



**Hertfordshire
Community
Foundation**

Funding Local Causes



Candidate pack
Chief Executive Officer



Starfish

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Welcome

Welcome from the Chair of the Board of Trustees

Thank you for your interest in joining Hertfordshire Community Foundation.

HCF has a strong reputation across Hertfordshire and a proud 38-year history. In 2025/26, we made over 880 grants totalling £6.3 million, taking the total distributed since our founding to more than £41 million.

This is an exciting time to join HCF. The need for our work continues to grow, with the rising cost of living placing increasing pressure on individuals, families and communities across the county. At the same time, we have an opportunity to build on our strong foundations and significantly increase our reach and impact.

Our strategy is evolving but we have clear priorities; growing income, expanding our grant making capacity, strengthening our digital technology, increasing awareness and advocacy, and securing the future of our Training and Development offer.

As our new CEO, you will lead this next chapter. We are looking for an inspirational and entrepreneurial leader who can provide strategic direction, work closely with the Board and lead our dedicated team. You will be an outstanding ambassador for HCF, building strong relationships with fundholders, partners and communities, and inspiring others to invest in Hertfordshire's future. We are looking for someone who shares our ambition and can bring the vision, energy and leadership to make it happen.

This pack provides some information about HCF and our work and to find out more please visit our website at www.hertscf.org.uk.

This is a great opportunity to take on a meaningful role in a team committed to making Hertfordshire a better county for everyone. If you share our vision, please get in touch.



James Hopkins
Chair of Trustees



About HCF

HCF is an independent charity based in Hatfield, Hertfordshire. We are one of 47 community foundations in the UK and one of nearly 2,000 across the globe. Since 1988, we have built an endowment of c. £18 million as a community asset to benefit Hertfordshire and its people now and for generations to come.

Our mission is to grow giving and philanthropy by matching generous people with important community causes. Every year, we award hundreds of grants through funds set up by our donors. Although most of our funding is generated through private philanthropy, we also work in partnership with local companies and some regional and national funding bodies to direct resources to vital causes in Hertfordshire. We also work in partnership with Hertfordshire County Council.

We run a major research project every five years called Hertfordshire Matters. This report helps to highlight and explain the hidden need in our county and is used to inform our grant making and also engage potential philanthropists.

A team of 16 part-time and 2 full-time members of staff deliver our work. We are governed by an engaged and highly skilled board of Trustees who are leaders in the business, charity and public sectors.



2025/2026 in numbers

Thanks to the generosity of our donors and fundholders, we were able to



Award **£6,276,166** in grant support, the 5th consecutive year in which grants exceed £5m



Provide **301** grants to individuals and families living in crisis



Offer **12** organisations **61** hours of strategic consultancy



Provide **33** courses training **423** attendees over **82** hours of training



Provide **551** grants to groups and organisations



Support **21** tutors who gained a Level 3 Award in Education & Training

About Hertfordshire

Hertfordshire is an affluent county but pockets of deprivation exist across every borough.

Through our 'Hertfordshire Matters' research, which analyses the latest indices of multiple deprivation data, HCF has a thorough understanding of hidden need. This research underpins our grant making strategy and informs the advice we provide to local philanthropists wishing to address local need ranging from financial hardship, homelessness and social isolation to child poverty and drug and alcohol addiction. Key facts include;

- An estimated 49,704 children were living in poverty in 2023/24
- 17.4% (211,796) of people are aged 65 or older
- 1 in 3 residents describe themselves as financially stretched
- 8% of households struggle to heat their homes



HCF's strategy

Introduction

HCF's overarching strategy is one of growth. We are keen to grow our endowment fund to ensure HCF can support growing need in the county. Over the past 5 years, HCF has had success in growing 'pass-through funding'. This has led to significant growth in HCF's grant making, year on year, to a projected £6m+ this financial year. However, this funding is not guaranteed and so resource is being directed towards growing HCF's endowment fund which is currently valued at £18m. Investment in a Philanthropy team bolsters this ambition further. Growth in HCF's endowment fund will lead to sustainable growth in HCF's grant making in perpetuity.

Additionally, HCF acts on behalf of Hertfordshire County Council in administering grants to support, amongst other things, an extensive holiday activities and food programme (HAPpy) for children across the County, community activities for the elderly and household support to those facing financial hardship.

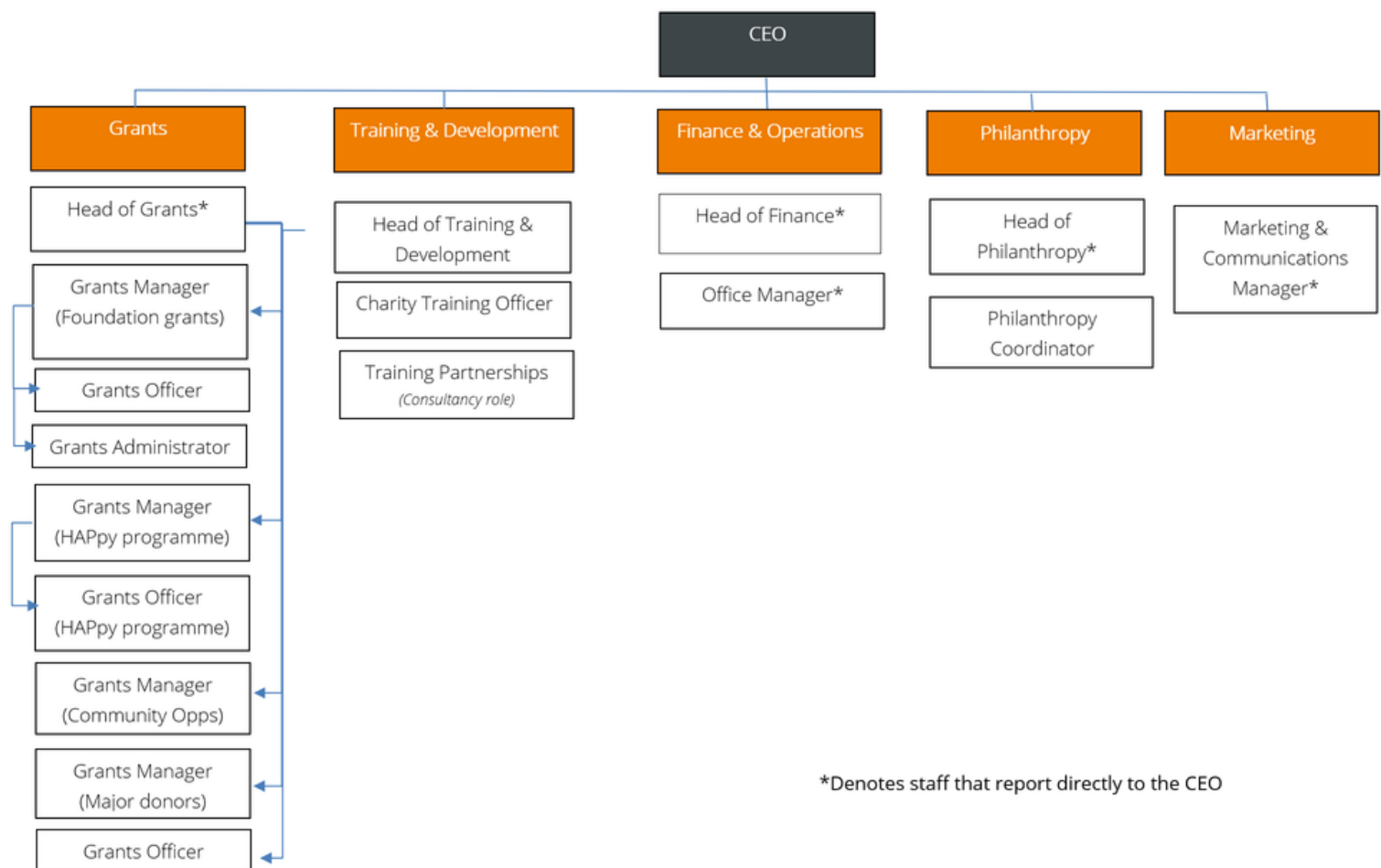
Strategic objectives:

1. To consistently award grants totalling more than £1.5 million per year from HCF's own endowment funds to tackle need and deprivation in Hertfordshire.
2. To grow HCF's endowment to £25m+ by 2030 by securing new individual, family and corporate funds and winning more trust transfers.
3. To raise HCF's profile to both its target audiences and the wider public through all means including specialist events, key partnerships, and full use of social media
4. To ensure HCF takes full advantage of new technologies such as AI for efficiency benefits as well as embedding a new CRM system and website which enables better integration with all aspects of the charity.

Vision: A county where generous communities work together to enhance the quality of lives in Hertfordshire

Mission: To help those in most need in Hertfordshire by raising funds and connecting philanthropy to community needs and opportunities.

Organisational chart



Job description

Role overview

We are looking for an outstanding leader to work with the trustees, the office team and wider community leaders to realise the strategic vision for HCF at a challenging time, but one that also presents new opportunities.

The role of HCF in support of the Hertfordshire charitable sector is particularly important as the county faces worsening economic and social challenges, whilst the ongoing impact of the cost of living crisis is impacting local lives.

The successful candidate will be a strategic thinker with proven income generation, communication, networking and leadership skills and the ability to influence across all levels of local government, media, private, public and charitable sectors.

Accountable to: Chair of the Board of Trustees

Key relationships: Trustees, staff team, HCF fundholders and supporters, UKCF, key HCF partners (including Hertfordshire County Council, Borough Councils, the High Sheriff of Hertfordshire and Herts Sports Partnership) and the wider voluntary sector.



Key responsibilities

Strategy and Organisational Management

- Work with the Board of Trustees to develop and deliver HCF's strategic plan, ensuring it is appropriately resourced.
- Lead the effective management of the charity, ensuring financial sustainability, strong performance and effective risk management.
- Keep abreast of developments affecting HCF and the wider voluntary and community sector.
- Report to the Board on progress against strategic objectives and advise Trustees on future priorities.
- Line manage HCF's senior and functional leads.

Income Generation

- Work with the Head of Philanthropy to develop and deliver a sustainable income-generation strategy.
- Grow and diversify income from individuals and families, corporate partners, trusts and foundations, and the public sector.
- Secure funding to meet core costs, support HCF's growth and increase grant making to the community.
- Build and strengthen long-term relationships with existing and prospective donors, funders and supporters.

Leadership

- Provide visible and effective leadership to HCF's staff team, ensuring successful delivery of the strategic plan.
- Act as HCF's principal ambassador and spokesperson, raising its profile and building strong relationships across the voluntary, public, private and philanthropic sectors.
- Represent HCF with key stakeholders, beneficiaries and partners, and at events, conferences and in the media.
- Support staff development through effective management, mentoring and training.

Financial Management

- Be accountable to the Board for HCF's overall financial health, including budgets, expenditure and performance against financial targets.
- Ensure HCF has adequate funding and resources to meet its strategic and operational objectives.
- Work with the finance function and Audit Committee to maintain effective financial controls and oversee HCF's investment portfolio.

Robust Governance

- Maintain an effective working relationship with the Board, ensuring Trustees have the information and support required to fulfil their statutory and regulatory responsibilities.
- Ensure appropriate governance systems, policies and controls are maintained across HCF.
- Report regularly to the Board on strategic progress, financial performance, key risks and organisational priorities.
- Advise Trustees on the strategic direction and long-term sustainability of the charity.



Person specification

Required knowledge, skills and experience

- Excellent leadership skills with the ability to think and act both tactically and strategically.
- Experience of developing sustainable income generation strategies including a track record of personally securing significant income.
- A track record of profile raising and developing relationships with a broad range of stakeholders.
- A high degree of emotional intelligence and people skills.
- Demonstrable experience of strategic and operational planning.
- Diverse communication skills including written, oral and presentation, ideally encompassing social media and other forms of communication.
- Experience of managing and developing a team.
- Experience in managing budgets and overseeing financial performance.
- Ability to delegate and use the contacts and skills of the staff and trustees to best effect.
- Experience working in a charity or non-profit setting is desirable.

Personal attributes

- Passion for the work of Hertfordshire Community Foundation and an affinity with the county.
- Enthusiasm, drive and energy.
- Ability to think strategically and exercise sound judgment in making decisions.
- Collaborative and inclusive working style.
- Calm under pressure whilst maintaining a sense of proportion.
- Ability to motivate staff at all levels.
- Willingness to challenge the status quo.

Terms of appointment

Salary

The salary for this role is c.£80,000 per annum on a full-time permanent basis.

Location

Foundation House, Hatfield with some home-working

Pension

HCF contributes 1.5 times staff contributions up to 9% ie. if you contribute 6% of your salary, HCF will contribute a further 9%.

Annual leave

33 days per year inclusive of bank holidays (FTE)

Additional benefits

Life insurance: HCF offers death in service life insurance which equates to 4 times your annual pro rata salary.

HCF is an equal opportunity organisation; we value diversity and welcome applications from everyone.

Our recruitment processes ensure that individuals are selected based on their relevant merits and abilities and receive equal treatment.

You will be welcomed at HCF and will find an inclusive environment where different views and experiences are valued.

We recognise and understand the importance of diversity and inclusion and are working to ensure our staff and board of trustees reflect and represent the communities of Hertfordshire.

How to apply

We hope you will consider making an application. To make an application, please visit the [Starfish website](#) and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date: 25th October 2026

Preliminary interviews: w/c 2nd November 2026

Final Panel interviews: w/c 16th November 2026

