

christians  
against  
poverty

**CAP**

Recruitment pack

# Trustee





Trustees play a vital role in guiding and shaping the future of our organisation

## A welcome from Roger Hattam, Chair of Trustees

Welcome to CAP's Trustee recruitment pack!

Thank you for your interest in becoming a Trustee of Christians Against Poverty (CAP). Trustees play a vital role in guiding and shaping the future of our organisation, ensuring that we continue to fulfil our purpose and make a positive impact in the UK.

This pack has been carefully curated to provide you with detailed information about CAP, our purpose, mission, values, and the responsibilities and expectations associated with being a Trustee. We believe that by joining the Board of Trustees, you'll have the opportunity to contribute your skills, expertise and passion to drive forward our charitable objectives and make a meaningful difference to the lives of those we serve.

We're looking for individuals who are committed to our cause, who possess diverse skills and experiences, and who are dedicated to upholding the highest standards of governance and ethical conduct. Whether you have previous Trustee experience or are considering this role for the first time, we welcome applicants from all backgrounds who share our vision and values.

As you explore this pack, we encourage you to learn more about CAP and the important work we do. Should you have any questions or require further information, please don't hesitate to contact us. We look forward to the possibility of welcoming you as a valued member of our Trustee team and working together with you to make a positive difference across the UK.

Thank you for considering this opportunity to serve as a Trustee of CAP.



# About CAP

CAP has been serving people who are experiencing unmanageable debt and poverty for over 25 years. In that time, we've developed highly effective expertise to break into the overwhelming mix of poverty, isolation, chaos and severe stress, and as a result we've seen thousands of people released. In partnership with local churches, we deliver holistic debt help, job clubs, life skills groups and money coaching courses, through which people find hope, peace, freedom and, in many cases, a personal relationship with Jesus. Our debt help work is authorised and regulated by the Financial Conduct Authority and, as such, we're required to meet high regulatory standards.

CAP's services are delivered through a network of over 800 affiliated churches across the UK, supported and resourced by more than 300 head office staff members based in Bradford. CAP UK, as the founding team, also supports and equips affiliate charities in Australia, New Zealand, Canada, the USA and the Republic of Ireland, with a vision to expand our reach into more countries in the future.

CAP lives out the belief that culture eats strategy for breakfast (though we're pretty keen on strategy too, so we have that for lunch). We invest in our core values and seek to thoroughly integrate them into who we are and how we do what we do. To join CAP's Board of Trustees is to commit to growing with us into being more Christ-centred, united in purpose, passionate for impact, and compassionate because people matter.

The demand for our services has never been greater, and local churches find the burden of supporting clients ever more challenging. Over the past twelve months, we've started on a journey towards a major technology re-platform for our debt service. This should enable us to improve the reach and effectiveness of our services to churches and significantly increase our impact. To get this moving appropriately, we've brought together a governance framework to connect the Church, Operational and Technology teams to work collaboratively to agree on a design, scope and plan for this: the largest project CAP has undertaken for many years.

The new platform will be based on a Salesforce platform, a significant shift away from the bespoke build approach to technology that we've taken historically. We're working with external technology consultants to deliver this initial MVP to enable us to pilot in 2024, and rollout in 2025. Increasing our rate of change and putting our customers (both churches and clients) at the heart of what we do will be central to the future of CAP.

This project, alongside work to refresh our cultural values and redesign our strategy for the next season, creates a catalyst for change that we must embrace as we become an agile, church-based movement.







## Our purpose, vision, values and ethos

As of January 2024, 14.4 million people in the UK were living in poverty. Crushing debt and chronic low income are some of the main chains that hold them there. Every day, we hear about the burdens of shame, isolation and guilt that weigh people down when they are in financial difficulty. We also experience the daily privilege of seeing people discover hope as they begin to work with their local church. Tens of thousands of lives have been positively impacted through CAP's powerful combination of practical help, restorative church communities and Jesus' love.

### Our purpose

To inspire and equip churches across the UK to help people out of poverty and see them become followers of Jesus.

### Our vision



We want to see people across the UK released from poverty, living with faith in Jesus and hope for the future.



We want to see churches that have become the beating heart of their communities, actively serving them and bringing the hope of Jesus.



We want to see a hope-filled society, free from poverty, with churches united to improve the lives of those facing debt and financial hardship.

## Our values

We are Christians Against Poverty. At our core, we are **Christ-centred** – it's what we call our 'anchor' value. This guides our other values: united, compassionate and determined to bring passion every day.

### We are united

We're one community with one big vision. Whether staff or supporter, church leader, politician or service user, our joint efforts see lives transformed.

### We are compassionate

Care is at our core. We choose to open our hearts to the daily impact of debt and poverty across the UK and respond with grace, truth and kindness.

### We bring passion every day

We're determined to make a difference to individuals and communities across the UK, courageously creating a hope-filled society.

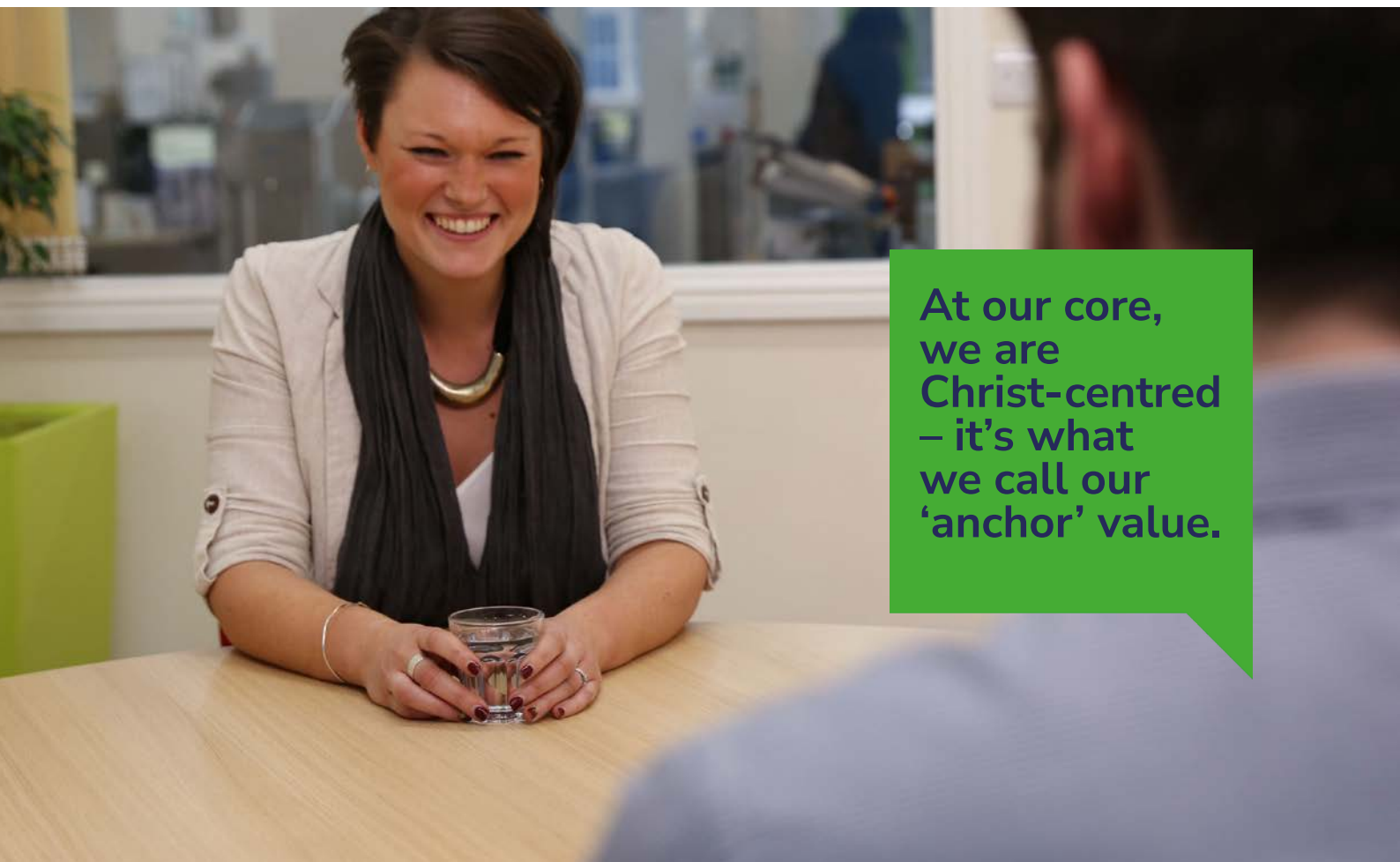
## Our ethos

We believe that everyone should be treated with dignity, live in freedom and have equal opportunities. When we can draw on our differences, each of us feels accepted and able to contribute.

We also believe that God gave us responsibility for stewarding the earth well. This includes caring for both humanity and the environment.

As God's people, our prayer is that where God's heart breaks, ours will too. We're committed to improving our society, so that it more closely reflects God's kingdom and values.

As we do this, we're taking steps towards our vision.



At our core,  
we are  
**Christ-centred**  
– it's what  
we call our  
**'anchor' value.**



# Our finances

CAP has an incredible network of individuals and churches who give financially to support our work across the UK, and we're committed to stewarding this money well. Every pound we receive is used to support our vital work, with the ultimate goal of providing our clients with the best possible service and outcome.

For more details about how we use our funding, please see further information, including our latest annual report [here](#).

## About the Board of Trustees

CAP's Board of Trustees is a highly skilled group who are fully committed to the mission of the organisation. We are responsible for helping the Executive team set the strategy and policy framework of Christians Against Poverty, determining direction and goals, protecting and promoting the identity, faith and values of the charity, supporting the church network, and fulfilling our statutory responsibilities.

The Board collectively holds accountable the Chief Executive Officer and the Executive team. Their role is to build strong, trusting relationships, providing constructive challenge, support, encouragement and prayer.

Working with CAP is exhilarating because our impact is so transformational. The Board is a creative space of ideation and inspiration, bringing prayerful encouragement, constructive challenge and rigorous oversight. We bring our full selves to the Board, making it a space that welcomes and seeks the diversity of our personalities, professional experiences, church backgrounds and gifts.

As a Board, we discuss how our impact can be measured far beyond just numbers. We experience partnership with the living Christ and the power of his resurrection as we see thousands of people break free from debt and poverty, get connected with a loving church community and begin a relationship with Jesus. We have a huge vision to see lives transformed, thriving churches and an end to UK poverty, knowing that Jesus is the key to all these things.

As Trustees, we intentionally focus on CAP's strategic direction and avoid becoming involved in day-to-day operational decisions and matters. Please refer to Appendix 2 for an overview of the responsibilities and statutory duties of CAP's Trustees. In our succession planning as a Board, we have the opportunity to welcome new members who bring experience and wisdom relevant to the strategic season ahead.

**There is an occupational requirement for CAP's Trustees to be active Christians involved in a local church. They must accept and affirm CAP's Statement of Faith as set out in Appendix 1.**



# Trustee roles and person specifications

We're currently seeking four new Trustees to join our Board – people who are passionate about CAP, the local Church, and the role we play in transforming society through helping people practically and introducing them to the gospel. We want candidates who can bring prayerful wisdom, some specific subject matter expertise and strategic guidance as we enter the next phase of our vision development.

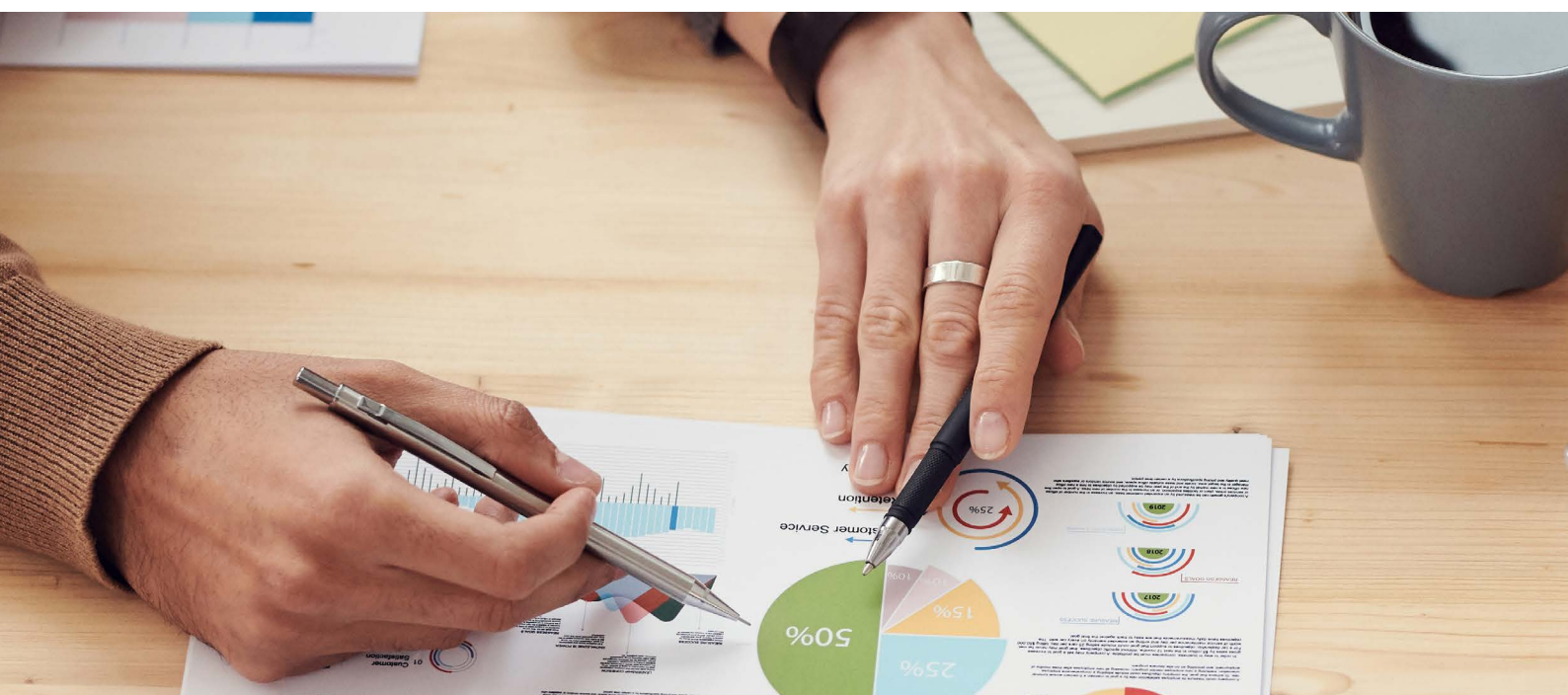
We're looking for people who can serve the mission through supporting our longer term strategic development whilst also seeking to cover a broad agenda that requires elements of specific functional skills. The Board maintains a skills matrix to ensure we have sufficient breadth of experience to cover our legal and missional responsibilities. Consequently, we're seeking leaders who bring senior level experience into our strategic objectives and our specific skills areas.

## Supporting our strategic objectives

Our role at CAP is to seek to support and inspire the church in its prophetic work of serving and advocating for the more marginalised people in society, and to equip and encourage the church in its confident witness of Jesus. This is a big task, and it means we need to develop our strategic agenda whilst improving the day to day effectiveness to the thousands of clients we serve daily. As such, we're particularly interested in candidates with specific strategic capabilities or experience in the following areas:

- Supporting the charity in reaching, inspiring and influencing the broader and evolving church landscape, especially in areas where CAP is traditionally underrepresented.
- Increasing our capacity to create a movement, collaborating with others to advocate for change and amplify our prophetic voice within society, while also measuring and expanding our impact.
- Enhancing our customer management processes to better understand and serve our clients, as we refine our operating model, become more agile in our change and extend our reach.
- Stewarding of people and culture, including our spiritual ethos and mission-driven purpose.

CAP celebrates the value of diversity and our aim is for our Trustees and workforce to be as inclusive as possible, as well as representing the communities we serve. With this in mind, we welcome and encourage applications from people of all backgrounds. We particularly welcome applications from candidates from black and ethnic minority backgrounds. We are committed to continue building an environment that embraces diversity and includes all.



## Supporting our specific skills objectives

During this recruitment, in addition to the strategic capabilities listed above, we're also looking for Trustees with expertise in one or more of the following areas:

**People and culture:** At CAP, our culture is a top priority. We leverage our core values to foster positive behaviours throughout our organisation. Cultivating a robust culture and maintaining exceptional HR standards across our staff team, including effective learning and development, wellbeing, health and safety and safeguarding, are fundamental pillars of our mission. We seek a Trustee with demonstrated expertise in leading within the people and culture domain.

**Church leadership and engagement:** CAP's calling is to serve the Church in its mission. We're seeking someone with experience of leading or working with local churches, particularly in delivering and mobilising churches to social and evangelistic mission (ideally even a CAP centre); someone who may offer wisdom as we seek to grow our network of church partners and influence our understanding of what local churches need from a supportive partner like CAP.

**Organisational transformation:** At CAP, we're working smarter, faster and more effectively as we continue to develop our operational capabilities. We're in the middle of a major agile-led transformation of our service delivery and technology platforms. A Trustee who brings insight into our ongoing capacity development will help enable us to reach many more people, offering a flexible service that caters effectively to the unique and varied challenges being faced.

**Finance and risk:** CAP operates an organisation of around £15m of income and expenditure, with a wide range of additional fiduciary responsibilities including compliance with a range of external regulations such as the Charity Commission and Financial Conduct Authority. We have a separate Finance, Audit Risk and Compliance Sub-Committee and would welcome the strengthening of our Trustee team from a qualified accountant with a strategic mindset and the ability to support the Finance team.

**Fundraising:** Having fundraising experience as part of the Board is paramount in supporting our financial sustainability and growth. A Trustee with expertise in fundraising brings valuable skills in developing and implementing fundraising strategies, cultivating donor relationships, and securing funding to support CAP's mission. They can provide strategic guidance and oversight to ensure that CAP's fundraising efforts align with its goals and priorities, while also leveraging their networks and connections to expand CAP's donor base and increase revenue streams. Additionally, a Trustee with fundraising experience can offer insights into best practices, emerging trends and innovative approaches in the fundraising field, helping to enhance CAP's fundraising capabilities and effectiveness.

**Advocacy, campaigning and movement building:** Critical to our success in achieving our mission and purpose is the way we inspire individuals, churches and wider members of influence in society to advocate for our work. Having a Trustee with experience in advocacy, campaigning, and movement building within the Church is essential for advancing our mission effectively. Their insights and networks within the church community can be instrumental in amplifying CAP's voice, expanding its reach, and ultimately achieving its mission of transforming lives and communities impacted by poverty and debt. Such a person brings valuable expertise in mobilising support, raising awareness and influencing decision-makers within the church community to address issues related to poverty, debt, and social justice.

**Experience in the areas of technology, media, public relations and digital communications would also be beneficial.**





## About you

In addition to the required skill sets and experience outlined previously, candidates must have the following qualities:

- A love for Jesus that inspires prayer and witness in word and deed, nourished by involvement in a local worshipping community.
- A commitment to serving the mission of CAP, and a passion for seeing the Church inspired and equipped to help people across the UK to get out of poverty and see them become followers of Jesus.
- A servant-hearted, relational approach to teamwork.
- Strategic vision, wise judgement and the courage to offer constructive challenge.
- A passion for organisational excellence in every area.
- An understanding of the role of a Trustee and the willingness and ability to devote the necessary time and effort.

## Time commitment

CAP's Board of Trustees meets in person four times a year, with one of these sessions taking place over two days. These four calendar commitments are fixed well in advance to support the working lives of our Trustees.

Additional time to serve CAP as a Trustee can be scheduled at the individual's convenience. However, most Trustees will support a specific area of CAP's life via formal sub-committees or informal and ad-hoc meetings to support the Executive team or the development of the Board of Trustees. We ask that Trustees pray regularly for the work of CAP and participate in the occasional visit to CAP's partner churches to refresh passion and insight for the work.

We anticipate that our Trustees will need to give between eight and twelve days per year to the role, plus additional time required to read board papers.

## The Board Sub-Committees are:

- Finance, Audit and Risk Committee
- International Governance Council
- Debt Help Trustee Committee
- People Committee (DE&I, Health & Safety, internal comms, People and Culture)

## Terms of appointment and expenses

While there are no fixed term limits to serving as a Trustee for CAP, we ask that you initially commit to three years. After this, the Chair of Trustees may invite you for additional terms. While we generally recommend a maximum of nine consecutive years, there may be occasions where, by exception, we ask trustees to be 'history carriers' who may be interested in extended service.

Serving as a Trustee is a voluntary role with no salary payable. However, reasonable out-of-pocket expenses can be reimbursed.





# How to apply

To apply, please email a CV and covering letter to [justinebarnes@capuk.org](mailto:justinebarnes@capuk.org).

Your CV should include educational and professional qualifications, showing the more significant positions, responsibilities held and relevant achievements.

We appreciate covering letters of no more than two pages. Please outline your motivation for becoming a Trustee for CAP, relevant experience for the role, and a little about your Christian faith.

Shortlisted candidates will be invited into a two-way discernment process that would include an initial interview with the Board of Trustees. This may be followed by a day visiting our head office in Bradford, sharing more internal documents and Board papers for review, and a second interview with the Board.

- Initial interviews will take place online on either 17, 21 or 28 June 2024.
- Second interviews will be in person, taking place between 3 and 5 July 2024 (you'll only be expected to attend on one date).
- Successful candidates will be invited to attend a full in-person Trustee meeting on 22 and 23 July.

Please contact Justine Barnes ([justinebarnes@capuk.org](mailto:justinebarnes@capuk.org)) if you have any specific questions about this opportunity.

Many thanks for your interest in the work of CAP.



**Many thanks  
for your  
interest in the  
work of CAP.**

# CAP's Statement of Faith

## The triune God

We believe that there is one living God, revealed through the Bible as the Father, the Son and the Holy Spirit. The universe is the creation of the one living God and reveals God's existence, power and goodness.

## Human beings

Every human being is an image bearer of the creator – created in order to love, worship and obey God, to relate to one another in love and compassion, to seek justice and to care for creation. Being made in the image of God, every individual is unique, sacred, dignified and equal. God loves and cares for everyone as shown by the sacrifice of Jesus Christ and the grace this sacrifice makes possible.

All humans have sinned (acted contrary to God's nature and purpose) by rejecting God's authority and disobeying God's commands. We are therefore alienated from God, one another and creation. This unchecked rebellion leads to eternal separation from God.

## Jesus the Christ

Jesus of Nazareth is the Son of God, the Messiah uniquely appointed by God to bring salvation to the world. Jesus Christ, being in very nature God, came to earth and, becoming truly man, taught and modelled for us the new life of the Kingdom of God. In his death on the cross, he took upon himself the sin of the world, bearing its full cost and penalty so that we can be put right with God through his grace, by faith in Christ alone.

On the cross, Christ also entered into our suffering, defeated the powers of evil and accomplished the reconciliation of all creation. In his bodily resurrection, he defeated death for us all and gave us the way to eternal life. Through his ascension, he is exalted as reigning Lord, and at his return he will fully establish the universal reign of God's Kingdom.

## Holy Spirit

The Bible testifies to the Holy Spirit's activity both in creation and history as well as in our lives – empowering us to love generously, experience freedom, to fight for justice and to proclaim the gospel. The Holy Spirit convicts of sin, leading to faith and repentance and unites believers to Christ. Through Christ, God's Spirit is poured out on all believers. The Spirit gives gifts along with the power to proclaim and demonstrate the gospel, discern truth, pray effectively and advance the Kingdom of God.

## The Bible

The Bible tells the universal story of creation, the fall, God's redemption of humanity and ultimately the hope of a new creation, begun through the person and work of Jesus Christ. We believe the Bible is the word of God spoken through human authors and that it is trustworthy in all it affirms. We view it as the ultimate revelation of God's identity, character, purposes and actions and submit to it as supremely and uniquely authoritative for our belief and behaviour.

## The Church

The Church is the worldwide community of believers who have been called by God to represent his character of holiness and compassion, to bring justice on earth and to fulfil his mission of proclaiming the new life made possible through the cross and resurrection of Jesus Christ. We exist to worship and to love him with all our heart, mind, soul and strength, and to love our neighbours as ourselves.



## Appendix 2

# CAP's Trustee responsibilities and statutory duties

- To ensure that CAP complies with UK charity law, FCA regulation and compliance and any other relevant legislation or regulations.
- To hold the Executive team accountable for the development of the culture of CAP and to safeguard its good name and values.
- To ensure that CAP pursues its aims and objectives, as defined in Appendix 3.
- To ensure that CAP uses its resources in pursuance of its aims and objectives.
- To contribute actively to the Board of Trustees' role in giving clear strategic direction to the organisation, defining goals and evaluating overall impact.
- To ensure the financial stability of the organisation.
- To hold CAP true to its mission and Christ-centred calling.
- To help the Executive team future-proof the organisation, anticipating changes to the external environment, so that CAP can prepare effectively to fulfil its mission in a changing world.
- To protect and manage the property of the charity and to ensure the proper investment of the charity's funds.

## Appendix 3

# CAP's charitable aims and objectives

- The relief of poverty for persons in the United Kingdom and elsewhere who are in conditions of need, hardship or distress by reason of their social and/or economic circumstances, by providing and promoting advice and other services.
- The advancement of education of the public in all matters relating to the management of their personal finances.
- The advancement of the Christian faith.
- Raising awareness of debt, poverty and its causes in the UK and inspiring churches and individuals to partner with us.