

# Operational Plan 2009/ 2010





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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.

Welcome to the Barrow Cadbury Trust's  
Operational Plan for 2009/2010.

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The Trust has adopted a three year rolling  
planning timescale with three levels:

- a three year Strategic Plan;
- annual operational plans;
- and individual staff work plans  
for the year.

This Operational Plan for 2009/2010 should  
be read in conjunction with the Strategic  
Plan for 2009/2012.

# 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.

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	<b>Operational Objectives = What will we achieve this year?</b>	<b>Activities = What will we do to achieve these operational objectives?</b>	<b>Success Measures = How will we know if we are successful?</b>
<b>1.1</b>	To launch and promote the Transition to Adulthood (T2A) campaign.	Support and co-ordinate the T2A Alliance.	Meetings are well attended by all Alliance members; Alliance members make good progress on their individual projects and promote T2A externally to their stakeholders.
		Produce and promote three key campaign publications (making the case; policy green paper; policy white paper).	High quality publications that are well received by politicians, public and media. Launch events well attended by a variety of stakeholders. T2A Alliance profile is raised in the media and with stakeholders.
		Deliver campaign plan, working closely with Catch22 and Champollion.	Campaign plan successfully delivered.
		Develop and implement a service user framework.	Service users are widely consulted in the policy formulation.
<b>1.2</b>	To ensure that the three T2A pilots are effectively implemented and the evaluation has commenced.	Support and co-ordinate the T2A Pilots, including co-ordinating the T2A Pilots Steering Group and regular visits to Pilots.	Meetings are well attended by all three Pilot leads and evaluators. Good progress is made by the T2A Pilots.
		Support and attend the launches of all three pilots.	Events are well received by stakeholders.
		Regular meetings with Oxford evaluators.	Data collection system created and effective working relationship established.

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<b>1.3</b>	To work with other grant-making trusts and penal reform organisations to take forward the recommendations of the Corston Report on women offenders.	Support the establishment of the Corston Independent Funders Coalition.	The Trust will provide effective support for the Coalition.
<b>1.4</b>	To support grassroots community organisations working with disadvantaged young people who are at risk of or are involved in criminal activity.	Develop grant criteria.	Robust grant criteria in operation by which to assess applications.
		To work with the funded young adults groups on building their capacity and exploring options for joint working.	Appropriate applications made to Trust.
		To implement outreach strategy to inform research and policy work.	To implement the strategy for working with funded young adults groups.
			Grants team using information from monitoring to inform grant-making and identify trends and issues.
			Regular reports from grassroots groups shared between Grants and Criminal Justice teams.
			Strategic issues and problems pertaining to those groups identified between Grants and Criminal Justice teams and fed effectively into research and policy work.

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**Operational Objectives = What will we achieve this year?**

**Activities = What will we do to achieve these operational objectives?**

**Success Measures = How will we know if we are successful?**

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To raise the capacity of funded groups to access the media, effectively engage with policy makers and develop their work.

Training and capacity building provided to funded groups.

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To make links between grassroots groups and the T2A pilot sites.

Groups have a good understanding of the pilots, particularly Birmingham and West Mercia and opportunities are identified for joint working if appropriate.

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To support funded groups to promote their work and access decision-makers.

Appropriate opportunities provided for groups to showcase their work and have access to decision-makers.

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**1.5**

To support and work in partnership with other organisations with shared goals in penal reform.

Participate in and support Criminal Justice Alliance, All Party Penal Affairs Group, Association of Charitable Foundations Penal Affairs Group, Corston Coalition and T2A Alliance.

The Barrow Cadbury Trust is viewed as a respected partner e.g. invited to lead or participate in a variety of events and partnership activities.

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Explore options for core funding.

Core funding strategy and assessment paper produced.

# 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.

Operational Objectives = What will we achieve this year?	Activities = What will we do to achieve these operational objectives?	Success Measures = How will we know if we are successful?	
2.1	To support local groups working with refugees, asylum seekers, undocumented migrants and other disadvantaged migrants to address unmet needs.	Develop grant criteria for grassroots groups.	Robust grant criteria by which to assess applications in operation.  Appropriate applications made to Trust.
	Undertake on-going outreach activity to identify new grassroots groups.	Groups previously unknown to the Trust identified, particularly in Birmingham and West Midlands.	
	Undertake ongoing intelligence gathering on migration voluntary and community sector groups and their clients to inform research and policy work.	Effectively monitored grants to inform grant-making and identify trends and issues.  Regular reports and updates shared between Grants and Research and Partnership teams from migration voluntary and community sector groups.	
	To convene meetings and to promote relationships between funded groups.	Strategic issues and problems pertaining to those groups identified between Grants and Research and Partnership teams and fed effectively into research and policy work.  Opportunities for knowledge sharing, good practice and joint working between groups identified and pursued.	

**Operational Objectives = What will we achieve this year?**

**Activities = What will we do to achieve these operational objectives?**

**Success Measures = How will we know if we are successful?**

To raise the capacity of funded groups to access the media and effectively influence policy makers.

Training and capacity building provided to funded groups.

To support funded groups to promote their work and access decision-makers.

Appropriate opportunities provided for groups to showcase their work and have access to decision makers.

## 2.2

To support regional, national, European and international groups and networks to lobby for long term policy change that ensures that migration policy is socially just and equitable.

To identify new partnerships and manage key stakeholders and partners.

Groups previously unknown to the Trust are identified and proposals for funding are considered in a fair and rigorous manner.

Stakeholders effectively managed through regular contact and partnerships and collaborative work developed where appropriate.

To effectively manage research and partnership and grant funding to groups in line with the Trust's strategy on migration.

Research and partnership and grant funding is effectively managed and monitored and linked to the migration strategy.

Convene activities to promote findings from research and policy work.

Links between funded groups are identified and relationships between them established where appropriate.

To keep up to date with migration policy and practice in the UK and Europe.

Intelligence on developments at UK and European level gathered and used to evaluate potential funding.

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<b>2.3</b>	To support research and initiatives which promote a constructive and evidence-based debate on migration.	To actively seek out and respond to proposals that meet the operational objective.	Contacts established with new potential partners whose work fits within the Trust's migration strategy.
		To develop and have appropriate oversight of all proposals where a decision is made to move forward with them.	It is clear how each project that is approved fits within the Trust's ongoing work on migration and subsequently appropriate oversight is maintained.
		To make effective use of findings.	Any emerging issues identified through research or grassroots funding are fed into the migration debate where possible.
<b>2.4</b>	To identify the impacts of migration on disadvantaged communities and support effective responses to them.	To gather intelligence to establish what role the Trust might play.	The Trust's role in and potential impact upon the integration debate is clearly identified and articulated.
		To develop grant criteria where appropriate and undertake associated outreach.	Appropriate grant criteria are operational and there is oversight to help ensure that research funded by the Trust is robust and accurate.
		To consider further research and policy work as intelligence is gathered.	The Trust responds to developments in the integration field by identifying new potential areas of work and policies to influence.

# Strategic Objective 3

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

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	<b>Operational Objectives = What will we achieve this year?</b>	<b>Activities = What will we do to achieve these operational objectives?</b>	<b>Success Measures = How will we know if we are successful?</b>
<b>3.1</b>	To support diverse, disadvantaged communities to address common challenges and find effective solutions.	Develop grant criteria for West Midlands Habits of Solidarity round.	Robust grant criteria in operation by which to assess applications.  Appropriate applications made to Trust.
		To maintain and develop the Habits of Solidarity Network, providing opportunities and facilitate shared learning and partnership working where desired.	A vibrant network attended by Habits of Solidarity groups and other stakeholders.
		To implement outreach strategy to inform research and policy work.	Grants team using information from monitoring to inform grant-making and identify trends and issues.  Regular reports shared between Grants and Research and Partnerships teams from grassroots groups.  Strategic issues and problems pertaining to those groups identified between Grants and Research and Partnerships teams and fed effectively into research and policy work.
		To raise the capacity of funded groups to access the media, effectively engage with policy makers and develop their work.	Training and capacity building provided to funded groups.
		To support funded groups to promote their work and access decision-makers.	Appropriate opportunities provided for groups to show-case their work and have access to decision-makers.

Operational Objectives = What will we achieve this year?	Activities = What will we do to achieve these operational objectives?	Success Measures = How will we know if we are successful?
3.2	To support community responses to poverty and deprivation.	To develop criteria for poverty and deprivation grant funding.
	Robust grant criteria in operation by which to assess applications.	
	Appropriate applications made to Trust.	
	To implement outreach strategy to identify new groups and inform research and policy work.	Groups previously unknown to the Trust now identified, particularly in Birmingham and West Midlands.
	Grants team using information from monitoring to inform grant-making and identify trends and issues.	
	Regular reports shared between Grants and Research and Partnerships teams from grassroots groups.	
To provide opportunities and facilitate shared learning and partnership working where desired.	Strategic issues and problems pertaining to those groups identified between Grants and Research teams and fed effectively into research and policy work.	
Appropriate opportunities provided for groups to show-case their work and have access to decision makers.		
To raise the capacity of funded groups to access the media and effectively engage with policy and develop their work.	Training and capacity building provided to funded groups.	
To support funded groups to promote their work and access decision-makers.	Appropriate opportunities provided for groups to show-case their work and have access to decision-makers.	

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<b>3.3</b>	To support initiatives that address persistent inequality in line with cross-cutting themes.	To develop the grant criteria for the inequality stream with a focus on gender, black, Asian and minority ethnic and white working class groups.	Robust grant criteria by which to assess applications.  Appropriate applications made to Trust.
		To develop an evidence base for the inequality stream with a focus on gender, black Asian and minority ethnic and white working class groups.	Relevant research undertaken or commissioned.  Recommendations made to Grants Manager and Trustees.
		To provide opportunities and facilitate shared learning and partnership working where desired.	Appropriate opportunities provided for groups to showcase their work and have access to decision makers.
		To implement outreach strategy to identify new grassroots groups and inform research and policy work.	Groups previously unknown to the Trust now identified, particularly in Birmingham and West Midlands.  Grants team using information from monitoring to inform grant-making and identify trends and issues.  Regular reports shared between Grants and Research and Partnership teams from grassroots groups.  Strategic issues and problems pertaining to those groups identified between Grants and Research and Partnerships teams and fed effectively into research and policy work.

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	To raise the capacity of funded groups to access the media and effectively engage with policy and develop their work.	Training and capacity building provided to funded groups.
	To support funded groups to promote their work and access decision-makers.	Appropriate opportunities provided for groups to show-case their work and have access to decision-makers.
<b>3.4</b>	To support and work in partnership with other UK and international organisations with shared goals.	Number of collaborations and level of partnership working.
	To engage with other foundations and partners to support an independent and diverse voluntary and community sector.	
	To work with the voluntary and community sector in Birmingham and the West Midlands to promote and sustain its independence and diversity.	Development of an action plan to support this objective.
	To gather and analyse intelligence relating to the voluntary and community sector and effectively input to the Third Sector Research Centre.	Improved understanding of issues affecting the voluntary and community sector and an effectively managed relationship with the Third Sector Research Centre.
<b>3.5</b>	To maintain a limited international grant funding programme in line with the overarching strategic objective 3.	Number of international awards approved under strategic objective 3.
	To develop the grant criteria for international funding.	

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<b>3.6</b>	To actively support research and policy work in line with strategic objective 3.	<p>To develop criteria for and effectively promote and manage the research pot for objective 3.</p> <hr/> <p>To develop research and policy work in response to strategic issues or problems identified by grassroots groups.</p>	<p>Robust criteria in operation by which to assess research applications.</p> <hr/> <p>Appropriate applications made to Trust. Proposals developed for research projects or policy seminars where appropriate.</p>

# 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.

Operational Objectives = What will we achieve this year?	Activities = What will we do to achieve these operational objectives?	Success Measures = How will we know if we are successful?	
4.1	To ensure that the Board is appropriately resourced to effectively govern the Trust and deliver the organisational objectives.	To undertake the recruitment of Trustees in line with agreed criteria.	Appointment of three new Trustees by April 2009.
	To ensure a legal compliance review is undertaken.	Annual review arranged with Russell Cooke (solicitors) to ensure compliance with changes in company law.	
	To facilitate training workshops and maintain and circulate the Trustee Training and Development Schedule.	Annual skills review undertaken to identify skills gaps and training needs.  Good uptake of training courses.	
	To develop and implement the Trustee governance pack.	Periodic confirmation of usage and usefulness by Trustees.	
	Induction Plan to ensure a clear understanding of Trustee roles and responsibilities.	Running the programmes for new Trustees.	
	To support the Chair to effectively undertake Trustee, Board and Chair's Appraisals.	Annual review of Board effectiveness and appraisal of individual Trustees and the Chair.	
	To obtain regular Trustee feedback and propose improvements to format and scheduling of meetings to improve use of Trustee time.	Meetings are well run and effective.	
	To ensure strategic and operational risk registers are kept up to date and risks are regularly monitored.	Action is taken in a timely manner.	

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<b>4.2</b>	To support and develop staff to ensure they are equipped and motivated to deliver the strategy and fulfill their potential.	To embed the use of the new HR framework by advising and supporting staff and in particular line managers in their role champions and implementers of the new HR policies and procedures. To deliver a high quality human resource support function to the organisation providing day-to-day support and strategic guidance.	Less reliance on HR Officer for material and information which is available on the intranet.  Increased hits on the intranet.
		To monitor and collate feedback on the new policies and procedures and at appropriate intervals review identified areas to make necessary improvements.	Improved perception of HR policies, procedures and guidance as assessed through staff survey(s) and/or feedback via various forums.
		Starting with the Executive Team's Learning and Development planning, to map out a Learning and Development strategy for 2009/10 to include: <ul style="list-style-type: none"> <li>- professional training as identified through the performance management process</li> <li>- team training needs eg key competencies and skills</li> <li>- team building.</li> </ul>	Take-up by staff.  Feedback from individuals and line managers on performance.

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To improve monitoring and reporting of key human resources data by

- developing and maintaining systems to gather data
- supporting line managers and staff to implement reporting procedures
- producing relevant management reports.

Trustees, Chief Executive and Head of Finance and Administration are satisfied that human resource risk is being monitored and measured.

**4.3**

To review likely investment returns over short or medium term and assess their impact on the real value of the portfolio.

To review the investment and expenditure forecasts with the investment manager and consider any strategic changes.

Retention of real value of portfolio.

**4.4**

To evaluate and report on performance of the Trust's work to inform future strategy.

To develop and implement a monitoring and evaluation approach to enable effective review and management of the Trust's work.

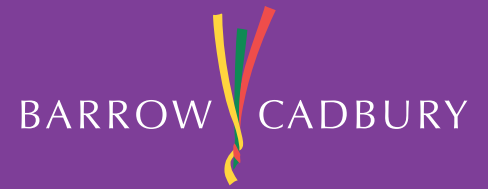
Effective reporting of the Trust's performance against agreed objectives.

To identify emerging needs and policy changes and ensure that the Trust's work is kept informed of these.

Trust's work is appropriately informed by grassroots groups' issues and wider policy debates and developments.

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<b>4.5</b>	To develop and deliver effective and appropriate communications and knowledge management, including stakeholder management, strategies for the Trust.	Place articles in the press and arrange press and media interviews on work funded by the Trust.	Number of mentions of work funded by the Trust in press and broadcast media.
		Manage the relationship with Champollion, the Trust's external public relations advisers.	Champollion to deliver according to the agreed contract.
		Update the Trust website and the T2A website regularly.	The Trust website and the T2A website will always reflect current priorities.
		Develop a standard format for the Trust's newsletter and produce and circulate three issues.	Summer 2009, Autumn 2009 and Winter 2009/2010 issues of the news letter produced and circulated.
		Develop a house style guide.	House style guide in place by April 2009.
		Produce publications on the website and in print.	Number of publications produced.
		Arrange appropriate events at political party conferences.	Successful events delivered at political party conferences in Autumn 2009.
		Co-ordinate Trust representation at key external events.	Trust to be appropriately represented at key external events.
		Implement improvements to the Trust's knowledge management (including stakeholder management) strategy.	Improvements identified by April 2009 and implemented by July 2009.

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4.6	To strive to reflect the Trust's ethical values in everything it does.	Good results on the audit.
	To undertake an annual review of the Trust and Fund activities to ensure they are kept in line with the Trust's ethical strategy as applied to investments and expenditure.	Report to Trustees. Positive feedback.
	Develop good understanding of Quaker ethos.	Production of Quaker information sheet and workshop for staff and Trustees.
4.7	To commit to and develop environmentally friendly and sustainable business practices and behaviours.	Measurable reduction in all kinds of waste.
	Introduce a comprehensive ethical procurement policy.	Reduction of costs over time, higher proportion of recycled/ethical products and services.
	Promote environmentally-friendly behaviours.	Measurably reduce costs and the Trust's carbon footprint.
4.8	To improve the efficiency and effectiveness of operational functions.	Improved time effectiveness and reduced costs.
	Commission internal audit.	Report to Trustees.



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