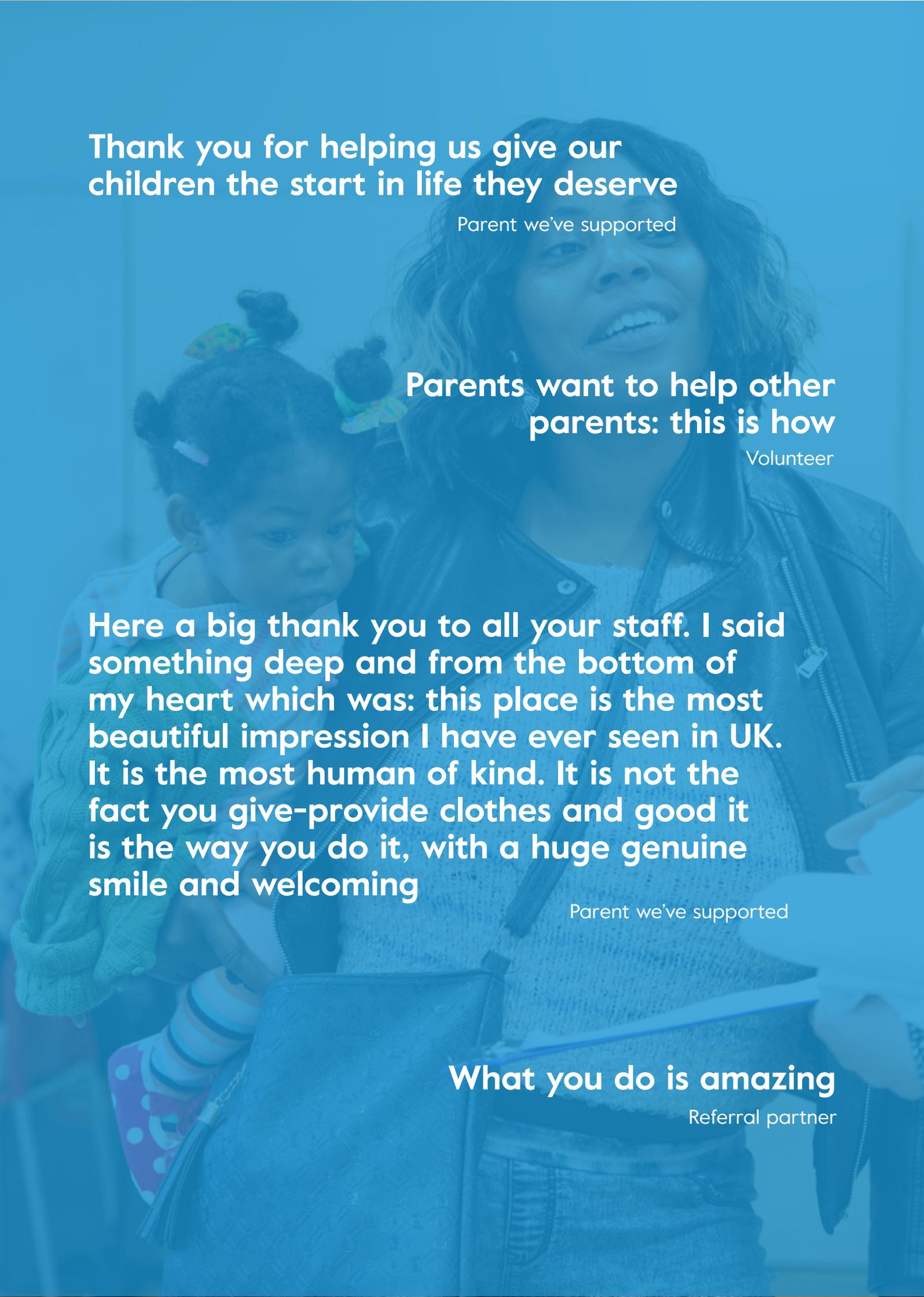
Sustainability

We achieve our mission whilst treading lightly on the planet, joining forces with other parts of the circular economy to reduce waste and promote re-use.



Thriving

This means having a sense of agency, belonging, and hope. And these are the qualities we focus on in how we work as well as what we do.



Thank you for helping us give our children the start in life they deserve

Parent we've supported

Parents want to help other parents: this is how

Volunteer

Here a big thank you to all your staff. I said something deep and from the bottom of my heart which was: this place is the most beautiful impression I have ever seen in UK. It is the most human of kind. It is not the fact you give-provide clothes and good it is the way you do it, with a huge genuine smile and welcoming

Parent we've supported

What you do is amazing

Referral partner

Little Village 2019 statistics



2,968
children under 5
supported



1,810
coats



2,813
packs of
nappies



3,862
bundles of
clothes



883
beds



303
high chairs



839
buggies



416
volunteers



12,972
volunteer hours



£1,512,731
worth of items
gifted



3,244
requests for
support



1,910
individual referral
partners

Amy's story

Amy first visited Little Village in 2018, when her baby, "R" was 3 months old. "I'd left home with my baby and one bag. It was a violent and chaotic environment and it wasn't safe for me or R." With the help of a social worker, Amy escaped and found herself living in a refuge in a new area, with no support, friends or family, and absolutely nothing for her baby. "My refuge worker told me about Little Village. I was embarrassed to ask for help but I soon realised there was no need to feel ashamed. They gave me absolutely everything: a pram, clothes, bottles, nappies."

As well as providing all the baby gear, Amy found the emotional help and friendly environment a source of support. "The day I came to Little Village was the first time anyone had ever made me a cup of tea. It makes me emotional now to think about it."

Amy came back to Little Village when R was 6 months old, returning the items he'd outgrown and collecting the next size up, and offering to volunteer. And she's been back every week since, and now runs our creche to enable other parents to volunteer with us. "I've made friends here and Little Village now feels like a home to me."

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The day I came to Little Village was the first time anyone had ever made me a cup of tea. It makes me emotional now to think about it.





The impact of Coronavirus

When the pandemic hit, we knew given the shocking figures of child poverty in London, that the families in Little Village communities were going to be especially impacted. A survey of health and social care referral partners highlighted considerable short and long-term concerns about the impact of Covid-19 on families:

- loss of Income and financial hardship causing struggles to afford food and other basics
- practical difficulties of accessing the usual support services, with demand and the need for support significantly increasing
- emotional and social impact on relationships and mental health for low income families – increased isolation, increased anxiety around not being able to afford food and other essentials, increased risk of abuse

With these issues in mind, in mid-March 2020, we pivoted our community-based operations to launch 'Virtual Village', delivering essential emergency supplies – nappies, wipes, beds, clothes, coats, toiletries – directly and safely to families' doors.

We:

- secured an emergency baby essentials supplier, EASHO, to fulfil requests
- organised delivery and pick up options using our team of volunteers, British Red Cross, Pedal-Me, Zip Vans and removal companies
- developed a new system of community drop-off points for donated goods, plus volunteers to collect, sort and clean them
- secured pro-bono warehouse space to store, clean, repair and organise delivery of larger items e.g. buggies, cots, moses baskets, new mattresses
- developed the website and referral system to reflect our new operations
- introduced a telephone contacting system with existing families and all new referrals to continue offering social and emotional support alongside our practical help

Alongside our operational work, we've done a lot to raise the profile of how Covid is having a disproportionate impact on low income families who were already living on the edge before the pandemic took hold. For example, our survey of referral partners formed the basis of an extended report on Channel 4 News about the issues. We also conducted a new survey of 50+ baby banks across the UK which formed the basis of a campaign we worked on with the Duchess of Cambridge and two other baby banks. As well as extensive profile-raising work for the issue of child poverty, this initiative has to date secured well over £100,000 of brand new donations of essential kit from British brands.

Demand is 200% higher than it was at a comparable time of year in 2019. Thankfully, despite the loss of community fundraising income, we've very successfully secured funds to continue our emergency Virtual Village operations until the end of 2021, reflecting the long shadow the pandemic is likely to cast over families living in poverty.



Our strategy 2020-2024

There are over 95,000 pre-school children living in poverty in London. Our strategy provides a pathway to reach as many as possible of those children and families living in persistent poverty across the capital and builds on the strong foundations we already have. Currently Little Village operates hubs in Southwark, Camden and Wandsworth from which we support families from all London boroughs and some of these hubs also have satellite sites. Alongside these operations, we invest a lot of time in work to raise the profile of child poverty with our Ambassadors group of parents we've supported.

Help more children

We will open up to two more hubs, and all our hubs will expand through adding new satellites, each supported by local volunteer teams and a central warehouse operation. Already in 2020 we are on track to support 6,000 children – that's double the number of kids we reached in 2019. Our plans for 2021 and beyond are designed to continue to grow our reach, and reflect the huge amount of learning we've had about operational efficiency since launching Virtual Village.

Offer families broader support

Subject to public health guidance, we intend to develop our hub offer, creating home-from-homes, offering kit and fun activities to bring families together, share resources, and reduce living costs – a kind of peer-to-peer children's centre. They will be supported by an Advisory Group made up of parents we've supported, local donors, referral partners and lead volunteers. This vision was shaped by a co-design group that included parents we've supported and volunteers, as well as staff and Trustees.

Develop our volunteer programme

Volunteers are at the heart of our organisation, even during Covid, and our volunteer programme offers more people from all sorts of backgrounds opportunities to grow and thrive. When we are able to re-open our doors, we plan to provide coaching, group support, and chances for family-friendly paid employment. We will have an explicit focus on developing skills and helping people back to the labour market when this is what they want.

Be a force for change

We have always argued that our work should not only serve to support families who are struggling, but should also act as a force for change when it comes to the existence of child poverty. That makes our communications work as critical as our operations in terms of impact. We're building a strategy based on the insight that we have a platform to engage the general public at quite an emotional level in the issue of child poverty. Changing attitudes and beliefs is as important as changing policy in this issue and that's where we will focus our efforts.

Finances

Little Village has grown rapidly since our launch in 2016. We have a broad range of income, including a 5 year grant from the National Lottery Community Fund that runs until 2024.

£'000s	2017	2018	2019	2020
Income	96.5	340.7	393.6	1,101.2
Costs	43.3	212.3	398.1	1,000.1
Net surplus / Deficit	53.1	128.4	(4.5)	101.1

Our reserves at the end of 2019 were £183,993 (unrestricted £157,389). Projected reserves at the end of 2020 are currently £285k, in line with our reserves policy. You can find our Annual Reports and Accounts on the Charity Commission website [here](#).



Head of Fundraising: background to the role

We know we are planning for sustained growth as we are entering one of the most challenging times for fundraising in many years. But we need to aim high to honour the sheer number of parents who are being trapped by poverty whilst trying to bring up their babies and young children. We are looking for a new Head of Fundraising who is energised by that challenge.

You'll be passionate about tackling child poverty and motivated by our values of love, solidarity, thriving and sustainability. You'll be an enterprising and ambitious fundraiser who comes with experience of how to build financial sustainability into a growing organisation. You'll know how to build relationships over time, and you aren't phased by ambitious income targets. You will have incredible interpersonal skills and an eye for opportunities. You'll love working in the environment of a small, ambitious and relatively new organisation. You're a team player who knows how to collaborate and is able to keep their eye on the bigger picture.

Little Village builds relationships in each of our communities, raising funds from community activities, local businesses, community grant makers and through the significant generosity of philanthropists who have seen the impact of our work first-hand. We have a good relationship with the National Lottery Community Fund, a key funder for Little Village. We also have support from a number of leading charitable trusts including the Joseph Rowntree Foundation. Adding a recent successful crowdfunder into the mix, we know from our fundraising success to date that we have opportunities across the fundraising streams for our new Head of Fundraising to capitalise on.

You will bring an entrepreneurial mindset to Little Village's fundraising activities, defining the balance of work between different fundraising/income generating opportunities. We are looking for a creative fundraiser who can find ways to engage with our communities in Covid-19 times.

Purpose of role

To secure the financial stability of Little Village through an entrepreneurial and strategic approach to income generation, that supports and reinforces our strategic priorities.

Responsible to:

The CEO

Responsible for:

Supporter Manager (to be recruited) and Fundraising and Comms Officer.

You will sit within an overall team of 23 paid staff, equivalent to 11.2 FTE, spread remotely and across three sites, and a volunteer team of 380 incredible individuals.

Main responsibilities

Development and delivery of our income generation strategy

- Work with the Board and CEO to develop and implement Little Village's 3-5 year fundraising strategy
- Develop and manage annual income generation plans and budgets, setting and reporting on clear fundraising KPIs which meet the charity's operational objectives
- Lead work to define and deliver annual income targets from high net worth individuals, trusts and foundations and corporate partners, with a focus on funder retention and new multi-year opportunities
- Lead the fundraising team and resources to develop and deliver community and individual fundraising
- Building a supporter-centred culture that creates the best supporter journeys across all income streams and makes people want to support our work



Grow, deepen and sustain our supporter relationships

- Lead and deliver our ongoing work to maintain and deepen relationships with existing major donors across foundations, corporates and individuals
- Identify new high-value leads across these areas, working with the CEO and Board to build our relationships with them
- Oversee work to engage, retain and build individual giving relationships at all levels including how to exploit digital and social media channels
- Act as a brand ambassador, conveying our mission and values at every interaction and engaging people in our work authentically so that they want to become supporters

Build a motivated, high performing team

- Work with the CEO to build a fundraising team and function for Little Village, putting in place the right people, systems and resources as we grow
- Line manage the team in a way that aligns with our values – including a Supporter Manager, and a Fundraising and Comms Officer, as well as integrating fundraising work with wider communications and campaigning work
- With the Head of Operations and Finance Manager, define the systems and processes required to enable us to better manage and deepen our supporter and funder relationships, and monitor progress against fundraising targets
- Adhere to data protection legislation and stay up to date with the guidelines of the Fundraising Regulator and GDPR, and promote where necessary

About your skills and experience

At Little Village, we know that the way we do things matters as much as what we do. Time and again, feedback from families speaks about how people felt as a result of visiting Little Village, as well as the items they received.

So when it comes to you, we are looking for how you are, as well as what you do. Your behaviours and beliefs matter as much as your previous career experience and what you've done in your life.

Who you are

- You believe that child poverty can and must be eradicated
- You see justice, not charity, as the end game
- You have a passion for our cause, our vision and our values
- You are a natural relationship-builder who builds rapport and trust quickly
- You combine pace and ambition with a commitment to self-care and reflection
- You are a natural collaborator who loves to help others shine
- You are resilient, positive, proactive and have a growth mindset

Skills and experience

We are looking for a creative and skilled fundraiser with strong experience in high-value fundraising and proven success in at least one of the following: soliciting and securing high value gifts; cultivating relationships with corporate partners; engaging grant makers and foundations in long-term partnerships.

You will embrace digital and the role it needs to play in fundraising. You need to be a strategic thinker and to know how to prioritise and pace this work. And you need to love working with others, including volunteers, to achieve our goals.

A track record in generating significant income

- Significant and demonstrable experience in developing and leading strategic fundraising work, with a proven ability of bringing together a range of fundraising techniques and systems to achieve targets
- Evidence of personal effectiveness in successful income generation from individuals and organisations, particularly at a high level
- An understanding of the full income generation mix, and what is needed to build each fundraising channel
- The ability to write compelling, coherent and persuasive propositions that are based on hard figures and evidence and grounded in our mission and values
- Clear personal resilience with evidence of an ability to positively adapt and respond to change

A skilled networker who can build highly effective relationships

- Clear evidence of excellent interpersonal skills, including relationship development, persuasion and influencing
- Significant experience and proven success of soliciting and securing high value gifts across multiple years
- Proven success in cultivating and retaining relationships with trusts, foundations and corporate partners

Demonstrable experience of working collaboratively and with an entrepreneurial flair

- Experience of growing a high-performing income generation team, sustaining their energy and delivering results
- Tech-savvy, with excellent communication skills across all channels
- An impressive level of financial literacy, with experience of working with finance to create and track budgets
- Clear drive, motivation and appetite for achieving results

A systematic approach to managing multiple priorities

- Excellent at managing funder relationships, including managing reporting requirements
- Experience of deepening and extending funder relationships through the use of CRM systems, ideally Salesforce
- Good knowledge of relevant charitable legislation and guidelines, as well as fundraising best practice

A knowledge and passion for our work

- A sound understanding of the issues of child poverty
- A commitment to using Little Village's platform to give profile and voice to families experiencing poverty



What we can offer

Salary and pensions

We are offering an FTE salary for the role of £42,000-45,000, pro-rated to 28 hours a week (our working week is 35 hours). More is potentially available for a candidate with exceptional skills and experience. On pensions, we will match your contributions by 3%.

Annual leave

You will be entitled to 28 days of annual leave including bank holidays (these will be pro-rated to reflect your hours). We usually give the team time off between Christmas and New Year that doesn't come off your allowance.

Hours of work

We're passionate about ensuring our roles work with the grain of family life. All our staff work part-time, with hours ranging from 10 hours a week to 9-day fortnights. We believe it's vital to create roles that enable people to balance purpose-driven work with other priorities in life.

In this role, we're ideally looking for someone who can work 28 hours a week (our working week is 35 hours). These hours need to be spread across at least 3 days of the week. But beyond that, we're open about how and where they are done. We'd welcome applications from job-share partners.

Location

Currently we are all mainly working at home in London. When we go back, we are very flexible about where you work. We have an office in White City and you will be expected to visit our sites and work with the teams across London on a regular basis.

Contract

This is a permanent contract. You will have a probation period of 6 months.





Racial justice, wider inclusion and diversity

Little Village operates in London, one of the most diverse cities in the world. We are working towards a goal where our team fully reflects that diversity and difference in lived experiences. A fifth of our team are parents we've supported. We have staff from all over the world, and a fifth of the staff are from ethnic minority backgrounds. We are currently running some group work to explore the issues around white privilege and racial injustice, to identify what else we can do to ensure that Little Village is an organisation that fully embraces its responsibilities to tackle racism.

We know we operate in a charity sector that struggles with racism, particularly in the way it recruits for senior roles like this one. We are fully committed to running a recruitment process that underlines our commitment to racial justice and wider inclusion and diversity.

That means:

- A really broad search, reaching out through as many different channels as we can
- A diverse panel of reviewers and interviewers
- Blind sifting that eliminates any information about gender, ethnicity, disability and sexual orientation
- No pointless degree requirements
- A selection process based on values, skills and competencies

We want Little Village to be a place where our individual differences and contributions are truly recognised and valued. We want to support people with disabilities and are fully committed to make any reasonable adjustments so that everyone can apply to this role. We are serious about working with the right candidate to make this role work for them. To read our Equal Opportunities Policy please see [here](#).

The application process

As we're all working from home this will mostly be a virtual process – using zoom or MS Teams for video interviews. If you need additional support with this then please do let us know what you need and where we can help make this accessible.

To apply, we would like you to complete [this online application form](#) by 25th November. Here, you'll be able to attach a CV. You will also need to respond to the following questions, using up to 500 words for each answer.

- Tell us about your track record in generating significant income. What skills and experience would you highlight that are relevant to our work at Little Village?
- Tell us about how you have successfully built relationships in order to secure high value gifts and grants.
- How have you successfully juggled multiple priorities and what strategies, systems and processes have helped you to do so?
- What experience and skills would you bring to Little Village when it comes to building a small but high-performing team?

- How would colleagues and friends describe you? What are your superpowers and where are you still growing?
- What motivates you about working in the field of child poverty?

We will be looking for concrete evidence of the difference you've made in relation to the questions we've asked: it's your chance to show us the skills and experience you'd bring to this role.

We will also invite you to complete an anonymous equal opportunities form. The information contained in this questionnaire will be treated as confidential and will be used for monitoring purposes only. This information won't be seen by any person involved in the selection process for this post. It will enable us to monitor how we are doing against our diversity and inclusion commitments.

Applications should be completed by 5pm on 25th November. Please note, applications not using the online application form and following the guidelines set out here will not be considered.



Key dates

Pre-application informal chats: 4th Nov – 18th Nov

Submission of application: 25th Nov, 5pm

All applications will be assessed on the match to the experience and skills set out here. We know we are asking for a lot and we are looking for your honest appraisal of where you are already high performing and where there is room for growth.

First round : w/c 30th Nov

This stage will include a competency-based interview with two members of the Little Village team. We will confirm who you'll be meeting when this interview is arranged.

Second round: w/c 7th Dec

This stage will include a personality questionnaire, and we will also ask you to prepare a presentation for a panel interview. You will have an opportunity to meet our incoming CEO during this stage of the process.

