



THE BACA CHARITY
TRUSTEES RECRUITMENT INFORMATION PACK
2019

Charity Registration No.: 1124569
Company Registration No.: 06510559 (England & Wales)



BACA VISION

A world where forced migrants are welcomed, safe, and have hope to rebuild their lives for a better future.

BACA MISSION

Baca supports young forced migrants who arrive as unaccompanied asylum seekers including those that have been trafficked, to rebuild their lives, integrate into a community and use their experience positively.

We achieve this by providing a safe and empowering environment and through the use of a holistic and personalised approach.

Our services include:

- A 24/7/365 on call service for new arrivals so they can be met, welcomed and assessed without delay
- Specialised accommodation so they can feel safe and belong
- Support to develop life skills to prepare them for independent living
- Therapeutic interventions and social activities so they can rebuild self-esteem and confidence
- Education to build skills and knowledge so they can gain independence, employment and make a contribution to society
- Advocating on behalf of individuals in cases of injustice and/or hardship so they receive a fair response
- Working with central and local government to provide effective support to all young forced migrants

BACA VALUES

Our values underpin all we do and how we behave as an organisation and as individuals. The staff team, volunteer team and the board seek to model these values and behaviours to those we work with, those we seek to influence, and wider society.

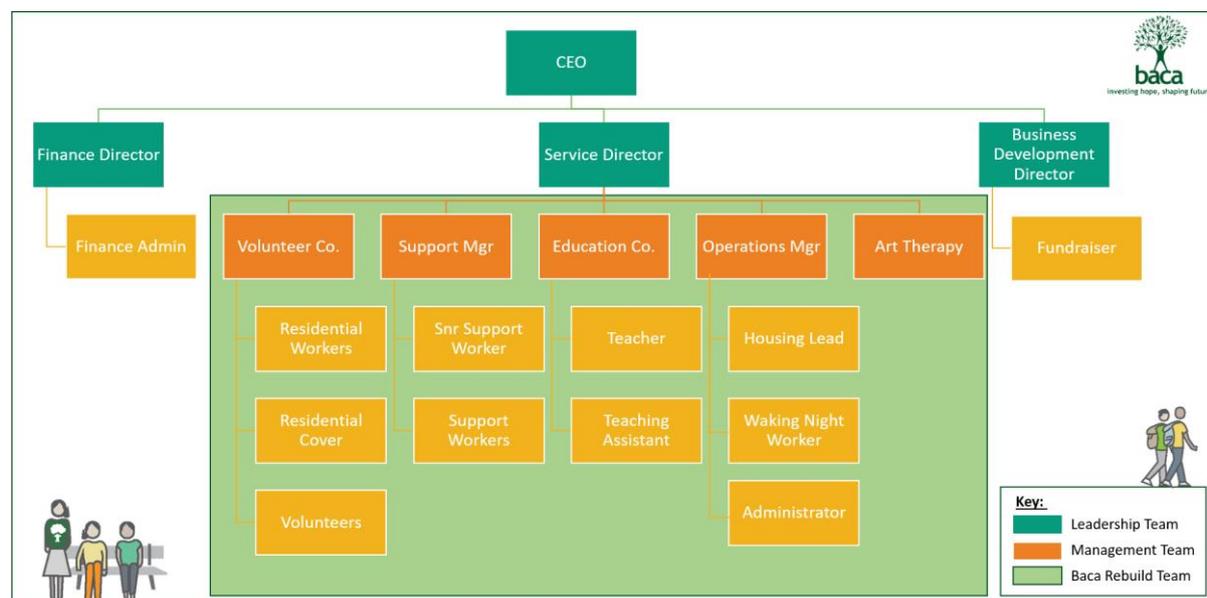
Baca value	Our Behaviours
Respect	We treat all the young people we work with as individuals, taking time to listen and understand their needs, accepting that everyone's story is unique. We also recognise the specialist knowledge and skills of other professionals, welcoming their engagement with the young people we care for.
Empowerment	We provide our young people with tools to help them make good life choices and opportunities for them to grow in character and purpose. We believe our clients, with their unique experiences and cultural heritages, have much to contribute to society in the UK.
Excellence	We seek feedback on our services from young people and funders aiming to be a solution provider, adapting and bringing in new ways of working to solve problems and unmet needs.
Hope	We recognise the past but focus on the future; we believe our young people can achieve independence and success however difficult their circumstances

	have been. We are always optimistic yet realistic, standing alongside our young people in the challenges and anxieties they face.
Service	We seek to serve others. We are dedicated and committed to work above and beyond expectations giving practical expression of the love, care and responsibility we have to each other as human beings, and strive to be humble and accountable in the way we work.
Partnership / Collaboration	More can be achieved by working together. We actively seek opportunities for Baca to add value to other organisations’/agencies’ work and for partners who can add value to our work.
A holistic approach	Our support model starts with meeting immediate needs and progressing towards the development of relationships, community and belonging to enable personal growth and independence.

OVERVIEW

Baca was formed in 2008 and is a registered charity (No: 1124569) and incorporated as a Company Limited by Guarantee (No: 06510559). The organisation is currently governed by a board of up to trustees who meet quarterly.

Baca has 24 employees (18 FTE). The Rebuild Team provide the main direct service delivery. This is made up of the Support, Education, Operations, Therapy and volunteer sub-teams. This is illustrated below.



Services are focused on unaccompanied asylum seeking children (UASC) aged between 16 and 18 on arrival; the Local Authority in which the UASC is first identified takes statutory responsibility with individual cases referred by Local Authorities’ Children in Care teams.

Baca support is based on a Theory of Change that maps out the risks UASC face and how they combine together to create trauma, loss of trust and self-confidence, isolation and often a belief that running away is the best option. Baca’s support is holistic and designed to mitigate these factors by providing for basic physical needs, assisting in access to services, providing emotional and therapeutic support, activities and training. The

majority of Baca's support is delivered within a 'home' setting (with adult live-in volunteers assisted by Baca's professional support staff); the combination of the support delivered, and the way it is delivered, enables our young people to rebuild their self-esteem and confidence, engage with education, employment and training, and have the best chance to achieve long-term economic independence and stability within the UK or their country of birth if they return.

STRATEGIC PLAN

Baca's current strategic plan outlines the planned work over a three-year period.

1. **Strengthen** Baca's holistic service for young forced migrants, continuing to inspire hope and shape futures.
We will ensure that all young forced migrants with Baca receive the best possible holistic support and care, no matter their journey. This excellence of care will inspire hope in them to go from strength to strength.

2. **Enhance** Baca's service to maximise the potential of each young person.
We will ensure that our holistic services will be developed to meet each individual young person's needs. This will enable them to maximise their potential, rebuilding their lives for the future.

3. **Engage** locally, regionally and nationally to see a world where world where forced migrants are welcomed, safe, and have hope to rebuild their lives for a better future.
We will engage with local authorities, community organisations, service deliverers and or carers of forced migrants to influence the world around us so as to communicate the message of hope and potential that is each young forced migrant.

Underpinning our work with young people Baca is also working to:

- Improve financial sustainability through diversification of income. In particular we are developing donated income to complement our contract and grant income streams.

- Purchase our own properties. This enables Baca to invest in tailoring them to meet the needs of our young people, gives young people more security (no need to move houses due to the end of a lease) and leads to a reduction in overall costs.

This plan is further broken down by Leadership and Management Teams into annual operational plans with allocated responsibility and targets.

ANNUAL REPORT

Baca's latest annual report is for the financial year 2017-18 available at http://apps.charitycommission.gov.uk/Accounts/Ends69/0001124569_AC_20180331_E_C.PDF. The accounts for that year show an income of £766k and a spend of £700k.

ROLE OF THE TRUSTEE

Good governance in charities is fundamental to their success. A charity is best placed to achieve its ambitions and aims if it has effective governance and the right leadership structures. Good governance enables and supports a charity's compliance with relevant legislation and regulation. It also promotes attitudes and a culture where everything works towards fulfilling the charity's vision (Charity Governance Code).

Therefore, the overall aim of the Board at Baca is to maintain its strategic governance role, i.e. to agree its operational framework and strategies to ensure that it is able to monitor progress in implementing them. This requires having objective and effective means of knowing whether Baca is being properly managed to fulfil its mission, and that it is in good financial health.

Trustees in The Baca Charity have the following key functions:

1. Ensuring that the charity has a clear vision, mission and strategic direction and is focused on achieving these;
2. Being responsible, with the other trustees, for the performance of the charity and for its 'corporate' behaviour;
3. Ensuring that the charity complies with all legal and regulatory requirements;
4. Being guardians of all the charities assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
5. Ensuring that the charity's governance is of the highest possible standard.

A detailed description of the areas of responsibility can be found in the Role Description and Person Specification document.

The above responsibilities are underpinned by the seven principles of Charity Governance Code,

- *Organisational purpose* - The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.
- *Leadership* - Every charity is led by an effective board that provides strategic leadership in line with the charity's aims and values.
- *Integrity* - The board acts with integrity, adopting values and creating a culture which help achieve the organisation's charitable purposes. The board is aware of the importance of the public's confidence and trust in charities, and trustees undertake their duties accordingly.
- *Decision-making, risk and control* - The board makes sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored.

- *Board effectiveness* - The board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.
- *Diversity* - The board's approach to diversity supports its effectiveness, leadership and decision-making.
- *Openness and accountability* - The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be.

RECRUITMENT PROCESS

If you are interested in joining the team at this exciting time, bringing your skills, knowledge, enthusiasm and time to help build on the work that has been done and move the charity forward please consider this role.

Please send your expression of interest to Dr Sarah Gowers-Cromie, the Chair of Trustees by email to: sarah.cromie@bacacharity.org.uk, including:

- Full contact details
- Details of relevant experience/qualifications
- An outline of why you are interest in the role and what you feel you can bring to the organisation.

The closing date for expressing interest is the 28th of June 2019. Following shortlisting there will be an opportunity to visit The Baca Charity, including a short interview on week commencing the 8th of July. If offered the trustee role, there will be an opportunity for you to attend a board meeting to observe and meet the other trustees.

ROLE DESCRIPTION

Job Title:	Trustee (General) - with one or more areas of core expertise
Responsible to:	Chair and Board Members
Salary:	Non-salaried post
Level of commitment required:	4 Main meetings a year (evenings). The member may also be linked to a sub-committee who meet prior to each main meeting. Additional time may be assigned to visit staff and the offices and for reading and additional research.
Genuine Occupational Requirement:	Must strongly align with the charity's Vision and Values

STATUTORY DUTIES

- To ensure the organisation complies with its governing document - sometimes known as a trust deed, constitution, or articles of association.
- To ensure that the organisation pursues its objectives as defined in its governing document.
- To ensure the organisation applies its resources exclusively in pursuance of its objectives - the charity must not spend money on activities which are not included in its own objectives, no matter how 'charitable' and 'worthwhile' those activities are.
- To contribute actively to the Board of Trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To safeguard the good name and values of the organisation.
- To ensure the effective and efficient administration of the organisation.
- To ensure the financial stability of the organisation.
- To protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds.
- If the organisation employs staff, to appoint the Chief Executive Officer and monitor his or her performance.

With other trustees, to hold the charity 'in trust' for current and future beneficiaries by:

1. ensuring that the charity has a clear vision, mission and strategic direction and is focused on achieving these;
2. being responsible for the performance of the charity and for its "corporate" behaviour;
3. ensuring that the charity complies with all legal and regulatory requirements;
4. acting as guardians of the charity's assets, both tangible and intangible, taking all due care over their security, deployment and proper application;
5. ensuring that the charity's governance is of the highest possible standard;
6. providing expert knowledge to the Board in their specialist area;
7. where appropriate, challenging the Chief Executive and Chair of Trustees to ensure that the Board as a whole works in partnership with executive staff

SCOPE AND LIMITS OF AUTHORITY

No individual trustee, including the Chair, has authority unless specifically acting on behalf of the Trustee Board or with delegated authority of the Board. Collectively trustees have authority; individually they do not.

TECHNICAL EXPERTISE

The Baca Charity is currently looking for people with expertise in at least one of the following areas:

- Property/social housing including an understanding of HMO licensing, housing regulations and local property market/trends.
- Relevant national and local policy.
- Fundraising experience particularly developing donations from individuals (direct marketing), community fundraising and the use of social media in fundraising.

Ideally candidates will also have a good local network of people and/or organisations in the East Midlands or Cambridgeshire.

LEVEL OF COMMITMENT

Board Meetings

All trustees are required to attend quarterly evening Board meetings. Board meetings usually take place at the Baca main office, Loughborough, Leicestershire.

In addition to reading papers and preparing for meetings/conference calls, Trustees may be called upon for specific advice if they have particular expertise in a given area.

Committees

According to their individual skills and experience, Trustees may also be invited to serve on Baca's Finance or Human Resources Committees or on ad-hoc Working Groups. Committees meet quarterly, usually in advance of Board meetings.

REMUNERATION

Trustees receive no salary; however reasonable expenses are paid.

TERM OF SERVICE

Trustees are invited to serve on the Board for a five-year period, at the end of which they may be re-elected. They must be willing to undergo a Disclosure and Barring Service (DBS) check.

PERSON SPECIFICATION

Knowledge

- Charity Trustees role and function
- Expert in specific area of Charitable Operation (see areas of Technical Expertise listed in Job Description above)
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship

Experience

- Experience of being a Trustee in charitable organisation is desirable but not essential
- Of working in teams, contributing to group decision making

Skills/Abilities

- Strong ability to think strategically
- Ability to communicate your ideas verbally and in writing to other board members
- Ability to relate to others with cultural sensitivity
- Capacity for self-reflection and active learning
- Ability to work in a team
- Ability to make decisions and influence others

Personal Qualities

- Commitment to Baca's vision and values
- Be willing to undertake training in the role
- A team player, able to encourage and maintain focus during periods of pressure
- Commitment to equal opportunities and diversity in the workplace
- A willingness to meet the minimum time commitment
- Integrity, Selflessness, Objectivity, Accountability, Openness, Honesty and Leadership
- Motivated by compassion
- An ability to think strategically
- Good, independent judgement
- Ability to think creatively
- Willingness to speak their mind
- An ability to work effectively as a member of a team and to take decisions for the good of Baca.
- Capacity for self-reflection and active learning