



Strictly Private and Confidential

## Role Description

Rosa

Chair

August 2024

Sapphire Partners  
45 Monmouth Street, London, WC2H 9DG  
Telephone +44 (0)20 7292 997

## Role Summary

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Position:	Chair
Company:	Rosa
Location:	London/Hybrid
Website:	<a href="https://rosauk.org/">https://rosauk.org/</a>

## The Organisation

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***Rosa's vision is of a society in which women and girls are safe, healthy, and equal. Its mission is to contribute to improving the lives of women and girls by drawing in and distributing funding and resources to the women and girls' sector, by strengthening organisations and by using its voice to achieve change.***

To realise its vision and achieve its mission, Rosa supports and champions the women and girls' sector through expert grant-making and sector building. Formed in 2008 to address the acute lack of funding for the sector that is underserved and represents a large section of society, Rosa is a grant-making charity that funds and strengthens women and girls' organisations working to make the UK a fairer, safer place. It accomplishes this by bringing in new sources of funding, investing resources into the sector, and by building a community of organisations that are connected in its cause to build a more equal society.

Rosa's work aligns with three strategic areas: investing in organisations, strengthening organisations, and using its voice to achieve change. Rosa currently delivers three funding programmes and prioritises organisations that are led by and for Black and minoritised women and girls, work in areas of high deprivation, are led by and for disabled women and girls and are led by and for LGBTQ+ women and girls.

Rosa employs a small but highly skilled team of ten staff who develop, manage and deliver its funding programmes, capacity building support for grantees, as well as its research and evidence base. Rosa is a fundraising grantmaker which means it is dependent on raising funds to cover all of its costs including core costs which are vital to delivering its mission.

In 2023, Rosa celebrated its 15th anniversary and reflected on all its achievements and the work still to be done. Rosa maintains a firm focus on its mission to improve the lives of women and girls, by drawing in and distributing funding and resources to the women and girls' sector, strengthening organisations and using its voice to achieve change.

Rosa's Board of Trustees is vital to Rosa's ongoing success. Since 2020, Rosa has appointed seven new Trustees and has focused on strengthening the organisation and its governance (through establishing a committee structure to provide support and scrutiny the organisation).

Rosa’s work is guided by its core values:

<p><b>Our Values</b></p> <p>These underpin all our work and everything we do. We are:</p>	<p><b>Bold</b></p> <p>We seize new opportunities, and we are not afraid to take risks in pursuit of our mission and vision.</p>	<p><b>Agile</b></p> <p>We adapt our work swiftly to meet the changing needs of the women and girls sector and the wider context.</p>
<p><b>Collaborative</b></p> <p>We work with and for our partners, constantly identifying ways to collaborate rather than compete.</p>	<p><b>Inclusive</b></p> <p>We value the diversity of the UK women and girls sector, and seek to harness the power of its different perspectives.</p>	<p><b>Transparent</b></p> <p>We recognise our power as a funder and strive to constantly improve our work.</p>

Source: <https://rosauk.org/wp-content/uploads/2023/05/Rosa-an-introduction-for-supporters.pdf>

Rosa’s Impact and Achievements:

- Rosa is among the top 10% grant makers in the UK
- Since forming in 2008, Rosa has awarded nearly £11 million in 720 grants, reaching over 168,000 women and girls.<sup>1</sup>
- During 2022-23, Rosa’s celebrated its 15th anniversary. In the same year it:
  - Distributed over £1.7 million in 92 grants, impacting over 53,000 women and girls across the UK, channelling funding where it was needed most – to small charities, organisations working in the most deprived areas of the UK, and organisations supporting Black and minoritised women and girls.
  - Published groundbreaking research mapping funding into the UK women and girls’ sector which enhanced the evidence used by women and girls’ organisations and other funders to make the case for further investment into the sector.
  - Produced compelling cases for support to communicate to a range of funder audiences and realise many of its fundraising ambitions.
  - Increased its external communications and reached a wider audience.
  - Invested resources in a project management system, a fundraising CRM and began work on improving its grant making database.

Rosa’s Strategy

<sup>1</sup> <https://rosauk.org/wp-content/uploads/2023/11/Rosa-UK-Annual-Report-Accounts-2023.pdf>

As a fundraiser grant maker, Rosa will continue to build partnerships with funders and donors to ensure it can run its funding programmes to support and sustain women's and girls' organisations. Since 2022, Rosa's goals have been to grow its income at a steady and sustainable pace, establish a two-year cycle of fundraising and grant-making, invest in its capacity building initiatives and publish research to enhance its work and strengthen the sector.

It is currently working on its new strategy which will begin in 2025. Rosa is using this opportunity to engage with a range of external stakeholders including funders, peers and grantee organisations across the UK whose ideas will help shape the strategy. The aim of the strategy is to ensure Rosa continues to meet the changing needs of the UK women and girls' sector, is able to use its influencing strength to benefit the sector and can continue to engage with a diverse range of funders to encourage investment in the sector.

## The Role

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The Board of Trustees (twelve) is the governance body for Rosa, serving as stewards of the organisation's resources. It is ultimately responsible for Rosa's strategy, operations, adherence to law, regulation, financial management and its overall policies. In addition to its expertise in women's and girls' issues, leadership and philanthropy, Rosa's current Trustees also bring diverse experience in human resources, policy, partnerships, fundraising, governance, charity law, grant-making, finance and communications.

The Chair of the Board will lead Rosa's Board of Trustees, driving governance, and guiding strategic planning and stakeholder engagement. This pivotal role is crucial in advancing its mission and ensuring organisational sustainability. The Chair will work closely with the Rosa's Chief Executive to achieve Rosa's goals with a particular focus on the following areas:

### **Strategy and Governance**

- Ensuring that the Board operates effectively in the consideration, iteration and approval of the strategy proposed by the Chief Executive in support of the Rosa's mission, vision and values.
- Ensuring that Rosa operates efficiently and effectively to fulfil its objectives.
- Safeguarding and prioritising the interests of Rosa's beneficiaries.
- Upholding high standards of governance and risk management.
- Ensuring that the Board is diverse and Trustees offer the range of knowledge, skills and experience necessary to deliver Rosa's aims and objectives.
- Ensuring Rosa is accountable and transparent in its activities.
- Maintaining Rosa's compliance with relevant charitable and company legislation.

### **Guidance and support to the Chief Executive**

- Working in partnership with the Chief Executive to provide support in achieving Rosa's goals
- Providing support and guidance on operations, including personnel matters where appropriate.

### **Financial**

- Ensuring sound financial oversight including review and approval of the annual budget.
- Providing oversight of high standards of financial management.

### **Advocacy and fundraising**

- Openness to use its personal and professional networks to help the CEO and Senior Leadership Team with access to potential donors and supporters including governments, international bodies, corporates, trusts and foundations, NGOs, and individuals.
- Offering advice and assistance in raising and maintaining the charity's profile in the UK and internationally.

### **Leadership of the Board**

- Encouraging discussion at Board meetings, summarising key points and ensuring decisions are made and implemented.
- Maintaining oversight of the Sub Committees of the board.
- Ensuring a high performing and effective Board by committing to regular appraisal and review of Trustees and board performance (including managing retirements and resignations of Trustees).

## **Candidate Profile**

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After nearly seven years as Chair of Rosa, Cath Dovey is stepping down and Rosa has embarked on a search for her successor. Rosa seeks to appoint a Chair with strong personal qualities and attributes that align with its organisational values and goals. It is an exciting time in Rosa's development to join and help lead its growth working with a passionate and committed Board and executive team.

Rosa defines women's and girls' organisations as those run by, for, and with women and girls. Consequently, the organisations they support are governed and led by women, with a Board of Trustees (or equivalent) chaired by a woman. Additionally, the majority of board members and the employee leadership team are women. This framework underscores Rosa's commitment to ensuring that the leadership and governance of funded organisations reflect the communities they serve. Therefore, they are seeking a Chair to align with these principles and uphold its commitment to women's leadership.

The successful candidate will demonstrate a deep commitment to the organisation's mission, vision and values, with a mix of the following experience and skills:

- Proven experience as a Chair or Committee Chair, with strong leadership skills, able to build trust and manage board dynamics.
- Ability to set a positive and productive board culture and partner collaboratively with the CEO and senior leadership team.
- Experience of mentoring and supporting a CEO, providing guidance and strategic insight to foster the CEO's professional development and enhance its effectiveness.

- Optimally, experience of working in a charitable, non-profit organisation, public body or equivalent organisation with an understanding of the legal responsibilities, liabilities and governance of a charity.
- The ability to think strategically (and understand the difference between strategic and operational decision making).
- Ability to identify the big issues including those around Rosa's strategy, long-term sustainability and reputation.
- Presence and knowledge, with the ability to garner respect and support from various constituencies and stakeholders.
- Experience of driving exemplary board governance.
- A confident, public speaker with experience of advocacy and raising the profile of an organisation to a wide variety of key, senior stakeholders, with the ability to articulate a vision.
- Demonstrated ability to effectively delegate tasks and responsibilities, empowering Trustees while maintaining oversight and ensuring accountability.
- Understanding of the philanthropy sector to effectively guide the board in aligning with philanthropic goals and strategies.
- Financial acumen, able to understand and oversee organisational budgets.

**Personal qualities and attributes will include:**

- A deep and genuine interest in Rosa's work and the work of the wider women and girls' sector.
- Passion for and knowledge of the cause of the women and girls' sector, combined with a commitment to gender equality and the empowerment of women and girls.
- An interest in grant making and fundraising – and a commitment to learn more!
- Alignment with the energy and drive of the organisation and a commitment to dedicate the time necessary to the role of Chair.
- Visionary and strategic thinker with the ability to manage complex issues.
- High level of diplomacy with strong interpersonal and communication skills and the ability to listen, inspire and motivate others.
- High standards of integrity, ethics, and transparency.
- Commitment to ensuring accountability and trust in Rosa's operations.
- Low ego with a diplomatic, collaborative style.
- Exceptional relationship builder with the ability to work and build trust across all levels and personalities.
- A commitment to personal development within the role.

Rosa takes its commitment to equality, diversity, and inclusion extremely seriously, recognising the value that this adds to our success. Rosa reaps the benefits of having a diverse board and welcomes applications from people of all backgrounds and life experiences. We are therefore particularly keen to hear from people from across the UK, people with a variety of educational backgrounds and experiences, people from Black and Asian communities and other racially minoritised ethnic groups, and disabled people.

## Time Commitment & Location

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- Rosa's offices are on the 4th Floor, The Resource Centre, 356 Holloway Road, London, N7 6PA
- Approximately 40 days per annum.
- The appointment is for an initial three-year term, renewable up to nine years in total.
- Rosa's Board of Trustees serve on a voluntary basis and meet four times a year for Board meetings (currently three online and one in person) plus once a year for an in-person awayday in London.
- Committee meetings are typically arranged around board meetings.

Board meeting dates:

- 15th October 2024 5-7pm in person at:  
The Resource Centre, 356 Holloway Road, London N7 6PA
- 17th December 2024 5-7pm via Zoom
- 25th March 2025 5-7pm via Zoom

Further dates to be advised by Rosa including the Strategy Day.

A comprehensive, bespoke induction will be designed for the new Chair.

## Remuneration

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Unremunerated but reasonable travel expenses will be reimbursed.

## Additional information

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- Rosa Fund Annual Report 2023: <https://rosauk.org/wp-content/uploads/2023/11/Rosa-UK-Annual-Report-Accounts-2023.pdf>
- Rosa, An introduction for supporters: <https://rosauk.org/wp-content/uploads/2023/05/Rosa-an-introduction-for-supporters.pdf>

## Sapphire Partners' Contacts

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## Appendix I: About Rosa

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Rosa is a grant-making charity that funds women's and girls' organisations working to make the UK a fairer, safer place. Rosa does this by bringing in new sources of funding, investing resources into the women's and girls' sector, and by building a community of organisations that are connected in its cause to build a more equal society.

### INVESTING

Rosa's overarching goal is to increase the income distributed to the sector, by raising and distributing it themselves and by working with others to enable them to do the same.

### STRENGTHENING

In addition to funding, Rosa seeks to strengthen women's and girls' organisations, offering a programme of free events and training, online and in person, which enhance the way organisations work and the work Rosa does.

### USING ROSA'S VOICE TO ACHIEVE CHANGE

By communicating the enormous value of women-led organisations, Rosa supports funders, including businesses as well as central and local Government, to invest in these organisations to secure its future for the benefit of women and girls.

### **Who Rosa supports**

Rosa helps specialist women's and girls' organisations access the funding and resources they need. It uses its expertise and knowledge to deliver equitable and participatory grant-making for specialist organisations led by and for women and girls.

Without adequate funding, these organisations cannot survive, let alone thrive, and women and girls miss out on the services, programmes, and advocacy they need.

Rosa believes that women's and girls' organisations are experts in what they do. Rosa's fund organisations that work with and for trans and non-binary people and those that don't – Rosa trusts organisations to do what best serves the communities they work with and for. Rosa is proud of its record of funding hundreds of women's and girls' organisations across the UK which represent women's and girls' lived experience and diverse views.

Pro-choice: Rosa is proud to be a pro-choice organisation. Rosa's vision is of a society in which women and girls are free, safe and equal. Rosa believes that bodily autonomy is central to achieving that, which means all women and girls must have access to abortion services which are safe and legal. Rosa will not fund organisations which work against women's and girls' rights to access any form of healthcare including abortion services and uses its assessment and due diligence processes to ensure it upholds this approach.

## **How Rosa makes grants**

Rosa's approach to grant-making aligns with its values, which are that it is bold, inclusive, transparent, agile and collaborative.

## **Developing grants programmes**

So that Rosa responds to the current and most pressing needs facing women and girls, its programmes are developed in collaboration with women from the UK women's and girls' sector. Rosa involves a broad range of organisations from across the sector in its work, especially those representing the most marginalised women and girls.

## **Assessment of applications**

Applications to Rosa are assessed by its dedicated team of freelance assessors, many of whom have experience of working in the women's and girls' sector. Rosa shortlists applications that most strongly fit the aims of each fund and those shortlisted are presented to a Grants Panel.

## **Grants Panel**

Grants Panels discuss and select which applications to recommend for funding. It is important to us that women who understand the needs of organisations working with marginalised women and girls are represented on its Grants Panels. Panels are made up of experts primarily from the women's and girls' sector, sitting alongside at least two Rosa Trustees.

## **Communicating with applicants**

Rosa always tells applicants when they will hear back from them and offers feedback if an application is unsuccessful.

## **How Rosa works with grantees**

Rosa trusts and respects the work of its grantees. It does not burden organisations with in-depth reporting and are mindful of the pressures they are working under. As well as supporting women's and girls' organisations financially, Rosa also provides training and networking opportunities to help them develop. It remunerates women's and girls' organisations when they support Rosa's work through attending events, providing advice or sitting on Grants Panels.

Rosa's simple and straightforward approach to grant-making improves access to funding for many of its grantees. By funding women-led organisations, Rosa improves the support available and amplify the voices of women and girls, ultimately creating real change in women and girls' lives.

Source: <https://rosauk.org/>

## Appendix II: Examples of Recent Funding Programmes

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### Voices From the Frontline

Since 2016, Rosa's Voices from the Frontline programme has funded 120 organisations led by and for women and girls and helped them to campaign on a range of issues, including abortion access, flexible working, support for survivors of domestic and sexual abuse, maternal health care for Black and minoritised women, and better representation for women in politics. Its funding also helped organisations to advocate for change, spread its message and build communities of influence.

**120**

grants awarded

**£515k+**

distributed

**60+**

campaigns initiated

**25+**

events organised

**200+**

workshops held

We plan to run this programme annually, from 2022.

### Stand With Us Fund

The Stand With Us Fund launched in 2022 and was set up to support the many organisations run by and for women and girls who stand up and take action every day to address violence against women and girls (VAWG). The fund aims to empower and strengthen frontline VAWG organisations to build safer futures for women and girls.

**£700k+**

raised, including over half a million pounds raised and donated by Reclaim These Streets following the murder of Sarah Everard.

25 organisations were chosen to receive grants of up to £25k.

Source: <https://rosauk.org/wp-content/uploads/2023/05/Rosa-an-introduction-for-supporters.pdf>

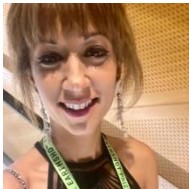
## Appendix III: Current Board Members and Trustees

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**CATH DOVEY CBE**  
**CHAIR**

Cath chairs Rosa and is also a co-founder of the Beacon Collaborative, a UK-wide collective impact movement aimed at encouraging more and better giving and social investment among the UK's wealthy population. Beacon forges collaboration among organisations that work with wealthy donors through activities covering peer influence, public awareness, research and measurement, professional advice and political engagement. She was formerly a co-founder of Scorpio Partnership, the global wealth management strategy and research firm. She also chairs Philanthropy Impact. She was awarded a CBE for services to philanthropy, women and girls, the arts and the economy in January 2024.



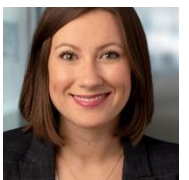
**KAY ALI**  
**TRUSTEE**

Kay is the Director of Partnerships at The Earthshot Prize, a global environmental prize founded and launched by Prince William. Kay is highly experienced in fundraising and maximising communications to achieve organisational growth, having worked across international NGO's, UK charities & the public sector. Kay is also an Advisory Board Member for the Queen Mary University, School of Business & Management.



**SHANTA ASSANI**  
**TRUSTEE**

A qualified chartered accountant, Shanta has 20+ years of Financial experience from both commercial & not-for-profit sectors. During her career she has worked in a broad range of industries, from small businesses to multinational commercial organisations. She has extensive experience of financial governance, reporting, and operations. Currently head of finance and operations in a national charity, she is also Chair of the Finance committee at a local school.



**SARAH BARBER**  
**TRUSTEE**

Sarah Barber is a sustainability and social impact leader who is a passionate advocate of women and girls. She works at Lloyds Banking in Group in its Sustainable Finance team, helping to implement its strategy to be leading supporters of the transition to a low-carbon economy. Previously, she worked at Barclays leading responsible business programmes and helped to co-found its Green Finance strategy. Sarah previously served as a Trustee for Wandsworth Oasis, the South-London charity dedicated to supporting people affected by HIV, and is a long-term champion of fair opportunities for and fair treatment of women in the workplace.



**MEMENTO CHARINGA**  
**TRUSTEE**

Memento is an investment specialist with over 10 years' experience. She actively supports socio-economic mobility ventures and is a passionate advocate of women and girls. Memento was named 2021 Rising Star in investment management and was a finalist for Mentor of the year 2021 by Professional Pensions in recognition of her ongoing mentoring activities. She works at Legal & General Investment Management in the Solutions Team where she designs and manages discretionary client portfolios. Previously, she worked at Aon as a Product Specialist covering multi-asset portfolios. Since her university days, Memento has worked to improve access to education supporting grassroots charities across Zimbabwe.



**CLAUDIA DICKENS**  
**TRUSTEE**

Claudia is a gender equality and violence against women and girls (VAWG) specialist with over ten years' experience working in international development focused on child protection, women and girls' empowerment and gender-based violence. She currently works as a Gender Equality Technical Advisor for Save the Children UK and co-chairs its global VAWG technical working group. She specialises in programme design, delivery and evaluation, as well as organisational strategy and capacity building. She has experience working directly with girls and young people in the UK, including facilitating equalities and leadership sessions for adolescent girls, as part of intersectional justice organisation Fearless Futures. She has also worked with young carers, young offenders and vulnerable families, and is currently the safeguarding trustee for a local charity in Hampshire.

**ESMERALDA GAMBELLI**  
**TRUSTEE**

Esmeralda Gambelli works at the Henry Smith Foundation. She is the co-founder and member of Yinti, a grassroots group which advocates for women and girls and sustainable community-driven development. She is also a Board member of a resident-led partnership, a place-based funder making strategic decisions about funding approaches in London. Previously she was a member of the Strategy Advisory Board at Samaritans and international development at some of Britain's oldest Muslim UK-wide charities and led community engagement and partnership brokering.



**GILLY GREEN OBE**  
**TRUSTEE**

Until 2017, Gilly was Head of UK Grants at Comic Relief, where her key interests were finding new ways to support organisations tackling violence against women and girls, refugees and asylum seekers, and older people. She's been involved in participatory grantmaking and strategic partnership funding with trusts, foundations and corporates. She is a founder trustee of Tonic

Living – a new approach to inclusive ageing for the LGBT+ community – and is currently a freelance consultant working with independent trusts and foundations and the voluntary sector.

**BEVERLEY HUIE**  
**TRUSTEE**

Beverley is an activist for social change, passionate about the empowerment of girls and young women. Beverley currently works for one of the oldest national not for profit charities supporting girls and young women. She is also an independent consultant, working with corporates and individuals to develop the next generation of leaders as a mentor, coach and role model. Among other roles, Beverley has been a member of the GLC Women's Committee Support Unit where she shaped groundbreaking programmes and policies.



**SARAH JACKSON OBE**  
**TRUSTEE**

Sarah has over 25 years' experience of campaigning, practical work, research and thought leadership on issues around gender discrimination at work, family-friendly and flexible working, and of policy development both to support those disadvantaged by caring responsibilities and to promote high quality employment opportunities for everyone. She was CEO of the charity Working Families until 2018, and is currently Chair of Parents and Carers in Performing Arts, and a Visiting Professor at Cranfield School of Management.



**SHEILA JANE MALLEY**  
**TRUSTEE**

Sheila Jane is the former Director of Grantmaking and Policy for BBC Children in Need, and is currently a board member of the Co-operative Foundation and of the Association of Charitable Foundations. She's an advocate of a community development approach, and has experienced it both in Northern Ireland – where she worked for many years and still lives – and across the four nations of the UK.



**LISA RAFTERY**  
**TRUSTEE**

Lisa is Head of Grants at Social Investment Business, a social investment charity supporting impact led organisations with a social mission. Previously Lisa was Grants Manager for the Ending Women's Homelessness Fund at Homeless Link, the membership charity for the homelessness sector. Prior to Homeless Link she was Grants Officer at London Councils for the women's sector, and also worked on the delivery of democratic participation grants at The Electoral Commission. She is highly experienced in grantmaking, programme learning, capacity building and cross-sector collaboration.

## **SENIOR LEADERSHIP TEAM MEMBERS**



**REBECCA GILL**  
**CHIEF EXECUTIVE OFFICER**

Before joining Rosa as executive director in April 2020, Rebecca spent three years working as an independent consultant with organisations including the Women's Budget Group and Rosa. She spent five years working as director of policy, campaigns and communications at Young Women's Trust and has also worked at the TUC, Fawcett Society and in the Government Equalities Office. In 2016 she was a fellow at Clore Social Leadership Programme.



**JOANNE JERROLD**  
**HEAD OF FINANCE AND OPERATIONS**

Joanne joined the team in June 2023. Before joining Rosa, Joanne was Finance and Operations Manager in a charity supporting grass-roots street-children's organisations around the world. Joanne has over 20 years' experience in the not-for-profit and charity sector and enjoys working across both the financial detail and the broad picture of developing new ways of working.



**LIZ GRIFFITHS**  
**HEAD OF PARTNERSHIPS, PHILANTHROPY AND COMMUNICATIONS**

Liz joined the team at Rosa in September 2021 as the charity's first role dedicated to working with Rosa's funding partners. Prior to working at Rosa, Liz spent fourteen years in fundraising and marketing roles for UK homelessness charities. Rosa's work is entirely reliant on fundraising income and Liz's job is to manage relationships with different funding partners, as well as to raise Rosa's profile across all platforms.



**ANNA JARVIS**  
**HEAD OF GRANTS (JOB SHARE)**

Anna is one half of Rosa's Head of Grants, job sharing with Louise. Anna has worked in grantmaking throughout her career, alongside volunteering in a range of community organisations. Over the years, Anna's work has focused on developing programmes and policies that make grant funding as accessible as possible to the organisations that need it most.



**LOUISE TELFORD**  
**HEAD OF GRANTS (JOB SHARE)**

Louise is one half of Rosa's Head of Grants, job sharing with Anna. Before joining Rosa, Louise's experience included working with four different grant-makers, for a small charity and with a range of charities and community groups (from large national charities to small volunteer-run organisations).