



**The Cambridge City Foodbank**  
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## **RECRUITMENT OF CHIEF EXECUTIVE: Information for Applicants**

To meet the strategic challenges and the increasing demand for its services, the Trustees of Cambridge City Foodbank (CCFb) are looking for an individual with the skills, vision, values and commitment to lead the organisation through a period of rapid change and development.

CCFb was established in 2010 by a group of local churches, as an independent charity in its own right, to provide three days' worth of food, packed according to family unit size, to people who found themselves in crisis need and unable to buy food. It now supports, on an annual basis, around 10,000 people, of whom 39% are children. In the past six months, 67 metric tonnes of non-perishable food was collected from 150 churches, 150 schools and colleges, 170 companies and organisations, 87 community groups and collections in 21 supermarkets. This food was given to those referred to CCFb by one of over 70 active voucher distributing agencies. In addition, those in fuel poverty are supported with top-up payments on their pre-payment meters from a budget of £100k this year. In the six months to the end of March 2022, CCFB's income was £217,500, and its expenditure £164,400. We have substantial unrestricted reserves, built up as a result of the generosity of our supporters over the pandemic period, which we want to use to fund our strategic vision.

CCFb relies very heavily on a team of 180 highly motivated and dedicated volunteers who work in the distribution centres, the warehouses, the Fairbite shops and at head office. The previous two CEOs have also been volunteers. The Foodbank employs a full time Warehouse Manager and three part time operations staff.

We work in collaboration with the local Councils, the Cambridge Food Poverty Alliance, the Cambridge Financial Capabilities Network and the Cambridge Charities Forum.

We have recognised that growing numbers of individuals and families are suffering long-term poverty for which this established, short-term crisis relief is insufficient. We are starting to meet this need in a manner that is complementary to the core crisis provision, not a replacement of it. It will feature an expansion of our 'Fairbite' (community supermarket) provision whereby individuals become members, pay a small weekly subscription in return for which they are offered a choice of food staples either in a normalising shop setting or in a suitably designed church setting. This expansion will include additional opening hours and an increase in available membership at our existing Fairbite shops; and the eventual establishment of a chain of such shops in geographical areas of need.



We also have the intention to provide additional services to help people out of long-term poverty associated with one or more Fairbite shops to be termed 'Fairbite Plus', that may include more specialised signposting, debt and financial management advice, digital access, cooking classes, mental health advice, pre-employment training and legal advice, etc. Some of these services are likely to be run and managed by partner organisations.

The main purpose of CCFb is the relief of poverty within a 25-mile radius of Cambridge. It is run as an incorporated registered charity with seven committed and experienced trustees, keen to make speedy progress to implement their strategic vision. We now want to recruit a CEO to help make a reality of that vision. This is an exciting opportunity to contribute towards the work of the foodbank in Cambridge at a time of change and development, and to utilise your skills and experience in a challenging and worthwhile environment.

## **Job Description for Chief Executive**

### **Job Summary:**

On behalf of the Trustees and accountable to them, providing strategic direction and day-to-day management of the Foodbank; directing and motivating the paid staff; supervising and engaging with the volunteers; leading on partnership and business development; and communicating and networking with partner organisations and other influential individuals.

### **Accountability:**

Accountable to the Foodbank's Trustees, via the Chair of Trustees.

### **Key Roles:**

#### *Strategic Direction*

- Identifying and assessing issues, opportunities and strategic risks, taking responsibility for initiating and leading associated change.
- Ensuring implementation of the Foodbank's strategic vision, including the development of effective signposting, the expansion of its Fairbite provision and of 'Fairbite Plus'. (See attached strategic statement).
- Developing a long-term staffing and resourcing plan to underpin the development strategy.

#### *Financial Oversight and Risk Management*

- Proposing an annual budget to the Trustees with sufficient detail for them to be confident to approve it in the context of long-term financial security.
- Ensuring that the Foodbank's activities are managed within the agreed annual budget and that the Trustees are provided with the necessary information to be able to satisfy themselves of this.
- Ensuring the Foodbank has in place an effective fundraising strategy to enable it to achieve its strategic goals.
- Via the Risk Committee, ensuring the Trustees are provided with the necessary information to enable them to understand and monitor the key risks to the Foodbank; and taking responsibility for the implementation of risk mitigation.

#### *Staffing*

- Ensuring the senior management team operates as effectively as possible: promoting teamwork, setting personal objectives, holding individuals to account, motivating them and ensuring their development.
- Developing best practice for the management, development and engagement of staff and volunteers.

- Applying robust HR processes covering recruitment, retention, performance management, appraisal and remuneration.

### *Volunteering*

- Ensuring the recruitment, retention and motivation of a team of volunteers across the whole range of foodbank activities.
- Building a sense of community amongst the volunteers, engaging with them, listening to them and enabling them to feel proud to be part of the organisation and feel valued.

### *Day-to-day Management*

- Taking executive responsibility for all functions including the Foodbank's church-based distribution centres; its Fairbite outlets; its warehouses; its administration, finance, fundraising, marketing, communications and IT.
- Ensuring the availability of relevant and effective physical facilities, including office and warehouse space.
- Seeking opportunities for the use of appropriate information technology and of modern retail logistics support to improve effectiveness and efficiency.

### *Communications and Public Affairs*

- Maintaining a positive relationship with the Trussell Trust including participation in the 'Pathfinder Foodbank Programme'.
- Acting as the main spokesperson for the Foodbank in the media (TV, radio, print media and social media) and speaking at conferences and events to promote the work of the foodbank.
- Engaging proactively with other organisations in the sector, local councils and others individuals with influence.

## **Person Specification:**

### *Necessary Experience*

Significant proven record of achievement in a senior position within a charity/not for profit organisation.

Experience of managing staff and working with volunteers.

Experience of business planning and development.

Financial management skills including budgeting and delivery of cost and income targets.

Evidence of having a robust approach to governance with experience of risk management.

Evidence of having fostered senior level relationships with partner organisations.

### *Necessary Personal Attributes*

Entrepreneurial, empathetic, positive, proactive, inclusive, flexible, confident and committed to the Christian ethos of the organisation.

### *Desirable Experience*

Experience of planning and delivering fundraising strategies.

Experience of handling the media (broadcast, print and social media).

## **Additional information**

### **Remuneration:**

Salary negotiable from £50,000pa plus a contributory pension.

### **Time Commitment:**

It is anticipated that this will be a full-time (37 hours a week) role but part-time working will be considered for an exceptional candidate. Occasional weekend and evening commitments will be required.

### **Application Process:**

Further information about CCFb can be found on our website

[www.cambridgecityfoodbank.org.uk](http://www.cambridgecityfoodbank.org.uk).

Applicants should supply a CV (maximum two sides of A4) together with a letter (maximum four sides of A4) providing evidence of how they meet the person specifications.

If there are questions or clarifications about this role which applicants wish to discuss in advance of making an application, please do not hesitate to contact Stephen Thornton, Chair the Trustees at [Stephen.thornton@ccfb.org.uk](mailto:Stephen.thornton@ccfb.org.uk)

Applications, together with the names of two referees, one of whom should be your present or most recent employer, must arrive no later than Monday 23 May 2022 and should be addressed to Stephen Thornton, Chair of the Trustees, either at Cambridge City Foodbank, 2 Orwell House, Cowley Road, Cambridge CB4 0PP or [stephen.thornton@ccfb.org.uk](mailto:stephen.thornton@ccfb.org.uk)

Interviews will be held in Cambridge on 28 June 2022. Further details will be provided to shortlisted candidates nearer the time.

## **Cambridge City Foodbank Strategic Statement, 2021-23, agreed by the Trustees at their meeting in June 2021**

We reaffirm our broad commitment to the 'Trussell Trust' model, to working in partnership with local churches and remaining a largely volunteer led and run organisation with a strong Christian ethos. However, we recognise the need to modernise our core offering, within that framework, and as such will:

- Implement an agreed set of operational improvements that include a greater provision of fresh produce; a more nutritionally balanced offering; better provision for those from ethnic minority backgrounds; and the provision of additional items such as children's clothes.
- In the context of not wishing ever to turn away people in need, increase the number of vouchers per person/family from three to six every six months, keeping this under regular review.
- Acknowledging the importance of signposting, build our capacity to do this by appointing a paid member of staff to lead this work and introduce relevant technology and volunteer training to assist.
- In the context of our partnership with local churches being a general one, not restricted to particular buildings or denominations, review our use of church facilities as distribution centres to better reflect the quality and amount of physical space we need and the geographical location of buildings close to where the greatest need is or within easy reach of that need.

Recognising, in the post-pandemic context, that growing numbers of individuals and families are suffering long-term poverty for which short-term crisis relief is insufficient, over time we will build the means to meet this need. This will be additional and complementary to the core crisis provision, not a replacement of it. The features of this will be:

- An expansion of the 'Fair Bite' provision whereby individuals become members, pay a small weekly subscription in return for which they are offered a choice of food staples either in a normalising shop setting or in a suitably designed church setting. This expansion will include additional opening hours and an increase in available membership at our existing Fair Bite shop; and the eventual establishment of a chain of such shops in geographical areas of need.
- The provision of additional services to help people out of long-term poverty associated with one or more Fair Bite shops to be termed 'Fair Bite Plus', that may include more specialised signposting, debt and financial management advice, digital access, cooking classes, mental health advice, pre-employment training and legal advice, etc. Some of these services are likely to be run and managed by partner organisations.