Appointment of Chief Executive
Candidate information pack

April 2020
Welcome from the Chair

Thank you for your interest in joining UK Community Foundations (UKCF) as our new Chief Executive, and for taking the time to read this information pack. I joined in 2019 as Chair and I am honored to lead the UKCF Board of Trustees. In close collaboration with the UKCF executive team, we work together to support a unique network of community foundations across the UK.

UKCF sits at the heart of the national network of 46 Community Foundations which has collectively given out over £1 billion in grants to charities, community groups and individuals up and down the country. “Place” might be the flavour of the month, but community foundations are the original place-based funders and our network plays a key role in society – a bridge between those who can give and those in need.

Our members are diverse and dispersed but they all act as community leaders and convenors in different ways. They are crucial to well-functioning communities – but often over-looked. Community Foundations undertake regular local needs assessments and work with local communities to address those needs. The average grant size is around £4,000, but the network provides £98 million in grants annually, giving us incredible collective reach as the 4th largest grant maker in the UK.

We are a financially-strong organisation with diverse and sustainable income streams; collectively, Community Foundations manage an endowment of just under £700m and we are committed to grow this further. Through this approach, we ensure there is an ongoing legacy of our work and that hard-pressed communities will benefit in perpetuity.

UKCF also plays a critical role in engaging with partners on the delivery of national programmes which benefit from different community-centred approaches at a local level. UKCF is able to work with central government, funders such as Comic Relief and corporates like Nationwide Building Society and Mars Chocolate UK on a range of programmes, national in scale and yet highly sensitive to the needs of different communities.

You will join UKCF at a particularly exciting and challenging time. Over the past year, civil society has continued to face immense challenges with reduced government spending and the burden on small, local charities increasing. Right now, our network is operating as a key partner to government and the wider charitable sector in the distribution of funds to organisations up and down the country, doing critical work in the face of the COVID-19 crisis. We are clear that the role of Community Foundations has never been more important, and the opportunity and urgency to realise our significant potential as a pioneer in impactful, place-based grant-making, rooted in our diverse communities, has never been clearer. UKCF and its new Chief Executive will play a critical role in coordinating our network to ensure Community Foundations are a key part of the recovery from the current public health and economic crisis.

We are therefore looking for an exceptional leader to take on this mission, building on our existing strengths. Our new CEO will engage extensively within and beyond our network to help us better define, shape and communicate our mission and strategy. They will provide energising leadership to our core team of people within UKCF itself, and ensure our members are equipped with the resources and partnerships they need to be effective. They will play a particularly important role in realising the significant opportunity which now exists, to build and develop relationships with stakeholders in government and the media, and across the non-profit, private and public sectors in order to ensure our profile matches the scale of our network’s positive impact on communities across the UK.

I do hope you are excited by the challenges and opportunities that this role presents and that you will be inspired to apply to join our organisation.

Dr Jerome Booth

Chair, UK Community Foundations
UK Community Foundations (UKCF) is the membership organisation for a national network of accredited Community Foundations across England, Wales, Northern Ireland and Scotland. Our vision is a society where local philanthropy is the norm and that through Community Foundations, communities will be able to support all those in need.

The network currently consists of 46 Community Foundations, which cover every postcode in the United Kingdom and have an unparalleled reach into local communities. Community Foundations are an important way for local people to give right to the heart of their communities wherever they live across Britain and our members work with local donors, funders and businesses to create tailored programmes of grant-making.

Collectively, Community Foundations manage an endowment of close to £700m and we are committed to grow this further; our financial model means that we are here for the long-term to serve communities across the UK in perpetuity, and we can support charities and community groups to be more sustainable.

The network makes grants totalling almost £100 million annually to small local charities and grass roots organisations responding to a hugely broad range of issues such as poverty alleviation; emergency crisis response; homelessness and youth engagement. We are passionate about communities as a force for good in our society and each Community Foundation has an in depth understanding of their local area, what the priority needs are and how best to address these issues.

UKCF’s strategy is to support a strong and cohesive network of Community Foundations and to raise their profile. Our activities include organising network events, ensuring the transfer of best practice, providing training and development opportunities and promoting the value of local philanthropy. We also develop and negotiate national programmes which are delivered through the network.
OUR NETWORK

£98m Grants made in the year

£4,630 The average grant size

£692.5m Total endowment

Number of Community Foundations 46
As an example of UKCF’s capacity to deliver national programmes, we are currently working with the National Emergencies Trust (NET), distributing funds via our unique network, which are helping local charities to support those individuals suffering hardship as a result of the coronavirus outbreak.

Community foundations are well placed to support local charities to overcome challenges presented by this ongoing emergency. Each of the 46 community foundations in our network has an in-depth understanding of their local area, what the priority needs are and how best to address these issues, so they can ensure the funding goes where it is most needed and can make the most impact.

So far the NET Appeal has raised £20m and funds are already being channelled through our network; we are already hearing about the impact on the ground that this funding is having. Foodbanks, volunteer centres, food delivery services, outreach services for those at risk of isolation and many more have received a much-needed cash boost to help their vital work in communities.

For more information about UKCF and our Network please go to our website at https://www.ukcommunityfoundations.org/.

There is a link to a short film about us here.
The role

Objective

The Chief Executive will provide visible and inspirational leadership and management, leading UKCF to support the development of world class philanthropy services, growth of programmes, robust financial performance and excellent member services.

Working collaboratively, the Chief Executive will maximise the promotion of UKCF and the work of Community Foundations through developing strong, commercially successful relationships with Government, lottery, financial institutions and others who can support the growth of philanthropy, endowment building and the provision of grants through Community Foundations.

In conjunction with the Board and staff, the Chief Executive will also be expected to work effectively with members, donors and other partners, to enable all Community Foundations to reach a standard of excellence required for the UK to become world leaders of philanthropic support through Community Foundations.

Strategy and performance

- Lead staff in delivering the vision and strategic objectives to enable UKCF to be innovative and proactive in planning and delivering services, working collaboratively with members and other stakeholders to provide the highest quality services to members.
- Work with staff to produce, review and revise UKCF’s annual business plan, operational performance and strategic direction in line with budgets and agreed timescales.
- Shape the behaviour of the Network to meet the strategic needs of the whole and forge a cohesive way of working that delivers efficiency and effectiveness.
- Overseeing management delivery and performance of the services provided by UKCF ensuring the achievement of all key performance targets.
- Lead the strategic development of technologies that ensures UKCF and the network is at the forefront of the technological and digital exploitation.
- Identify and research opportunities for UKCF to innovate, respond to changing needs and ensure sustainable service delivery.
- Ensure the development and delivery of a robust financial budget.
- Review and evaluate present and future opportunities, threats and risks in the external environment and current and future strengths, weaknesses and risks to UKCF.
- Understand, access and manage strategic, reputational and operational risks.
- Harness innovation in the Network that may provide strategic benefit to the whole.
- Demonstrate the impact of the investment in communities by UKCF and Community Foundations.

Commercial development

- Maximise the promotion of UKCF’s work through developing strong, commercially successful relationships with Government, other key stakeholders (banks, financial institutions, significant trusts, donors, etc.) and Community Foundations and in doing so win new programmes and new business.
- Manage and develop UKCF’s partnerships and key relationships.
- Work with relevant staff, the Chair, the Board Committees to significantly increase endowment and grants programmes to the network, to increase income to UKCF, particularly by engaging with major donors.
- Maximise the opportunity for personal contact with current and prospective donors, with the Chair and other nominated members of the Board who are engaged in supporting development.
Leadership

- Provide visible and engaging leadership to inspire the confidence and respect of Community Foundations, their Chairs and Trustees, staff, Board members and external stakeholders.
- Be a passionate advocate for UKCF’s work, the work of Community Foundations, the generosity of donors and the outstanding work of the voluntary and Community groups who are supported by the network.
- Take overall responsibility for the management of the UKCF staff and office and to ensure it functions effectively and efficiently in meeting the organisation’s needs. This will include effective management of projects, finance, technology and human resource issues.

Communication

- Develop an effective strategy to communicate and market the work of UKCF and the Community Foundations to key audiences of high net wealth individuals, financial institutions, Government, companies, other potential significant donors, the public and the media, promoting positive images of UKCF and Community Foundations.

Governance

- Maintain the highest standards of conduct and integrity within UKCF and ensuring compliance with best practice, statutory and regulatory requirements in all matters including financial, governance, human relations, IT intellectual property, charitable and legal issues.
- Ensure that all Board members have the information and support they need to play a full part in the governance of UKCF and the Board is regularly appraised of the key risks and mitigating action needed to address those risks.
- Work effectively with the Board and, in particular, the Chair and other Board members who lead Board committees.
Person specification

The ideal candidate will bring all or most of the following:

Knowledge and experience

- **Leading growth and partnership building**: Proven experience of growing the capacity and impact of organisations through building strategic and high value partnerships and delivering to the highest standards and negotiating with partners to conclude successful outcomes.

- **Leadership and Management**: Proven track record of successful transformational leadership at senior level in a complex commercial, charity or membership organisation setting with an inclusive leadership and management style.

- **Partnership working**: Experience of successful partnership of working with a diverse range of stakeholders within a politically sensitive environment.

- **Working and Influencing at the highest levels**: Demonstrate experience of working and being influential with senior stakeholders across business, government and charity sectors.

- **Governance and senior leadership**: Proven and successful experience of working in senior management positions, working collaboratively with boards in a comparably complex organisation.

- **Understanding of Investment and Wealth Management**: Can demonstrate a sound understanding of the value of endowed/invested monies and can speak confidently to those who have personal wealth or manage wealth.

- **Understanding of Philanthropy and Charity Sector**: Can demonstrate understanding of philanthropy and the role it plays in the UK charitable sector.

- **Understanding business benefits of digital development**: Can demonstrate understanding of how technology and digital developments can help maximise business success.

Skills and abilities

- **Strategic Development, Planning and Delivery**: The proven ability of developing the strategic direction for an organisation, turning strategy into realistic and deliverable plans and delivery against the plans.

- **Marketing**: The ability to create and implement a marketing strategy and to position the Community Foundation movement and UKCF for future success.

- **Commercial**: Strong commercial skills and the ability to maximise opportunities and turn them into business success.

- **Financial management**: Financially literate with the ability to ask probing questions, ensuring appropriate and sounds financial controls for the Charity.

- **People**: The experience to motivate, develop, gain support from and provide leadership to a diverse range of people in achieving UKCF’s goals.

- **Organisational**: Experience of successful team-working, including participatory structures and processes with both staff and members and increase the overall capacity and support for UKCF.
• **Written and verbal communication:** Ability to prepare well written reports, policy papers, strategic plans, business plans and articles for the media and wider public consumption. The capacity to present effectively to diverse audiences, ranging from the Board, business, clients and Government to the wider public and other stakeholder groups.

**Personal Qualities**

• **Attributes:** The drive and enthusiasm to exceed performance expectations but with resilience and clarity of purpose to pursue a strategic vision with determination and persistence without being diverted by ‘initiative chasing’ or a quick fix with little strategic benefit.

• **Values:** Has personal integrity and commitment to openness and honesty.

• **First class communication and inter-personal skills:** The credibility, gravitas and integrity to build strong relationships with stakeholders at all levels, internally and externally.
TERMS OF APPOINTMENT

- **Location:** UKCF’s Head Office is currently in Brixton, SW9 and the role will require regular travel throughout the UK.
- **Remuneration:** the salary package will be negotiated with the successful candidate – please contact Hannah Scarisbrick at Hannah.scarisbrick@saxbam.com for an initial discussion and an indication of the salary range on offer.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to UK Community Foundations on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code JAJAZA.

Click on the ‘apply’ button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **Friday 15 May 2020**.