

**The London  
Community  
Foundation**



# **Chief Executive**

**Appointment Brief  
October 2015**

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## Introduction

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# Message from the Chairman

“ The London Community Foundation changes the lives of those in need for the better, and we estimate that we touch the lives of over 100,000 Londoners each year. We have a track record of strong growth and we are looking to our new Chief Executive to build on this and take the organisation to the next level in terms of reach and impact. It is an outstanding career opportunity – to make a difference and to grow a small, but well established organisation ”

Francis Salway  
Chairman



# Background

We are looking for a talented, ambitious and highly motivated Chief Executive to lead The London Community Foundation (LCF) forward into its next stage of development.

LCF has a track record of strong growth since its inception. 2015 marks our 20th anniversary and we have now made grant awards totalling £50 million. Our annual grant awards have grown over the 20 year period from £60,000 to £5.2 million – growth of 25% annually. The phase of growth in our long term endowment funds has come more recently, rising from under £50,000 in 2007 to a current figure of £18 million. Our Trustees have the ambition to maintain similar high rates of growth in the future – and the feasibility of achieving this can be seen from the example of the community foundation in New York. The New York Community Trust, which was founded 80 years ago, now has endowment funds of \$2 billion and makes annual grant awards of \$140 million. Our goal over the next 5 years is to double our endowment funds and to increase annual grant awards by 75%.

By way of background, community foundations enable companies and individual donors to 'give back locally' to support the communities in the city or area they are based. We at LCF recognise that whilst London is a very successful city, there is 'another side to London' with high levels of deprivation. So we aim to bring together the generosity of donors with our own grassroots expertise in order to change people's lives for the better.

Our work involves a combination of strategic initiatives led by us to tackle specific issues or areas of deprivation together with grant programmes responding to the priorities of our donors and typically involving grant awards in the range of £2,000 to £10,000.

Our grant awards are typically made to small charities and community groups who understand issues at local level, but whose existence is generally below the public radar. The grant awards can address a range of community-related issues such as child poverty, unemployment, isolation, homelessness, domestic violence and gang crime.

Our donor base covers private and public sector organisations as well as private individuals. Current donors include the Evening Standard Dispossessed Fund, Deutsche Bank, Prudential, Santander, Land Securities, SEGRO, Grosvenor, Norton Rose, Peabody, Affinity Sutton, Comic Relief, Big Local, the Office for Civil Society, MOPAC (the Mayor's Office for Policing and Crime) together with Westminster, Lambeth, Wandsworth, Southwark and other London boroughs as well as individual philanthropists and trusts and foundations.

LCF was founded in 1995 and initially covered south east London boroughs only. We became the pan-London community foundation in 2011 and consolidated our position through three mergers. We are an independent charity, but also one of over 1500 Community Foundation worldwide and a member of the network of UK Community Foundations (UKCF). In aggregate, the 48 constituent local community foundations, which make up UKCF, have shown the second fastest growth in endowment funds of any charity in the country, and are now among the country's top 10 grantmakers.

The role of Chief Executive has become available after our current Chief Executive, Sonal Shah, made the decision to look for a new challenge after 11 years with the organisation and 7 years as Chief Executive. She has led the growth of the organisation with skill and passion, and leaves an exciting opportunity for her successor to lead our next phase of growth, which will include a particular focus on donations from wealthy individuals.

## ► Why London?

As one of the wealthiest cities in the world, it's hard to believe that London also has the highest rates of poverty and inequality of any English region.

Known for prosperity and opportunity, it's easy to forget about the thousands of Londoners left on the margins. Wealth and poverty live side by side, with middle class terraces, green spaces and trendy high streets blending into run-down estates and empty playgrounds. Poverty, isolation and crime affect too many.

Our job at The London Community Foundation is to help bridge this gap. But this is no traditional grantmaking trust or foundation. Rather, we are a collective of citizens, companies, public bodies and existing trusts who believe that we will achieve more working together than each could alone.

## ► Our Vision

Our vision is of a strong and generous London where residents, business, government and civil society are inspired to act for the benefit of all who live in their city, leading the way in social action and philanthropic activity.

## ► Our Core Activities

- 1.** Funding charities, community groups and social enterprise with a focus on community based action and projects that do not attract mass public support
- 2.** Helping individual donors, companies, local and regional government and existing trusts and foundations achieve their philanthropic or social responsibility goals
- 3.** Building community assets (endowment) to provide a sustainable source of funding for communities in London
- 4.** Raising awareness of needs in London and the ways in which people can help

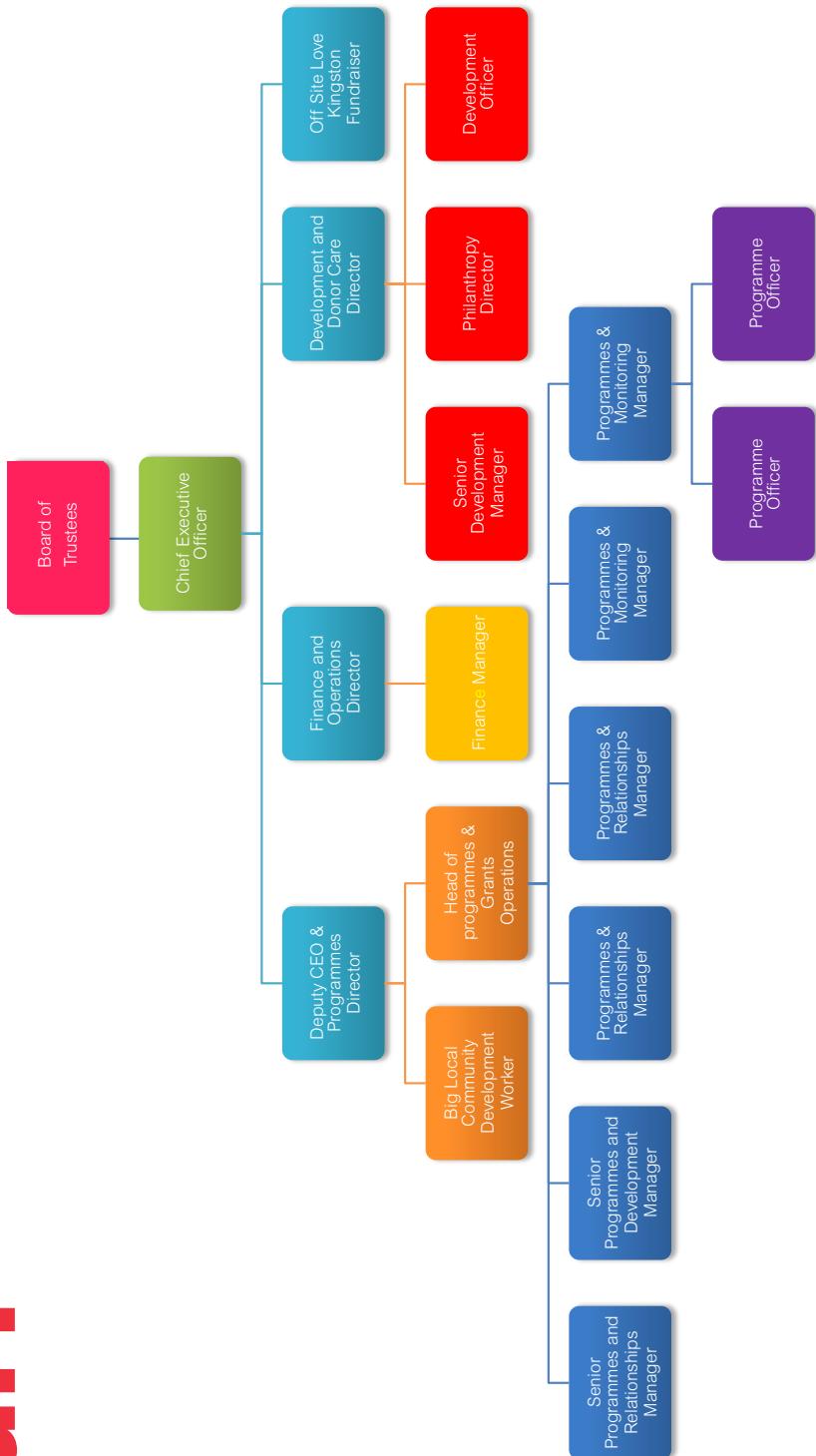
For more information on our programmes and way of working please see <http://www.londoncf.org.uk/>

## ► Finances

Total incoming resources for the year 2014-15 were £8,131,000 against £7,930,000 in 2013-14. Grants awarded in 2014-15 totalled £5,159,000 compared to £4,332,000 in 2013-14. The increase is across a range of funds but includes new funds such as SEGRO, Peabody Housing and Mayors Office for Policing and Crime.



# Organisational Chart



# Job Description

## ► Job Role: Chief Executive

**Reports to:** Chair and Board of Trustees

**Job Purpose:** To provide leadership and direction and to manage the development of LCF within the endorsed strategies of the Board of Trustees in order to meet the Foundation's charitable objectives

**Main Tasks:**

1. Provide leadership and direction in the formulation and achievement of LCF's vision and objectives
2. Develop and secure opportunities for the future growth of LCF through fund development and fundraising
3. Build the profile of LCF amongst its key target audiences through a combination of private networks and press profile
4. Ensure effective and robust management and administration of LCF
5. Ensure LCF funds are awarded effectively matching donor interests with local needs and vice versa
6. Provide leadership and the appropriate environment for staff to ensure their individual and collective potential is fully realised for the benefit of LCF and its stakeholders

## ► Specific Responsibilities

**Governance, Strategy and Planning:**

1. Formulate and propose to the Board a business plan that is both ambitious and realistic, reflective of development challenges, adequately resourced and which fulfils LCF's long term charitable objectives
2. Ensure implementation of Board decisions. Monitor and report to the Board appropriately on achievements against the agreed strategy
3. Work alongside the Chair to develop the Board as an effective, cohesive and engaged team, providing development opportunities as appropriate

4. Ensure the participation, contribution and ownership of strategic plans by the staff team

**Leadership and Management :**

1. Lead and inspire the staff team (currently 15), working with the management team to ensure staff are managed and supported to achieve LCF's goals
2. Ensure appropriate systems and controls are in place to implement effective management and monitoring of LCF's performance
3. Monitor and minimise all risks that may endanger LCF's reputation, operations and financial position
4. Ensure that LCF complies with all legal and regulatory requirements and works towards standards of best practice

**New Business Development and Growth of Existing Donors :**

1. With the Development Team, design and implement a new business development strategy, ensuring targets are ambitious yet achievable
2. Personally secure new donors to the Foundation focusing on significant gifts across all sectors
3. Develop and maintain high level relationships with existing and potential donors
4. Ensure the development of the Foundation's donor services and opportunities for engagement

**Position and PR :**

1. Increase awareness of LCF, consolidating and developing relationships with other organisations, individuals and the media
2. Provide leadership on community philanthropy within the sector and amongst counterpart players in London
3. Act as an ambassador for LCF at all levels focusing on significant gifts across all sectors

## Programmes and Grantmaking

**Work with the Deputy CEO/Director of Programmes and the Head of Programmes and Grants Operations to:**

1. Ensure the strategic development of the Foundation's grantmaking
2. Support the Programmes team to match donors interests with needs on the ground and vice versa
3. Create opportunities to enhance the Foundation's understanding of needs and policy to inform future strategy
4. Ensure the effective and efficient management of the Foundation's grant making programmes

## Financial Management:

**Take lead responsibility for the financial probity of the Foundation, working with the Finance and Operations Director to:**

1. Ensure preparation and review of budgets, management accounts and forecasts to enable senior management and trustees to monitor financial performance
2. Work with the Finance and Investment Committee to implement the investment policy and monitor performance

# Person Specification

## Essential Experience

- An enabling leader with the ability to run a dynamic organisation
- A track record in delivering growth of an organisation (or a division within it)
- Fundraising, new business development or sales & marketing experience at senior level and the capacity to grow funding from a range of sources
- An experienced and enthusiastic networker, with a proven history of building high level relationships with a diverse range of stakeholders
- Sound financial literacy, covering both experience of managing budgets/financial reporting and also an ability to 'talk about money' with prospective donors

## Desirable Experience (one or more of the following)

- An understanding of the voluntary sector and familiarity with philanthropy
- Experience of grant making
- An understanding of networks in London
- Experience of working with a Board of Trustees, or similar, and ability to develop positive relationships

## Personal Qualities

- A leader with the ability to excite and engage others
- Ambitious, highly motivated and commercially astute
- A strong communicator
- Gravitas and diplomacy, demonstrated by the ability to lead and foster relationships at all levels
- Capable of being both strategic and 'hands on'
- Flexibility and a practical can-do approach
- A passion for social justice



# Terms and Conditions

- **Annual leave:** 25 days. After 2 years employment, rising 1 day per year to a maximum of 30 days.
- **Pension:** employer contribution up to 10%
- **Travel:** season ticket loan
- **Salary:** competitive
- **Location:** London

## The London Community Foundation

# How to Apply

To apply for this position, please upload a comprehensive CV and a supporting statement of no more than two pages of A4 via the Prospectus website. Please ensure that your application fully addresses the appointment criteria in the person specification.

You should give the names, positions, organisations and telephone contact numbers of two referees, one of whom should be your current/most recent employer. References will only be taken once your express permission has been granted.

We ask that you complete the equal opportunities information online when you submit your application via our website. The information collected will be treated as confidential, used for statistical purposes only, and will not be treated as part of your application.

We would also be grateful if you could let us know if you will require any special provision as a result of any disability should you be called for interview.

Finally please ensure that you have included mobile, work and home telephone numbers, as well as any dates when you will not be available or might have difficulty with the indicative timetable.

Applications should be made via the Prospectus website at: <https://prospect-us.co.uk/jobs/details/hq00160796>

### Recruitment Timetable

**Published closing date:**  
1st November 2015

**Preliminary interviews with Prospectus:**  
9th November to 23rd November 2015

**Panel interviews with London Community Foundation:**

2nd December 2015

**Final panel interviews:**  
8th December 2015

### Queries

If you wish to have an informal discussion about the opportunity, have any queries on any aspect of the appointment process, or need additional information contact our retained advisors Ami Jenick or Tokunbo Makinde at Prospectus on 020 7691 1920, or email [ami.jenick@prospect-us.co.uk](mailto:ami.jenick@prospect-us.co.uk) or [tokunbo.makinde@prospect-us.co.uk](mailto:tokunbo.makinde@prospect-us.co.uk)

# The London Community Foundation



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