

Trustee recruitment pack



We are

1,400

different food bank locations

40,000

volunteers in our network

12,000

churches supporting us

100,000+

community groups and schools, and millions of people across the UK ready to take action

And together,
we are Trussell.

Introducing Trussell

Our vision is for a UK without the need for food banks or put another way, we exist so everyone can be free from hunger.

We're an anti-poverty charity and community of food banks. We work together to ensure no one in the UK needs a food bank to survive, while providing food and practical support to people left without enough money to live on.



Our mission

We exist so that everyone in the UK can be free from hunger. We work together to ensure no one needs a food bank to survive. Until that happens, we will continue to stand alongside people facing hardship, providing emergency food and practical support to people left without enough money to live on.

Our values

Our values underpin everything we do. Hunger and poverty are not inevitable, and we all have a responsibility to take action.



Compassion

This motivates us to stand alongside people facing hardship and provide support and care for individuals.



Community

As people, we are all interconnected, and because of this we have a responsibility to support one another.



Justice

This drives us to insist that it is not right that somebody should experience hunger or poverty, and take action to change this.



Dignity

We recognise the value of every individual, prioritising other people's needs and concerns in the spirit of friendship.

Ending hunger together

Last year, our community of food banks distributed 3.1 million emergency food parcels – the most ever in a single year.

People need food banks when they don't have enough money to afford the basics forcing impossible decisions like whether to heat their home or put food on the table, or whether to go without toiletries like shampoo, toilet roll or tampons.

Hunger in the UK isn't about food – it's about income.

We need urgent action on hunger in the UK. People are being pushed to the brink because they don't have enough money to live on. This can't go on. We refuse to stand by while so many of us can't afford to eat, keep warm and pay the bills.

How will we end the need for food banks?

Food banks are a vital lifeline for so many people facing hardship, but in a just and compassionate society, no one should need one.

Not so long ago, food banks were not needed to the extent they are today. Our social security system was created 80 years ago to protect people from hunger and hardship, and for decades after, people were a lot less likely to need a charity's help for the essentials. So we know things can be better.

We know what's pushing people to food banks and we know the building blocks needed to end hunger for good.



Our strategy

Our vision is for a UK without the need for food banks. Our strategy sets out how we're going to get there.

We want to ensure everyone can afford the essentials in life. We're working towards a compassionate, just society without the need for large-scale emergency food distribution.

In 2020 we launched our Together for Change strategy, setting out our priorities for the next five years.

Our strategic goals

To create change, we're prioritising three areas of work: changing communities, changing policy, and changing minds.

Changing communities



We're working with food banks to reduce the need for their services locally, helping people to access targeted support that makes it less likely they'll need a food bank again.

Changing policy



We're working alongside food banks and partners to provide stronger evidence of the drivers of food bank use and pushing for positive solutions that will ensure people have enough money for the essentials.

Changing minds



We're increasing levels of understanding and empathy amongst the public, locally and UK-wide, to build a movement that is willing to take action to create a just and compassionate society without the need for food banks.

We will be launching our new Strategy this year, laying out our plans for the next five years of our work together.



Our impact

Our latest [Impact Report](#) tells the story of our work over the last year.

Over the course of April 2023 to March 2024, our community of food banks distributed more than 3.1 million emergency food parcels – the highest number ever in a single year. This is nearly double the number distributed five years ago (a 94% increase).

Food bank need is at an historic high and we cannot let it become the new normal. We know what needs to happen to make sure people have enough money for the essentials – and it starts with making our social security system fit for purpose.

In the last year, we made huge progress in our campaign for an Essentials Guarantee, including:

- More than **150,000** people signed our petition
- **99%** of MPs have heard about an Essentials Guarantee, thanks to direct emails from our supporters
- **132** organisations joined the call for our UK social security system to include an Essentials Guarantee

Lived experience partners

We work alongside people who have first-hand experience of struggling to afford the essentials, and who have used a food bank, to help shape our work.

We're committed to learning from people with lived experience of poverty and hunger. Our work with our lived experience partners is called participation.

Participation means engaging people who use a particular service in the decision-making, development and leadership of the service. This means that people are not just listened to but also heard; and that their voices shape our work and the work of food banks.

Youth participation

Trussell's youth participation group, Stand for Change: Young People Against Poverty, are using their lived experience of financial hardship to build understanding about the causes and impacts of poverty, and encourage more people to stand for change and end the need for food banks.

Equity, diversity and inclusion

Equity, diversity and inclusion are central to our work to end the need for food banks in the UK.

To achieve our vision, we must ensure people with lived experiences of poverty shape our work. This means doing our part in dismantling the structural discrimination that cuts across our society and leaves people struggling to get by.

We know people need food banks when they don't have enough money for the essentials:

- Some people are in-between jobs, have health conditions or are looking after relatives and children.
- Some people are in work that's insecure or doesn't pay enough to live on.
- Barriers like the lack of affordable childcare, transport, and flexible, accessible jobs are holding too many people back from opportunities to increase their income.
- High housing costs leave people without enough money for other things.

On top of this, the way our society is structured creates additional barriers for many people - and those needing food banks often face these challenges too. Discrimination, health inequality, and other systemic issues make it even harder for people with protected characteristics, such as race or disability, to access the support they need.

Our Hunger in the UK research shows us how these structural inequalities are reflected in the data:

- One in four (24%) people from an ethnic minority group experience food insecurity, almost twice the rate (13%) for white people.
- More than a quarter (26%) of disabled people experience food insecurity, nearly three times higher than the rate among non-disabled people (10%).
- Seven in 10 (69%) people referred to Trussell's community of food banks are disabled, and three in four (75%) have at least one disabled person in their household.
- Households with dependent children are more than twice as likely to experience food insecurity compared to those without dependent children (23% vs. 11%). This rises to almost half (48%) of single adults who live with one or more dependent child.

- More than a quarter (27%) of people who are LGBTQ+ experience food insecurity, compared to 13% of people who are heterosexual.

We also know people aren't one thing. No one is solely their ethnicity, gender, sexual orientation or disability. And we know most people at food banks will face multiple barriers because these characteristics come together and intersect, and our society has (often invisible) structures which limit people in different ways.

This isn't right. And it's why meaningful diversity and inclusion work is core to our mission of ending the need for food banks.

Changing policy

One of the most effective ways to make lasting change is to change government policy.

Our policy work explores the factors that make it more likely people will need a food bank and the policies and practices needed to ensure we all have enough money to live on.

We work hard to show that ending the need for food banks is a mission for all, and one that every politician should be taking seriously.

While it can be slow and challenging, changing government policy has significant and lasting effects, and can make a real difference to millions of people on the lowest incomes.

We hold meetings with politicians, government ministers and officials, facilitate visits for politicians to their local food banks, and share Trussell's latest statistics and research to inform the work of government at all levels across the UK.



Our Trustees

Natalie Campbell

Chair of the Board of Trustees



Natalie is a social entrepreneur and non-exec director, with experience in the public, private and social sectors. She is CEO of Belu Water, an ethical drinks business that donates 100% of its net profit annually to WaterAid to help bring clean water and decent toilets to millions across the world. Natalie is deeply motivated by her values and a desire to see a UK without the need for food banks.

Reverend Bev Thomas

Vice Chair of Trustees



Bev is a consultant, lecturer, speaker and ordained ecumenical minister, with over 30 years' experience working in areas including social and 'race' justice, diversity and politics – both internationally and in the UK. Bev has served in key roles including training in several theological colleges and Director of Evangelical Christians for Racial Justice.

Louise Hickman

Vice Chair of Trustees



Louise is a Senior Lecturer in Philosophy and Ethics at Birmingham Newman University. She researches and teaches philosophy and ethics, with a focus on the history of philosophy and contemporary ethics. She is a Fellow of the International Society for Science and Religion.

Her work in the teaching and development of Catholic Social Thought, particularly its challenge to structural injustice and its promotion of solidarity and the common good, led her to join Trussell.

Tom Gibbs

Treasurer



Tom qualified as a chartered accountant with PwC, before moving into leadership roles at large UK charities; Barnardo's, the National Trust and Community Integrated Care. He has operated at senior levels across a range of disciplines, including finance, strategy, change and technology. His desire to join the Trussell Board was driven by the charity's mission to address the underlying issues that lead to hunger and poverty.

Our Trustees

Duncan Shrubsole

Trustee



Duncan is CEO of St-Martin-in-the-Fields Charity working to tackle homelessness across the UK. He previously worked at Lloyds Bank Foundation for England and Wales and Crisis leading policy, research, communications and campaigns to influence public policy and practice. He has also worked in central and local government and is Chair of Trustees at Switchback, a charity supporting young men leaving prison.

Suresh Ariaratnam

Trustee



Suresh is a non-executive director at NHS Somerset, where he chairs the Primary Care Commissioning Committee, and at NHS Dorset HealthCare. He serves as a Co-Chair of Literature Works, as a board director of Norland College, and is an advisory council member of the British Library. An Honorary Fellow of the Royal Society of Literature and a Deputy Lieutenant of Somerset, he joined Trussell following a motivating experience at the Genesis Trust.

Sarah Elliot

Trustee



Sarah is CEO of the National Council of Voluntary Organisations (NCVO), which supports charities and volunteers across England. She started at NCVO in 2020 as Director of Public Policy and Volunteering. Sarah has held a number of senior roles in the voluntary sector. Her career started in local government, working for the Mayor of London.

Sasha Morgan

Trustee



Sasha has been a campaigner on poverty and inequalities issues for over a decade. She re-established the Social Mobility Commission in 2018 and was its director for three years. Sasha has a breadth of leadership and strategic planning experience. During her career, she worked at the Department for Education, advised No. 10 on international development and trade issues, held senior roles at the Department of Communities and Local Government, and was Chief Operating Officer of the National Infrastructure Commission.

What we are looking for:

We are looking to recruit a new Vice-Chair, four trustees and three non-exec members of either our Finance, Audit, Risk and Governance, Remunerations or Nominations sub-committees.

We are particularly looking for candidates with experience in the following areas:

- Leading a food bank
- Leading or working in a church
- Digital, AI and/or Technology
- Safeguarding
- Managing investments

Role profile

Role outline and purpose

Trustees have collective responsibility for the governance of the organisation and for all decisions made by the Board. They set the strategic direction for the organisation, ensuring alignment to our values, and are responsible for setting organisational policy, defining goals, agreeing the financial plan, evaluating performance, and ensuring that strong relationships are maintained between the Trustees and the Senior Leadership Group.

Role responsibilities

Organisational purpose:

- Drive, embrace and commit to the organisation’s vision, mission, strategy and values.
- Ensure the charity complies with its governing document and charity law.

Leadership

- Commit to uphold our trustee code of conduct
- Ensure that the charity has a clear and relevant set of aims and an appropriate strategy for achieving them.
- Lead by example, ensuring the charity’s values are reflected in all of its work, and that the ethos and culture of the organisation underpin the delivery of all activities.

Integrity

- Safeguard and promote the charity’s reputation by living its values and by extension promote public confidence in the wider sector.
- Act in the best interests of the charity’s purposes and its beneficiaries, creating a safe, respectful and welcoming environment for those who come into contact with it.
- Make objective decisions about delivering the charity’s purposes, without undue influence by special or personal interests.

Decision-making risk and control

- Ensure clear focus on strategy, performance, and assurance, rather than operational matters.
- Promote a culture of sound decision making, monitoring and management of resources whilst understanding that being over-cautious and risk averse can itself be a risk and hinder innovation.

Board effectiveness

- Uphold board collective responsibility.
- Make reasonable use of own skills and experience to support the work of the Board and the wider organisation.
- Commit sufficient time and energy to the role of trustee.

Equity, diversity and inclusion

- Ensure the principles of equity, equality, diversity and inclusion are embedded in the organisation and help to deliver the charity’s public benefit.
- Work to reduce obstacles to participation, ensuring the organisation’s work is designed and open for everyone included within its charitable purposes.
- Actively challenge inequality and achieve improved equality of outcomes.

Openness and accountability

- Ensure that the charity’s performance and interaction with its stakeholders are guided by the values, ethics and culture put in place by the board.
- Take seriously the responsibility for building public trust and confidence in the organisation’s work.
- Ensure the charity is seen to have legitimacy in representing its beneficiaries and stakeholders.

Person specification

- Demonstrate a strong and visible passion and commitment to the charity, its strategic objectives and cause and a heart for the people in crisis who we serve.
- Demonstrate Nolan’s seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role.
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively.
- Strong networking capabilities that can be utilised for the benefit of the charity.
- Ability to foster and promote a collaborative team environment.
- Ability to commit time to conduct the role well, including travel and attending events out of office hours.
- Broad knowledge and understanding of the charity sector and current issues affecting it.
- Strong leadership skills, ability to motivate staff and volunteers and bring people together with an overarching commitment to working effectively and harmoniously with other board members and the staff team.
- Good understanding of charity governance issues, including the legal duties, responsibilities and liabilities of a trusteeship.
- An understanding of and commitment to the principles of Equity, Diversity and Inclusion
- Bring relevant skills that help the Board perform its role effectively and achieve the charity’s vision.



Key stakeholders

- Chief Executive
- Senior Leadership Group
- Food banks

Our values

Trussell is a charity that works to end the need for food banks. It is founded on and shaped by Christian principles.

Our values of dignity, justice, compassion and community, are central to all that we do and therefore supports our aim to be an organisation where the diversity of all employees is valued. We welcome people of all faiths and none and those that are committed to these values.

We recognise that we have under-represented groups within our workforce. As part of our commitment to diversity and equality of opportunity we are actively encouraging applications from under-represented groups such as returning parents or carers who are re-entering work after a career break, people who are LGBTQIA+, from racially minoritised communities such as Black, Asian and Minority Ethnic backgrounds, with a disability, impairment, learning difference or long-term condition, with caring responsibilities, from different nations and regions and those with a lived experience of poverty as well as any other under-represented group in our workforce.

We are committed ensuring the safety and protection of our employees from all forms of harm.

Time commitment: *3 Board meetings per year plus attendance at least one subcommittee (3 meetings per year each) plus contact with the Chair between meetings*

Remuneration: *Whilst the Trustee role is unpaid, reasonable expenses, such as those incurred in travelling to meetings, are payable in line with Trussell's standard expenses policy.*

How to apply

If you are interested in applying to become a trustee or non-exec director of Trussell then we invite you to [follow this link](#) and select the job on our jobs page. You will be asked to answer three questions which you can respond to either by submitting your answers in writing (max 250 words) or emailing a video or voice note to us. You will also be asked to upload an up to date version of your CV.

Timeline

Information session 16 April

9am–10am:

There is an opportunity to join us online to find out more about Trussell and our Board.

If you would be interested in joining this information session please email recruitment@trussell.org.uk and we will send an invite to you.

Closing date – 25 April:

If you would like to apply to join our Board please complete our online application including an up to date copy of your CV

Online assessment – mid May:

Shortlisted candidates will be invited to complete an online assessment which provides a valuable opportunity to better understand your unique strengths, working style, and personal preferences.

Assessment day – 29 May in London:

Shortlisted candidates will be invited to join some of our trustees and executive team for half a day.

The session will involve an assessment style panel where you will have the opportunity to discuss a live topic with our chair and some of our current trustees, a fireside chat with our CEO and a short competency interview.



Regular Board meetings

Board meetings

We have four board meetings a year. Three are one day events (Feb, Sept & June) and our November board meeting is a 2 day event with an overnight stay and meal together.

Forthcoming dates:

- June: Tuesday 24 June, 11am – 5pm (includes safeguarding training with 31:8)
- September: Tuesday 23 September, 11am – 2.30pm
- November: Wednesday 26 November 11am – Thursday 27 November 2:30pm (with overnight stay and meal)
- February: Tuesday 24 February 11am – 2:30pm

Our hope is that all successful candidates will be able to join us for our board meeting in June to meet the rest of the board before taking up their new roles over the following 6 months.

Subcommittee meetings

Our sub-committees meet several times a year online for 2 hours each time:

- Our Finance, Audit, Risk, Governance & Oversight (FARGO) sub-committee meets 4 times a year.
- Our Strategy, Impact and People sub-committee meetings 3 times a year.
- Our Nominations sub-committee meets twice a year
- Our Remuneration sub-committee meets once year (unless in exceptional circumstances)

Forthcoming dates:

- Thursday 3 April – Nominations
- Tuesday 22 April – Finance, Audit, Risk, Governance and Oversight

- Tuesday 3 June – Strategy, Impact & People
- Tuesday 15 July – Finance, Audit, Risk, Governance & Oversight
- Thursday 11 September – Finance, Audit, Risk, Governance & Oversight
- Tuesday 14 October – Strategy, Impact & People
- Tuesday 21 October – Finance, Audit, Risk, Governance and Oversight
- Thursday 16 October – Nominations

Staff conference

Trussell staff work remotely all across the UK and come together twice a year for a 3 day residential in March and September. This September we are having regional gatherings instead and so our next full staff conference will be Tuesday 25 – Thursday 27 March 2025. Trustees are invited to join us for some or all of this time.

Roadshows

Each year across April and May we run a series of 7 roadshows with our community of food banks (Birmingham, Cardiff, Antrim, Manchester, Glasgow, Bristol & London.) These are one day events where food banks come together with Trussell to celebrate the work of food banks and share our plans together for the year ahead. Trustees are invited to attend one or more of these roadshows to spend time with our food banks.

In the Autumn we also run a series of regional Forum's across the UK bringing together our food banks to look at operational aspects of their work. These are one day events and trustees are invited to join us for one of these events.

Forthcoming Forum dates:

- Tuesday 24 September – South West
- Wednesday 25 September – Scotland

- Thursday 26 September – London
- Tuesday 1 October – North West
- Wednesday 2 October – Wales
- Thursday 3 October – East Midlands
- Tuesday 8 October – West Midlands
- Thursday 10 October – Northern Ireland
- Tuesday 15 October – East
- Wednesday 16 October – South East
- Thursday 17 October – North East

Carol Concert

Each year Trussell host an Evening of Carols. This year it will take place on Wednesday 10 December at 7pm. Trustees are invited to join us for an evening of celebration alongside our food banks and supporters.

Food bank twinning

Over the next year we propose asking each trustee to form a closer, long term relationship with one of the food banks in our network. This will offer the opportunity for trustees to see first hand what is happening in communities and the challenges and opportunities food banks face and also develop relationships with staff and volunteers on the front line.

Trustee expenses

Trussell will reimburse all reasonable expenses incurred by trustees to attend meetings, visits to food banks, conferences and roadshows. We will also cover all candidate expenses incurred throughout this process.



“

**Working together – with
our amazing volunteers,
with churches and with
our generous supporters
– is vital to achieving
our vision.**

”

Emma Revie
Chief Executive Officer, Trussell

trussell.org.uk      **TrussellUK**

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