



## FareShare

### Job Description - Head of Operations

<b>Reporting to:</b>	Director of Food & Network Development
<b>Location:</b>	Within easy reach of a FareShare UK Regional Centre / Office + Regular UK travel
<b>Hours:</b>	Full time (35 hours)
<b>Salary:</b>	Circa £50k

### About FareShare

This is a unique opportunity to work for an award-winning and ground breaking organisation.

At FareShare, we fight food poverty by tackling food waste. We source quality surplus food - from food retailers, manufacturers and suppliers - engaging volunteers to redistribute to local charities and community groups that provide meals to vulnerable people (individuals who are homeless, unemployed, socially isolated, recovering from addictions).

FareShare now operates 21 Regional Centres around the UK. The majority of these are run by local organisations - our Delivery Partners. This enables us to be a UK-wide organisation yet also think and behave with local concerns at the heart of our actions. We support over 7,000 local charities and groups- our Community Food Members.. Over the past year 13,000 tonnes of food was redistributed by FareShare Regional Centres nationwide, helping charities feed 500,000 people every week. We operate across 1,300 towns, cities and villages and we save UK charities and community groups more than £23 million each year.

Hunger is a growing issue in the UK and while there is surplus food that is otherwise going to waste, we believe that this food should be used to feed people first. In most categories, demand far outstrips supply.

### FareShare's Strategy & Vision

**Vision:** We have the vision of a UK where “No good food goes to waste”.

**Mission:** To use surplus, fit for consumption, food to feed those who are vulnerable in the UK by supporting front line charitable organisations that tackle the cause and not just the symptoms of food poverty.

**Our Purpose:** We are doers. We are a community. We change lives.

**Our Values:**

- **Passion** - for our cause and the challenge that lies ahead
- **Ambition** - to go the extra mile and drive the change that must happen
- **Respect** - for ourselves, each other, our volunteers, our partners and our beneficiaries
- **Collaboration** - it's only by working with others that we can be stronger
- **Focus** - on providing the best service possible so that we deliver the can we achieve the most for our clients/customers.

**Where this role fits in:** FareShare has grown steadily over the last 20 years with major acceleration in the last 5. Food waste and hunger have never been higher up the agenda of the public, media, politicians and the food industry. As one part of our growth strategy FareShare is now strengthening its management structure and developing a senior management team consisting of 7 Head of Department roles covering Food, Operations, Network Partnerships, Volunteering, Fundraising, Organisational Effectiveness and Scotland/Northern Ireland. These roles will give us the scope to expand further and take on new opportunities, of which there are many. These roles will report to the Senior Leadership team made up of CEO, Commercial Director, Director of Finance and Resources, and the Director of Food and Network Development.

## The role

### Overall purpose

This role will:

1. Ensure that the FareShare UK depots (currently Merseyside, West Midlands, East Anglia, London and Southern Central) are well run, fit for purpose and growth and benefiting from strong leadership.
2. Through external relationship management make sure FareShare continues to stay at the cutting edge of Food Safety and assurance in Food redistribution.
3. Manage network-wide compliance of all FareShare affiliated depots regarding food handling standards and health and safety.

4. Lead the development and implementation of assurance and standards for all customers.

## Background and context

FareShare redistributes surplus food. This food is within date and is fit for human consumption, but probably is surplus due to being short-dated, product non-compliance, damaged packaging, product refusal and returns of unsold product. Using data from WRAP, FareShare currently only redistributes approximately 5% of the food that is surplus and fit for human consumption.

The UK lags way behind most other highly developed food systems in the world in failing to get much of this surplus food to feed people in need. This is changing, but too slowly and demand for food exceeds supply in most categories.

The vast majority of the surplus food is in the supply chain. Despite this, the media only focuses on the supermarket surpluses, which they know and understand. FareShare's strategy is to forge partnership with all the major retailers in order to efficiently engage with their supply chains. Where possible we aim to develop an integrated logistics solution that uses the processes, supply routes and transport that the food industry is already using.

This role will provide leadership to a small team of food industry account managers, who manage the day-to-day relationships with food businesses. The Charities we serve rely on our ability to secure the right quantities and categories of surplus food, so this role is mission critical.

## Main areas of responsibility

### FareShare Redistribution Operations and processes

Develop, write and continually improve overall warehouse, delivery and collection management processes, operational approach and ways of working in FareShare Regional Centres and other developing FareShare services and channels.

Develop and deploy tools, materials and information architecture to ensure they are engaging and enabling for all Regional Centre staff and volunteers.

Seek best practice on warehouse and delivery operations from outside the FareShare network to consider application within FS Network.

Ensure that all network charities are consistently audited, have data securely and accurately recorded and are using food appropriately.

Ensure strong processes are in place to ensure effective communication with FareShare charities across the network, in partnership with FareShare Regional Centres and FareShare Marketing department.

### Food safety and assurance

Prescribe and enforce an appropriate level of food handling standards that secures the support of the food industry, enhances our reputation and reduces food wasted. This will require relationships with the Food Standards Agency, best practice specialist in the food industry and the regulatory authorities at local government.

To set in place a programme of internal and external checks and audits that will give the food industry the appropriate level of confidence that we are able to be trusted with their products and brands.

To operate a fit for purpose traceability process and product recall protocol that meets the necessary standards in the food industry as well as evolving legal and moral standards.

To ensure that food donated to us is used for the appropriate purpose, is accounted for in full, and that FareShare follows the food hierarchy within its own operations.

### Auditing and compliance measurement

Develop a programme of internal and external auditing, monitoring and recording for food handling and health and safety. Providing assurance of high standards across all parts of FareShare and include every Regional Centre.

### Health and Safety

To ensure that the entire network adopts a health and safety culture that does all it can to reach a zero harm objective to protect our volunteers, our staff and visitors to our depots. This will require major change management as this area has been identified as a potential high-risk area for the whole network at a time of ambitious growth and evolution and needs to be treated as a fundamental.

To ensure the right culture, training and facilities are available to support this work.

### FareShare UK Regional Centres

To lead and manage the 5 Regional Centres which FareShare operates and ensure that they are delivering a high quality service and outstanding food provision to our key charity customers (the CFMs) and excellent service and feedback to our Food Partners.

To ensure that each FareShare UK Regional Centre has a suitable business plan in place that aims to get all to a position of financial sustainable growth.

### New initiatives

To lead on the development and roll out of initiatives that complement the core food redistribution work, such as the development of employability and skill development programmes across the UK and in partnership with other organisations.

### Charity sector insight and customer service

Working with all Regional Centres and FareShare Marketing, develop programmes that strengthen FareShare's understanding of the food providing and food using voluntary sector, and ensure that the development of FareShare programmes and services are focused on providing value and service to our Charity Food Members and Associates.

### Demand Management

Ensure the Food Team understand the food needed by FareShare UK Regional Centres addressing quantity, quality, category, frequency and timing.

### Person Specification

As an employer committed to Equal Opportunities, we will assess applications in line with these criteria that we consider either as being essential or desirable in this role.

### Experience

- Relevant experience of working in the food industry, probably in a retail operations management or wholesale management resulting in a strong understanding of all the core areas around operations, food safety, health and safety and good business practice.
- Relationship management and partnership working with senior stakeholders across multiple sectors.
- Experience of development and implementation of external assurance strategies for customers or regulators.
- Experience of leading the development, communication and successful delivery of a strategy that demonstrates transferable relevance for this role.
- Extensive management experience that will get the best from direct reports and strengthen the overall management of the organisation
- Some experience of financial management, including control over income and expenditure, budget setting and performance management
- Knowledge and experience of managing large budgets- six figures

- Good knowledge and exposure to sale and marketing principles
- Transferable experience that demonstrates a high likelihood to fit into the management culture of a medium sized voluntary sector organisation that is run on strong business lines.

### Skills, knowledge & abilities

- Leadership and management skills - including the ability to motivate and develop people to deliver high levels of performance
- Demonstrable track record or commitment around development of operational working practices in a retail or wholesale environment
- Demonstrable track record of improving food safety and health and safety practices.
- Problem-solving skills and the ability to make effective decisions 'on the spot'.
- Ability to work systematically to agreed guidelines in the absence of close supervision
- Strong presentation/facilitation skills to promote awareness
- IT literacy, in particular of using Microsoft applications (Outlook, Word and Excel)
- Good team working skills, including both the ability to delegate and to develop people with a positive approach
- Excellent interpersonal skills and the ability to create good work partnerships with multiple stakeholders so that mutual benefit is achieved
- A commitment to Equal Opportunities
- Ability to recognise, assess and overcome obstacles in achieving targets.
- Strong communication skills in generating work guidelines and generating strong relationships with the Depot network.
- Ability to recognise and address high priorities and when necessary, simultaneously link these elements to enable overall strategy to be achieved.
- Ability to 'think outside the box' and resolve obstacles by investigating new ways of working and explore the 'unconventional'.
- Ability to present clear, defined and manageable targets and boundaries to team and support in achieving these aims.
- Ability to cut through smokescreen and decisively drive forward strategies to achieve targets.

### Competencies and behaviours

- Drive, determination, reliance and commitment to really make a major and long term difference.

- Planning and prioritisation- develop and implement clear plans with defined outcomes and resource management.
- Dealing with change - the ability to act quickly decisively and positively to change
- Communicating with impact- ability to influence across all media to establish commitment to organisational goals
- Delivering customer service- the ability to deliver excellence through a competitive products and service offer to all stakeholders
- Problem solving and decision making- the ability to anticipate, assess and deliver innovative solutions to problems with clear logical thinking
- Leadership - to be the role model for the food and wider team through role modelling behaviours