



# **Charity Director Recruitment Pack**



## Welcome from our founders

Thank you for your interest in the role of Charity Director at Leeds Baby Bank.

For more than nine years, Leeds Baby Bank has been working to ensure that no child goes without because they are born into a family experiencing poverty. We support families across Leeds with children aged 0–5, providing essential items and a welcoming, dignified and non-judgemental service at a time when families may be facing significant challenges.

We know that the earliest years of a child's life are critical in shaping their future health, development and life chances. Every day, we see the impact that poverty and inequality can have on families during this crucial period. Through the provision of essential items, practical support and connections to wider services, we are helping to give children in Leeds the best possible start in life.

2025 was a significant year for Leeds Baby Bank, marking our move to a larger home and creating new opportunities to reach and support even more families. As our charity continues to grow, so too does the need to ensure that we can respond effectively to increasing demand while remaining true to our values.

We are now looking for an inspiring and committed Charity Director to lead us through our next stage of development. Working closely with us both and the Board of Trustees, you will help shape and deliver our strategic direction, strengthen our financial sustainability, develop fundraising and partnerships, and support our dedicated staff and volunteers. You will also play a key role in developing our Community Hub and ensuring that our services continue to make a meaningful difference to the families who need us most.

This is an exciting opportunity to build on the strong foundations already in place and help shape the future of a growing, community-rooted charity. We are looking for someone who shares our commitment to supporting families experiencing poverty, who can balance strategic leadership with the practical demands of running a small charity, and who is motivated to make a lasting difference for children and families across Leeds.

We hope that having read this recruitment pack, you will be inspired by our work and the opportunity to help us achieve even more. Thank you for considering applying for this crucial role.

**Chantal Nogbou**  
**Founder & Co-Chair, Leeds Baby Bank**



**Faye Freeman**  
**Co-Chair, Treasurer and safeguarding lead, Leeds Baby Bank**



## About Leeds Baby Bank

Leeds Baby Bank's mission is to ensure no child goes without because they are born into a family experiencing poverty. For more than nine years, we have supported families across Leeds with children aged 0–5 who are experiencing poverty.

We are known for providing dignified, non-judgemental support to families facing a range of challenges, which may include poverty, housing insecurity, poor physical or mental health, domestic abuse, immigration issues and social isolation.

Our crisis support is referral based and delivered in partnership with health services, social care teams and other organisations, helping families access support as early as possible. Alongside this, our community spaces and Hub provide practical help, connection and access to wider services in a welcoming environment.

We are a growing, community-rooted charity working in a fast-moving, demand-led environment. Demand can exceed available resources, so we need to make thoughtful decisions about priorities, risk, capacity and impact while remaining true to our values.

Our work is rooted in kindness, compassion, respect and dignity. We provide inclusive support via strong partnerships, in a sustainable manner with a commitment to giving every child the best possible start.

## Why we exist

Poverty in Leeds is a real issue, affecting the day to day lives of families, including families with babies and very young children. The latest research shows 34.6% of babies, children and young people in Leeds were living in relative poverty. That's nearly 63,000 children or more than 1 in 3 of all children.

In South Leeds over half of children were living in poverty, while in the areas of Leeds East and Leeds Central over 43% of children were living in poverty.

Leeds had the 62nd highest level of child poverty of the 361 Local Authorities in the UK.

Behind these statistics are real children who are more likely to face a wide range of difficulties, now and in their future.

A child experiencing poverty is more likely to grow up having:

- Poorer mental and physical health
- A shorter life expectancy
- Lower educational attainment
- and lower paid, insecure work.

***“Every baby deserves a safe sleep environment, and charities like Leeds Baby Bank are vital in helping make this possible.”***

Gemma Gunter, Senior Practitioner, The Twins Trust

**MAKING  
SURE NO CHILD  
GOES WITHOUT**

## How we help

In 2025 we supported families by providing them with all the essential items and equipment they need for their babies and young children.

1,291 families were referred to Leeds Baby Bank by our professional referral partners, including midwives, social workers, homelessness charities and organisations supporting refugees and asylum seekers. This ensured we were helped families who needed it most.

Pre loved items were donated to Leeds Baby Bank and matched to families who need them. Demand outstrips supply of pre loved items, so we also use donations to buy new items.

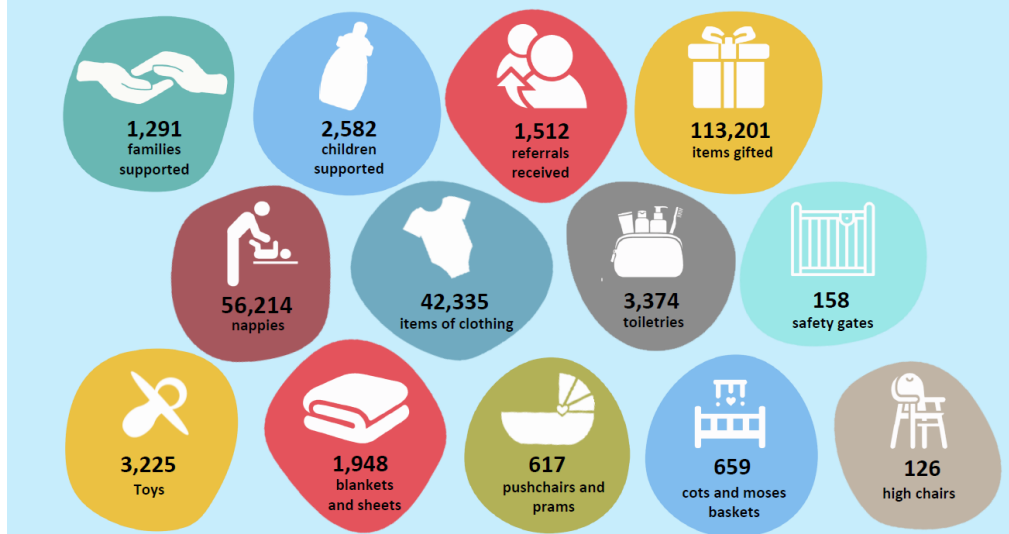
The items families referred to Leeds Baby Bank need most for their child are:

- Somewhere to sleep a moses basket, cot or cot bed. We ALWAYS provide a new mattress.
- Something to travel a pram, pushchair or tandem travel buggy.

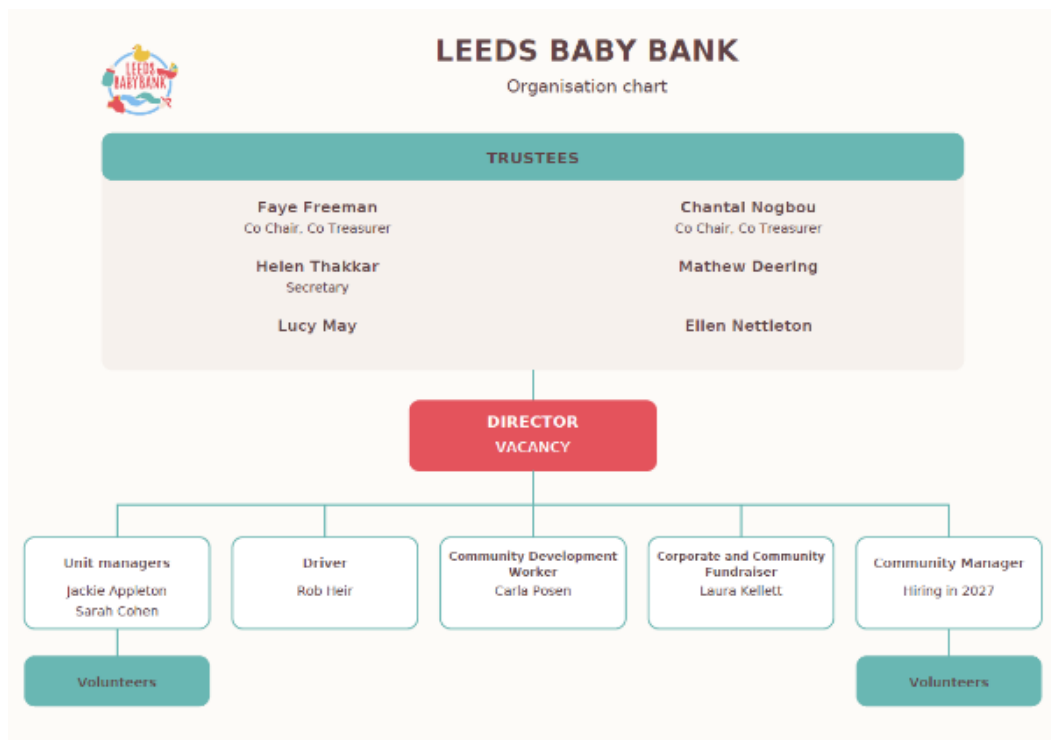
In 2025, we paused our outreach services to review how we can better provide help for families which addresses the underlying challenges they face through engagement, understanding and signposting.



## THE IMPACT WE HAD IN 2025



## Organisational chart



## Our people

Our small staff team of five ensured the smooth running of the charity in 2025, including the move to new premises and changes in how we deliver our services.

As ever, our work was powered by over 30 dedicated volunteers, whose commitment allowed us to sort, prepare, and deliver items to families with speed and dignity.

Visiting teams of corporate volunteers, from companies including HSBC, First Direct, Aviva, Direct Line and Lloyds Banking Group, lent their manpower and enthusiasm especially valuable in our move. And our volunteer Board of Trustees gave their time and knowledge to ensure the safe and effective governance of our growing charity.

## About the role

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## Main duties and responsibilities

### Strategic development, planning and governance

- Lead the delivery of the charity's strategic plan, translating priorities into clear annual plans, objectives and budgets.
- Oversee day-to-day operations to ensure activity is effective, mission-led and within agreed budgets and delegated authority.
- Monitor organisational performance and finances, and provide clear, timely reports to the Board of Trustees on progress, outcomes, risks and emerging issues.
- Prepare the annual social impact report and oversee the preparation of annual accounts and financial information, using QuickBooks.
- Ensure the charity meets its legal, regulatory and governance responsibilities, keeping trustees, staff and volunteers informed of relevant changes.

- Review policies and procedures proactively and reactively as required, in line with the charity's review schedule, and ensure trustees, staff and volunteers understand their responsibilities.
- Lead the development, implementation and review of policies, procedures and organisational risk assessments; escalate significant risks and serious incidents appropriately.
- Identify opportunities to improve services, increase impact, develop income and respond to changing community needs.
- The Director will lead the charity's financial management, working collaboratively with the Trustee, who also serves as Treasurer, and within the financial controls agreed with the Board.

## **Financial management and sustainability**

- Develop and manage annual budgets, monitor income and expenditure, maintain cash-flow oversight and lead financial forecasting and reporting clearly to trustees.
- Work with the Board to support sound financial planning, reserves management and the long-term sustainability of the charity.
- Identify and manage financial risks, making proportionate decisions about resources, service demand and organisational capacity.
- Maintain robust financial controls, records and reporting that are proportionate to the charity's size and activities.
- Prepare the charity's annual accounts and work with the Treasurer to review financial information, strengthen financial oversight and ensure accounts are ready for trustee consideration.
- Work with the Treasurer to authorise payments in line with the charity's financial procedures and delegated authority.
- Lead reserves planning and financial forecasting, ensuring the Board of Trustees receive clear information on the charity's financial position, risks, cash flow and longer-term sustainability.
- Present the accounts, budgets, forecasts and relevant financial updates to the Board of Trustees.

## **Fundraising, income generation and partnerships**

- Ensure all fundraising activity complies with the Fundraising Code of Practice and the charity's relevant policies and procedures.
- Develop and deliver a fundraising and income-generation strategy aligned with the charity's plans and capacity.
- Develop a pipeline of grant-giving organisations and supporters; prepare applications and provide timely reporting and stewardship to nurture long-term support.
- Develop corporate support, including corporate volunteering and opportunities to grow financial contributions and gifts in kind. Lead other fundraising activity,

including individual giving, events, legacies and community fundraising, to support a diverse and sustainable income base.

- Identify, pursue and oversee a diverse range of income opportunities, including grants, corporate partnerships, individual giving, events, trust and grants, community fundraising and gifts in kind.
- Line-manage the fundraiser and support the development of corporate and community partnerships, employee fundraising, volunteering and gifts in kind.
- Maintain effective referral relationships and develop new partnerships with health and social care services, Leeds City Council, the Baby Bank Alliance and the wider voluntary and community sector.
- Represent Leeds Baby Bank at relevant networks, meetings and events, including participation in the Baby Bank Alliance steering group.

## **People, volunteers and organisational culture**

- Lead, support and develop staff through clear objectives, regular supervision, appraisals, fair performance management and access to learning and development.
- Oversee recruitment, induction, role design, workforce planning and succession planning to build organisational resilience.
- Ensure volunteers are recruited, inducted, trained and supported in line with the charity's policies and values.
- Create a positive, inclusive and reflective culture that supports staff and volunteer wellbeing and addresses conduct or performance concerns fairly.
- Inspire and motivate staff and volunteers, helping everyone understand how their contribution supports the charity's mission

## **Services, safeguarding and impact**

- Oversee the safe, effective and dignified delivery of referral-based, outreach and community services.
- Oversee the day-to-day management of complaints procedures, ensuring complaints are handled promptly, fairly and in line with policy, and that staff and volunteers understand their responsibilities.
- Act as the charity's Safeguarding Lead and ensure safeguarding concerns, complaints and incidents are handled promptly and in line with policy and legal requirements.
- Develop and oversee outcomes and impact measurement, using evidence and feedback to inform service development, decision-making and funder reporting.
- Maintain effective referral processes so vulnerable families can access support quickly, equitably and with dignity.
- Ensure services remain accessible, inclusive and responsive to families' needs while recognising available resources and operational capacity.

## **Systems, premises and operational management**

- Oversee the charity's CRM, donation and fundraising platforms, including Zoho, CAF Donate and JustGiving, ensuring they are effective, accurate and appropriately managed.

- Ensure data protection and information management practices are appropriate, including oversight of the charity's Data Protection Lead responsibilities.
- Oversee stock levels and processes to support reliable delivery of referral and outreach services.
- Develop the use of the charity's premises to support service delivery, community engagement and, where appropriate, income generation.
- Work with trustees to plan and address premises maintenance, and oversee health, safety and security across charity premises.
- Manage external service contracts, including utilities, insurance, servicing, PAT testing and alarm systems.

## **Communications and external representation**

- Lead the charity's communications and public profile, including the website (Storyblok), social media and other relevant channels.
- Develop clear, engaging communications that reflect the charity's mission, values and impact.
- Act as the main media contact, respond to enquiries and seek opportunities for positive, accurate media coverage.
- Build strong relationships with families, supporters, funders, corporate partners, referral agencies and the wider community.

## **Community Hub development**

- Lead the ongoing development of the Community Hub, ensuring it is inclusive, sustainable and aligned with the charity's mission and capacity.
- Work with staff, volunteers, families and partners to identify opportunities to strengthen the Hub's offer and connections to wider support.

## **Working with the Board of Trustees**

- Work closely with the Trustees to support effective governance, sound financial oversight, good decision-making and delivery of the charity's strategy. Trustees will provide advice, expertise and strategic challenge, while the Director remains responsible for routine operational decisions and day-to-day management within the agreed Scheme of Delegation.
- Attend and contribute to Board meetings, usually quarterly and typically held in the evening, and work with relevant trustee leads or committees.
- Operate within the charity's Scheme of Delegation and agreed policies, maintaining a clear distinction between the Board's governance role and the Director's executive responsibilities. The Director is expected to make routine operational decisions independently within delegated authority, referring matters to trustees when they fall outside that authority or require Board approval.
- Escalate significant safeguarding, financial, legal, compliance and reputational risks promptly and appropriately.

## What success looks like

- Ensure the charity is well-led, compliant and operating within a clear plan and agreed budget.
- Finances are monitored effectively and the charity is working towards a sustainable, resilient financial position.
- Staff and volunteers feel supported, valued and clear about the charity's priorities.
- Families receive accessible, dignified and responsive support.
- Funders, referral partners, corporate supporters and community relationships are strong and well maintained.
- The Community Hub is developing sustainably and contributes meaningfully to the charity's impact.
- The charity can demonstrate its outcomes and impact and continues to grow its reach while remaining mission led.

## Equality, diversity and lived experience

Leeds Baby Bank is committed to equality, diversity and inclusion. We value lived experience and are committed to making reasonable adjustments throughout the recruitment process.

## Person specification

*We recognise that no candidate will meet every requirement. We welcome applications from people who share our values, bring strong leadership capability and are motivated to learn and develop.*

### Essential

- Demonstrable senior leadership and people-management experience, including direct line management of paid staff.
- Experience of leading an organisation, service or team through planning, delivery, monitoring and improvement.
- Strong financial management skills, including preparing accounts, budgeting and monitoring income and expenditure.
- Experience of fundraising across more than one income stream and developing relationships with funders, businesses or community supporters.
- Knowledge of charity governance and an understanding of relevant legal and regulatory responsibilities, including Charity Law, the Fundraising Code of Practice, safeguarding and risk management.
- Excellent time-management and prioritisation skills, including the ability to manage competing tasks and changing priorities.
- Ability to make sound, proportionate decisions in a changing environment.
- Strong written and verbal communication skills, including the ability to produce clear reports and represent the charity confidently.
- Ability to build constructive relationships with a wide range of people, including trustees, staff, volunteers, families, funders and partner organisations.
- Confident use of IT and digital systems, including Microsoft Office, CRM platforms and financial software such as QuickBooks or equivalent.

- Commitment to Leeds Baby Bank's values, including compassion, dignity, inclusion, community and sustainability.
- A genuine commitment to supporting families experiencing poverty and helping children get the best possible start.
- Ability to work flexibly, including occasional evenings and weekends, and travel across Leeds as required.
- Willingness to undertake an Enhanced DBS check, including the relevant barred-list check where legally appropriate for the role.
- Ability and willingness to undertake the charity's designated Safeguarding Lead and Data Protection Lead responsibilities, with appropriate training and support.

## **Desirable**

- Experience working in a charity, baby bank, early years, family support or poverty-related service.
- Experience developing a community hub or place-based service.
- Experience of income generation, grant applications, corporate partnerships or community fundraising.
- Experience of developing, writing and implementing policies and procedures.
- Experience of developing and delivering a marketing or communications plan.
- Experience of marketing, communications, media engagement or public representation.
- Knowledge of Leeds and its voluntary, community and statutory-sector networks.
- A driving licence and ability to travel efficiently across Leeds.

## **Additional information**

- Working hours are 24 to 30 hours per week, worked over 3/4 days from 8am to 4pm, with occasional flexibility to meet the needs of the charity.
- Board meetings are usually quarterly and held in the evening.
- Performance is reviewed annually by the Board of Trustees.
- The role has a six-month probation period and a three-month notice period.
- Appointment is subject to references, right-to-work checks and appropriate safeguarding clearances.

## **Benefits**

The package includes 36 days' annual leave pro rata, inclusive of bank holidays; a pension scheme; free parking; some home-working flexibility; complimentary refreshments; time off in lieu in line with policy; and relevant training and development opportunities.