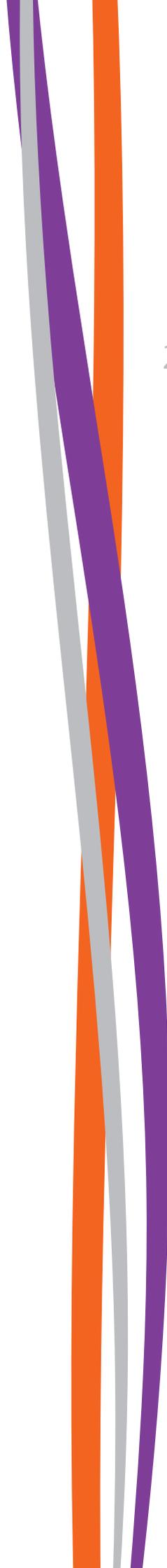


# Strategic Plan 2009/ 2012



## Introduction

2

The **Barrow Cadbury Trust** (the Trust) is an independent charitable foundation, committed to supporting vulnerable and marginalised people in society. The Trust provides grants to grassroots voluntary and community groups working in deprived communities in Britain and abroad. It also works with researchers, think tanks and government, often in partnership with other grant-makers, seeking to overcome the structural barriers to a more just and equal society.

The Trust was founded in 1920 by Barrow Cadbury and his wife Geraldine Southall Cadbury. Barrow was the grandson of John Cadbury, the founder of the family-run chocolate business in Birmingham where Barrow worked for almost 50 years, succeeding his uncle George as Chairman in 1918. He and Geraldine were committed Quakers who chose to live modestly themselves and establish the Trust. In time, their children became Trustees and their son, Paul Cadbury, took over as Chair in 1959. Paul, his sisters and many of their descendants have all given time to being Trustees and added generously to the Trust's endowment. The concerns of the founders and five generations of their family are still reflected in the work of the Trust today.

This Strategic Plan sets out how, in the next three years, the Trust intends to build on the legacy of Barrow and Geraldine in order to promote social justice and support disadvantaged communities to influence policy, in the Quaker tradition of speaking truth to power.

3

## Planning Format

- 4 The **Barrow Cadbury Trust** has adopted a three-year rolling planning timescale, with three levels:
- a three year strategic plan;
  - annual operational plans;
  - and individual staff workplans for the year.

Strategic and operational plans will be published on the Trust's website for the information of grant applicants and other stakeholders.

This Strategic Plan for 2009/2012 sets out the vision, values and mission of the Trust and its strategic objectives for the next three years. It will be reviewed in a year's time and the next Strategic Plan for 2010/2013 will then roll forward.

This Strategic Plan should be read in conjunction with the Operational Plan for 2009/2010, which sets out, under each of the strategic objectives, the operational objectives to be achieved during the year, the activities to be undertaken, the timeline for these and the success measures to be used. Progress will be regularly monitored and reported to each Trustee meeting, outcomes will be evaluated towards the end of the year and this evaluation will inform the rolling-forward of the plan for the next three years.

## Vision, Mission, Values and Cross-Cutting Themes

The Barrow Cadbury Trust's vision is of a peaceful, equitable society, free from discrimination and based on the principle of social justice for all.

The Trust's mission is to promote social justice through grant making, research, influencing public opinion and policy and supporting local communities.

The values which underpin the work of the Trust are as follows:

**Promotion of social justice** – the Trust aims to put fairness and equality at the heart of all its work.

**Empowerment** – the Trust seeks to uphold and extend the rights of marginalised groups, to reflect the grassroots experience of local communities and to support them in making their voices heard.

**Partnership** – the Trust works in partnership with other grant-makers and with stakeholders at international, national, regional and local levels.

**Local focus** – the Trust values its historic relationship with Birmingham and the West Midlands.

**Relationship with funded groups** – the Trust aims to be an approachable, fair and responsive grant-maker.

5

6

**Valuing learning** – the Trust aims to be a learning organisation open to the exchange of information and ideas, with its work grounded in a solid evidence base.

**Innovation and independence** – as an independent grant-maker, the Trust is alive to emerging needs and new ideas and ways of working and is willing to take risks in pursuit of social justice.

**Quaker ethos** – while there is no requirement for Trustees or staff to be Quakers and most are not, the Trust values its historical roots within the Quaker ways of working and tradition of social and penal reform.

The Trust has a particular interest in the following themes across its work:

- ▬ supporting the independence and diversity of the voluntary sector
- ▬ addressing gender-based disadvantage
- ▬ addressing disadvantage based on race and ethnicity
- ▬ funding groups, projects and programmes in Birmingham and the West Midlands.

## Strategic Objectives

The Trust has four strategic objectives for 2009/2012. These are underpinned by a number of operational objectives which are set out in the Operational Plan for 2009/2010.

### Strategic Objective 1

To support people who are within or at risk of entering the criminal justice system to improve their life chances, with a particular focus on young adults.

7

### Strategic Objective 2

To help ensure that migration is managed in a way that is equitable and socially just and that the voices of both migrants and receiving communities are heard in the public debate.

### Strategic Objective 3

To support effective approaches to combating poverty and inequality and assist in building inclusive communities.

### Strategic Objective 4

To ensure that the organisation is fit for purpose to deliver its Strategic Plan, to support Trustees in their stewardship of the Trust and to support staff to work efficiently and effectively.



Barrow Cadbury Trust  
Kean House  
6 Kean Street  
London  
WC2B 4AS

T 020 7632 9060  
F 020 7632 9061

[www.bctrust.org.uk](http://www.bctrust.org.uk)

