



# NATIONAL PORTRAIT GALLERY

## JOB DESCRIPTION

<b>Job Title</b>	<b>Fundraising Manager, Grants</b>
<b>Department</b>	Development
<b>Reports to</b>	Anna Pharoah, Senior Fundraising Manager
<b>New Position (Y/N)</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

Job Overview: **Provide a brief overview of the role, including the primary purpose of the position and its overall significance to the organization**

### Role Purpose:

As a key member of the Gallery's Development team, the *Fundraising Manager, Grants* will work closely with the Senior Fundraising Manager, Grants and Legacy Giving to support the delivery of an ambitious trust fundraising strategy to ensure that the Gallery raises maximum income through grant-giving bodies, including Trusts and Foundations, statutory funders, and corporate foundations.

The postholder will seek to secure critical support for budget-relieving activity taking place across the Gallery, including learning and engagement and exhibitions, as well as support for acquisitions, special projects, and capital works. They will make a significant contribution to ensuring exemplary relationships with grant-makers and their representatives, and actively cultivate prospects to increase support for the Gallery.

The Fundraising Manager, Grants will work with the Senior Fundraising Manager, Grants and Legacy Giving to develop and implement a strategy for grants fundraising and support ongoing stewardship of funder relationships.

The postholder will also support the Gallery's ambition to grow legacy giving as part of the wider team objectives.

### Key accountabilities

- Working with the Senior Fundraising Manager, Grant and Legacy Giving to develop and deliver an overall strategy for grants fundraising, ensuring that the Gallery raises its income targets in Trusts and Foundations and statutory funding and additional funding for major acquisitions, special projects and capital works as required. Ensuring that fundraising supports the Gallery's Development Departmental Plan and 10 Year Plan.
- Ensuring that a sufficient number of high quality funding applications are made each year in order to support key Gallery projects from existing supporters as well as increasing the current level of Trust and Foundation support.



# NATIONAL PORTRAIT GALLERY

- Researching, developing and preparing high quality applications for funding, liaising closely with relevant colleagues across the Gallery.
- Ensuring that accurate and engaging funder reports are written and provided to the funder on time.
- Undertaking stewardship of key funders, both past and present, to ensure funder satisfaction and to maximise the chances of repeat funding.
- Working with the Prospect Researcher and the gallery's process for ethical review to ensure that due diligence processes are followed.
- Working with the Senior Fundraising Manager, Grants and Legacy Giving and other colleagues, to support the legacy giving strategy as appropriate as part of the wider team objectives.

## *Strategy and planning*

- Working within the overall strategy for Grants and Legacy Giving and with the Senior Fundraising Manager, Grants and Legacy Giving, agreeing on a work plan, for each financial year, working closely with them to adjust plans when necessary (for example due to unexpected campaigns or application delays).
- Working with the Senior Fundraising Manager, Grants and Legacy Giving, planning an on-going strategy for cultivating relationships with prospective and lapsed Trusts and Foundations and their representatives.
- Pro-actively identifying new funding prospects for the Gallery, working with the Prospect Researcher, undertaking research as required, using available tools and systematic processes for prospect identification.
- With the Senior Fundraising Manager, Grant and Legacy Giving, creating Trusts and Foundations prospect lists, and ensuring that meetings and communications with priority prospects take place.
- Devising and delivering small-scale cultivation events for Trust and Foundations (funders and/or prospects).
- Working closely with Gallery colleagues from different departments (e.g. Curators, Learning and Engagement team, Conservation team) to identify the strongest new funding opportunities with potential to support budget-relieving work.
- Working with the Senior Manager, Grants and Legacy Giving and colleagues in Development, to support legacy giving initiatives, as part of the wider team objective in Grants and Legacy Giving.

## *Research, Applications and reporting*

- Writing robust and persuasive funding applications to grant-makers, aligning with their interests and giving priorities.
- Working with colleagues to ensure projects are monitored and evaluated, ensuring that grant terms and requirements are met, and that high quality reports are submitted according to reporting schedules.



# NATIONAL PORTRAIT GALLERY

- Contributing to regular and accurate records and reporting on income from Trusts and Foundations for Finance, Team Meetings, Senior Management and the Trustees.

## *Stewardship*

- Ensuring opportunities throughout the year for funder representatives to come into contact with the Gallery's work or events, as appropriate to the funder.
- Briefing the Director/Director of Development and other colleagues about funders prior to funder meetings. Attending funder meetings where appropriate.
- Ensuring reporting expectations are met (as above), working with the Campaign Manager where relevant to collate information and report documents.
- Liaising with relevant Gallery colleagues to ensure funder acknowledgements when appropriate on project materials, press, marketing and publications.
- Developing active and positive relationships with relevant Trusts and Foundations representatives and key people within grant-giving bodies.
- Maintaining ongoing contact with current Trust and Foundation supporters, and stewarding individuals within family foundations who have indicated that they will be considering a legacy gift.

## *Information Management*

- Monitoring incoming grant payments and budget expenditure with the Finance Department and relevant teams within the Gallery.
- Recording all communications with funders and prospects on the CRM database 'Tessitura', maintaining accurate records of grant makers and grant fundraising activity - including logging insight, next steps, current actions, prospect and gift details on the CRM database, Tessitura.
- Gathering information about funded projects for the purpose of report writing.
- Keeping informed about trends, innovation and news in philanthropy, particularly in Trusts and Foundations.

The post holder will be expected to demonstrate relevant knowledge and experience in relation to these aspects of the role.

*The above list is indicative but not exhaustive. As such, in addition to the key accountabilities and responsibilities listed the post holder may be required to perform other duties commensurate with the scope and/or level of the role*



# NATIONAL PORTRAIT GALLERY

Describe the level of education and skills required for the role:

## Key experience

### *Essential*

- Proven track record of soliciting donations from Trusts and Foundations, and statutory funders.
- Experience of engaging a wide range of stakeholders and excellent relationship management skills.
- High level of proficiency working with standard business software including MS Office applications (Word, Excel, Outlook, PowerPoint).
- Working knowledge of CRM databases such as Tessitura.

### *Desirable*

- Experience of working within an arts/heritage environment.
- Experience of working on/knowledge of an acquisition campaign and/or National Lottery Heritage Fund application.

## Skills

- Excellent written skills, with the capacity to produce clear and accurate documentation.
- Ability to craft compelling cases for support and to communicate effectively through face-to-face meetings and written proposals
- Strong interpersonal skills with the ability to quickly establish credibility and good working relationships with internal and external stakeholders.
- Attention to accuracy and detail in all aspects of work.
- An ability to plan and manage own workload, adapting to changing conditions when necessary.
- An interest in and commitment to the long-term success and development of the Gallery.
- Ability to work independently as well as collaboratively with colleagues.
- Demonstrates passion and approaches work in a positive, enthusiastic way.

## Criteria

- A flexible approach to working hours, including occasional early mornings and evenings.
- A strong commitment to equality and diversity with the ability to balance differing needs.
- Keen interest in the mission and purpose of the National Portrait Gallery and building its relevance for contemporary audiences, and in the long-term



# NATIONAL PORTRAIT GALLERY

success of the Gallery.

Managerial and Supervisory Responsibility:
<b>Does this role have Managerial Responsibility</b>
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>If yes, Describe the team the role is responsible for overseeing:</b>

n/a

Decision Making
<b>Describe the analysis and judgement required to make decisions, and the frequency and scope of decision-making responsibilities.</b>

The Fundraising Manager, Grants must exercise a high level of analytical skill and judgement regularly to ensure the Gallery meets its funding objectives while maintaining strong relationships with funders and adhering to ethical and legal standards. They will:

- Evaluate the suitability of various grant-giving bodies, trusts, foundations, and statutory funders for supporting the Gallery's projects. This includes assessing their funding criteria, priorities, and past giving patterns.
- Use their judgement to decide which potential funders are most likely to support specific projects and prioritise efforts accordingly
- Analyse the Gallery's financial needs and funding priorities, and use judgement to formulate and adjust fundraising strategies to meet these needs, balancing short-term goals with long-term objectives.
- They will analyse information from various Gallery departments to create compelling and accurate funding applications
- And use judgement to ensure applications align with funders' interests and requirements, deciding on the appropriate level of detail and emphasis for each application.
- They will monitor and evaluate ongoing relationships with funders, analysing their feedback and engagement levels, judging the best approaches for maintaining and enhancing these relationships.
- They will make decisions about how to best meet reporting requirements and manage the timing and content of reports to funders.

Frequency and Scope of Decision-Making:

1. Daily Decisions: Prioritizing daily tasks and managing workload. Deciding on immediate responses to funder inquiries and internal requests. Adjusting day-to-day activities based on emerging opportunities or challenges.



# NATIONAL PORTRAIT GALLERY

2. Weekly/Biweekly Decisions: Reviewing and refining workload of funding applications and reports. Planning and coordinating meetings with funders and internal stakeholders. Identifying and acting on new funding prospects.

3. Monthly/Quarterly Decisions: Evaluating the progress of the work plan /fundraising strategy and adjustments. Deciding how they will help deliver small-scale cultivation events. Assessing the success of recent funding applications and planning future submissions, deciding what to prioritise.

4. Annual Decisions: Contributing to the development of the annual work plan and strategy. Reviewing overall performance against income targets and strategic goals. Planning for long-term relationship cultivation with key funders.

Problem Solving
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<b>Describe the complexity, frequency and nature of problems typically encountered in this role and how they would be resolved (this may include policies, procedures and escalation processes)</b>
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Challenges that may be encountered in the role:

## 1. Grant Application Declines or 'No Response' results

Understanding why a grant application was unsuccessful requires analysis of the funder's criteria and preferred way of working, involving nuance and complexity. This will be occasional to frequent, depending on the funding proposition, number of approaches made, effectiveness of communications, and funding landscape. Method of resolution may involve interpreting feedback from funders delivered in a range of styles, both direct and indirect, and identifying misalignments with funder priorities, timings, or preferred method of approach. Resolution could involve revising the approach process and escalation could involve discussion with the Senior team members, undertaking training, or receiving support from a mentor.

## 2. Avoiding Problems in Managing Funder Relationships

A high degree of complexity will be needed in balancing the expectations and needs of multiple funders while ensuring that the Gallery's priorities are met. This will take place frequently and ongoing. It will involve ensuring consistent and considered communication, expectation management, and delivering on agreements. To avoid problems arising, such as mismatch of funder expectations and Gallery activities, processes will include maintaining records of discussion, meetings, communications, written agreements, regular communication with funders, especially those giving larger, more complex grants. In rare circumstances, escalation could involve senior managers or Directors' advice on resolution steps.

## 3. Meeting Multiple Funding Deadlines

Coordinating multiple deadlines (applications and reports) is a medium complex challenge, particularly around reporting cycles and grant submission deadlines, which



# NATIONAL PORTRAIT GALLERY

coalesce in autumn and spring. This requires good time-management and planning skills, initiative and communication with funders to identify flexibility where possible, and the ability to communicate and coordinate with colleagues in other departments effectively. Tracking and scheduling tools, and working in advance of deadlines in less busy periods, and careful prioritisation of time-sensitive activities and high priority accounts. Escalation if deadlines are at risk, is to work with the Senior Fundraising Manager for additional support on problem solving, prioritising, or upward delegation.

#### 4. Budget and Financial Management

The postholder will contribute to setting the income target and to raising it. They will need detailed understanding of the budget and their contribution to it. The complexity is medium to high, as grant income is tracked against multiple areas (restricted in budget, restricted out of budget, project, unrestricted and acquisitions), and a combination of these can exist within one grant. Careful tracking is needed on multi-year grants. This is regular and ongoing with periodic budget reviews. They will manage complexity through team liaison, and using the team's established financial tracking and reporting systems. Significant discrepancies or funding shortfalls will be discussed with the Senior Fundraising Manager, Development Director and Finance.

#### 5. Ethical Risks

They will need to ensure compliance with ethical process and policy on an ongoing basis and escalate to senior management when potential ethical or legal issues are identified.

#### 6. Meeting Fundraising Targets

A medium to high complex challenge. Achieving fundraising targets involves various internal and external factors, including economic conditions, funder priorities, performance, and appeal of fundraising proposition. This can be a recurring challenge, particularly if targets are ambitious or external conditions are challenging. Address the challenge involves understanding why targets are not being met, which could be due to insufficient or unsuccessful applications, ineffective cultivation of relationships, or changes in the funding landscapes. Protocols and systems to help address challenges include periodic performance reviews, action plans which may include adjusting strategies and training. Additional support could involve the Gallery's Data Analyst using data from the CRM database to analyse past performance and identify insight. Escalation would involve the Senior Fundraising Manager and Development Director. If budget allows, external expertise could provide an objective assessment and recommendations.

#### Relationships

**Describe the relationships required both internal and external to the organization by this role. These may include working relationships along with networking relationships**

#### Internal Relationships

1. Senior Fundraising Manager, Grants and Legacy Giving. Direct reporting line. Close



# NATIONAL PORTRAIT GALLERY

collaboration to develop and implement the grants fundraising strategy, plan work activities, and address challenges. Frequent and strategic, involving joint decision-making and regular updates.

2. Grants Legacy Giving Team and Development Team: Working Relationship: Collaboration with fundraising colleagues to ensure cohesive efforts across different funding streams. Regular meetings to coordinate activities, share information, and align on goals.

3. Curators, Learning and Engagement Team, Conservation Team: Key partners in grant opportunities, gathering project details, and ensuring alignment with grant applications. Collaborative, involving discussions and coordination for project-specific funding needs.

4. Finance Department: Coordination to track grants income, including coding, and resolving discrepancies.

5. Prospect Researcher: Collaboration to identify and research new research areas to identify funding prospects, ensuring a systematic approach to prospect identification. Ongoing partnership, with regular updates and joint planning sessions.

6. Campaign Manager: Collaboration on reporting for campaign funders. Periodic interaction to collate necessary funder reports.

## External Relationships

1. Grant-Giving Bodies such as Trusts and Foundations and Statutory Funders: Primary external stakeholders for securing funding. Building and maintaining positive relationships to nurture future support. Strategic and regular engagement through meetings, events, and email/phone communication to cultivate and steward relationships, as appropriate to the type of funder.

2. Funder Representatives: Key contacts within funding organisations. Essential for understanding funder priorities, receiving feedback, and ensuring expectations are met. Personalised and relationship-focused, involving frequent updates, invitations to events, and stewardship activities.

3. Family Foundations and Legacy Donors: Building relationships with individuals around their support, and supporting them in considering a legacy gift. Sensitive and strategic, requiring personalised attention and tailored engagement.

4. Professional Networks and Industry Groups: Engaging with broader fundraising and philanthropy networks to stay informed about trends, share best practices, and identify new opportunities. Professional and developmental, involving participation in





# NATIONAL PORTRAIT GALLERY

relevant forums.

5. Consultants and Advisors: External experts who may provide specialised knowledge or support for specific projects or campaigns, such as prospect research. Project-based and collaborative, requiring clear communication.

Work Environment
<b>Describe the physical work environment</b>
<p>This is a hybrid role with a combination of office and work-from-home days each week. There are no set days however weekly office attendance is essential.</p> <p>The office is London-based with a hot-desking system in place. It is connected to the National Portrait Gallery, with frequent usage of the Gallery for events, meetings and tours.</p> <p>The employee will be expected and encouraged to be familiar with the Gallery, its spaces, collections, hosting opportunities, accessibility and various teams, in order to effectively inform supporters and deliver and host donor event and meetings.</p>