



**FOUNDATION  
OF LIGHT**

THE WORLD AT YOUR FEET

# RECRUITMENT PACK







# WELCOME



## WE MAKE LIFE BETTER FOR PEOPLE IN THE NORTH EAST

We are delighted that you are expressing an interest in joining our pioneering charity at such an exciting time. We are proud of our history and culture, our innovative and proactive solutions to community problems, and our people.

We are looking to add diversity and new skills to our passionate and enthusiastic team.

We are the official charity of Sunderland AFC, established in 2001 by former club Chairman Sir Bob Murray CBE with a simple mission:





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## OUR VISION

Better opportunities, better lives.

## OUR MISSION

We are here to use the power of football to invest in the communities we serve and to improve the Education, Health, Wellbeing and happiness of people, no matter who they are.

## ABOUT US

Set up in 2001, the Foundation of Light is the registered charity of Sunderland Football Club; we use the power of football to engage individuals and communities, increasing life opportunities.

Situated in the Northeast of England, we are based at the award-winning community hub, the Beacon of Light, but also have outreach centres in Sunderland, South Tyneside and County Durham.

We use our position as an unparalleled route into traditionally 'hard to reach' communities – involving, educating and inspiring. We work across four industries – education and skills, sport and play, health and wellbeing and youth and community learning.





# OUR VALUES

## Collaborative

We work together, encourage diversity and build strong relationships in our community.



## Integrity

We are honest, respectful and inclusive. We care about our colleagues and our community.



## Innovative

We are creative in solving problems and bold in trying out new ideas.



## Agile

We adapt to all situations with flexibility and positivity. We are resilient in times of challenge.



## Excellence

We are professional, accountable for our actions and contribute to a high performing team.



## Passionate

We are proud of what we do and committed to making a difference.







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# SAFE, WELCOMING AND INCLUSIVE IS AT THE HEART OF WHO WE ARE

We recognise, respect and value difference; all individuals will be treated equally and fairly.

We expect all staff, volunteers and partners to share our commitment to maintaining a culture of vigilance and encourage the reporting of any concerns about the welfare of any child, young person or adult at risk.



*James and Daniel really enjoyed the session today.  
They said it felt like they were learning but in a fun way  
- and they love anything to do with football!*

**Kelly Woods, Parent**







# WHAT WE DO

We work with partners and key stakeholders such as local councils, colleges, universities and housing associations to deliver more than 40 programmes a year across the North East. In doing so, we support almost 20,000 people from all walks of life.

Our **sport and play** programmes cater for young children aged from 18 months (Little Dribblers) to adults aged over 55 (our Extra Time Hubs). We encourage people of all ages to keep active, develop skills and live more fulfilling lives.

Meanwhile, our wide range of disability programmes ensure young people and adults can enjoy sport and build friendships. Our disability coaching team delivers fun, exciting, and challenging sessions which help develop motor skills, balance, and co-ordination, as well as encouraging teamwork and improving communication and confidence.



*Jacob has really enjoyed the holiday courses - the staff have been fantastic! It's helped massively with childcare over the holidays; I can crack on knowing he is happy and in safe hands.*



**Helen Wall, Parent**



We're passionate about inspiring **young people** to be the best they can be, so we also provide a range of free programmes to develop children and young people wherever their interests lie. From sports through to social action projects, residential trips, mentoring, youth clubs and forums, we make sure their voice is heard and their dreams encouraged.

To help raise the educational attainment across the region, we partner with education providers to close the gap between those from disadvantaged backgrounds and others.

We deliver a wide range of sports and education programmes for schools and academies across the North east.



Of course, another priority is **health** inequality, and working with partners across Sunderland, South Tyneside and County Durham we deliver a wide range of programmes aimed at tackling poor physical health



Over **250** aged  
over-55 access our  
five day a week  
programme of activities



# OUR HISTORY







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**2015**

CHARITY LEADER OF THE YEAR  
CEO AWARDED OBE

**DOUBLE CELEBRATION FOR THE FOUNDATION**

WELL DONE LESLEY SPUHLER OBE, CHIEF EXECUTIVE FOUNDATION OF LIGHT

**2016**

FOOTBALL SCHOLARSHIP PROGRAMME LAUNCHED

MULTIPLE TROPHY WINS AND STUDENTS PROGRESSING ONTO FURTHER EDUCATION

**POSITIVELY CHANGING YOUNG LIVES**

BEACON OF LIGHT SCHOOL OPENED IN 2014 AT THE STADIUM OF LIGHT



**COACHES ON TOUR 2014**

VISITING:

CAMBODIA	SWEDEN
CHINA	SWITZERLAND
ESTONIA	UGANDA
SOUTH AFRICA	ZAMBIA
SPAIN	

GENERATING REVENUE FOR PROGRAMMES IN THE NORTH EAST

EMPLOYABILITY AT THE TOP OF THE AGENDA FOR 2016

**BACK IN THE GAME AWARD WINNER**



**2018**

BEACON OF LIGHT OPENS

FOUNDATION OF LIGHT'S NEW HOME



**2020**

**YOUR MOVE**

REGIONAL COMMUNITY CLUB OF THE YEAR



OVER **7,000** FOOD PARCELS DELIVERED THROUGHOUT COMMUNITY DURING PANDEMIC

**2021**



**2019**

**BEST FOOTBALL COMMUNITY AWARD**

OUTSIDE THE PREMIER LEAGUE



“

*I love been able to go out into the community meet different people and organisations.*

**Susan Kane,**  
**Foundation of Light staff**

”





# OUR PLANS FOR THE FUTURE ○○○

## 1 Aim

**...every contact will count with three million hours of meaningful engagement over five years.**

Our work continues to focus on young people; inequality including social mobility, gender and race, and health including obesity, suicide prevention, depression and loneliness. We continue to inspire others by telling more of our life-changing stories, aiming to create:

### **Better life chances:**

- ▶ Helping more people into work
- ▶ Increasing ambition and aspiration
- ▶ Increasing the number of people with qualifications and skills

### **Better lifestyles:**

- ▶ Improving physical health
- ▶ Improving mental health

### **Better balance:**

- ▶ Reducing divisions in society
- ▶ Improving social mobility
- ▶ Strengthening communities







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### Better Investment:

- ▶ Growing our unrestricted revenue
- ▶ Reducing our overheads to delivery costs
- ▶ Growing our environmental sustainability

### Better access for all:

- ▶ Making more data-informed decisions
- ▶ Improving our user experience



# Aim

# 2

### ...to continue to create a vibrant and sustainable Beacon of Light.

Thankfully, visitors have returned to the Beacon of Light post Covid. Prior to the lockdowns, the Beacon was a ever-growing community hub and event space attracting more than 7,000 visitors a week. Parents brought their children to football only to find themselves signing up for a maths or language class. We'd created a place which has something to interest and benefit everyone.

Our ambitious aim is to exceed pre-pandemic levels of participation. This is important to us as the Beacon is our engine – it brings in much-needed unrestricted income that we plough straight back into our programmes. We are determined to grow this sort of income as it gives us more freedom to deliver more meaningful engagement in our communities.





# OUR PLANS FOR THE FUTURE ○○○

## Aim

# 3

### ...to be the best in our field.

The Foundation has long been one of the largest football charities in the UK and if we can achieve our aims of delivering three million contact hours, exceeding our pre-Covid levels of engagement and continuing to deliver quality work we'll be on our way to accomplishing our aim of being one of the best football foundations in our field.

To do so, we know we'll have to continue our high levels of good governance while still delivering excellent levels of employee and customer satisfaction, and raising sufficient funds to ensure our destiny remains in our own hands.



### Best standards and governance:

- ▶ Be financially robust
- ▶ Meet industry standards
- ▶ Invest in our workforce

### Best innovation and learning:

- ▶ Growth in ICT and digital innovation
- ▶ Continue to build strong collaborations and partnerships

### Better access for all:

- ▶ Ensure people are at the heart of our decisions
- ▶ Maintain robust and consistent monitoring and evaluation



# HOW WE MEASURE WHAT WE DO



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## Issues /Challenges

These are the issues that concern us, they identify who we are drawn to and why it is important to us to reach them.

## Programmes

The many interventions through which we respond to the issues are managed in these 5 delivery areas.

## Impact Themes

The many interventions through which we respond to the issues are managed in these 5 delivery areas.





# WHAT OUR STAFF SAY...

“

*Loved being part of Foundation Matchday - it's the chance for everyone to get involved and showcase the great work we do. There's no better feeling than seeing it all come together in front of a packed out Stadium of Light.*

”

**Kate Smith,**  
**Foundation of Light staff**



“

*Wearing the Sunderland badge every day isn't just part of the job - it's a privilege. Being part of an organisation that helps support the local community, with the club at its heart, feels like the perfect way to give back to the place that has given me so much.*

”

**Anth Parkinson**  
**Foundation of Light staff**

“

*I've spent the last two and a bit years as a student here doing placement anyway. To be able to do this full-time is just a dream.*

”

**Jake Lumsdon,**  
**Foundation of Light staff**



“

*Best place in the world to work*

**Jack Gray,**  
**Foundation of Light staff**

”



# OUR STRATEGIC ASSETS



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- ▶ **SAFC BRAND AND LINK TO FOOTBALL**
- ▶ **BEACON OF LIGHT**
- ▶ **OUR BESPOKE CUSTOMER SERVICE**
- ▶ **OUR HISTORY, CULTURE AND TRACK RECORD**
- ▶ **OUR PEOPLE, STAFF, AMBASSADORS AND NETWORKS**
- ▶ **THE INNOVATIVE AND RESPONSIVE SOLUTIONS TO COMMUNITY PROBLEMS**
- ▶ **OUR COLLABORATIONS, PARTNERSHIPS AND RELATIONSHIPS**





# COMPANY SET UP

## FOUNDATION OF LIGHT TRUSTEES

Sir Bob Murray CBE  
Baroness Estelle Morris of Yardley  
Kate Adie CBE, DL  
Sir Tim Rice  
George Clarke  
Stephen Cram CBE  
The Hon. James Ramsbotham CBE, DL  
Baroness Tanni Grey-Thompson DBE, DL  
Kyril Louis-Dreyfus  
Martin Hibbert  
Jill Scott MBE

## PROGRAMMES COMMITTEE

Baroness Estelle Morris	Baroness Tanni Grey-Thompson OBE, DL
Lynda Brown	Joan Atkinson
Ian Green	Toni Rhodes
Ian Kershaw	Sue Brent
Karen Marshall	Kumareswaradas Ramanathas
Denise Taylor	Gerry Taylor
Jamie Wright	
Andrew Bainbridge	

## FINANCE, AUDIT AND RISK

Martin Hibbert  
Mark Hetherington  
James Martin OBE  
Hayley Wardle

## RENUMERATION AND NOMINATION MEMBERS

The Hon. James Ramsbotham CBE, DL  
Baroness Estelle Morris  
Sir Bob Murray CBE

## SUBSIDIARIES

### BEACON OF LIGHT DIRECTORS

John Fickling  
Sir Bob Murray CBE  
Bob Paton CBE  
John Wood CBE, DL  
Steph Kelly  
Andrew David Milnes  
Jamie Wright

### ALTRUISM DIRECTORS

The Hon. James Ramsbotham CBE, DL  
Stephen Cram CBE  
Farooq Hakim  
Steven Parker  
Darren Bryant  
Joanne Corlett  
Natasha McDonough  
Clare Wilson



# THE ROLE



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## JOB DESCRIPTION

<b>Job Title</b>	Head of Future Pathways (Young People and Vulnerable Adults)
<b>Job Holder</b>	Vacant
<b>Responsible to:</b>	Chief Operating Officer/Deputy CEO
<b>Responsible for:</b>	Youth / NEET Manager Life and Employability Skills Manager
<b>Hours:</b>	35
<b>Salary Band:</b>	£34,000 - £46,500

<b>Main Duties:</b>	<ol style="list-style-type: none"><li>1. Lead the Department</li><li>2. Translate Strategy to Operational Delivery.</li><li>3. Manage Budgets and Outcomes.</li><li>4. Ensure Compliance within Development and Partnerships.</li></ol>
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### 1. Lead the Department

Provide strategic and operational leadership for programmes that support the wellbeing, development, and future pathways of young people and vulnerable adults across the Foundation's work.

Key Responsibilities include:

- Translate the Foundation's strategic goals into detailed operational plans across all department programmes.
- Lead, manage, and support a team delivering targeted programmes to promote equity, fostering a culture of innovation, collaboration, and excellence
- Align delivery with national and regional strategies on poverty, skills and physical activity, identifying and securing funds.
- Represent the Foundation regionally and nationally, positioning our young people (and vulnerable adults) model as sector-leading.
- Act as a key representative of the Foundation with community partners, funders, local authorities, and specialist support services.
- Develop and manage relationships with our key stakeholders including Premier League Charitable Fund, LAs, NECA, ESFA and DWP.
- Develop cooperative, collaborative and codesign partnerships with other statutory and voluntary agencies who have remit for work in this area.
- Champion equity, diversity, and inclusion and safeguarding across the department and all programme activity.
- Link to other Foundation delivery departments and their operational plans.
- Champion the power of sport to drive positive social change, embedding this belief in programme design and delivery.
- Identify opportunities for innovation, growth and continuous improvement across the portfolio.





## 2. Translate Strategy to Operational Delivery

Convert the Foundation's strategic priorities into impactful programmes that improve life chances, build resilience, and reduce risk for vulnerable groups.

Key Responsibilities include:

- Deliver the departmental strategy, including delivery and development plans
- Design and deliver accessible, person-centred programmes that create safe and supportive environments for people to connect. This may include outdoor and residential work.
- Ensure all programmes are tailored to the needs of diverse communities, including those on ECHPs, in the youth justice system and in need of additional support.
- Line manage staff across the department, including setting objectives, supporting development, and conducting performance reviews.
- Deal with issues arising during sessions and ensure a consistent approach to standards around boundaries and behaviours
- Work alongside colleagues to ensure funded projects are delivered to high quality in-line with the organisational, donor and project outcomes
- Undertake participant/customer surveys

## 3. Manage Budgets and Outcomes

Oversee departmental budgets, funding agreements, and performance monitoring to ensure sustainable delivery and demonstrable outcomes.

Key Responsibilities include:

- Lead the team in tracking key outcomes using digital monitoring systems, scorecards, and data dashboards.
- Use data to inform decisions and continuously improve outcomes for service users.
- Manage departmental budgets in line with financial policies and funding agreements.
- Monitor expenditure across programmes to ensure delivery within budget and on schedule.
- Ensure value for money while delivering high-quality, high-impact servicesLead departmental budgeting and financial planning, ensuring effective allocation and monitoring of resources.
- Lead or contribute to funding applications and grant reporting, ensuring that all commitments and outcomes are met.
- Secure and manage funding from grants, contracts, and partnerships to sustain and grow delivery.
- Analyse and report on performance data to inform strategic decisions and demonstrate impact to funders and stakeholders
- Collect case studies and help tell our stories, showcasing best practice across all channels
- Use community insights, feedback, and data to inform programme development and continuous improvement.
- Implement robust monitoring, evaluation and learning processes to track progress and outcomes using the impact strategy.





#### **4. Ensure Compliance within the Team**

Ensure the highest standards of safeguarding, governance, and professional practice in all work with young people and vulnerable adults.

Key Responsibilities includes:

- Lead safeguarding, risk assessment, and incident reporting processes across the department.
- Ensure all staff maintain current and relevant training, qualifications, and certifications.
- Implement and oversee quality assurance systems, including delivery audits, observations, peer reviews, and feedback analysis.
- Ensure compliance with GDPR, health and safety, and data governance standards.
- Maintain accurate and up-to-date records on delivery, attendance, impact, and case management.
- Conduct regular audits of programme delivery, working environments, and data systems.
- Support internal audits, external inspections, and evaluations, and respond effectively to recommendations.
- Ensure performance monitoring systems (e.g. scorecards, traffic lights, KPIs) are current and accurate.
- Submit timely and accurate reports and returns to funders, commissioners, and contract providers.
- Work closely with the Head of Young People and Vulnerable Adults to oversee internal and external assessment and verification processes.
- Keep up-to-date monthly reports, quarterly ProV-ACT statistics, traffic light data, and development plans.
- Ensure all relevant databases (including Views, Float, and Abler) are regularly maintained with accurate information.

#### **Other duties:**

You will be required to undertake other duties from time to time as required.

Any potential permanent changes to your role will be discussed, and agreement reached prior to being undertaken. You will be notified of any permanent change in writing. In addition to your normal duties, you may be required to undertake additional or other duties as necessary to meet the needs of the Foundation of Light.

Staff are required to work with volunteers in a way of mutual respect and commitment to organisational goals and objectives. This includes staff who do not directly supervise volunteers but may engage with them within the organisation.





**Behaviour and professional expectations:**

- Contribute actively as a member of the Senior Leadership Team, supporting cross-organisational collaboration and cultural leadership
- Keep up to date with relevant and changes in government policies and strategies
- Maintain working practices in line with Foundation of Light Equality and Diversity, Health and Safety and Safeguarding policies; self-awareness of own responsibility in these areas
- Embed EDI and safeguarding in all aspects of work
- Assist in data collection and analysis providing accurate management information systems for data led decisions
- Ensure regulatory and legislative requirements are met at all times
- Conduct should reflect the Staff Behaviour Policy (Code of Conduct); uphold Foundation core values (as shown below) at all times
- Maintain the highest level of professionalism and confidentiality.
- Attend working groups and CPD session as required
- Build strong internal relationships and work in collaboration with colleagues to achieve the end goal
- Ensure positive organisational messages and culture are maintained
- Contribute to good housekeeping across all Foundation sites and equipment
- Follow the laid down policies and procedures at all times
- Work within the established administrative and financial systems to ensure smooth running and quality of projects

**Equality, Diversity and Inclusion Statement:**

All individuals will be treated equally and fairly in the application of this procedure. All reasonable requests to accommodate requirements in terms of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation will be made.

**Safeguarding Statement**

We expect all staff, volunteers and partners to share our commitment to maintaining a culture of vigilance, and believe that all staff, volunteers and partners have a responsibility to report any concerns about the welfare of any child, young person or adult at risk.

**Foundation of Light Values:**

Innovative, Passionate, Excellence, Collaborative, Integrity, Agile.



**PERSONAL SPECIFICATION**

Requirement	Essential (E) or Desirable (D)	How Assessed (CV, Interview, Observation)
<b>Skills and Abilities:</b>		
Strong leadership and people management skills with the ability to lead multi-disciplinary teams delivering support to young people and vulnerable adults.	E	CV/APPLICATION
Excellent interpersonal and communication skills, with the ability to build trust and rapport with individuals from diverse and challenging backgrounds.	E	CV/APPLICATION
Ability to design, manage and evaluate targeted intervention programmes.	E	CV/APPLICATION
Skilled in safeguarding, risk assessment, and trauma-informed approaches.	E	CV/APPLICATION
Strong organisational and project management abilities with a focus on quality assurance and impact.	E	CV/APPLICATION
Ability to manage sensitive and complex issues with professionalism, empathy, and confidentiality.	E	CV/APPLICATION
Competent in using case management systems, reporting tools, and outcome frameworks.	E	CV/APPLICATION
Strong track record in fundraising from multiple sources, with exceptional relationship building ability	E	CV/APPLICATION
<b>Personal Attributes:</b>		
Deep commitment to improving the lives of young people and vulnerable adults.	E	I
Empathetic, patient and resilient with a strong sense of professional boundaries.	E	I
Calm, reflective and solution-focused under pressure.	E	I
Collaborative team player who supports others and shares learning openly.	E	I
Strong ethical standards and a commitment to inclusion, dignity and empowerment.	E	I
Flexible and adaptive, with the ability to respond to evolving needs and situations.	E	I
<b>Knowledge and Understanding:</b>		
In-depth understanding of the needs and challenges facing vulnerable young people and adults.	E	CV/APPLICATION
Strong knowledge of safeguarding frameworks, legislation, and best practice (e.g. Working Together to Safeguard Children, Care Act 2014).	E	CV/APPLICATION
Ability to analyse labour market data to inform programme development.	D	CV/APPLICATION
Familiarity with national strategies and local commissioning frameworks related to skills, youth development, mental health, and inclusion.	E	CV/APPLICATION





Awareness of equality, diversity and inclusion issues and their practical application in service delivery.	E	CV/APPLICATION
<b>Experience:</b>		
Significant experience in a leadership or senior practitioner role within education or youth work.	E	CV/APPLICATION
Proven track record of working with young people and/or vulnerable adults with complex needs (e.g. mental health, offending behaviour, SEND, substance misuse, or exploitation).	E	CV/APPLICATION
Experience in multi-agency working and partnership development across education, health, housing, policing, or voluntary sectors.	E	CV/APPLICATION
Experience in managing safeguarding concerns and leading on case conferences or referrals.	E	CV/APPLICATION
Experience of designing and delivering evidence-based interventions or support programmes.	E	CV/APPLICATION
Experience in securing funding, managing funding requirements and monitoring outcomes. (needs an understanding of the NECA portal system and contract requirements)	E	CV/APPLICATION
<b>Qualifications (or recognised equivalent):</b>		
Relevant degree in education, youth work, or skills development	E	CV/APPLICATION
Teaching or training qualification (PGCE, Certed, or equivalent)	E	CV/APPLICATION
Safeguarding training to DSL (Designated Safeguarding Lead) level	D	CV/APPLICATION
Mental health first aid, or similar	D	CV/APPLICATION
Enhanced DBS check (or willingness to obtain)	E	CV/APPLICATION
Management qualification (e.g. ILM Level 5 or equivalent)	D	CV/APPLICATION
Driving licence and access to transport	E	CV/APPLICATION





# OUR EMPLOYEE BENEFITS



**YEARLY  
EYE TESTS**



**HOLIDAY  
PURCHASE  
SCHEME**



**CHRISTMAS  
SHOPPING DAY**



**STAFF  
PENSION**

**ACCESS TO HEALTH  
ASSURED HEALTH  
CARE SERVICE**



**CYCLE2WORK  
/TEXT SCHEME**

**10%  
DISCOUNT**



**EMPLOYEE  
SHOPPING  
DISCOUNT  
PORTAL**



**FLEXIBLE  
WORKING**



**ACCESS TO HR/  
CONSULTANTS  
OCULUS MENTAL  
HEALTH WELLBEING**



**BETTER  
HEALTH  
AT WORK  
SCHEME**



**X2 SAFC  
TICKETS**



**20% SHOP  
DISCOUNT**



**STAR  
PLAYER**

**Out of Office STAFF  
Office AWAY  
DAYS**



**ACCESS TO  
CHAPLAIN**

**DEATH IN  
SERVICE POLICY**



**STAFF  
SAFC  
KIT**



**CHRISTMAS  
PARTY**



**FUNDED  
TRAINING**

**PRIORITY ACCESS  
TO SAFC TICKETS  
AND EVENTS**



# NEXT STEPS



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Interested applicants should request an application pack or send a CV to -

✉ [gemma.snaith@foundationoflight.co.uk](mailto:gemma.snaith@foundationoflight.co.uk)

or download packs from

🌐 [foundationoflight.co.uk](http://foundationoflight.co.uk)

Candidates who have not heard within six weeks of application should assume they have been unsuccessful.

Appointments are subject to an enhanced DBS Check.

Foundation of Light is an Equal Opportunities Employer.







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Foundation of Light | Beacon of Light | Stadium Park | Sunderland  
SR5 1SN | T: 0191 563 4777 | Registered Charity No.1089333

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