

christians  
against  
poverty

**CAP**

Recruitment pack

# Trustee





## A welcome from David Nussbaum, Chair of Trustees

Welcome, and thank you for your interest in becoming a Trustee of Christians Against Poverty.

CAP exists to see transformed lives, thriving churches and an end to UK poverty. That is an ambitious purpose, rooted in our Christian faith and worked out through practical, compassionate support for people facing debt and poverty across the UK.

I was appointed Chair of CAP's Board of Trustees in November 2025, and it is a privilege to have joined the organisation at such an important moment in its life. CAP is building on 30 years of life-changing work, while also stepping into a new chapter as Community Money Advice comes under the umbrella of the newly formed CAP Group.

Trustees play a vital role in CAP's life. The Board is responsible for ensuring that CAP remains faithful to its charitable purpose, well governed, financially sustainable and focused on those we exist to serve. This is a significant responsibility, but also a deeply rewarding opportunity to contribute skills, judgement and experience to work that changes lives.

We are now seeking to make a small number of new trustee appointments. We are looking for people who share CAP's vision and values, are committed to high standards of governance and ethical conduct, and can bring the particular skills and experience described in this pack. Previous trustee experience is welcome, but not essential.

This pack has been prepared to help you understand CAP, the role of the Board, and the responsibilities and expectations of trusteeship. I encourage you to read it alongside the material on our website, and to consider whether this may be the right opportunity for you to serve.

Thank you again for your interest in CAP. We look forward to hearing from you.

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# About CAP

CAP has served people experiencing debt and poverty for over 30 years. We estimate based on available records that church teams have visited around 100,000 homes for the first time, and our clients have seen at least £500 million worth of debt written off or paid back. More than 100,000 people have taken part in a money coaching session, and thousands of community groups have been run by local churches in partnership with CAP, including job clubs and life skills groups. In that time, we've developed highly effective expertise to come alongside those in an overwhelming mix of poverty, isolation, and severe stress. In partnership with local churches people find hope, peace, freedom and, in many cases, a personal relationship with Jesus.

CAP's services are delivered through a network of over 1,000 affiliated churches across the UK, with 4,000 mission field workers supported and resourced by more than 300 Support Hub staff in Bradford and around the UK. On 1 June we came together with Community Money Advice adding 140 debt centres to the CAP group and making us the largest specialist community-based debt help provider in the UK. This work is regulated and complies with industry quality standards. This is the church acting at scale with expertise and caring support to the most vulnerable people.

Our CEO has been in post for over two years and in that time we have refreshed our strategy, executive and board as part of a four year plan to bring a new season to CAP in very challenging times. 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, Compassionate, Collaborative, Bold and Joyful.

We are a good way through the replacement of our core system onto a Salesforce-based platform that is already opening our doors to opportunities to improve in a truly agile way and to be in the vanguard of adopting AI-driven solutions in our sector.

That said, we remain in a challenging economy which both increases demand for our work and suppresses revenue growth. We therefore are called to ever greater levels of stewardship, effective cost control and creativity in fundraising.

We have built a strong board, executive and leadership to take us forward. But given the challenges and opportunities we face we have recognised the need for trustee voices with experience of fundraising, financial management and strategic partnerships to stretch our thinking and guide our delivery of impact.





## Our purpose, vision, values and mission

According to the House of Commons Library Research Briefing, Poverty in the UK: Statistics, data from the 2024/25 dataset shows that 10.9 million people live in relative poverty before housing costs, rising to 13.4 million once housing costs are factored in. 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. Over the last 30 years, we estimate that more than 35,000 people have become debt free with the support of CAP and the church-based movement.

### Our purpose

To inspire and equip churches across the UK to help people out of debt and poverty and invite them to 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

### Christ-Centred

Jesus first. Always. We share the gospel and are guided by his teaching. We demonstrate unwavering compassion, faith and integrity with each other as well as those we serve, partner with and are supported by.

### Collaborative

We know we can't solve poverty alone, so we collaborate. We deliver our services in mutual relationship with the UK Church, and partner with individuals, groups and people of influence to reach our vision. We learn from all voices, welcome diverse perspectives and remain agile in our approach.

### Compassionate

Jesus wept. And so do we. Driven by a deep hunger for justice and mercy, we put others first and understand their experiences, showing empathy and care for those we serve, our partners, supporters and each other. We're moved to action every day by the poverty we see in our broken world.

### Joyful

Whatever the reality of poverty throws at us, we choose joy. The deep joy that comes from being rooted in Christ is our strength and brings strength to others. Every day, we embrace thankfulness, rejoicing with our church partners when those we serve experience moments of faith and hope on their journey, discovering life to the full.

### Bold


Poverty won't give up, so neither will we. Our team and ministry is dynamic and determined. We stand uncompromisingly on our faith in Jesus and fearlessly follow him into the darkest places. We embody courage and conviction in all we do, presenting the gospel message in words and actions.

## Our mission

**Our mission is to equip local churches**, so that when someone who especially needs our type of face-to-face help is up against financial crisis or vulnerability, there will be a church in their community ready to walk alongside them.

**We will support each church** to offer reliable, practical help; the kind of help that restores someone's financial resilience and hope for the future, and introduces them to the fullness of life that Jesus offers.

We do all this because **no one should face debt and poverty alone**. Lives will be restored by **the steadfast presence of a local church, ready to walk alongside you during the toughest financial storms**.



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 gift 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 responsible for the governance and strategic oversight of the charity. Working with the CEO and the Executive team, the Board agrees CAP's strategic direction, safeguards its charitable purpose, protects and promotes its identity, faith and values, and ensures that the organisation fulfils its legal and statutory responsibilities.

The Board holds the CEO and Executive team to account for the leadership and management of CAP. We seek to do this through strong and trusting relationships, combining constructive challenge with support, encouragement and prayer.

Serving on CAP's Board is both a significant responsibility and a deeply rewarding opportunity. CAP's work is practical, relational and transformational: helping people break free from debt and poverty, connect with local church communities, and encounter the love and hope of Jesus. As trustees, we are committed to stewarding that work faithfully, so that CAP can continue to pursue its vision of transformed lives, thriving churches and an end to UK poverty.

The Board aims to be a thoughtful, prayerful and constructive space. We bring together different personalities, professional experiences, church backgrounds and gifts, and we value the breadth of insight and perspective that this brings. Our discussions seek to combine strategic clarity, rigorous oversight, spiritual discernment and care for the people and communities CAP serves.

Trustees focus intentionally on CAP's strategic direction, governance, sustainability, impact and risk, rather than becoming involved in day-to-day operational decisions. Appendix 2 provides an overview of the responsibilities and statutory duties of CAP's trustees. As we plan for Board succession, we are seeking new trustees who can bring experience, wisdom and commitment relevant to CAP's next season.

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



# Trustee roles and person specifications

We're currently seeking some 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 bringing together a diverse range of people across our Trustees and workforce, and in the churches and communities we serve. With this in mind, we welcome and encourage applications from eligible people of all backgrounds. We are committed to continuing to build a welcoming environment that embraces diversity.



## 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:

**Fundraising:** Having fundraising experience as part of the Board is paramount in supporting our financial sustainability and growth. A Trustee with expertise 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. Their 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.

**Financial stewardship:** 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 Finance, Audit Risk and Compliance Committee and would welcome the strengthening of our Trustee team from a qualified and experienced accountant with a strategic mindset and the ability to support the Board in this area.

**Strategic partnerships:** At CAP, we know we can't tackle poverty alone. Our impact also relies on one of our key values: collaboration. As a Trustee, you will help guide how we build and care for these vital relationships. A key part of your role will be supporting our partnerships with local churches and wider church networks, keeping us firmly rooted in our Christian faith while helping local congregations bring real hope and practical help to their communities. At the same time, you will help us team up with other charities, businesses and organisations. By bringing people together, you will ensure CAP remains a trusted, collaborative partner, combining professional skill with a shared passion to see lives transformed and an end to UK poverty.





## 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, usually in Bradford, 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 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 Committees include:

- Finance, Audit and Risk Committee
- Services Trustee Committee
- People Committee

## Terms of appointment and expenses

We envisage these appointments being for an initial three-year term, with potential renewal for further terms up to a maximum of nine years.

Serving as a Trustee is a voluntary role with no fees or 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 members of the Board of Trustees. This will 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 members of the Board.

- The closing date will be 26 July 2026.
- Initial online interviews will take place from 17 August 2026.
- Final interviews will be in person in Bradford on either 29 or 30 September 2026.
- The new Trustees will attend their first board meeting on 10-11 November 2026.

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.



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# 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.