

"The foodbank gave me faith that there are people who understand and who you can trust. They made me feel comfortable and reassured." Marcella, a foodbank client



**APPOINTMENT OF
CHIEF
EXECUTIVE**

Macaulay
search.





Andrew Hind, chair of the Charity Awards judges, said:

“The work of the Trussell Trust was greatly admired by the judges, who described the organisation as representing ‘21st Century charity writ large’.

“The Trust combines a professionally run foodbank network, and impressive management of data, with an ability to campaign effectively on the basis of constructive engagement with government.

“This powerful combination of service delivery and advocacy makes the Trussell Trust stand out as exceptional charity.”

WELCOME FROM ELIZABETH POLLARD, CHAIR OF TRUSTEES

Dear Applicant,

Thank you for your interest in learning more about the Chief Executive role at The Trussell Trust.

Founded in 1997, The Trussell Trust has grown to become one of the country’s leading and most respected anti-poverty charities - named as Britain’s Most Admired Charity in 2013 and Overall Winner at the Charity Awards in 2016.

By partnering with churches and communities to tackle hunger and poverty nationwide, our network of foodbanks provides a lifeline to people in crisis.

Last year was our busiest year yet, as sadly, foodbank use reached a record high. It is vital that we don’t let this become the new normal. Foodbanks alone cannot solve the problem of hunger. With this in mind, we are increasing the depth and breadth of our work, with our More Than Food programme which aims to tackle the root causes of hunger by helping foodbanks to provide additional services to help people break the cycle of poverty. We are also ensuring that hunger remains on the political agenda and with rigorous research based on data from our foodbanks are building constructive dialogue with Ministers, MPs and Peers.

We are in a robust financial position and have created a strong platform from which to grow in influence. We are now seeking an experienced leader who is passionate about ending hunger and poverty in the UK and able to bring courageous and inspiring leadership to our work. As CEO you will drive for excellence, have a servant-hearted and prayerful approach to leadership and a management style that leads through empowering the team around you to act innovatively, strategically and boldly.

If you would like the opportunity to lead this inspiring movement and believe that you have the skills to contribute we would love to hear from you. You will find details of how to apply enclosed.

We look forward to hearing from you, and thank you once again for your interest in The Trussell Trust and our valuable work.

Yours sincerely,

A handwritten signature in black ink that reads "liz Pollard".

Elizabeth Pollard, Chair of Trustees



INTRODUCTION TO THE TRUSSELL TRUST

Today in the UK there are families struggling to put food on the table.

13 million people live below the poverty line in the UK with individuals going hungry every day for a range of reasons.

For people on low incomes, a sudden crisis – illness, benefit delay or an unexpected bill – can push their finances over the edge, meaning there is nothing left to pay for groceries.

The Trussell Trust was founded in 1997 by Paddy and Carol Henderson using a legacy left by Carol's mother, Betty Trussell.

Moved to help forgotten people, The Trussell Trust's initial projects focused on helping orphaned and abandoned children in Bulgaria. However, when Paddy received a call from a desperate mother in Salisbury saying her children were going to bed hungry he began investigating the problem of hidden hunger in the UK. Shocked to discover the significant numbers of local people facing short term hunger Paddy started Salisbury Foodbank from his garden shed in 2000.

Four years later the Foodbank Network was launched, supporting communities and churches nationwide to set up their own foodbanks to support local people in crisis. From modest beginnings we have now grown to become one of the country's leading and most respected anti-poverty charities supporting a network of 424 foodbanks around the UK. During 2015/16 the network had distributed 1,109,309 three-day emergency food supplies to people in crisis in the UK, with 415,866 of those having gone to children. In the same year 10,570 tonnes of food had been donated, 40,000 volunteers deployed and over £6.7m raised in income, coming from a mix of grant and voluntary income sources and trading activities.

We are here to help anyone facing hunger because of a crisis – for the parents skipping meals so their children can eat, the tenant forced to go hungry just to pay the rent, for the elderly person making the stark choice between heating or eating.

Our vision is to end hunger and poverty in the UK and we do this by providing compassionate and practical help whilst influencing national policy and debate through rigorous evidence-based findings and research.

The Trussell Trust is a charity founded by Christians and based on Christian principles. We work with people of all faiths and none, but are inspired to do what we do by the words of Jesus:



"For I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, I needed clothes and you clothed me, I was sick and you looked after me, I was in prison and you came to me"

Matthew 25: 35-36.



CONTEXT TO THIS APPOINTMENT

David McAuley, who joined the Trussell Trust in 2008 and who has served with excellence as Chief Executive since 2014 stepped down from his role this summer.

We are now seeking a dynamic leader to join The Trussell Trust as Chief Executive, to build on the successes and firm foundations of David's term of leadership. The newly appointed Chief Executive will report to Elizabeth Pollard, Chair of the Board, who has been involved in the work of the Trust in different ways since its inception and who works professionally in Investment Management.

The Trussell Trust is still a relatively young charity that has grown in scale and influence rapidly. In the last two years we have undergone significant change and consolidation;

- We have separated our work in Bulgaria into a separate, independently run charity, FSCI, allowing The Trussell Trust to be solely focused on foodbanks and stopping UK hunger;
- As well as supporting the network of 424 foodbanks the Trussell Trust has developed scaleable initiatives aimed at addressing the underlying causes of poverty and equipping foodbank staff and volunteers to run new programmes. These innovative new programmes fall under the More Than Food banner and include;
 - **Eat Well Spend Less:** This six-week course teaches people ways of improving their household budgeting and cookery skills in order to make tight budgets stretch further.
 - **Money Life:** Following a significant donation by Martin Lewis, founder of Money Saving Expert, The Trussell Trust is training up volunteers to provide financial triage and debt advice to clients referred to foodbanks.
 - **Holiday Clubs:** Following research that highlighted an increase in childhood hunger during holidays (in the absence of school meals) a number of foodbanks are providing food, fun and learning activities to relieve the pressure on families at a time of crisis.
 - **Fuel Bank™:** In partnership with npower foodbanks across the country have been supporting poorer households using prepayment meters by supplying them with a voucher providing two weeks' worth of gas or electricity.
- Through our partnership with Dr Rachel Loopstra at the University of Oxford and other academics we have captured and analysed data emanating from our foodbank network and are using evidence-based findings to shape the debate around how to stop hunger and poverty in the UK. Underpinned by this rigorous research into who uses foodbanks and why, we have built a strong dialogue with Government, MPs and Peers, which is helping shape policy that impacts the poorest households;
- After 5 years of phenomenal growth in the foodbank network, 2016 was a year of consolidation when we restructured the charity and repositioned our social enterprise work to be leaner and fitter for the current economic environment, still providing extensive opportunities for supported volunteers to work alongside our dynamic staff team.



The passion, ambition and aspirations for The Trussell Trust are immense amongst the Board, staff, volunteers and supporters. This is a time of considerable opportunity for The Trussell Trust to increase the rollout of the More Than Programme and tackle the underlying causes of hunger and to directly influence the course of national policy to stop hunger in the UK. To that end, the new Chief Executive will have strong leadership skills and will be highly strategic, passionate about eradicating hunger in the UK, empathetic and a strong communicator.



KEY TASKS AND RESPONSIBILITIES

The Chief Executive is the Senior Executive Officer of The Trussell Trust and is responsible for ensuring the effective and proper operation of the organisation, its public profile, relations with the Government, Corporate Partners and other key organisations as well as maintaining contact with foodbank members.

The Chief Executive is also responsible for the direction of the organisation and delivery of its aims and objectives, and the delivery of its targets. The Trussell Trust has its headquarters in Salisbury. Much of the role will be externally facing, with a key priority to raise the profile and influence of the charity across the external environment, at the same time as growing and developing new income streams. The main focus of the role is in the following areas:



BOARD AND GOVERNANCE:

- Ensure adequate support and information is provided to the Board of Trustees, including the arrangement of necessary meetings, placing relevant matters on the agendas for these meetings and assisting Trustees to perform their roles.
- Report regularly to the Board of Trustees on performance against KPIs and the business plan, together with any matters which are relevant to the discharge of the Board's responsibilities.
- Develop and maintain a productive relationship with the Board, particularly the Chair.
- Ensure that The Trussell Trust complies with all the constitutional, legal and regulatory standards of a company limited by guarantee and requirements of the Charity Commission.

STRATEGY, PLANNING AND CONTROL:

- Ensure that the organisation has a long-term strategy to enable it to achieve its objectives and to monitor and review this strategy on a long-term basis.
- Ensure adequate and appropriate reserves as well as financial and budgetary systems are maintained, including the submission of an Annual Budget to the Board of Trustees for approval and ensuring that expenditure is controlled in line with the budget.
- Ensure that there is an effective performance monitoring system that measures performance against key indicators in the business plan.





MANAGEMENT AND LEADERSHIP:

- Provide leadership for the senior management team and to directly manage and supervise those members of staff reporting directly to the Chief Executive. Specifically, in the areas of Media and Public Affairs; Policy and Research; Fundraising and Communications; Operational Delivery, England, Northern Ireland, Scotland and Wales.
- Establish and maintain an effective system for the recruitment, retention, management, training and development of high quality staff to achieve the organisation's objectives and to ensure the implementation of The Trussell Trust's personnel policies.
- Establish and maintain effective systems for liaison between The Trussell Trust and its Network of foodbanks, partnerships, corporates and funders.



SPIRITUAL LEADERSHIP:

- Working with and leading a diverse workforce of all faiths and none you will maintain and safeguard the Trust's Christian ethos and motivation.
- Representing Trussell Trust at Christian events and speaking to churches and faith groups about our work.
- Through a personal and prayerful walk with God have a 'listening ear' to God and others to create, with the Board and Executive Team, an inspiring strategy and culture at the Trussell Trust.

SERVICE, PROVISION AND DEVELOPMENT:

- Identify new areas of work and improvements to existing areas in consultation with appropriate members of staff and others.
- Responsible for approving contracts at The Trussell Trust for all areas of work.
- Develop both formal and informal strategic partnerships between The Trussell Trust and other organisations in pursuance of food poverty and More Than Food solutions to deliver The Trussell Trust's objectives.

CAMPAIGNS:

- Maintain the status of The Trussell Trust as the expert and leading charity tackling the issues of food poverty and food poverty solutions across the UK.
- Ensure that there is a clear policy on relations with the media and to serve as the chief spokesperson for the organisation and to ensure that The Trussell Trust is presented in a professional manner to the outside world.
- Foster good relations with the various tiers of Government, Parliaments and national assemblies, statutory and voluntary bodies and other relevant organisations and individuals with the overall aim of achieving The Trussell Trust strategic objectives.

INCOME GENERATION:

- Coordinate an Income Generation strategy to ensure sufficient funding is available for the organisation's operations and to ensure its long-term financial security.
- Maintain, develop and support the charity's stakeholder bases, maintaining good relationships with all major funding bodies and stakeholders.
- This should not be viewed as an exhaustive list of duties but as the framework for the role.



PERSON SPECIFICATION

The Board believes that The Trussell Trust will be best led by a Chief Executive Officer who has:

EXPERIENCE AND SKILLS

- Experience of working at either Chief Executive or Senior Management level with a track record of motivating and managing teams to achieve outstanding results. Exceptional leadership and people management skills, with a track record of leading cohesive teams.
- Experience in strategic and financial planning for an organisation of a similar scale and level of complexity with evidence of managing complex budgets and contracts. Additionally, experience of consolidating systems, processes, policies and procedures after rapid sustained growth would be advantageous.
- Experience of reporting to a Board of Trustees and an understanding of what constitutes good governance.
- Excellent relationship building and networking skills with an ability to innovate, motivate and engage stakeholders.
- Experience of deepening relationships with existing funding and strategic partners and of developing new streams of income.
- A skilled Ambassador with a track record of communicating complex concepts in a concise, accessible and persuasive way to the media and other audiences.
- Experience of collaborative working and partnership building with people across the private, public and not for profit sectors.

QUALITIES, ATTRIBUTES AND VALUES

- Strong leadership, networking and interpersonal skills with the ability to negotiate and exercise diplomacy in building relationships and in negotiating with politicians and civil servants.
- Outstanding communication and public speaking skills with gravitas and an ability to communicate effectively with a wide range of audiences.
- Intellectual curiosity, creativity, commercial nous and a can-do attitude.
- Ambition, mental agility and a sense of excitement at seeing lives transformed.
- Empathy, humility and self-awareness.
- Ideally an understanding of Parliamentary and devolved administration processes and knowledge of the wider policy landscape impacting food poverty.
- Mature and active Christian faith that reflects a prayerful approach to life and work and the ability to speak inspiringly and with authority to churches of all denominations.
- Passion for tackling food poverty and social justice with a deep commitment to the vision and values of The Trussell Trust.

TERMS AND CONDITIONS

The role will be based at the Trussell Trust Head Office, Ashfield Trading Estate, Ashfield Rd, Salisbury SP2 7HL (close to Salisbury station) with occasional travel across sites and nationally. Standard hours are from [9am to 5.30pm] Mondays to Fridays. However, due to the nature of the work of Trussell Trust it may be necessary to vary these hours when the workload demands.

The successful candidate will be paid a competitive salary commensurate with their skills and experience plus a contributory pension.

HOW TO APPLY

Applications should be sent to Mark Powys-Smith at mark.powys-smith@macaulaysearch.com

The closing date for applications is Friday 29th September 2017 at 12pm (BST).

Your application should comprise of:

- A full CV, including educational and professional qualifications, a full employment history showing the more significant positions, responsibilities held, relevant achievements and latest remuneration including any benefits.
- A covering note of not more than 1.5 pages outlining your motivation for applying for the role.

PROCESS

Macaulay Search has been engaged as the executive search advisor on this appointment. A selection of candidates will be invited to a first round of interviews likely to be scheduled for 18th October 2017. A second round of interviews is planned during the week commencing 25th October 2017.

