



# Barrow Cadbury Trust and Fund

## Trustee Recruitment Pack

*Speaking truth to power*

*Building alliances for change*

*Strengthening the hands of the change-makers*

*Seeking new solutions to old problems*

*Giving a voice to people who have never had a say*

*Enabling local communities to devise their own solutions*

For more information: [www.barrowcadbury.org.uk](http://www.barrowcadbury.org.uk)



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To arrange an informal conversation with our advisor please email [ad@allysondavies-consultant.com](mailto:ad@allysondavies-consultant.com) or call 07968 556 164.

## WELCOME from our Chair

Thank you for your interest in becoming a Trustee of the Barrow Cadbury Trust and the Barrow Cadbury Fund.

The Trust was founded over 100 years ago. We work proactively to create a more just and equal society, as well as supporting others in their work.

This is an exciting time for the Trust: we have an ambitious strategic plan in place to ensure that our impact continues. We have a staff team that is highly capable and expert in our field, and a committed and hard-working board.

However, these are challenging times we are living in, and aspects of our sector are changing significantly. I think this is a very interesting moment to take stock and bring new talent onto or board to help us:

- navigate a complex and changing political landscape,
- develop our governance to support the strategic direction of the trust, and
- ensure our resources are deployed in an ethical and impactful way.

If you have a genuine interest in our work, a passion for social justice and a desire to bring who you are and your skills and experience to contribute to our journey, then we really would like to hear from you.

We are committed to creating a diverse and inclusive organisation and genuinely welcome and encourage candidates from a range of backgrounds to apply, **especially people of colour, people with disabilities and people from low socio-economic backgrounds**. We also encourage **candidates from the Birmingham conurbation** as we have close ties to the area.

If you would like an informal chat about the role, then please get in touch with our advisor who will be happy to help and support you and connect you with me if you would also like to arrange an informal conversation before applying.

Erica Cadbury  
Chair of Trustees

[Watch our animation to find out more about what we do and how we work: click on the screenshot](#)



# ABOUT THE BARROW CADBURY TRUST and BARROW CADBURY FUND

## Our Vision and Mission

The Trust's vision is of a just and peaceful society which recognises the equal value of all people.

The Trust's mission is to use all of our assets, especially our money, to work with others to bring about structural change for a more just and equal society.

## Overview

The Barrow Cadbury Trust is an endowed foundation. We seek to promote structural and systemic change by supporting others whilst also running campaigns, carrying out research and policy initiatives. We work primarily in policy, advocacy, campaigning and public discourse. We collaborate with those working in our fields of interest.

The Trust has a Quaker heritage and a 100+ year commitment to social action. This means tackling injustice by a variety of means. We try to focus on the lived experience of people at the sharp end to help devise new solutions to age-old problems and vested interests. We don't see ourselves as benefactors but as a legitimate part of civil society in our own right.

Our interest is in tackling the root causes of injustice, and so our focus is on catalysing long-term change. As such, we don't fund a great deal by way of frontline community services (there are folk with much deeper pockets able to do this at larger scale). Those services are vital of course, but out of our scope by and large.

Changing deep-rooted social problems and inequity is challenging, painstaking, and takes committed focus over a sustained period of time. To that end we work in collaboration and with long-term funding or partnerships (10 years plus) on complex problems, endeavouring to change the structures and the policy environment that perpetuates injustice.

## Our programmes and campaigns

Our work is focused on three strategic themes:

**Criminal Justice** – the aim of which is to strengthen the evidence base for structural and practical change for young adults to support their rehabilitation and desistance from crime.

**Migration** – which aims to promote an immigration system that is fair to both migrants and established residents. We also seek to promote a policy and public debate on migration based on shared values as well as evidence.

**Economic Justice** – a place-based programme working with partners in Birmingham with the aim of supporting and being involved in influencing and change-making activities.

Our work includes collaborative initiatives that are managed by us, or in partnership. These include:

**The Connect Fund** – a £6million fund which is managed in partnership with Access that strengthens the infrastructure for social investment in England to better meet the needs of charities and social enterprises.

**Fair by Design** – a movement dedicated to reshaping essential services, so they don't cost more for low-income consumers and aims to tackle the poverty premium.

## Our Values

- **Voice:** The Trust is committed to 'speaking truth to power' by enabling the unfiltered voices of people's real lived experience to influence those in power.
- **Collaboration:** Recognising that we can achieve little on our own, the Trust works in partnership with others to build movements for change.
- **Engagement:** The Trust aims to use the power that having independent money endowment gives us and to work with all our partners respectfully in the interests of our shared goals.
- **Independence:** The Trust sees a strong civil society, of which we are a part and which we will nurture, as a key mechanism for holding the powerful to account.
- **Learning:** The Trust seeks to learn from all the work we undertake and support – and to share that learning widely to increase impact.
- **Innovation and evidence:** The Trust will work over a sustained periods of time to find and build an evidence base for new solutions to old problems.
- **Quaker values:** The Trust respects its historical roots in Birmingham and in Quaker values, although now embracing all faiths and none.

## Our financial resources

Money is a highly prized and useful enabler, but it is not the only tool in our kit. We are very active shareholders, promoting justice at company board level. We have a social investment portfolio and are becoming more and more responsible in our choices of commercial stocks and shares, with people and planet in mind.

Find out more about our responsible investments [here](#).

## Our Diversity, Equality and Inclusion journey

The Trust has a long history of work in racial and gender justice going back many decades. A significant proportion of our time and financial resource is directed to these issues, along with support for DEI infrastructure organisations. Since the development of a racial justice auditing tool (2019) data shows over 33% of our funding is going into racial justice work.

Our model of working is to be catalytic and pursue long-term structural changes to the root causes of inequity. To that end we have also proactively worked to raise the profile of DEI issues and been a party to major initiatives to tackle them, in criminal justice, migration justice and economic justice in particular.

We have a relatively diverse staff team and DEI is woven through all of our work. We have recognized that as a white-led organisation we need to further diversify our trustee board, particularly around race and ethnicity. This is a priority for the organisation right now and the board is determined to address this in the near term.

Read more about our DEI journey and commitments [here](#).

## OUR PEOPLE

### Our trustees

The Board of Trustees are a mix of descendants of Barrow and Geraldine Cadbury and non-family members. The Board is engaged and committed and the trustees work hard to ensure that the governance underpins our work in a strategic, constructive and supportive way. Our Trustees come from a broad range of backgrounds: from academia and teaching to charities and think tanks, journalism, finance and policy and decision making. Together they bring a rich tapestry of knowledge, skills and experience.

You can find out more about our trustees [here](#).

### Our team

There are around 20 [staff members](#) at the Trust, all of whom are actively involved in delivering our mission and vision. They are passionate and committed and achieve a huge amount of progress and successes every year. We have a diverse team of staff, but we know we can't be complacent, and we have an ongoing commitment to consciously enabling and embedding EDI into all of our employment practices.

## ROLE OF TRUSTEES

### The context

Over the coming months some of our non-family trustees will be standing down as they have reached their maximum term in office or have taken on new senior roles. We are now seeking to recruit **two new trustees** to join our board. First and foremost, we are looking for people who are passionate about creating a socially just society. Your passion, personality and lived experience are as important as your professional skills.

A key component of our DEI strategy is recruiting trustees to increase the diversity of our board. As such **we genuinely and warmly encourage people of colour, people with disabilities and people from low socio-economic backgrounds to apply**. We also encourage **candidates from the Birmingham conurbation** as we have close ties to the area both historically and today. Our Economic Justice programme is place-based there, so we really value and appreciate local knowledge and lived experience of the area.

### Role Summary

In addition to the usual legal, financial and compliance role of trustees, our Board also plays an active role in strategic planning, scrutiny, questioning the impact of our work and holding the programmes to account, and where necessary, acting as a critical but supportive friend.

Our Board brings an ethical lens to every area of its work and trustees are expected to abide by the Nolan principles of public life. We pay a great deal of attention to making sure our governance is robust and fit for delivering our charitable purpose.

Find out more about our Governance [here](#).

It is important to flag, at this early stage, that there is a lot of preparation involved for attending trustee meetings so please be aware that there is a time commitment required. Preparing for and attending meetings will require around a day and a half to two days per trustee meeting.

## JOB DESCRIPTION

### Remit

Members of the Board of the Barrow Cadbury Trust are company directors and charitable trustees, with responsibility for both the Barrow Cadbury Trust and the Barrow Cadbury Fund (a non-charitable subsidiary used for non-charitable justice work).

### Responsibilities

1. To ensure that the Barrow Cadbury Trust complies with the Memorandum and Articles of Association of both the Trust and the Fund and with charity law, company law and any other relevant legislation or regulations.
2. To formulate and approve the strategy by which the Barrow Cadbury Trust pursues its objects.
3. To ensure that the Barrow Cadbury Trust adopts and observes policies which ensure that resources are applied exclusively in pursuance of its objects.

In exercising these duties, Trustees are expected to take the following action:

- To contribute actively to the Board of Trustees' role in giving strategic direction to the Barrow Cadbury Trust, setting overall policy, defining goals and approving targets, and evaluating performance against agreed targets.
- To safeguard the good name and ethos of the Barrow Cadbury Trust.
- To ensure the effective and efficient administration of the Barrow Cadbury Trust and aim for best practice and good governance.
- To ensure the financial stability and protection of funds and assets of the Barrow Cadbury Trust.
- To protect and manage the property of the Barrow Cadbury Trust. and to ensure the proper investment of the charity's funds.
- To use any specific skills, knowledge or experience they have to help the Board of Trustees to make sound decision.

Trustees are required to observe the duties of company directors to:

- act within the powers of the companies acts;

- promote the success of the company;
- exercise independent judgment;
- exercise reasonable care, skill and diligence;
- fully declare the nature and extent of the properly manage conflicts of interest and loyalty;
- not accept benefits from third parties; and
- declare any interest in any proposed transaction or arrangements.

## TERMS AND CONDITIONS OF APPOINTMENT

### Time Commitment

The Board meets for a full day every quarter. This includes visiting a couple of the organisations we support to hear first-hand about their work, problems and process. There are always external speakers at part of the board meetings and at least once a year there is an evening session with no staff present.

In addition to Board Meetings, other occasional contact – face-to-face, via email or via phone – will be necessary.

### Location

The Trust's office is in Vauxhall, London.

In-person trustee meetings are held in the offices in London, at the premises of our partners in Birmingham and occasionally other locations.

### Expenses

All travel and subsistence expenses relating to Barrow Cadbury Trust duties and responsibilities will be reimbursed in full up to the limits set out in our Expenses Policy.

### Length of appointment

Non-family trustees are appointed for a three-year term, plus a second term if reappointed. This is likely to be reviewed in the near future.

## PERSON SPECIFICATION

Each Trustee must:

- have a commitment to the aims of Barrow Cadbury Trust;
- have a willingness to devote the necessary time and effort;
- have strategic vision;



- have good, independent judgement;
- have an ability to think creatively;
- be willing to speak their mind;
- understand and accept the legal duties, responsibilities and liabilities of trusteeship;
- be able to work effectively as a member of a team and to maintain good working relations; and
- adhere to the Nolan seven principles of public office: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

At the Barrow Cadbury Trust we value and respect all the differences that make us who we are, including: age, cultural background, disability and mental health, ethnicity and race, gender, gender identity and expression, sexual orientation, and social background. We particularly encourage applications from communities under-represented in our sector, including racially minoritised people, people with disabilities, and those from low socio-economic backgrounds.

## HOW TO APPLY AND TIMETABLE

If you're interested in applying to become a trustee of Barrow Cadbury Trust, then please email the following documents to [applications+bct@allysondavies-consultant.com](mailto:applications+bct@allysondavies-consultant.com)

- A concise covering letter (no longer than two pages), addressing why you would like to become a Trustee of the Barrow Cadbury Trust and what you would bring to the role.
- An up-to-date CV.
- Names and contact details of two referees (referees will only be approached at the final stage of the process, and only with your express permission).
- A completed [Equal Opportunities form](#).

Deadline	<b>10am on 29 August 2023</b>
Initial interviews	Weeks of 4 and 11 September
Open session with staff and trustees	28 or 29 September
Meeting with panel	4 or 5 October

## DATA PROTECTION

The personal information that you provide will be used to process your application for appointment with the Barrow Cadbury Trust. Personal information about unsuccessful candidates will be held securely for six months after the recruitment exercise has been completed; it will then be destroyed or deleted. If your application is successful and you

take up the role, the information will be used in the administration of your work with us. It will be kept secure and will only be used for purposes directly relevant to your work.