

**Promoting the
Power of Peaceful
Relationships**

Cord

Trustee Recruitment Pack

April 2025



Welcome to Cord



We're delighted you're interested in supporting our work of peacebuilding as a trustee!

Differences between people need not result in conflict, violence and oppression. At Cord, we're convinced it is possible to navigate differences of identity or opinion peacefully – but in many situations, people lack the tools to do so. My studies in Reconciliation and Peacebuilding and experience in interfaith engagement have cemented my convictions in this, and I'm passionate about Cord's work of peacebuilding, equipping communities to handle conflict in new ways. It takes courage and creativity, but with Cord's support both those in positions of power and those who might previously have seen themselves as 'powerless' can flourish.

After five years as a trustee, in 2024 I took on the role of Chair. My hope is to have a Board where people are included and empowered, where everyone's voice is heard and contribution recognised.

Being a trustee is a valuable role. Together, the Board of Trustees provides the oversight and accountability necessary to ensure that Cord implements its strategy in line with our values, and complies with the requirements of the Charity Commission.

Being a trustee can be a fascinating and fulfilling role, and I've learned so much along the way. Whether you have previous trustee experience or would be embarking on this for the first time, I would be delighted to explore with you whether the role might be a good fit.

Head to page 7 to learn more about our current Board, and from page 9 for who we are looking for as our next trustees.

In our current strategic period we are aiming to go deeper and grow stronger in our peacebuilding.

Will you join us?

Kat Brealey

Chair, Board of Trustees, Cord





Who we are

Cord is an international peacebuilding NGO working to make peace a reality in places where people lack freedom to exercise their rights. Cord works across Southeast Asia and Africa with people in sensitive and oppressive contexts to transform dysfunctional relationships into those that create peaceful & inclusive societies.

Our vision, mission and values are inspired by the Christian faith, and we work towards these through employing and working with people of all faiths and none.

Our vision

Our Vision is of a world where all people can live in peace and live life to the full.

Our mission

Our Mission is to develop positive and thriving relationships between individuals, communities and those in power.

Our faith basis

As an organisation Cord is inspired by the Christian faith. In particular, the following aspects of God shape our thinking on our values and approach:

1. **Relationship is at the heart of God through representation as three in one – God the Father, God the Son and God the Holy Spirit**
2. **God created everyone in his own image and we are deeply loved by God**
3. **God's desire is for peace in all its fullness (shalom)**

Our name and logo



Our name and logo refer to the three-strand Cord '*that is not easily broken*' derived from the Bible in Ecclesiastes 4:12. This speaks of the three-strand approach to our work, transforming dysfunctional relationships into strong and healthy ones.

Cord's work so far

Throughout Cord's 50-year history, relationships are at the heart of what we do.

Beginning in 1967, Cord began as a response to suffering in the Vietnam War and people fleeing violence in Cambodia. Over the decades the focus has shifted towards helping people for the long-term.

Since 2016, Cord has focused on peaceful relationships, which we believe can transform lives and communities, and are key to supporting lasting change.



Peace is possible

...and we're making an impact



In 2024, the Cord team continued to work alongside and support some incredible partners as we sought to build peace. Our work positively impacted the lives of over 56,000 people across 6 countries of implementation: Burundi in East Africa and Cambodia, Vietnam, Laos, Myanmar & Thailand in South-East Asia.

A participant of Cord's projects in Cambodia training environmental rights defenders in non-violent communication and conflict resolution said:

"I am filled with pride for both myself and my community. I am deeply grateful to [Cord's] programs. The extensive knowledge and experience I've gained have now begun to yield tangible results."

What does Cord's

programme work entail?

Cord works in Southeast Asia and Burundi to:

- ▶ **Address the psychological, social and economic impact of Burundi's violent past, especially on marginalised groups such as women and young people; enabling them to find healing and equipping them to build cohesive, financially viable communities.**
- ▶ **Equip and strengthen human rights defenders in Cambodia to non-violently represent the rights of their communities with Government, leading to land rights being granted to community members.**
- ▶ **Train faith leaders and community representatives to tackle the root causes of conflict in Myanmar, including religious persecution and ethnic discrimination, and raise up the next generation of pro-democracy leaders with a commitment to a free and inclusive society.**
- ▶ **Work with local organisations and Government in Laos to develop more inclusive approaches to development that enable marginalised community members to better access healthcare, education and to improve their standard of living.**



Cord values

- ▶ We are compassionate and we find within ourselves a deep compassion for our fellow human beings who are not flourishing; we recognise this is best demonstrated in practical action as well as through words
- ▶ We value everyone and recognise that every human being is created unique and special. We therefore place great value on every human life being worthy of dignity and respect with fundamental rights that should be protected. This includes those who are caught up in oppressive systems and behaviours.
- ▶ We believe in the power of relationships and know that human communities and societies work best when strong and healthy interdependent relationships are formed.
- ▶ We explore and address the root causes of violent conflict, pushing through superficial and visible effects to understand and hidden drivers of conflict.

Cord's commitment to safeguarding

The Trustees and Senior Leaders of Cord are committed to providing a safe and caring environment for all those who are associated with our organisation. This includes children, young people, adults who may be vulnerable, leaders, staff, volunteers, partners and associates and trustees.

In support of this, the Board has a dedicated Safeguarding Lead Trustee, who works with Cord's Global Safeguarding Lead and the CEO to ensure CORD is upholding this commitment.

You can read more and access our safeguarding policy at cord.org.uk/safeguarding

About the board

Being a Cord Trustee is a valuable and influential role, helping contribute towards the organisation's current peacebuilding activities and its future direction.

Currently, Cord's board has five (05) dedicated trustees with a wide range of experience from both the corporate and charity sectors. We strive to be a board where everyone has a voice and an opportunity to use their unique skills to help take Cord further.

Pictured: Cord Board of Trustees as of November 2024:
Becky Snead, Andrew Maclay, Abigail Sumption,
Robin Greenwood, Kat Brealey, Andy Pask (CEO).
Not pictured: Iain Wilson.



"I became a first-time trustee 3 years ago, and so far, it has been an empowering and rewarding opportunity! Being a trustee for Cord is a privilege in many ways: first, it keeps you connected to the local work of peacebuilding around the world through the stories and insight you gain. Second of all, it's such a unique chance to learn from senior leaders and other trustees - each have valuable experience and expertise from a variety of fields and skills. Moreover, as a young trustee, I particularly enjoyed working with a group who had experience of being trustees before as that made it less overwhelming. You'll enjoy being a trustee if you enjoy a good balance of detail-orientated tasks and big picture vision and problem solving in a team knowing you're making a difference."

Abigail Sumption, Trustee



"I am honoured to be a trustee of Cord, a leading charity in peace and reconciliation. While I lack third sector experience, I contribute my skills in risk management and reporting. I have also gained valuable insights from the diverse and talented board members and staff."

Iain Wilson, Trustee



Trustee responsibilities

Cord is a limited liability company that is registered as a UK charity. The Trustees are both the Directors under Company law and the Trustees under Charity law.

Trustees are expected to perform a number of duties as part of their service and the list below outlines the main duties.

- ▶ **To fulfil the statutory duties of Trustees as set out by the Charity Commission;**
- ▶ **Ensure that the charity has a clear vision, mission and strategic direction;**
- ▶ **Be responsible for the performance of the charity and for its “corporate” behaviour;**
- ▶ **Ensure that the charity’s governance is of the highest possible standard;**
- ▶ **Provide expert knowledge to the Board in their specialist area;**
- ▶ **Raise the external profile of Cord and expand our networks.**

In line with our commitment to Safeguarding, Trustees must also:

- ▶ **Practice, promote and endorse the culture of safeguarding among team members and ensure the implementation of safeguarding standards in every course of action.**
- ▶ **Follow the safeguarding reporting procedure in case any reportable incident takes place and encourage others to do so.**

Who are we looking for?

We are seeking to appoint two trustees to strengthen our current capacity and ideally bring some complementary skills to the way we govern.

We do not require trustees to have prior Board experience and are open to seeking trustees with a variety of skills and experiences.

We are interested in hearing from individuals who not only share our Christian values but have an active Christian faith. We celebrate difference in all its interpretations, and applications are actively encouraged from individuals from diverse backgrounds, in particular, those who reflect and represent the communities we work in.

At this time, we particularly welcome applications from those with skills/experience in charity fundraising (either public or trusts/major donors or institutional), and legal/charity governance.

Essential for all trustees

- ✔ **Committed Christian, typically this would involve being active in a church or Christian community, with a willingness to engage in times of prayer or reflection and uphold the Christian ethos of the organisation. We welcome applicants from all denominations.**
- ✔ **Passion for Cord's peace-building work, and a commitment to Cord's values, mission and vision.**
- ✔ **Excellent, proven interpersonal and communication skills: ability to work collectively, courage to challenge constructively where appropriate, whilst being self-aware.**
- ✔ **An awareness of the legal duties, responsibilities and liabilities of trusteeship and a willingness to grow in understanding.**
- ✔ **An awareness of the boundaries between governance and the executive function, whilst still being willing to roll up your sleeves and help out operationally when needed.**

The below outlines the skills and experiences we are ideally looking for. However, we know not everyone will have all these skills- but if you have something to offer, please get in touch either for an informal conversation or to apply.

Desirable skills & experience

Fundraising or Resource Mobilisation

- ✔ **Demonstrable experience in fundraising or resource mobilisation (ideally having held a senior fundraising role), including the expertise and knowledge to inform strategy development.**
- ✔ **Demonstrable experience of overseeing a range of income streams such as individual giving, major donor relationships, grant making trusts, philanthropic organisations/individuals, government, institutional (international and regional bodies), or corporate funding.**
- ✔ **Ability to provide operational fundraising advice to the Executive where needed and contribute to governance committees or working groups.**
- ✔ **Up to date knowledge of fundraising trends in the sector.**
- ✔ **Knowledge of Institute of Fundraising Code of Practice, UK tax law and data protection legislation.**

Legal

- ✔ **Knowledge and understanding of Charity Commission regulations and Charity law.**
- ✔ **Familiarity with and ability to advise on a range of legal aspects regarding charity operations and/or programmatic work.**
- ✔ **Experience of risk mitigation and organisational crisis response.**

Appointment terms and time commitment

Trustees are accountable to the Chair of the Board.

Trustees are invited to serve on the Board for a three-year period, at the end of which they are eligible for re-election, up to a maximum of three three-year term limits.

Applicants will be based in the UK or be able to commit to in-person UK meetings.

Board membership is not a remunerated position, but reasonable travel expenses will be reimbursed.

Applicants will need to be able to commit their time as follows:

- ▶ **Attend four Board Meetings a year. In 2025, two of these will be held online while the others will be in person. One will be a day meeting in Coventry, where Cord is based. The other will be a residential meeting at a retreat centre in Worcestershire, from 10am on a Friday until 4pm on a Saturday. Generally, the meetings take up two Fridays and two Saturdays in a year.**
- ▶ **Attend three 90 minutes online meetings during the year, which take place in the evenings.**

- ▶ **Trustees are encouraged to use their skills and gifts and whilst it is not a formal requirement, most trustees are members of either the Finance, Programme or Risk sub-committees. Others serve as subject matter leads/liaisons (i.e Safeguarding) or lend their expertise to support the Board or provide advice to the CEO/ Leadership on an ad-hoc basis. Sub-committees meet in the evenings for 60-90 minutes – the programme and risk sub-committees meet twice a year, while the finance sub-committee meets five times a year.**
- ▶ **Our day-long meetings often include a time of devotion. We have a rota for those who would like to lead devotionals.**
- ▶ **We also take turns to minute meetings to ensure administrative tasks of the Board are fairly distributed.**
- ▶ **Meetings generally require preparation, such as reading documents, and there may be ad-hoc work by email in between meetings.**



The recruitment process

How to Apply

To apply, please email Kat Brealey, Chair of Trustees at **kbrealey@cord.org.uk** with your CV (max two pages) and a Cover Letter (max two pages) addressing the following areas:

- ▶ **Your motivation for becoming a trustee of Cord**
- ▶ **Your faith and what it means to you**
- ▶ **What you have to offer. We are particularly seeking candidates with the skills and experiences outlined on page 9, however, we are open to applications from those with other relevant skills and experiences**

If you would like to have an informal chat about the role before applying, you are welcome to contact Kat Brealey at **kbrealey@cord.org.uk** to learn more.

Closing date: 31 May 2025

Appointment Process

Stage	Details	Date
Stage 1	Shortlisted candidates will be invited to a 1hr interview. Interview questions will be shared with candidates in advance.	w/c 9 June
Stage 2	Successful candidates will be invited to observe a Board Meeting/call.	25 June @ 5:30pm BST
Stage 3	Vote by Board to join and conditional offer extended by Chair.	Following meeting
Stage 4	References and due diligence including a DBS check.	July
Stage 5	Welcome and trustee induction.	July – Aug
Stage 6	Participation at first Board meeting.	Fri 19 – Sat 20 September

cord.org.uk

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