
FOUNDATION
The Clubs Official Charity Partner
TRUSTEE RECRUITMENT PACK 2026
Help place Cambridge United at the heart of a healthier, stronger and more equal community.
UNITED IN ENDEAVOUR
Girton Golf Club
MICK GEORGE
sky bet
BREWBOARD

MESSAGE FROM THE CHAIR

As Chair of Cambridge United Foundation, I am incredibly proud of the impact our charity delivers across Cambridge and Cambridgeshire. The Foundation plays a vital role in tackling inequality, improving health and wellbeing and creating opportunities for people who may otherwise be left behind. As demand for our services continues to grow, so does our ambition.

We are looking for new Trustees who can bring fresh perspectives, professional expertise and a shared commitment to our mission. We are particularly keen to attract candidates from backgrounds that are currently underrepresented on our Board, ensuring our governance reflects the communities we serve.

Whether this is your first trustee role or one of many, we welcome applications from people who share our values and want to help shape the future of an organisation making a difference every day.

Mike Davey
Chair of Trustees



WELCOME FROM THE CEO

Thank you for your interest in becoming a Trustee of Cambridge United Foundation.

As the charitable arm of Cambridge United Football Club, the Foundation occupies a unique position within our city. Through our connection to the Club, we are able to engage and inspire people in ways that few organisations can. Every day, our staff, volunteers, partners and trustees work together to improve health and wellbeing, tackle inequality, reduce isolation and create opportunities for people of all ages and backgrounds.

This is an exciting time to join the Foundation. In recent years, we have strengthened our governance, invested in safeguarding, expanded our partnerships and demonstrated the significant impact that a football club charity can have within its community. Independent analysis has shown the scale of our social impact, while demand for our programmes continues to grow as communities across Cambridge face increasing challenges relating to inequality, social isolation, health outcomes and access to opportunity.

Our ambition is simple: to make a positive and meaningful difference to the communities we serve. This ambition may be simple, but it is highly significant. As we deliver our 2024-2027 strategy, we are focused on strengthening partnerships across Cambridge, increasing our civic influence, building deeper relationships with public sector organisations and ensuring the Foundation remains sustainable for years to come. We want Cambridge United to continue being a force for good beyond football, and trustees will play a vital role in helping us achieve that vision.

We are looking for people who share our values, who are willing to contribute their experience and ideas, and who want to help shape the future of a respected and ambitious charity at a pivotal stage in its development. Whether you have served on boards before or are considering trusteeship for the first time, we would be delighted to hear from you.



Vicky Neal
Head of Foundation



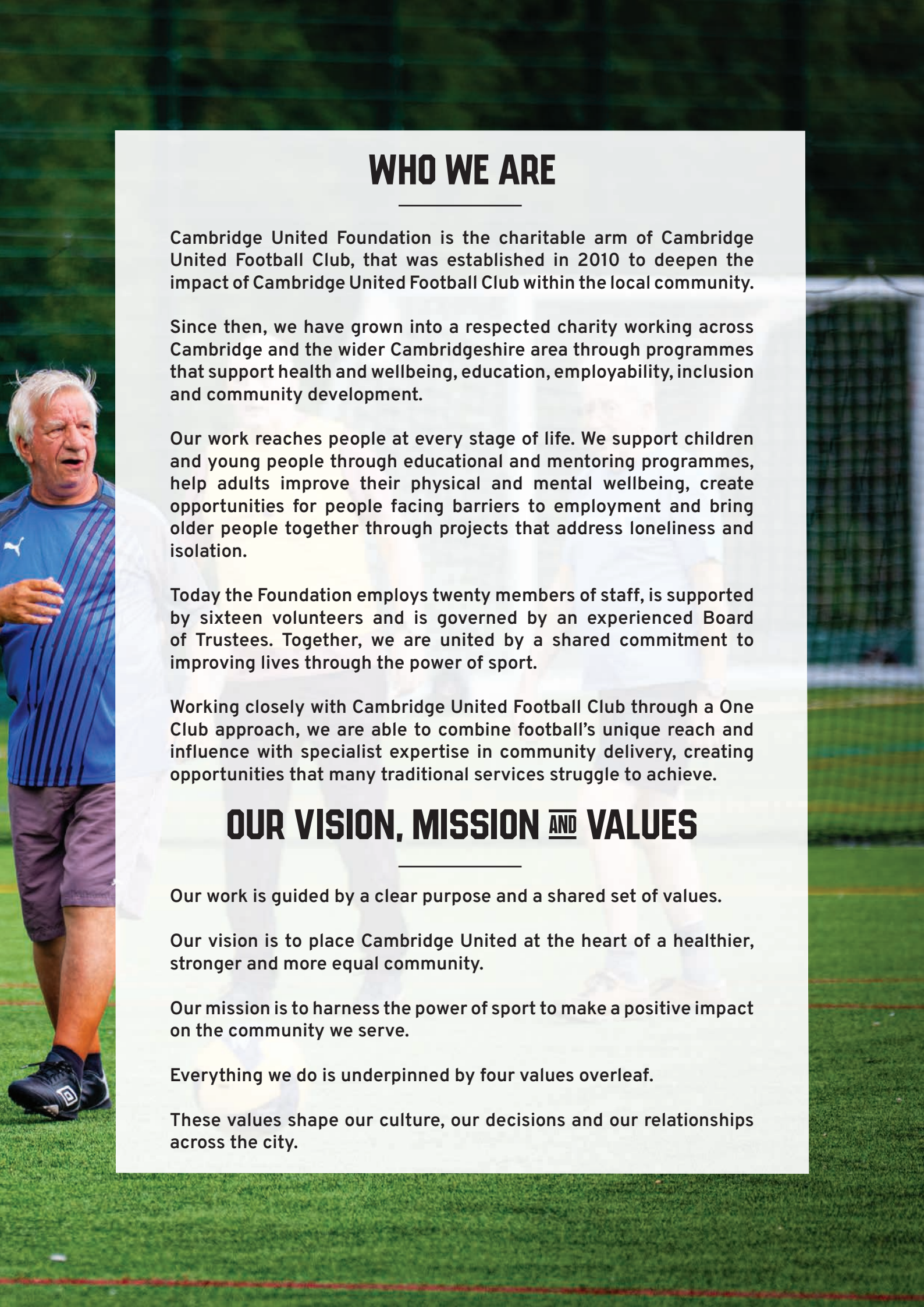
WHY BECOME A TRUSTEE

Becoming a Trustee of Cambridge United Foundation offers a unique opportunity to make a meaningful contribution to the future of our communities while developing your own skills and experience.

As a Trustee, you will:

- Help shape the strategic direction of a respected and ambitious local charity.
- Use your knowledge, experience and perspective to influence positive change across Cambridge and Cambridgeshire.
- Develop governance, leadership and decision-making skills.
- Build relationships with experienced Board members, senior leaders and partners from across the public, private and voluntary sectors.
- Gain insight into the operation of a professional football club charity and the challenges facing local communities
- Support programmes that improve health, wellbeing, education, inclusion and opportunity for thousands of people every year.
- Make a lasting contribution to a charity that places community impact at the heart of everything it does.

Whether you are an experienced trustee or considering your first Board role, we provide support, induction and guidance to help you succeed.



WHO WE ARE

Cambridge United Foundation is the charitable arm of Cambridge United Football Club, that was established in 2010 to deepen the impact of Cambridge United Football Club within the local community.

Since then, we have grown into a respected charity working across Cambridge and the wider Cambridgeshire area through programmes that support health and wellbeing, education, employability, inclusion and community development.

Our work reaches people at every stage of life. We support children and young people through educational and mentoring programmes, help adults improve their physical and mental wellbeing, create opportunities for people facing barriers to employment and bring older people together through projects that address loneliness and isolation.

Today the Foundation employs twenty members of staff, is supported by sixteen volunteers and is governed by an experienced Board of Trustees. Together, we are united by a shared commitment to improving lives through the power of sport.

Working closely with Cambridge United Football Club through a One Club approach, we are able to combine football's unique reach and influence with specialist expertise in community delivery, creating opportunities that many traditional services struggle to achieve.

OUR VISION, MISSION AND VALUES

Our work is guided by a clear purpose and a shared set of values.

Our vision is to place Cambridge United at the heart of a healthier, stronger and more equal community.

Our mission is to harness the power of sport to make a positive impact on the community we serve.

Everything we do is underpinned by four values overleaf.

These values shape our culture, our decisions and our relationships across the city.

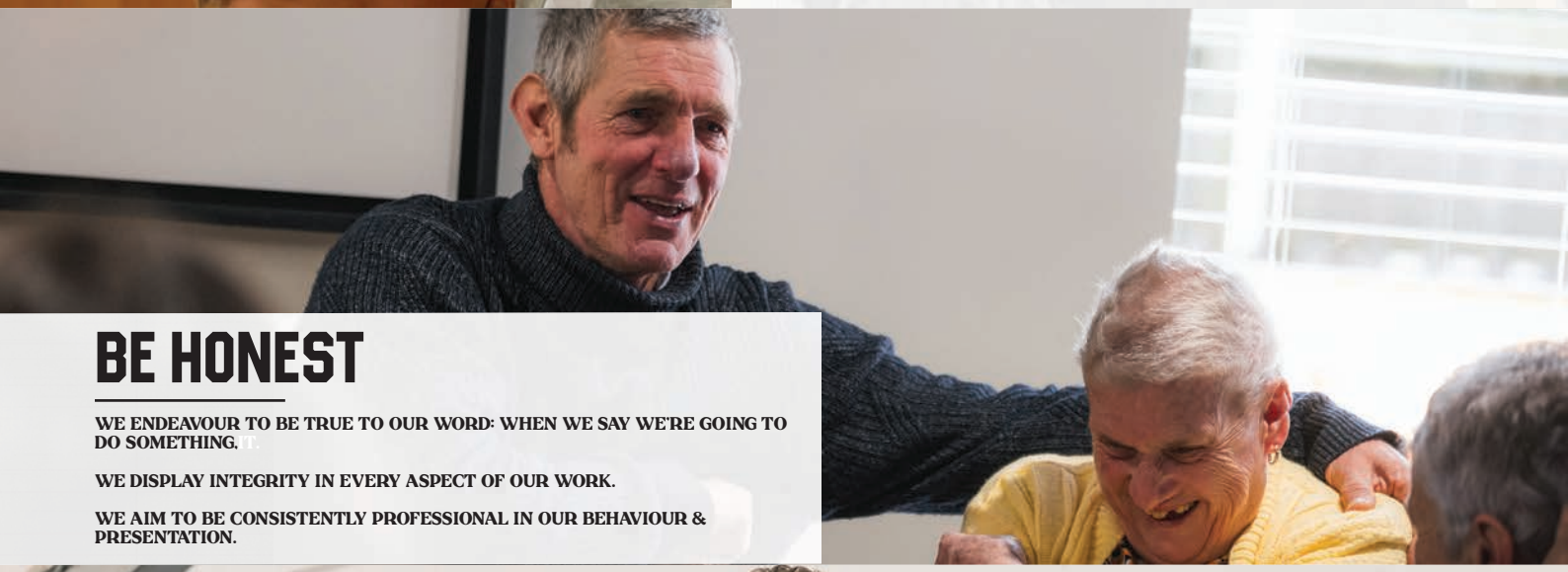


BE ASPIRATIONAL

WE STRIVE TO BE ROLE MODELS IN OUR COMMUNITY.

WE HAVE HIGH AIMS FOR THE CHANGE THAT WE CAN MAKE IN PEOPLE'S LIVES.

WE AIM TO BE ENGAGING AND MOTIVATED TO MAKE EVERY CONTACT COUNT.

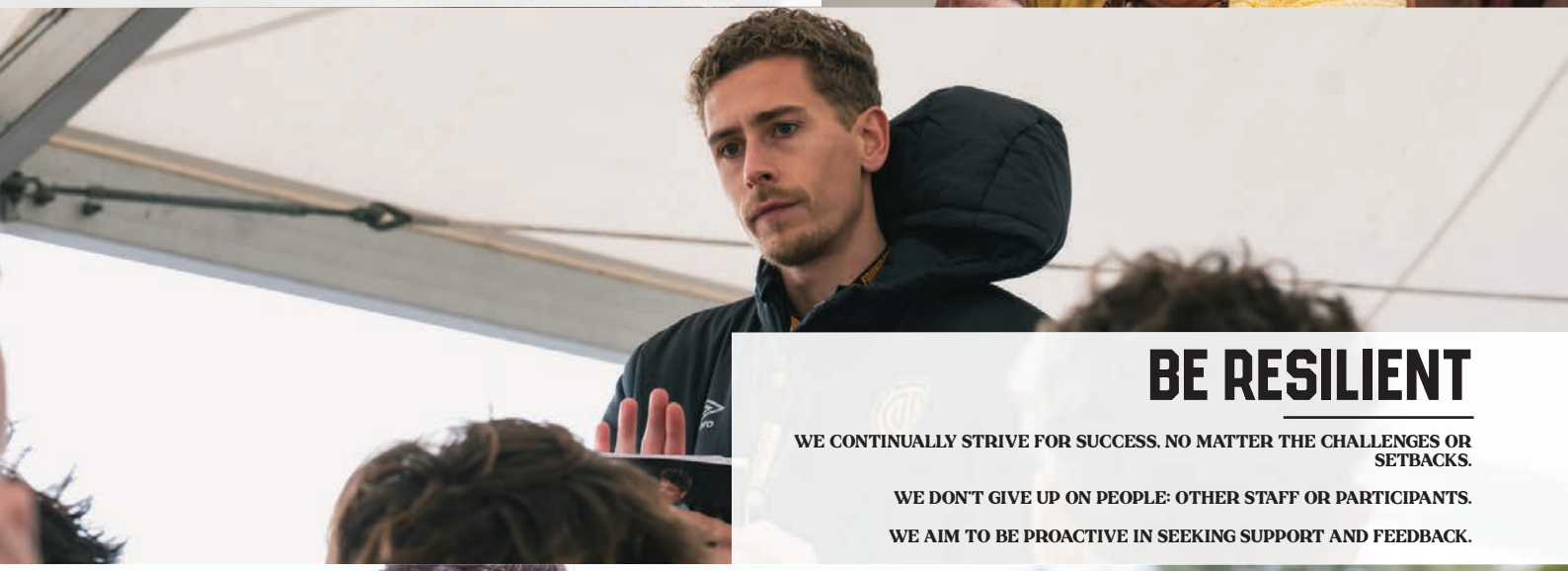


BE HONEST

WE ENDEAVOUR TO BE TRUE TO OUR WORD: WHEN WE SAY WE'RE GOING TO DO SOMETHING, IT.

WE DISPLAY INTEGRITY IN EVERY ASPECT OF OUR WORK.

WE AIM TO BE CONSISTENTLY PROFESSIONAL IN OUR BEHAVIOUR & PRESENTATION.



BE RESILIENT

WE CONTINUALLY STRIVE FOR SUCCESS, NO MATTER THE CHALLENGES OR SETBACKS.

WE DON'T GIVE UP ON PEOPLE: OTHER STAFF OR PARTICIPANTS.

WE AIM TO BE PROACTIVE IN SEEKING SUPPORT AND FEEDBACK.



BE INCLUSIVE

WE UNDERSTAND, AND OUR WORK IS INFORMED BY, THE DIFFERENT BACKGROUNDS OF OUR PARTICIPANTS.

WE STRIVE TO BE APPROACHABLE: FORMING MEANINGFUL RELATIONSHIPS WITH ALL WE MEET.

WE ARE PASSIONATE ABOUT EQUALITY AND FAIRNESS.

OUR WHY

Cambridge is one of the most economically successful cities in the United Kingdom, yet beneath that success significant inequalities remain. Despite its global reputation for education, research and innovation, Cambridge has been described as the UK's most unequal city. The top 6% of earners account for 19% of total income, while the bottom 20% account for just 2%.

The communities closest to our football club experience some of the most significant challenges. Abbey and King's Hedges wards are among the 20% most deprived areas of the country, and life expectancy in the most deprived parts of Cambridge is more than 11 years lower than in the most affluent areas.

At the same time, Cambridge and the wider region continue to face growing pressures relating to health inequalities, an ageing population, social isolation, rising living costs and barriers to employment and opportunity. High housing costs and the increasing cost of living have further widened the gap between those who thrive and those who struggle to access the opportunities around them.

As a football club rooted in the Abbey ward, we believe we have a responsibility to help address these challenges. Through the power of football, we are uniquely placed to engage people who may not connect with traditional services, build trusted relationships and create opportunities that improve lives.

Our current strategy is built around three priorities: **connecting communities, tackling inequality and providing sporting opportunities for all.** Every programme we deliver contributes towards a fairer, healthier and more connected Cambridge.

OUR IMPACT

For more than fifteen years, Cambridge United Foundation has used the power of sport, education and community engagement to enhance lives across Cambridge and the surrounding region. Working alongside Cambridge United Football Club, our staff, volunteers and partners help tackle inequality, improve wellbeing and create opportunities for people of all ages.

Independent analysis through the EFL's Measuring the Impact of Clubs in the Community programme found that Cambridge United Football Club and Cambridge United Foundation generated £27.3 million of social value while engaging 12,433 people across Cambridgeshire.

This impact included:

- £13.96 million in wellbeing outcomes
- £7.32 million in social and community outcomes
- £3.79 million in education and employment outcomes
- £1.08 million in physical health outcomes
- £0.55 million in mental health outcomes

These figures represent real and lasting change. They reflect improvements in physical health, mental wellbeing, confidence, employability, educational achievement and social connectedness achieved through sustained participation in Foundation programmes.

Every year, our work supports young people to raise their aspirations, helps adults improve their health and wellbeing, creates pathways into education and employment, and brings older people together through programmes that reduce loneliness and strengthen community connections. From mentoring in schools and disability sport, to men's health initiatives and the Forever United programme, we use the power of the Cambridge United badge to reach people, build relationships and create opportunities where they are needed most.

Behind every statistic is a person whose life has been improved through greater confidence, stronger relationships, better health or a renewed sense of belonging. That is the impact that drives everything we do.

CURRENT TRUSTEES

Mike Davey - Chair of Trustees
Former Leader of Cambridge City Council with extensive experience in public service, partnership working and community leadership.
Brings expertise in: Local Government, Strategy, Partnerships

Godric Smith CBE - Trustee
Communications and strategy consultant who previously served at Downing Street as Prime Minister's Official Spokesman and later led communications for London 2012.
Brings expertise in: Communications, Strategy, Public Affairs

Jim Hill - Independent Trustee
Long-standing supporter of Cambridge United with extensive experience supporting organisations through governance and strategic oversight.
Brings expertise in: Governance, Risk Management, Leadership

Stephen Munday CBE - Independent Trustee
Former headteacher, founder of The Cam Academy Trust and inaugural President of the Chartered College of Teaching.
Brings expertise in: Education, Leadership, Governance

Paul Schofield - Independent Trustee
Recently retired after a 35-year career in audit and advisory, including leadership roles at a Big Four firm and heading its Cambridge office.
Brings expertise in: Finance, Audit, Governance

Jonathon Bell - Independent Trustee
Experienced business and commercial professional with a passion for supporting local people and communities.
Brings expertise in: Commercial Development, Strategy, Governance

Joanne Goodall - Independent Trustee
Communications and engagement specialist with significant experience helping organisations build relationships and drive positive change.
Brings expertise in: Communications, Marketing, Stakeholder Engagement

Matt Winn - Independent Trustee
Experienced NHS leader with a strong track record of improving health outcomes and developing strategic partnerships.
Brings expertise in: Health, Leadership, Partnerships

Danny Driver - Trustee
Vicar of Christ the Redeemer Church, former Cambridge United Academy chaplain and SEND lead governor at a local primary school.
Brings expertise in: Community Engagement, Youth Development, Education

TRUSTEE ROLES

Becoming a Trustee of Cambridge United Foundation is an opportunity to help shape the future of a charity that is improving lives across Cambridge and the surrounding region.

We are looking for people with a broad range of professional and lived experiences who can bring fresh perspectives, sound judgement and a genuine commitment to our mission.

While we are particularly interested in expertise in areas such as legal, digital, commercial, fundraising, people management, safeguarding and equality, diversity and inclusion, we recognise that effective governance benefits from diverse backgrounds and experience.

Personal Specification – Skills and Qualities (not exhaustive)

Essential Criteria

- Commitment to the Foundation's vision, mission and values
- Strategic thinking and an ability to see the bigger picture
- Sound judgement and effective decision-making skills
- Ability to provide support and constructive challenge
- Personal integrity and commitment to high standards of governance
- Willingness to devote sufficient time and preparation to the role
- Commitment to safeguarding, equality, diversity and inclusion

Desirable Criteria

- Previous trustee, governance or non-executive experience
- Expertise in one or more of the following:
  - Legal
  - Digital and technology
  - Commercial development
  - Fundraising and income generation
  - Human resources and people management
  - Equality, diversity and inclusion
  - Public sector leadership
- Existing networks within Cambridgeshire and the wider region
- Experience of working with charities, community organisations or sports organisations



TRUSTEE ROLES

Board Structure and Governance

Trustees provide strategic oversight across all aspects of the Foundation's work. The Board is supported by specialist working groups and committees, including those focused on finance, risk, safeguarding and organisational development.

Trustees receive a structured induction programme, including:

- Introduction to the Foundation and Cambridge United Football Club
- Charity governance and trustee responsibilities
- Safeguarding training
- Equality, diversity and inclusion training
- Opportunities to visit programmes and meet staff and participants

Time Commitment

Trustees typically serve an initial three-year term. The expected commitment includes:

- Four Board meetings per year (2-hours in person).
- Annual strategy and development day
- Participation in one of our three subcommittees, which are held in a hybrid format:

1. Finance & Fundraising
2. Compliance & Safeguarding
3. Programme

- Occasional attendance at Foundation events and programme visits

RESPONSIBILITIES

RESPONSIBILITY AREA	KEY DUTIES
Delivering CUF's Purpose	• Understand and promote the charity's purposes as set out in its governing document. • Develop and oversee strategic objectives and operational plans. • Ensure all activities and communications support the charity's aims and public benefit. • Oversee income generation, investments, and financial sustainbility.
Legal and Regulatory Compliance	• Ensure compliance with the governing document, charity law, and other relevant legislation. • Maintain accurate and up-to-date records with the Charity Commission. • Ensure timely submission of annual returns, accounts, and required reports.
Acting in the Charity's Best Interests	• Contribute to informed, balanced, and effective Board decision-making. • Consider both short-term and long-term implications of decisions. • Avoid conflicts of interest and declare any potential conflicts. • Ensure any trustee benefits are properly authorised and demonstrably in the charity's interests.
Financial Stewardship and Risk Management	• Safeguard the charity's assets and resources. • Ensure funds are used only to further charitable purposes and comply with funding restrictions. • Oversee investment and borrowing decisions responsibly. • Identify, monitor, and manage financial, operational and reputational risks. • Ensure effective controls are in place to prevent fraud, theft, and misuse of resources. • Comply with statutory accounting and reporting requirements.
Governance and Accountability	• Exercise reasonable care, skill, and diligence, seeking professional advice where necessary. • Commit sufficient time to prepare for, attend, and actively participate in Board meetings. • Ensure CUF is well-run, effective, and able to demonstrate compliance. • Maintain accountability to the Football Club and within the charity, including delegated responsibilities to staff and volunteers.
Trustee Decision-Making	• Act within trustee powers, in good faith, and solely in the charity's interests. • Make decisions based on relevant information and appropriate advice. • Consider all relevant factors and disregard irrelevant influences. • Manage conflicts of interest and loyalty appropriately. • Ensure decisions are reasonable and defensible. • Maintain records of significant decisions and their rationale.

HOW TO APPLY

We strongly encourage applications from first-time trustees. Experience of serving on a Board is not essential, and we welcome candidates who can bring fresh perspectives, lived experience and a commitment to our mission.

Please complete the application form and upload to our online HR system here.

Application Closing Date: Wednesday 28th October
Interview Date: w/c 9th November

If you would like to discuss the role or have any questions, please contact either Mike Davey, Chair of Trustees, at miked@cambridgeunited.com, or Vicky Neal, Head of Foundation and Senior Safeguarding Manager, at vickyn@cambridgeunited.com.

Safeguarding
Cambridge United Foundation is committed to safeguarding and promoting the welfare of children and young people and adults at risk and expects all staff to share this commitment. This role involves regulated activity with children and therefore requires an Enhanced Disclosure and Barring Service (DBS) check. It is a criminal offence for anyone who is barred from working with children to apply for this position. The post holder will also be required to undergo regular safeguarding training.

Building a Diverse Board
Cambridge United Foundation believes that better decisions are made when a Board reflects a wide range of backgrounds, experiences and perspectives. We are committed to building a diverse and inclusive Board that better represents the communities we serve across Cambridge and Cambridgeshire.

We know our Board does not yet fully reflect the diversity of the communities we serve. We particularly welcome applications from women, people from ethnically diverse communities, disabled people, younger professionals and individuals with lived experience of the issues our programmes address.
You do not need previous Board or trustee experience. If you can bring sound judgement, a commitment to our values and a willingness to contribute, we would love to hear from you.

Together, We Can Build a Brighter Future for Cambridge
A Foundation for Cambridge. United for a Brighter Future.
Cambridge United Foundation
Charity No. 1137275 | Company No. 07180620


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