



**Community
Foundation**
for Surrey

Local giving for local need

Chief Executive

Appointment Brief
March 2017



prospectus
talentbeyondprofit

Introduction from the Chairman

I am delighted that you are thinking of applying to be the Chief Executive of Community Foundation for Surrey at this particularly interesting time in its development.

Surrey is often perceived as a very affluent county with no deprivation. The truth is that its wealth in some quarters masks the very real deprivation that exists in others. These areas are frequently just around the corner, making the contrast between the 'haves' and the 'have-nots' even more stark. The need is well illustrated in our ground-breaking research document "Surrey Uncovered" which we published in 2013. Despite the Foundation having made grants of over £6.7million since its inception, the need is still huge, and this is where you come in as the leader of the team which will inspire new and existing supporters to do something about it.

The Foundation was set up in 2005 and since that time has been very ably led by its founding Executive Director, Wendy Varcoe MBE. Wendy has been an inspirational leader and has grown the Foundation from scratch to an organisation which makes annual grants to local projects of over £1million and has more than £11million in permanent endowments. With Wendy's departure for a new challenge, we are looking for a new leader who can further inspire the team and take the Foundation to the next level in its development.

The Foundation is often referred to by its supporters as one of Surrey's best kept secrets. A key part of your role will be to increase its public profile so that it becomes better known and increases its reach, particularly among those who have not yet been able to engage with their local community.

I look forward to hearing from you.

David Frank





About Us

The Community Foundation for Surrey is an independent charitable trust established to inspire local giving for local needs.

We work with donors who want to invest in their communities, providing vital services for people who need support. The Community Foundation for Surrey is part of a national network of 46 Community Foundations, one of the fastest growing philanthropic movements in the UK.

We offer a tailored service to a range of donors and philanthropists — whether they be individuals, families, companies or institutions — who have a commitment to and passion for making a difference to people's lives by connecting them to causes they care about, developing thriving communities now and in the future.

We work with a large variety of local charities to fund projects which have an impact on need across the county. There are a range of ways in which our donors support the causes they care about, including setting up a named fund, leaving a legacy, donating to one of our existing funds and corporate giving.

Since our inception, Community Foundation for Surrey has raised a total of £17.77million, securing £11million for endowment in perpetuity, and has given out £6.77million in grants to a range of themes and beneficiaries such as children and young people, the elderly, those with disabilities, families and local communities.

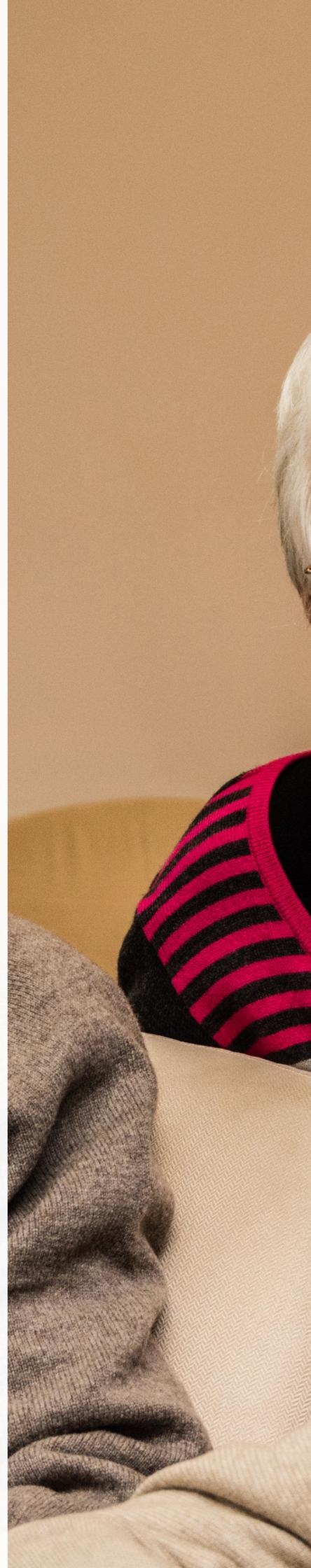


To read more about our work, including our mission and values, please click here:

cfsurrey.org.uk/give-to-your-community/vision-mission-values

Our Vision

Our vision is to create a culture of philanthropy that will change people's lives and build stronger communities.





MEMBER LIST

NAME	ADDRESS
ALAN	1234567890
ANNE	1234567890
BOB	1234567890
CHARLES	1234567890
DORIS	1234567890
EDWARD	1234567890
FLORENCE	1234567890
GEOFFREY	1234567890
HILARY	1234567890
IRVING	1234567890
JANE	1234567890
JUDITH	1234567890
KENNETH	1234567890
LUCAS	1234567890
MARION	1234567890
MICHAEL	1234567890
NANCY	1234567890
OSCAR	1234567890
PEGGY	1234567890
ROBERT	1234567890
SARAH	1234567890
TOMAS	1234567890
WALTER	1234567890
XENIA	1234567890
YVONNE	1234567890
ZACHARY	1234567890

The Clubhouse
John Gaiter
Knight of the Round Table



Surrey Uncovered

Surrey is one of the largest counties in Britain with a population of over a million people.

While it is a largely affluent county, this apparent prosperity masks pockets of high deprivation which can often be neglected and lead to marked inequalities.

In 2013 we undertook extensive research and published a comprehensive report, Surrey Uncovered, which pinpoints these inequalities and acts as a guide for funders and philanthropists on future areas of support. It reveals the reality of living in Surrey for those who are struggling and need help — problems such as high child poverty, unemployment, isolated older people and a high proportion of low income and lone parent households.

In 2016 we carried out further research on current available data, with an update on the Surrey Uncovered report due to be published this spring. This update will look at three main themes:

- People: Health and Wellbeing
- Place: Communities
- Economy: Education, Skills and Enterprise

→ To read the full 2013 report, please click here <http://cfsurrey.org.uk/uncover-surrey/>



7/11

boroughs in Surrey are in the highest 10 nationally for the percentage of those aged 16 and over with hazardous drinking problems



There are 13 neighbourhoods in Surrey which are within the

20% worst

areas for income deprivation in the country



7%

of females in Surrey between the ages of 18 and 59 have been the victim of domestic abuse

Our Grant Making

Community Foundation for Surrey awards grants to groups and individuals across the county.

We manage just under 70 different funds, all of which aim to tackle deprivation and improve social welfare in Surrey, and most of which are tailored specifically to the interests of our donors. It's our job to match the funds available with the needs in the county.

The majority of our grant-making is to small community groups working for the benefit of people in Surrey with an average grant size around £3000. In the year end to March 2016 we gave out 339 grants totalling just over £1million. Our forecasted grant-making for 2016/17 will hit £1.115million through 332 grants.



For case studies on our grants, please click here:
cfsurrey.org.uk/case-studies

Our Finances

Our income is made up of two main streams:

- Voluntary income from donations, which can be “flow-through” or endowment
- Investment income and realised capital gains from our endowed funds held on the stock market and managed by our investment managers, CCLA and Investec

Flow-through donations and a portion of realised capital gains from our endowment are used to fund our grant programmes and a levy is charged to cover fund administration costs. We also receive gifts-in-kind which support some of our core operating costs.

Total incoming resources for the year 2015/16 were £1,807,967 with total expenditure of £1,372,991, including grants of over £1million.

Total incoming donations forecasted for 2016/17, for both endowment and flow-through funds, is currently at £1.6million, excluding income for core costs.

Our Endowment currently stands at £11million, and is forecast to increase by a further £1million in the coming year.

The Foundation aims to build free reserves to cover at least 6 months' staffing and other support costs, which equates to approximately £166,500. At 31 March 2016, free reserves totalled £212,358.









Strategic Plan 2016-2019

The Foundation plans to build on the success of its first 12 years by inspiring philanthropy and significantly increasing both the level of funds available for grant-making and by building endowment funds to generate yearly income for future grant awards. Our updated Surrey Uncovered report, and the themes within it, will help shape our strategic philanthropy and grant-making moving forward.

By March 2019 our target is to double our grant-making, so that we are awarding £2million per year to help communities across Surrey.

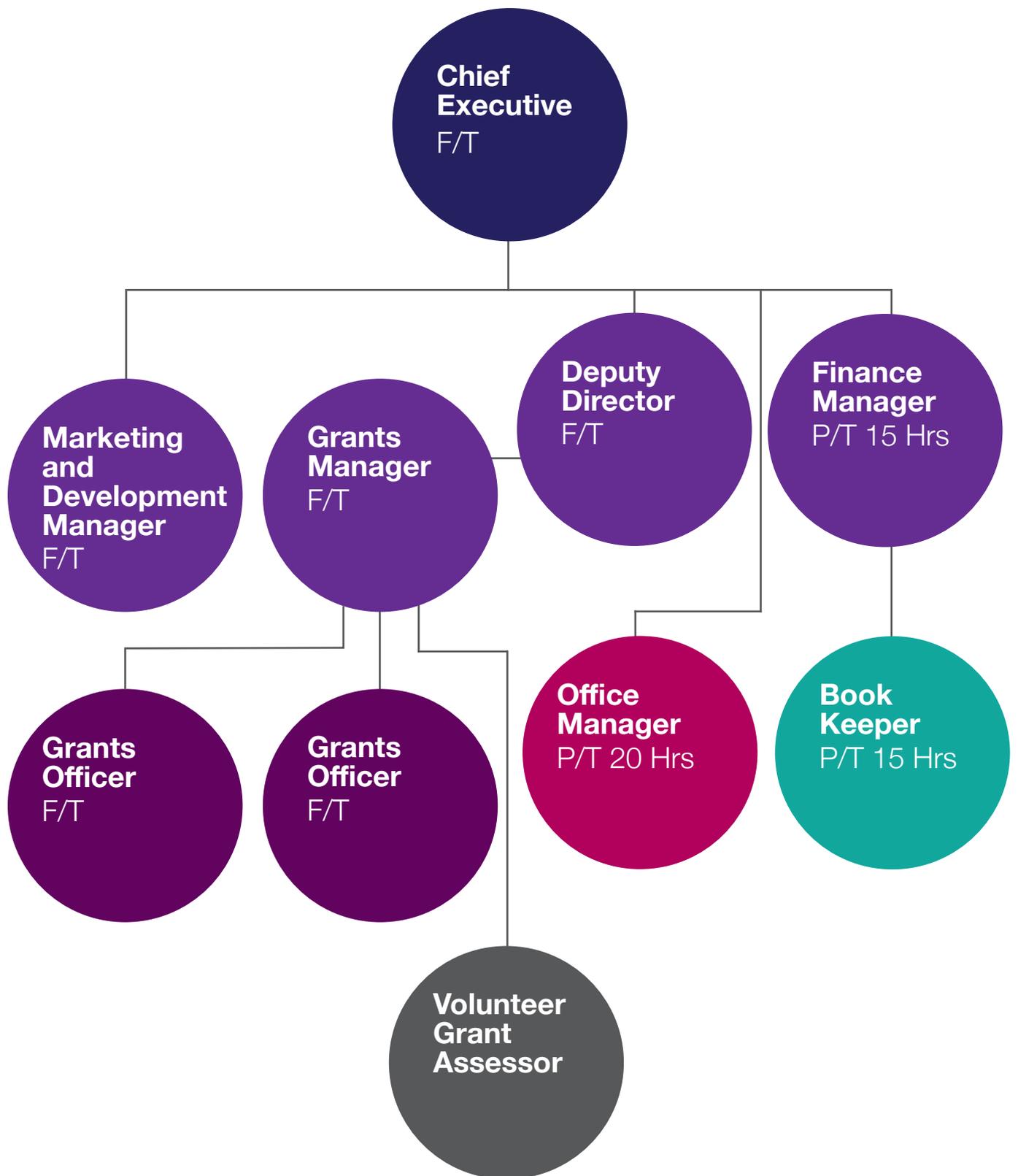
We also aim to build our community endowment funds to £15million, to provide a substantial long-term legacy, able to support communities year after year in perpetuity.



By 2025 our goal is to have grown our Endowment to

**£25
million**

Staff Structure



Job Description

Job Purpose

The Chief Executive is delegated overall responsibility for the effective running of the Community Foundation for Surrey, with the support and guidance of the Chair and Board of Trustees. The Chief Executive will be responsible to the Board for overall organisational management, strategic development and delivery of the core business and fundraising targets.

Role Overview

The Chief Executive role will focus on developing the Community Foundation, raising funds and building endowment. A significant amount of time will be spent on dedicated work with donors.

The key areas of responsibility include:

- To develop and maintain relationships with a wide range of stakeholders, including prospective and existing donors, to lead the continued growth of funds and subsequent grant-making
- To serve as an effective ambassador for the Community Foundation, building the profile amongst target audiences through a combination of network building and proactive marketing and communications
- To provide inspirational and supportive leadership to ensure that staff potential is fully realised for the benefit of the Community Foundation and its stakeholders
- To ensure a strategic and effective grant-making programme that meets the needs of communities across Surrey, based on need and impact analysis
- To provide strategic management of the Community Foundation office, including all finance, governance and statutory responsibilities

Job Description

Key Responsibilities

Strategic Development

- Develop the strategic direction of the Community Foundation for Surrey, in conjunction with the Board
- Compile, implement and deliver business plans and strategic objectives, reviewing progress with the Board as appropriate
- Develop opportunities for future growth of the Community Foundation through strategic philanthropy and donor service programmes

Development of Philanthropy

- Attract substantial new funding and resources to ensure the future growth and sustainability of the Community Foundation, including funding through the development of major individual/family donors, public sector funding, corporate giving and trusts and foundations
- Raise funds to meet both targeted levels of donor advised funds and budgeted core costs
- Develop, cultivate and strengthen relationships with existing and potential donors, for new or repeat giving via endowed or flow-through funds
- Provide an appropriate and efficient donor-centric philanthropy service through regular consultation, advice and reporting

Grant-Making

- Take overall responsibility for the grant-making process, impact evaluation and identification of local needs
- Use impact analysis data to inform future strategic planning and research

Leadership

- Inspire and motivate staff and volunteers, ensuring clear objectives and targets are set with provision of appropriate support, training, review and appraisal

Administration/Finance

- Take overall responsibility for the management of effective and efficient office, IT, recording and accounting systems
- Set and monitor annual budgets and ensure sound financial management
- Take responsibility for the production of the Annual Report & Accounts

Board and Trustees

- Prepare and present regular reports to the Board on the Community Foundation's activities, progress towards targets and financial information
- Develop and maintain an effective on-going induction and Board development programme for the Board, ensuring that the Board are kept aware of their responsibilities and new developments in Community Foundation and charity best practices
- Support the Chair to ensure diversity and range of skills in the Board of Trustees and grant-making panels, reflecting best practice in selection and recruitment

Monitoring

- Monitor the performance of the Community Foundation and take corrective action to ensure annual corporate objectives and financial targets are met

Person Specification

Education and Qualifications

- Educated to degree level or equivalent

Experience

Essential

- A track record in raising significant levels of funds from a range of donors including private, corporate, public and/or charitable sources
- An experienced and enthusiastic networker, with a proven history of building high level relationships with a diverse range of stakeholders
- Good experience of acting as an ambassador and raising the profile of an organisation
- A strong track record of inspiring and leading effective teams
- Consolidated experience in a senior role, including responsibility for developing and implementing strategy and managing significant budgets
- A track record in delivering growth of an organisation (or a division within it)

Desirable

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

Skills

- Sound financial literacy with an ability to 'talk about money' with prospective donors
- Ability and commitment to cultivate long-term relationships with donors and key stakeholders
- Effective and inspiring people management skills
- Excellent delegation and decision making skills
- Strong and persuasive negotiation skills
- Excellent horizon scanning skills with an ability to identify opportunities and respond to them
- Able to establish good interpersonal relationships, rapport and credibility with a wide range of people and audiences
- Excellent communication skills including written, verbal and presentation skills
- Good understanding of using marketing and communication to raise organisational profile
- Fully computer literate

Personal Characteristics

- A leader with the ability to excite and engage others
- Ambitious, highly motivated and commercially astute
- A self-starter, able to act on own initiative within a small team
- Gravitas and diplomacy, demonstrated by the ability to lead and foster relationships at all levels
- Tenacious and shows perseverance
- Entrepreneurial and creative
- An empowering manager with a passion for developing staff to their full potential
- Capable of being both strategic and 'hands on'
- A flexible can-do approach
- A commitment to providing high quality customer service
- A passion for social justice and the role philanthropy can play

Additional Information

- Current driving licence and access to a vehicle essential
- The post will necessitate some evening and weekend work

Conditions of Employment

Hours

37 hours per week with flexible working

Salary

Competitive, dependent on skills & experience, with annual increments dependent upon successful performance of targets agreed with the Board

Pension

6% contributory pension

Holidays

25 days' holiday per annum, in addition to public holidays

An additional 2 days' leave is also available to undertake voluntary work for a charitable cause

Location

Countywide throughout Surrey. The post-holder will be based at the Foundation's current office in Godalming; this will relocate within Surrey in 2017

Transport

Car mileage allowance

Probationary Period

6 Months

Accountability

Reports to the Chair and responsible to the Board of Trustees





How to Apply

To apply in confidence to become Chief Executive of the Community Foundation for Surrey, please forward your CV together with a two page supporting statement outlining why you are interested in the opportunity and how your application addresses the requirements for the role.

Please also provide the names, positions, organisations and telephone contact numbers of two referees, relevant to this role. References will only be taken once your express permission has been granted.

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:
prospect-us.co.uk/executive/job/HQ00169650

Timetable

Published advert closing date: 19 April 2017

Preliminary interviews at Prospectus:

25 April to 8 May 2017

First panel interviews: 15 May 2017

Final panel interviews: 22 May 2017

These dates may be subject to change and candidates will be advised in advance should this happen.

Recruitment Process

If you have any questions on any aspect of the appointment process, need additional information or wish to have an informal discussion, please contact Ami Jenick and Sam Taylor on 020 7691 1920 or via email at: ami.jenick@prospect-us.co.uk or sam.taylor@prospect-us.co.uk



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