

Strategic Guide

2024 - 2026



Cambridge City
Foodbank
Ending hunger together



Cambridge City Foodbank

The Cambridge City Foodbank was founded in 2010 by three churches (C3, St Paul's, Our Lady and the English Martyrs) in response to the growing need for emergency food in Cambridge, and as an extension of their Christian concern for local people suffering the effects of poverty.

Over 14 years later this work has expanded to provide both emergency and affordable food, through networks of Foodbank Welcome

Centres and Fairbite Food Clubs, working in partnership with many community organisations and agencies to provide wider support.

Our vision is for a UK without the need for food banks.

and while we work toward this ultimate goal, our ongoing **Local Mission** remains...

We meet the need for emergency and affordable food, and tackle the causes of poverty, by harnessing the power of the community.

Cambridge City Foodbank relies on the generous support of local individuals and companies who give their time, skills, food and finance and without which the charity would not exist.

The development of this strategic guide has been supported by the Trussell Pathfinder Development Programme.

Values & Ethos

The Cambridge City Foodbank has an inclusive Christian ethos. Its values of **Compassion, Dignity, Justice, Community** and **Impact**, provide an aspirational set of behaviours of how those within the Charity work with others.

We believe that these values can be embraced and upheld by people of all faith perspectives who wish to work with, or alongside, the Charity.



Compassion

We stand in solidarity with people in need and are motivated to work together to end poverty.



Justice

We are motivated by our desire for a more just society. It is not right that anyone should face poverty and hunger.



Impact

We believe our work must be informed by evidence of what works and that we should use the resources we have been given wisely to create positive transformation.



Dignity

We uphold the right of every person to be valued and respected for their own sake.



Community

We believe we have a responsibility to support one another in our community. To create change we believe we must collaborate together for a fairer society.



Our Ongoing Work

This Strategic Guide identifies the areas where the charity needs to stretch further to achieve its Mission and Vision more effectively. It does not detail the huge contribution already being made by our existing Foodbank Welcome Centres, Fairbite Food Clubs, and teams associated with warehouses, collection points, administration and delivery - to whom we are continually indebted.

This Strategic Guide

The areas below set out in summary the direction of travel in the key areas of work identified by the Board of Trustees. Over the coming months more detailed operational plans will develop to progress each area of work.

1: Community Resilience

We aim to create a sustainable community network of affordable food clubs which empower people toward self-sufficiency, utilising community skills/ capacity and member contribution.

To achieve this, in the next 2 years we will:

- Expand and establish the Fairbite Food Club network
- Enhance Fairbite Food Club 'member' ownership through volunteering and community action
- Increase company support for their local Fairbite Food Club.

2026 Outcome: Six Fairbite Food Clubs established through local partnerships, **supporting 1650 people weekly**; with 50% of volunteers being member-volunteers.

2: Referral Pathways

We aim to reduce frequent need for emergency food by enabling people to receive help upstream, through coordinated, quality signposting and support.

To achieve this, in the next 2 years we will:

- Work with top 10 referral agencies to improve the referral & support system
- Link food and fuel referrals to a Financial Support strategy
- Improve data sharing to facilitate better support and outcomes

2026 Outcome: Foodbank Welcome Centre referrals **reduced to 50-60%** of 2023 levels.

3: Changing Minds & Policy

We aim to increase the capacity and power of those we serve, for decision makers to see CCFb as a key partner in enabling solutions to food insecurity, and to see success in campaigning for change.

To achieve this, in the next 2 years we will:

- Run a successful campaign on an issue informed by people with lived experience
- Empower people with lived experience to represent their interests to elected officials
- Use opportunities in local and national policy agenda to advocate for change

2026 Outcome: 10 people with lived experience take part in a successful campaign which **creates change**.

4: Sustainable Resources and Support

We aim to increase volunteer numbers and financial giving to sustain the expanded mission of CCFb over a medium '5-year term,' whilst working toward our ultimate Vision.

To achieve this, in the next 2 years we will:

- Create a step-change in fundraising to meet the projected future need
- Expand volunteer coordination and food sourcing capacity
- Build Church engagement to increase resource and prayer support

2026 Outcome: 2025/26 Income has **increased by over 60%** of 2022/23 levels.

5: Robust Governance

We aim to ensure CCFb has clarity of purpose and effective operating systems, within a supportive accountability framework.

To achieve this, in the next 2 years we will:

- Roll-out and embed CCFb's Vision, Mission, Ethos and Values
- Establish new Finance, Data Reporting and Risk systems to support the emerging strategy
- Update the Articles and key policies, to ensure compliance and best practice

2026 Outcome: CCFb's risk register **mitigates all governance risks** to below HIGH level.



We meet the need for emergency and affordable food, and tackle the causes of poverty, by harnessing the power of the community – whilst working to end the need for food banks in the UK.

The Cambridge City Foodbank serves local people regardless of background, inspired by our inclusive Christian ethos and values. We are an independent local charity and member of the Trussell network.

Charity No: 1149883. UK Limited Company: 8175815

