

Dunfermline Foodbank Strategy 2025 - 2030

Dunfermline Foodbank
Together with Trussell

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Dunfermline Foodbank was founded in 2012 by two street pastors with strong ties to Liberty Church. What began as a small local initiative quickly expanded to serve not only Dunfermline but the wider South West Fife area as well.

From the very beginning, our mission has been clear – to ensure that no one in our community faces hunger alone. We provide emergency food to those in need, offering a warm welcome in a non-judgemental environment where everyone is treated with dignity and respect.

But we are more than just a bag of food. We take time to listen, offer compassion, and connect people with partner agencies who can help them move beyond crisis and build resilience for the future.

Together, we are working to make sure that everyone in our community has the support they need when times are tough.

7,696

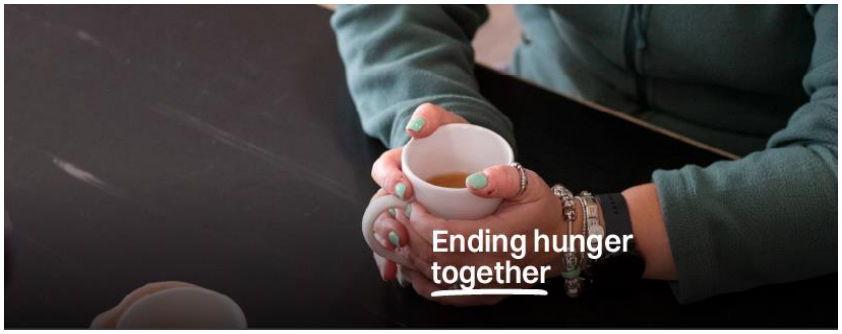
Clients helped in 2025

2,664 were Children

200+

people volunteer at our food banks every year

Our food banks could not operate without them...



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Welcome to our Strategy 2025-2030

At Dunfermline Foodbank, we have developed a strategic plan that looks beyond immediate crisis support towards a future where no one needs to rely on a foodbank. Our vision is to **end the need for foodbanks** by addressing the root causes of poverty and hunger in our community.

To achieve this, we recognise that providing emergency food parcels is only part of the solution. We are committed to understanding and tackling the underlying issues that lead people to seek our help — such as low income, debt, housing challenges, and benefit delays.

Working in partnership with **Trussell**, we share the mission to **End Hunger — today, together, forever.** While we strive toward this long-term goal, we will continue to offer emergency food and compassionate support to those in crisis.

Our commitment remains to provide a **high-quality, dignified service** that meets immediate needs while helping individuals and families build stability and resilience for the future.

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Our Vision

To **end the need** for foodbanks in Dunfermline and South West Fife.

Our Mission

- Provide a warm welcome, advice and emergency food for people facing hunger and hardship today in our foodbanks
- Work together with others to increase change in our communities
- Work alongside Trussell and other agencies to build a future where no one needs a foodbank.

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Our Values



Compassion – We stand alongside people facing hardship and provide support and care for individuals



Justice – We know it is not right that anyone should experience hunger or poverty, and we must take action to change this



Community – We are all interconnected and because of this we have a responsibility to support each other



Dignity – We recognise the value of every individual, addressing other people's needs and concerns in the spirit of friendship

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Dignity in our Foodbanks

Ensuring dignity in food support means creating respectful, empowering, and choice-driven systems that reduce stigma and support the well-being of people experiencing food insecurity.

Accessing foodbanks can often wear away dignity due to processes that require individuals to "prove" their need, limited choice, and the stigma associated with receiving charitable aid.

- **Respect and Empowerment** – Treating recipients as valued individuals rather than passive beneficiaries
- **Choice and Autonomy** – Providing options in food selection to accommodate dietary, cultural, and personal preferences
- **Compassionate Processes** – Minimising official barriers and creating welcoming, non-judgemental environments
- **Community Engagement** – Involving service users in the design and evaluation of food support services to ensure relevance and inclusivity.







The Staff & Volunteer Team

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1. Clear Role Definition

- **Staff:** Often responsible for operational management, compliance, partnerships, and long-term planning.
- **Volunteers:** Provide essential hands-on support in sorting, packing, distribution, client interaction and fundraising. Clearly defined responsibilities help avoid overlap, confusion and burnout.

2. Recruitment and Retention

- **Targeted recruitment** to attract people with the right skills, values and availability.
- **Inclusive practices** to ensure diversity and accessibility.
- **Retention focus** through recognition, flexible scheduling and opportunities for growth.

3. Training and Development

- Induction covering food safety, safeguarding and the foodbank's mission.
- Ongoing skills development eg customer service, logistics, data handling.
- Leadership pathways for volunteers who want to take on more responsibility.
- Develop Compassion Fatigue training and cascade it down to all volunteers.

4. Communication and Culture

- Foster a shared mission mindset so staff and volunteers feel equally valued.
- Regular briefings, feedback loops and open-door policies.
- Celebrate successes together to strengthen morale and community spirit.

5. Wellbeing and Support

- Provide emotional support, especially for those interacting with clients in crisis.
- Ensure safe working conditions and manageable workloads.
- Offer flexibility to accommodate personal circumstances.

6. Monitoring and Recognition

- Track contributions (hours, tasks, impact) to understand capacity and celebrate achievements.
- Publicly acknowledge both staff and volunteers efforts in reports, events and social media.

Trustee's Role

Trustees have collective legal and strategic responsibility for the governance of their local foodbank. As a board member, our primary duties involve setting the strategic direction, ensuring the foodbank operates within its constitutional rules, and managing resources responsibly to best serve our local community.

- **Strategic Direction:** Setting goals, agreeing on financial and operational plans, and aligning the foodbank's activities with the Trussell's vision to end hunger and poverty.
- **Legal Compliance:** Ensuring the foodbank complies with charity law (e.g., OSCR regulations) and operates for the public benefit.
- **Financial Oversight:** Managing charity resources responsibly, reviewing financial performance, and securing funding or grants.
- **Safeguarding & Risk Management:** Maintaining robust safeguarding procedures for staff, volunteers, and people using the foodbank, as well as minimising reputational and operational risks.
- **Board Accountability:** Preparing annual reports, ensuring proper record-keeping, and maintaining strong relationships with the senior operational leadership.

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Key Goals and Priorities

The strategy focuses on several key areas to achieve its mission

1. **Emergency food provision: The immediate goal is to provide food and support to people facing hardship. This includes having a reliable system for food collection, storage and distribution.**

Food Collections

1. **Collection Points:** Active permanent bins inside most local **Tesco** and **Asda** stores, with Ad Hoc collections from other sources ie smaller stores, corporate organisations.
2. **Coverage Area:** Service families across **Dunfermline** and **South-West Fife**.
3. **Corporate Partners:** Direct, established collaborations with local **Community Champions** at each retail store.

Awareness Raising

1. **In-Store Food Drives:** Direct public engagement inside supermarkets to highlight real-time shortages. These to be done 2 to 3 times a year.
2. **Social Media:** Urgent operational updates published **weekly** detailing current stock gaps.
3. **BanktheFood App:** Mobile application updated **monthly** featuring geolocation maps for donation points and stock needs.

Logistics

1. **Location:** Our warehouse is centrally positioned near active foodbank centres to minimise transit times.
2. **Tenure Security:** Protected by **secure legal arrangements** ensuring operational continuity.
3. **Quality Control:** Strict implementation of official food standards via **monthly inventory audits**.
4. **Processing Protocol:** Every incoming item undergoes manual verification, expiration dating, and categorised storage.

Key Goals and Priorities

2. Addressing root causes: Strategies aim to go beyond emergency aid to tackle the underlying issues that lead to foodbank use, such as poverty and low income. This will involve partnering with other local initiatives to help people increase their income or gain financial skills through income maximisation.

It emphasises systemic intervention over temporary relief, structured around three core pillars:

Inter-Agency Partnerships & Managed Referrals

- **Structured Client Intake:** Clients access services through a strict, pre-vetted system, requiring local agency intervention prior to any food distribution.
- **Deep Local Network:** A robust network of roughly 120 dedicated partners—including social work, housing associations, and welfare charities ensures wrap-around support for individuals.

Dedicated Income Maximisation

- **Specialist Staffing:** A dedicated Income Maximisation Officer has been integrated directly into operations, sourced through Citizens Advice and Rights Fife (CARF).
- **Long-Term Resilience:** Through regular weekly sessions, clients build lasting financial management capabilities to successfully transition away from foodbank reliance.
- **Measurable Output:** Early metrics demonstrate clear, verifiable financial gains for households, which is driving a direct reduction in active foodbank client volumes.

Policy Co-Design & Regional Integration

- **Strategic Collaboration:** System-wide strategies are built on close ties with the local Poverty Action Groups in Dunfermline, South-West Fife, and Cowdenbeath.
- **National Pilot Influence:** Active engagement in the Scottish Government's Cash First Approach pilot has directly shaped locally scaled, dignified interventions tailored to regional community needs.

Key Goals and Priorities

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3. Community engagement: Build strong relationships with the local community will be crucial. This will include running seasonal campaigns and using social media for donation challenges.

Targeted Community Communication

- **Stock Optimisation:** Weekly updates broadcasted via social media channels ensure donation efforts directly match current stock deficits.
- **Seasonal Mobilisation:** Focused marketing campaigns and social media donation challenges capitalise on seasonal giving trends.
- **App Integration:** Active promotion of the BanktheFood app automates donor awareness by alerting users to real-time local needs while they shop.

Strategic Stakeholder Alliances

- **Faith-Based Networks:** Established partnerships with local churches provide stable volunteer bases and recurring collection points.
- **Cross-Sector Welfare:** Coordinated actions alongside anti-poverty, welfare, and dedicated food initiative groups streamline regional resource distribution.
- **Corporate Partnerships:** Structured engagement programs invite local businesses to participate through workplace volunteering, food collections, and corporate financial giving.

Supply Chain & Inventory Stability

- **Consistent Replenishment:** Regular, structured food drives operate year-round to mitigate seasonal stock drops and stabilise warehouse supply.
- **Open-Door Education:** Site visits for local community groups demystify operations and provide clear, actionable instructions on donation pipelines.

Key Goals and Priorities

Cont... 3. Partnership: Working with other organisations, charities and government bodies will be essential to create a wider impact.

Supply & Community Connections

Engage local communities directly to build trust, maintain donation streams, and destigmatise foodbank use.

- **Supermarket Community Champions:** Connect with corporate champions at all local supermarkets to secure prominent placement for food drives and donation baskets.
- **Community groups & local pantries:** Coordinate direct cross-referrals and host site visits at your foodbanks to make your services highly transparent and accessible.

Operational & Referral Pathways

Work with specialised front-line professionals to provide targeted, multi-agency assistance to individuals in crisis.

- **Multi-agency referral partners:** Work with housing providers, social work teams, and welfare advice desks to build seamless referral networks.
- **Poverty action groups:** Partner with local networks to share operational insights and co-design dignity first interventions.

Campaigning & Government Alignment

Bridge our operational realities with local and national political campaigns to advocate for long-term, structural changes to the social security safety net.

- **Scottish Government Cash-First approach:** Use firsthand insights from our partner groups involved in the Cash-First Programme pilot to champion direct financial assistance over food parcels.
- **Trussell's Guarantee Our Essentials campaign:** Align our local data with Trussell's national campaign to pressure the UK Government into anchoring universal credit rates to the actual cost of living.
- **Westminster MP lobbying:** Follow up with local MPs on our June 2025 parliamentary lobby milestones by providing them with regular updates on local demand metrics

Key Goals and Priorities

4. Advocacy and policy change: We will use data collected from our operations to advocate for policy changes at local and national levels to address food insecurity methodically.

Operational Data Infrastructure

- **Live System Tracking:** Real-time data logging into the Trussell's Data Collection System (DCS) ensures an up-to-date, accurate picture of regional food insecurity.
- **Detailed Reporting:** Automated reporting isolates key socio-economic variables, including exact geographic location, client age demographics, employment status, benefit claims, household compositions, and primary crisis triggers.

Political Advocacy & Lobbying

- **Targeted Legislative Influence:** Aggregated localised statistics are leveraged directly to lobby MPs and MSPs, providing them with lived experience evidence of community distress to influence policy decisions.
- **Evidence-Based Policy Reform:** Ground-level database insights serve as the foundational proof needed to push for systemic legislative changes at both local council and national parliamentary levels.

Stakeholder Mobilisation & Education

- **Tailored Corporate Presentations:** Raw metrics are transformed into targeted presentations for local businesses, converting data into compelling arguments for corporate social responsibility (CSR) funding and partnerships.
- **Community Awareness Campaigns:** Structured educational briefings use precise operational figures to demonstrate localised need to community groups, driving higher volunteer recruitment and regular donor retention.

Key Goals and Priorities

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5. Operational efficiency: Effective planning to include managing logistics, track donations and using technology to improve volunteer scheduling and data collection.

System Mapping & Utility

- **Trussell DCS**: Streamlines logistics by tracking electronic vouchers and managing emergency food parcel delivery data - (The **Trussell DCS** refers to the **Data Collection System** used by Trussell the UK's largest network of foodbanks. It is a secure, cloud-based application used by foodbanks and their referral partners to issue electronic food vouchers and track emergency parcels).

- **Assemble**: Automates volunteer recruitment, schedules shift patterns, and tracks volunteer engagement metrics across locations - (Assemble is a comprehensive volunteer management system and software platform used by charities, non-profits, and public sector organisations to recruit, schedule, and engage volunteers).

- **Management Meetings**: Focus on immediate operational problem-solving and cross-site coordination every two months.

- **Trustee Meetings**: Focus on long-term governance, financial health, and strategic planning every two to three months.

Key Goals and Priorities

6. Data and evidence: Building a robust evidence base will be a key part of strategy for supporting calls for change and empowering communities.

To empower communities and drive political change, we will implement these core actions:

- **Track monthly metrics:** Extract data regularly using the Trussell Data Collection System (DCS)
- **Conduct year-on-year comparisons:** Benchmark current monthly statistics against the same period from the previous year
- **Visualise data trends:** Convert raw numbers into clear, impactful graphs to highlight shifts in demand
- **Educate external stakeholders:** Present the latest statistical insights to corporate partners and local community groups
- **Engage policymakers directly:** Schedule targeted briefings with MPs and MSPs to lobby on pressing local issues

Key Goals and Priorities

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7. Finance, Risk & Safeguarding: Managing foodbank money donations and funding with strict care to ensure charity compliance, protect public trust and prevent financial mismanagement.

To protect public donations, the foodbank Trustee Board actively implement best practice outlined by Trussell and anti-fraud resources.

Strict Cash Security: Lockable donation boxes in public areas and offices. Mandate that a designated Manager(s) acts as keyholder(s) to prevent opportunistic theft of physical money.

Digital-First Transactions: Petty cash floats are not used in the foodbanks; all expenses and vendor payments are through secure online banking. We encourage donors to use BACS or direct debits. This creates a clear and digital audit trail.

Dual Oversight: All transactions and monthly budget monitoring to be overseen collectively by the Treasurer, Chair and Manager(s) to prevent any single individual from mismanaging funds.

Restricted Funds Policy: We ensure that all donations or grants given for a specific purpose (e.g., travel vouchers, specific food purchases) are spent *strictly* according to donor stipulations to maintain legal compliance with charity accounting.

OCSR (Scottish Charity Regulator): The charity Trustees are legally bound to manage the charity's resources with a higher level of care and diligence than you would your own personal finances.

- **Internal Financial Controls:** Robust controls to prevent theft, fraud, and conflicts of interest are in place. This includes setting transaction limits, requiring dual signatures/authorisations for banking, and restricting access to funds.
- **Regulated Banking:** Trustees protect charity assets by utilising formal, regulated banking services authorised by the Financial Conduct Authority (FCA).
- **Reserves Policy:** We maintain a clear, justifiable **reserves policy** explaining how much money we hold in reserve to handle emergency expenses or short-term income deficits.

Key Goals and Priorities

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Cont... 7. Finance, Risk & Safeguarding: Managing foodbank money donations and funding with strict care to ensure charity compliance, protect public trust and prevent financial mismanagement.

Safeguarding IT and media in a foodbank environment is a critical dual responsibility: it protects the data privacy of highly vulnerable service users and manages the reputational risks of the charity.

Foodbanks act as **data controllers**. They store sensitive information, including names, addresses, health conditions, financial struggles, and voucher codes.

- **Access Control:** Limit system access via role-based permissions. A volunteer packing bags does not need access to the central database containing clients' full case histories.
- **Device Security:** Any laptop, tablet, or mobile device used to log client details must be password-protected, encrypted, and locked when unattended. Avoid storing local copies of spreadsheets on personal laptops.
- **Secure Third-Party Processors:** We ensure any IT service provider, referral software, or database management system complies with local data regulations (like UK GDPR) and maintains high security standards.
- **Clear Log-Out Protocols:** Volunteers frequently share workstations. We enforce a strict policy of logging out of email, database software, and scheduling tools at the end of every shift.

Key Goals and Priorities

8. Long-term vision: Our ultimate goal for us is to build a future where foodbanks are no longer needed.

Crisis Management & Stability

- **Ensure stability**: Maintain foodbank operations for current demand.
- **Wrap-around support**: Provide immediate holistic aid to clients.
- **Staff training**: Keep teams updated on local assistance resources.
- **Client engagement**: Actively encourage clients to use available help.

Systemic Change & Prevention

- **Government collaboration**: Partner with local and national policymakers.
- **Policy tracking**: Monitor government decisions affecting poverty levels.
- **Referrer partnerships**: Intercept foodbank use via alternative assistance.
- **Personal resilience**: Empower clients to build long-term independence.

Next Steps

- **Align teams**: Assign specific staff to policy versus daily operations.
- **Train referrers**: Create a checklist for partners to assess client needs first.
- **Map resources**: Build a central directory of local wrap-around services.

“Going to the food bank gave us a sense of we’re not alone in this, that there are people out there who want to help us.”

Client

“It's a great feeling working as a team knowing you are making a difference to someone's life.”

Volunteer

“People go to foodbanks for so much more than food. It’s a cry for help.”

Client

“You are the light in the dark.”

Client

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7,696

The number of people given emergency food in 2025

2,664 of these went to children. A sobering reflection of the challenges facing families.

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Get involved

If you have been inspired by our strategy, here are some of the ways in which you can help

Donate food  To find out how to donate food and other essentials items to our foodbank, visit https://dunfermline.foodbank.org.uk/give-help/donate-food/	**Donate money**  To find out how to make a financial donation, visit https://dunfermline.foodbank.org.uk/give-help/donate-money/	**Volunteer**  Can you spare some time to support people facing hardship in your local area? Find our more at https://dunfermline.foodbank.org.uk/give-help/volunteer/
Campaign for change  Trussell are calling on the UK Government to implement an 'Essentials Guarantee' - making sure the basic rate of Universal Credit is enough to cover essentials such as food and household bill. For more info, see trussell.org.uk/essentials	**Raise funds**  Can you help raise money for your local foodbank and raise awareness at the same time? For fundraising ideas, event, tips and resources, visit https://dunfermline.foodbank.org.uk/give-help/partner-with-us/	**Stay connected**  You can keep up to date with us by visiting https://dunfermline.foodbank.org.uk/ https://www.facebook.com/dunfermlinefoodbank