

THINK Recruitment



**Sight
Scotland**



**Sight Scotland
Veterans**

Candidate Pack: Head of Fundraising & Audience Development

Location: Hybrid working between Edinburgh office and home

Salary: £58,421 - £64,065 per annum

Closing date: Midnight Wednesday 20th November





**Sight Scotland
Veterans**

Welcome from Davina Shiell, Director of Cause and Engagement

Thanks for your interest in this role and working for Sight Scotland.

Sight Scotland is Scotland's leading charity providing specialist care, education and research for people with vision impairment. We have been in existence for over 230 years, and offer a variety of services in the community as well as education, transcription into alternative formats and residential care for adults and children.



Our sister charity, Sight Scotland Veterans, provides support to veterans with visual impairment, the majority of whom have age related sight loss conditions such as glaucoma. We see possibilities, not barriers, and by providing the right support we can help people achieve amazing things.

We are at an exciting point for the Cause and Engagement team here at Sight Scotland. After a fundraising review conducted by THINK Consulting in October 2023, we have taken recommendations onboard and reshaped the team. This falls in line with the organisation's new mission and strategy rolling out in 2025. The strategy, alongside our values of transform, unite and thrive, will set us on the path to deliver incredible success over the next few years.

We know there are more people in Scotland who could benefit from our support. To increase our reach and engagement we need to raise more money than we have done historically. To do this we need the right people in the right roles. It is an incredibly exciting time to join the team, we are recruiting for 6 roles in our newly formed Fundraising and Audience Development team this side of Christmas and have the potential to grow further in the future. We have a lot of ambition and just need the right people to join us who can help us realise that ambition.

Sight Scotland offers great benefits, competitive salaries and a chance to make a tangible difference to more than 180,000 people across Scotland living with significant sight loss.

Sight loss can be a scary place to be. It can make us feel vulnerable and isolated. But it needn't be like that. With the right support, life can be very different. Which is where we come in, raising vital funds and ensuring all our supporters feel like part of the Sight Scotland family. I am excited to see who joins our team in these important roles as you will make a tangible difference to fundraising, and to our supporters, right from the start.

Thank you for your interest, I hope you apply!

Davina

**THINK
Recruitment**

Background: Sight Scotland and the Cause and Engagement Team

The impact of vision loss is huge. Too often, it leads to people lacking or losing confidence and independence. People with vision loss are at higher risk of unemployment, isolation, mental health problems, and financial challenges. It can have an enormous emotional toll. But with the right support, people with vision loss can gain the skills to remain independent and active in their communities – to thrive.

That's why we're here.

For 230 years, Sight Scotland has been supporting people impacted by vision loss. We believe we play an important role in continually shifting the conversation around sight loss, and contributing to achieving a fair, equitable society. Over the years, we've seen a positive shift in expectations, with individuals and communities increasingly empowered to live lives the way they choose, free of discrimination.

And we've had to transform too, so that our services reflect the times we live in and meet the changing needs of the people we support. We're now looking at how we continue to evolve so that we can achieve our charitable purpose of reaching everyone in Scotland with sight loss, currently more than 180,000 people – where and when they need us.

It's an exciting time to join us as we continue to change, grow and develop to ensure that we remain relevant and innovative – and, most importantly, provide support which responds to the needs of people with vision loss today. You could play a major role in making that happen.

The Cause and Engagement Directorate is responsible for profile, brand and relationships to generate income, communicate effectively and strategically with internal and external audiences as well as influencing society to improve the lives of people living with sight loss across Scotland. We place a great emphasis on digital innovations to drive fundraising and campaigning as well as putting lived experience at the heart of our policy and influencing work.



Background: The Head of Fundraising and Audience Development

The Head of Fundraising and Audience Development plays a pivotal role in shaping and driving our fundraising strategies and audience engagement initiatives.

This position is responsible for developing and executing comprehensive fundraising strategies, growing our supporter base and income, building up new and under-developed income streams and expanding our audience base to support and enhance the organisation's mission.

Key to the success of this role is a strong understanding of brand and digital to drive fundraising success and significantly grow our fundraised income and profile as a fundraising organisation.

The role supports the organisation's purpose to make a significant impact on the lives of people living with visual impairment in Scotland by maximising fundraising income to deliver brilliant services and create a positive impact on our ability to deliver for the long term.

You will have the autonomy and scope to drive elements of your work and take ownership of your own objectives. You will be required to collaborate on decisions to shape and deliver initiatives, programmes and processes as required for each area of work.

The successful candidate for this role will be someone who has already operated at a senior level within a charity, who understands both fundraising and senior stakeholder management.

Areas of potential

As an organisation, Sight Scotland launches a new organisational strategy and direction at the end of the year. The new strategy will expand our policy and campaigning work and strengthen our understanding of the lived experience of our beneficiaries.

The new strategy and direction will be a useful tool for Fundraising, supporting us with a powerful case for support, and opening up audiences across the charity for us to communicate with, that fundraising hasn't consistently accessed or engaged with before.



Background: The Head of Fundraising and Audience Development

Areas of potential continued...

Previously the directorate was split into several smaller teams which made cross collaboration and working towards one goal more challenging. The directorate has now been restructured into two teams – Fundraising and Audience and Development and External Affairs and Campaigns – as well as a stand alone Internal Communications role. This new shape has been designed to significantly improve cross team collaboration, particularly across the digital space in both fundraising and campaigning.

As we are recruiting for a number of new roles, there will be several new colleagues starting in early 2025 and is therefore an excellent opportunity for both the new Head of Fundraising and Audience Development and the new Head of External Affairs and Campaigns to work with the Director to develop new ways of working. We are bringing in new specialist roles in fundraising across the likes of digital fundraising, individual giving & legacies, and corporate, so it will be exciting to see what having expertise in the right roles to develop those income streams can do, with the support of the Head role.

Income has been stagnant for the past few years. The fundraising review undertaken in October 2023 has given us clarity of the bridges and barriers to raising more, and we now have a road map to follow and ambitious targets to aim for. We have powerful stories from our beneficiaries to support fundraising efforts, and the organisation is keen and prepared to invest in fundraising to facilities success.

Areas of challenge

Progress has been made over the past few years to boost the profile and understanding of fundraising within Sight Scotland, but there is still a way to go. There isn't yet a consistent understanding of finance and fundraising across the organisation and this can be reflected in a 'spend first, fundraise later' culture.

The Head will play a pivotal role in championing fundraising across the organisation. The relationship between services and fundraising is positive, and we have a new Finance Director who is leading the function with a strong and steady hand. Our focus needs to be on supporting our colleagues to understand 'in budget' income.



Background: The Head of Fundraising and Audience Development

Areas of challenge continued...

There is much improvement needed across fundraising, from strategy, processes, stewardship and collaboration with other teams.

For example, there has been little focus on, or capacity to build, excellent supporter journeys and credible supporter pipelines. This has led to income underperformance and a decline in regular donor numbers. We are recruiting a Fundraising Manager with a focus on IG and Legacies to address this with the Head of role providing leadership.

Overall, there is huge potential within fundraising for Sight Scotland. We know there are a great many areas to improve, which could present challenge - but also presents an incredibly engaging and fulfilling opportunity for the new Head of Fundraising and Audience Development. Shifting the dial slightly across a few areas has the potential to yield significant reward.

Income

Income for 2023/24 is £965,861. Over the past 4 years, we have achieved an average income of £772,704.

From next FY we are aiming to increase income inline with our position as a long-standing, national and much needed charity.

Income	Year 1	Year 2	Year 3	Year 4	Year 5
Community and Events	29,875	52,627	68,636	87,245	110,404
Corporate	18,500	132,000	195,500	194,000	187,500
Individual Giving	99,001	146,637	190,711	265,971	368,545
Legacies	587,220	669,960	752,700	835,440	918,180
Trusts	213,680	287,450	345,000	411,500	475,000
Major Donors	20,000	35,000	80,000	65,000	145,000
Total income (Gross)	968,276	1,323,674	1,632,547	1,859,156	2,204,629

The role: Head of Fundraising and Audience Development

The ideal candidate will:

- Be an ambassador for our values in the way you work and set this standard for your team also.
- Be audience-focused, driving the work of your team and seeking continuous improvement in processes while keeping the impact on our audience and donor experience front of mind.
- Build productive and respectful working relationships with your Cause and Engagement Directorate leadership team colleagues, bringing healthy challenge and a positive learning approach to delivering for the charities.
- Build a collaborative network with your peers across the charities, using this to build your knowledge and understanding of their current challenges, informing your work and the work of your team.
- Use your extensive external network to keep up to date with trends, innovations, and best practices in the fundraising and non-profit sectors and inspire your team to do the same.
- Be comfortable and confident engaging with employees and volunteers at all levels within the charities. You will be able to adapt your engaging style and communication tools successfully for different internal audiences, whether that is formal Executive Reports or facilitating conversation.
- Use the insight you gain to build your knowledge and understanding of their current challenges, informing your work and the work of your team.
- Ensure that the culture within your team aligns with directorate's Operating Principles and organisation's values.
- Lead by example, showing open, honest, fair and inclusive leadership.

Job Description: Head of Fundraising and Audience Development

Responsible and accountable for:

Fundraising

- Develop the approach, define the measures and set targets for fundraising growth
- Lead on a data driven and audience focussed approach to fundraising, with a strong emphasis on digital channels and tools to maximise reach and increase the supporter base
- Design an audience experience which enables our supporters to feel valuable and valued
- Develop the acquisition and retention strategies and define measurable outcomes to guide team to deliver
- Take lead responsibility for the development of a major donor programme
- Ensure that all communications targeting public audiences are donor centric, inspiring and demonstrate impact
- Ensure accurate and up to date record keeping across the team and ongoing compliance with current legislation
- Lead efficiencies in processes and automation to maximise the team's time spent on income generation
- Ensure that fundraising activities maximise opportunities for strengthening the brand
- Contribute to the long term financial stability of the charities by creating a strong fundraising culture across the organisation that enables charitable income to grow

Leadership

- Lead and manage a team with diverse expertise who deliver an exceptional audience experience and generate significant income
- Allocate resources for Fundraising and Audience Development activities and the delivery of the team's objectives on time and within budget
- Develop professional capabilities of self and direct reports to ensure team is high performing and audience focussed, delivering work of directorate to meet the organisation's strategic goals
- Create an environment where the team demonstrates our values and appropriate behaviours so that everyone can thrive
- Lead the fundraising and audience development team so that our cause successfully guides and challenges the work delivered



Job Description: Head of Fundraising and Audience Development

Responsibilities continued:

- Lead the fundraising and audience development team so that our cause successfully guides and challenges the work delivered
- Anticipate, recognise and manage strategic risks and issues facing the organisation, working with senior colleagues to introduce strategies to reduce the level of risk and ensure we have the right capabilities in place at the right time to deliver our organisational strategy
- Play a key role in the Cause and Engagement Directorate's leadership, contributing to its direction to ensure alignment with organisational strategy, and that decisions are driven by data, evidence and are audience focussed
- Work closely with the Head of External Affairs and Campaigns to ensure a seamless journey between fundraising and campaigns public audiences
- Be a visible and compelling ambassador and advocate, ensuring the directorate's objectives are communicated internally and that the organisation's strategic objectives are communicated and acted upon within the team
- Anticipate and respond to external trends and developments in fundraising
- Accountable to the Executive Team, requiring the presentation of reports and updates to them, the Finance Committee and the Board
- Attend events and meetings as required including out of hours
- Deputise for the Director of Cause and Engagement when required

The postholder is expected to undertake any other duties commensurate with the responsibilities and level of the role as required to meet the needs of the organisation.



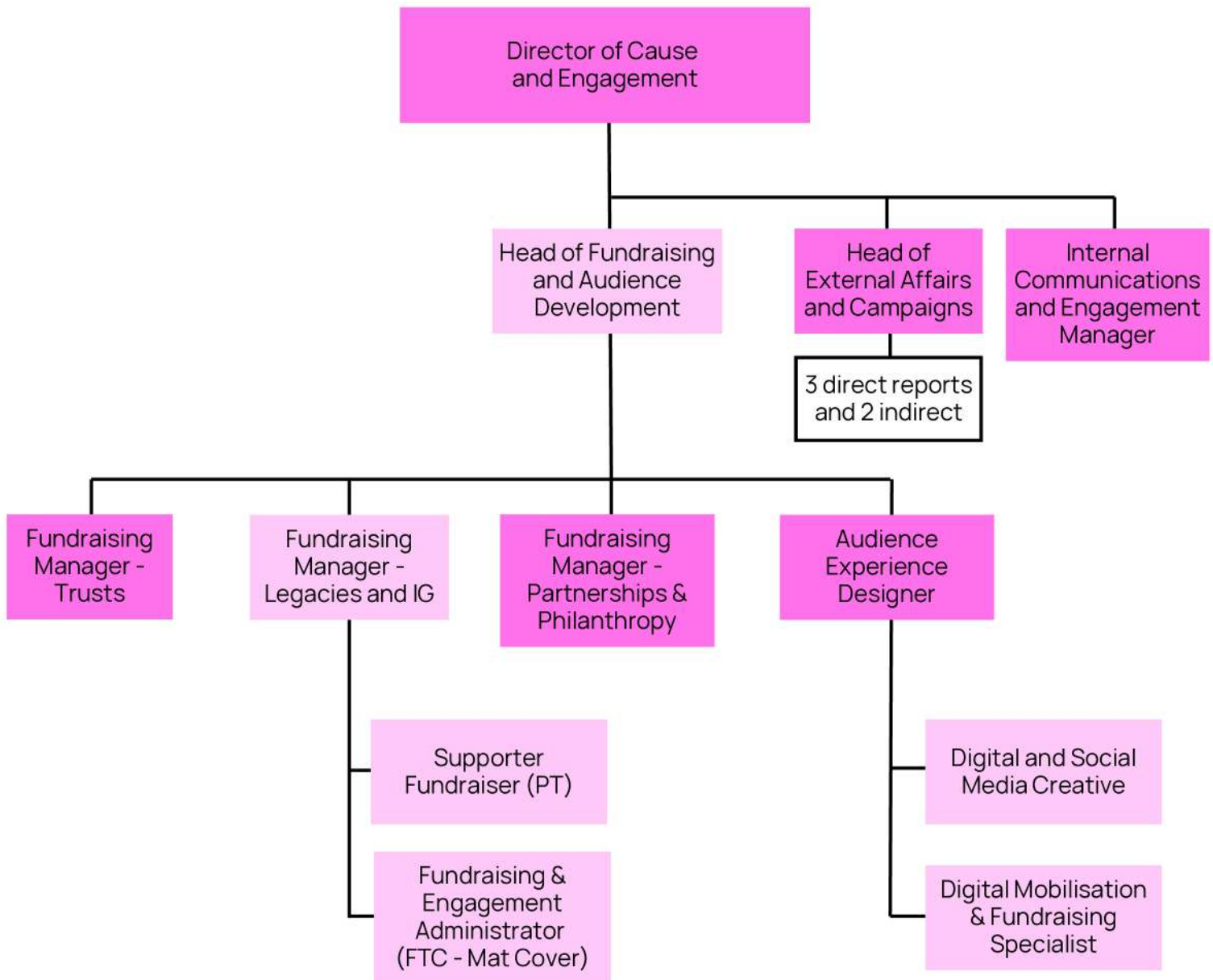
Person Specification: Head of Fundraising and Audience Development

Criteria	Essential (E)	Desirable (D)
Demonstrable significant experience of leading, developing and motivating fundraising functions; creating a culture of high performance and deploying people to achieve strategic priorities	X	
Demonstrable ability to think strategically and operationally with experience in leading and developing successful fundraising operations and fostering a strong organisational fundraising culture	X	
Proven ability to significantly grow income through innovative fundraising streams and a strong understanding of various fundraising channels, particularly individual giving, legacies, major donors and digital fundraising	X	
Demonstrable skills in relationship building with donors, both in person and through well considered and impactful donor journeys	X	
Ability to think creatively, develop compelling fundraising propositions, and lead brand strategies that engage and activate audiences	X	
Ability to use data and insights to inform creative decision making, impact and reach	X	
Ability to use data and insights to inform creative decision making, impact and reach	X	

Person Specification: Head of Fundraising and Audience Development (continued)

Criteria	Essential (E)	Desirable (D)
High level of organisational skills and attention to detail, ability to prioritise activity across competing campaigns, strong critical thinking, analysis, and data literacy, along with knowledge of relevant regulations affecting fundraising and marketing activities including GDPR and e-privacy regulations	X	
Experience of effectively sourcing and managing creative agencies and external suppliers	X	
Prior experience as a budget/resource-manager, with skills to create compelling business cases for resources (cost-benefit analysis, return-on-investment analysis etc.) as well as sound financial/budget management skills and experience	X	
Leadership competence to achieve a cohesive and influential function that anticipates organisational issues and needs, and tackles these in an integrated way	X	
Curiosity into the issues affecting our charities' work, and the ability to see opportunities for collaborative working to develop and improve the Directorate's activities	X	
Experience of stewarding major donors and securing high value gifts		X
Understanding of, and empathy with, the aims and objectives of Sight Scotland and Sight Scotland Veterans		X
Member of the Chartered Institute of Fundraising		X
Ability to work on occasion out of hours, for which TOIL will be granted	X	

The Cause and Engagement Team



Light pink reflect posts being actively recruited for.
Full organisational chart available upon request.

Our vision, mission and values

Our vision:

An inclusive Scotland where people of all visual abilities have the opportunity to thrive.

Our mission:

Support, campaign and research for people affected by visual impairment.

Our values

Our values reflect what Sight Scotland does, how we do it and why we do it.

These statements explain what each value means to us, in what we do as an organisation, and how we act as colleagues:

Thrive

Be curious

We care about those we work with and want them to flourish by being engaged and interested in purposeful learning.

Reflect to Grow

We thrive by taking the time to listen, understand, consider our approach and share knowledge.

Unite

Support and encourage

We maximise our impact by embracing accountability and supporting and coaching each other with encouragement and kindness.

Celebrate success

We recognise and celebrate our achievements in the vital work we do, and the collaboration with our partners and the communities we support.

Transform

Test, learn and adapt

We transform outcomes for people with visual impairment through collaboratively adapting our approaches and using our expertise to meet their needs.

Challenge Positively

We embrace change and constantly look for ways to improve through open, honest and respectful interactions.

Benefits and life at Sight Scotland

Our people do essential work, and we believe it's vital to care for and invest in them. We want everyone at Sight Scotland and Sight Scotland Veterans to be able to thrive at work.

Annual leave

37 day's paid holiday per year (inclusive of bank holidays).

Pension

Contributionary pension scheme through Royal London. Your contributions start at 3% of your salary, while our employer contributions start at 6%. You can increase contributions, and we'll double it up to a maximum employer contribution of 12%.

Flexible working

We have a variety of flexible working options available, including compressed hours. Employees are based from our Edinburgh Head Office, but with flexibility to include some working-at-home under our Hybrid Working arrangements. Minimum requirement for two days a week in the office for relationship building and meetings. Employees may be required to work in our other locations on occasion and attend external meetings/events.

Family friendly policies and enhanced maternity leave

Two days paid dependants leave, and two days carers leave per year.

Maternity leave: first 6 weeks are payable at 90% of average weekly earnings, the next 12 weeks are paid at ½ normal basic rate of pay plus the standard SMP rate providing this does not exceed an employee's full pay. Statutory Maternity Pay provided during the final 21 week period.

Enhanced sick pay

Sick pay is provided from day one of employment, ranging from 5 weeks full/5 weeks half pay for 6-12m service, to 26 weeks full/26 weeks half pay for those with over 5 years service.

Other

- Free confidential employee assistance programme
- Benefits hub
- Discounts for carers
- Cycle to Work scheme
- Option to join the SCVO Credit Union
- Paid time off for medical and dental appointments

Equity, diversity and inclusion

We're committed to the pursuit of inclusion and diversity in our workplaces. We want to create a working environment that is representative of and responsive to different cultures and groups, and where everyone has an equal chance to succeed.

Sight Scotland and Sight Scotland Veterans promote the inclusion and empowerment of people with visual impairment, and as such regard inclusion, diversity and equality in all its respects as something that should be inherent in our service delivery, our staffing and our management and governance.

Throughout all our activities we aim to:

- Eliminate unlawful discrimination, harassment and victimisation and other prohibited practices.
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Sight Scotland is also proud to be a Disability Confident Employer. Disability Confident Employers are recognised as going the extra mile to make sure disabled people get a fair chance. We are committed to taking actions that will make a difference for disabled people. This includes things like:

- Making our recruitment inclusive and accessible.
- Communicating our vacancies.
- Offering an interview to disabled people.
- Providing reasonable adjustments which support disabled people in work.
- Supporting our existing employees.

If you have questions relating to Sight Scotland's EDI commitment, or would value seeing specific policies, please get in touch with recruitment@thinkcs.org and we can support.



To apply

To express interest in this role, and to arrange an initial conversation with THINK Recruiting please email recruitment@thinkcs.org with a copy of your CV and contact information.

Our Recruitment Manager will have a screening conversation with all applicants prior to shortlisting. Rather than requesting candidates submit a supporting statement or cover letter, we will provide interested candidates with screening questions to answer which alongside your CV will form your application.

We can organise an informal conversation with Davina Shiell, the recruiting manager. If you would like to speak with Davina, please flag this during your initial call with THINK Recruitment.

Screening calls with THINK Recruitment	Informal conversations with recruiting manager	Closing date	Interviews	Decision by
8th - 19th November	Time held on 13th, 14th and 15th November	Midnight Tuesday 20th November	Thursday 28th November	Friday 29th November

Invites to interview will be sent by the 22nd November to ensure candidates have time to prepare. Interviews will be held in person. There will be an interview task for candidates to prepare, details of which will be shared in the invite to interview.

Every effort will be made to keep the process to one stage, however if a second round is required this will take the form of an informal conversation with the recruiting manager and another member of the team. Time has been held on Friday 29th in case a follow up conversation is required.



If there are any reasonable adjustments THINK Recruiting 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, we hope to hear from you soon.

Jo McGuinness

Recruitment Manager - THINK Recruitment
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thinkcs.org