

**LGBT Foundation**

**Trustee Recruitment Pack**



## **1. Who we are**

At LGBT Foundation we believe in a fair and equal society where all lesbian, gay, bi and trans people can achieve their full potential. We are passionate about the work we do with LGBT communities and we want to be as inclusive as possible to ensure LGBT voices are heard and their needs are met.

LGBT Foundation is a nationally-significant charity rooted in our local community in Greater Manchester.

We provide a huge range of vital services to LGBT people in Greater Manchester and beyond. Every single day we provide help and support to people who don't receive it anywhere else.

And we have a national impact, providing a loud, proud and credible LGBT voice to the heart of government, helping deliver a fair and equal society.

We've been making lives better since 1975, so we've got a history we're proud of. We help hundreds of thousands of people a year, so we've got a present which means something. And there's still so much more work to do, that we have a future full of opportunity.

LGBT Foundation is a registered charity (No. 1070904) and a company limited by guarantee (No.3476576)

The charity is governed by a Board of Trustees from a variety of backgrounds and with a wide variety of skills and qualifications. Being a trustee is a voluntary, unpaid role, although reasonable travel and subsistence expenses are provided

The Trustees are supported by the Chief Executive, Deputy Chief Executive and Assistant Directors responsible for Insight and Public Affairs , Services and Income Generation.

LGBT Foundation's staff team of around deliver a wide range of services, many of which are supported by over 200 volunteers

Our volunteers give their own time and skills to further the work of LGBT Foundation and the communities we serve.

As a result, we provide more direct services and resources for more lesbian, gay and bisexual people than any other charity of our kind in the UK.

## **2. What does LGBT Foundation do?**

At our core, we are here to make a difference to the lives of LGBT people and we do it by:

### **Achieving Equality**

We want to live in a fair and equal world where LGBT people are free to reach their full potential. We do this by challenging the discrimination, barriers and inequalities that many LGBT people face, and by being a credible source of research and evidence that makes the case for LGBT people to policymakers, opinion-formers, and power-brokers.

We've built strong links at a national level, advising the Department of Health, NHS England, Public Health England and the Care Quality Commission, both in our own right, and as the lead partner at the National LGB&T Partnership. Locally in Greater Manchester, we have developed meaningful and robust partnerships with public agencies and the private sector.

### **Promoting Safety**

From between the sheets to out on the streets, we want LGBT people to be safe. We do this by helping protect LGBT people from abuse, hate crime and violence, as well as from potentially self-harming behaviours.

### **Encouraging wellbeing**

We believe LGBT people have the right to services which meet their individual needs. We encourage this through a wide range of services including mental health, sexual health, physical health, substance-misuse, and issues relating to isolation.

In Greater Manchester alone there are around 215,000 LGBT people and across the country LGBT people make a huge economic, social, cultural and professional impact for the good of the nation.

But LGBT people also have poorer mental and sexual health. There are higher rates of substance misuse and suicide in the LGBT community. Even in 2017, LGBT people face stigma and discrimination. Half of all of LGBT people have been a victim of hate crime.

That's why we're here. That's why we're needed. And that's why our voice needs to be heard.

Our dedicated team of staff and volunteers come from all walks of life, united around our four values of passion, integrity, empowerment and respect. That means we are professional in our approach and accountable to all of our stakeholders, from those who use our services to those who commission them.

We want to provide services which are of the highest quality to those who receive them, and value for money to those who commission them. To give just a few examples, every single person who used our counselling services last year reported an improvement in their mental health. For every £2 spent on our mental health services, a saving of £11 is

delivered to the public purse. Our community safety programme has seen a reduction in crime in Manchester's world famous Gay Village. Our research has changed how the health service records and monitors sexual orientation and trans status.

We believe in getting things done by being evidence-driven and outcomes-focused which means we have got a reputation built on delivering results.

We regularly undertake pioneering, innovative projects, alongside our proven, traditional services. Where there is learning and best practice, we eagerly share this with our stakeholders and partners.

We actively seek out partnerships across all sectors, recognising that our scope and impact can often be further maximised by working collaboratively with others.

And we work continually engage with both LGBT people and the wider community, raising the voice of LGBT people, building bridges and breaking down barriers.

### **3. Responsibilities of the board of trustees**

Trustees are ultimately accountable for the organisation and their governance responsibilities include:

- Setting and maintaining vision, mission and values
- Developing strategy together with the chief executive officer
- Ensuring suitable policies and documents exist
- Ensuring compliance with the governing document and charitable objects
- Ensuring compliance with the law
- Maintaining proper financial oversight
- Maintaining effective board performance including board appraisals.
- Promoting the organisation and protecting its reputation
- Recruiting and supporting for the chief executive officer

### **4. Commitments expected of the board**

While the trustees are not the day-to-day executive team for LGBT Foundation, similar professional skills and experience are required, such as Finance, Human Resource, Communication, Funding, Membership and Representation, and Networking in the voluntary, public or private sectors.

Board meetings take place quarterly on a Saturday (or occasionally on a weeknight evening) and are coupled with a workshop or learning session for Board members. Together these last around 6 hours. Trustees will also need to attend the AGM and Staff and Volunteer Conferences, as well as the occasional event or training. Each Board member is expected to attend at least 4 key events each year in a trustee and voluntary capacity including events such as World Aids Day, Sparkle, Pride and the Pride Parade etc; Trustees need to allow enough time to prepare for meetings by reading the

paperwork, and doing any other preparatory reading, research or thinking so as to fully engage and contribute to robust discussion and decision making.

It is also expected that Trustees sit on one of the three sub-committees; the finance and administration sub-committee (FASC), the performance and planning sub-committee (PPSC), or the governance sub-committee. FASC is accountable for the finance, HR and organisational functions of LGBT Foundation. PPSC is accountable for performance including review of delivery against our strategic goals and outcomes, planning and implementation of service provision. The governance sub-committee maintains an overview of governance of the charity, providing advice to the board and senior management team as required. Sub-committee meetings take place six times a year, and last for around two hours.

In between meetings the trustees also communicate via email to sound ideas, ask questions and discuss issues. New trustees will be able to meet with the Chair and CEO before attending their first meeting and will also be paired up with an existing trustee for support.

On average, Trustees should be prepared to commit around 8 hours per month of their time to their role on LGBT Foundation Board.

## **5. Trustee recruitment**

Recruitment to the board of trustees is based on skills needed to carry out this governance role. Trustee appointments are ratified by the membership at the following AGM.

There are no quotas for diversity aspects in board recruitment but we endeavour to remove any barriers to equal access to trustee recruitment.

The final decision on appointing a new trustee will be agreed by the Chair and Deputy Chair of the Board.

To express an interest in becoming a Trustee of LGBT Foundation, please submit your CV and a covering letter of no more than two pages, outlining the skills and abilities you will bring to the role, referring to the Role Description and person specification. It is important to demonstrate how you meet the essential requirements through demonstrable experiences and examples, and that you have the capacity to effectively act as a Trustee for LGBT Foundation.

Please also complete and return the separate equal opportunities form, which will be used to for statistical monitoring purposes only and does not form part of the selection process.

### **Other Attachments**

- **LGBT FOUNDATION Equal Opportunities Form**
- **LGBT FOUNDATION Memorandum and Articles**

A trustee of LGBT Foundation is jointly and severally responsible for the overall governance and strategic direction of the charity. In this regard, there are certain roles and responsibilities that all trustees will be required to undertake. Trustees are accountable to the Chair of Trustees.

### Role Summary

Trustees are ultimately accountable for the organisation and their governance. They are responsible, with other Trustees, to hold the charity 'in trust' for current and future beneficiaries by:

- Setting and maintaining vision, mission and values
- Developing strategy together with the chief executive officer
- Ensuring suitable policies and documents exist
- Ensuring compliance with the governing document and charitable objects
- Ensuring compliance with the law
- Maintaining proper financial oversight
- Maintaining effective board performance including board appraisals.
- Promoting the organisation and protecting its reputation
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### Role Accountabilities

- 1. Ensuring that the charity has a clear vision, mission and strategic direction and is focused on achieving these.**

To work in partnership with other trustees, the Chief Executive and other senior staff to ensure that:

- The charity has a clear vision, mission and strategic plan that have been agreed by the board, and that there is a common understanding of these by trustees and staff.
- The business, operational and other plans support the vision, mission and strategic priorities.
- The chief executive's annual and longer term objectives and targets support the achievement of the vision, mission & strategic priorities.
- Board policies support the vision, mission and strategic priorities.

- 2. Being responsible, with the other trustees, for the performance of the charity and for its 'corporate' behaviour;**

- To agree the method for measuring objectively the progress of the charity in relation to its vision, mission, strategic objectives/priorities, business plans and annual targets, and to receive regularly reports on the performance of the charity.
- To ensure that the fundamental values and guiding principles of the charity are articulated and reflected throughout the charity.
- To ensure that views of beneficiaries on the performance of the charity are regularly gathered and considered by the board.
- To appoint the Chief Executive, to set his/her terms and conditions and to ensure that the Chief Executive and the charity invest in the Chief Executive's ongoing professional development.
- To receive regular reports from the Chief Executive on progress towards agreed strategic priorities.
- To hold the Chief Executive to account for the management and administration of the charity.
- To ensure that the Chief Executive receives regular, constructive feedback on his/her performance in managing the charity and in meeting his/her annual and longer term targets and objectives.
- To ensure that the Chief Executive develops a learning organisation and that all staff, both paid and unpaid, review their own performance and regularly receive feedback.
- To articulate the values of the charity.

**3. Ensuring that the charity complies with all legal and regulatory requirements;**

- To be aware of, and to ensure the charity complies with, all legal, regulatory and statutory requirements.
- To maintain familiarity with the rules and constitution which govern the charity, to ensure that the charity complies with its governing instruments and to review the constitution regularly.
- If the charity has powers to delegate, to agree the levels of delegated authority, to ensure that these are recorded in writing by means of minutes, terms of reference for board committees and sub-committees, job descriptions for honorary officers, trustees and key staff, etc., and to ensure that there are clear reporting procedures which are also recorded in writing and complied with.
- To ensure that the responsibilities delegated to the Chief Executive are clearly expressed and understood, and directions given to him/her come from the board as a whole.

**4. Being guardians of all the charities assets, both tangible and intangible, taking all due care over their security, deployment and proper application.**

- To ensure that the charity has satisfactory control systems and procedures for holding in trust for the beneficiaries all monies, properties and other assets and to ensure that monies are invested to the maximum benefit of the charity, within the constraints of the law and ethical and other policies laid down by the board.
- To ensure that the major risks to which the charity is exposed are reviewed annually and that systems have been established to mitigate or minimise these risks.
- To ensure that the income and property of the charity is applied for the purposes

set out in the governing document and for no other purpose, and with complete fairness between persons who are properly qualified to benefit.

- To act reasonably, prudently and collectively in all matters relating to the charity and always to act in the interests of the charity.
- To be accountable for the solvency and continuing effectiveness of the charity and the preservation of its endowments.
- To exercise effective overall control of the charity's financial affairs and to ensure that the way in which the charity is administered is not open to abuse by unscrupulous associates, employees or volunteers; and that the systems of control are rigorous and constantly maintained through regular evaluation and improvement in the light of experience.
- To ensure that intangible assets such as organisational knowledge and expertise, intellectual property, the charity's good name and reputation etc are properly valued, utilised and safeguarded.
- If the charity owns land, to know on a continuing basis what condition it is in, if its boundaries are being encroached upon, what can be done with it and how it is or should be used. In particular, to ensure that any property which is a permanent endowment is preserved and invested in such a way as to produce a good income while at the same time safeguarding the real value of the capital.
- To ensure that all income due to the charity is received and that all tax benefits are obtained and all rating relief due is claimed.

#### **5. Ensuring that the charity's governance is of the highest possible standard.**

- To ensure that the charity has a governance structure that is appropriate to a charity of its size/complexity, stage of development, and its charitable objects, and that enables the trustees to fulfil their responsibilities.
- To reflect annually on the board's performance and your own performance as a trustee.
- To ensure that the trustee board has the skills required to govern the charity well, and has access to relevant external professional advice and expertise.
- To ensure that there is a systematic, open and fair procedure for the recruitment or co-option of trustees.
- To participate in individual and collective development and training of trustees.
- To abide by the code of conduct for trustees.
- To ensure that major decisions and board policies are made by the trustees acting collectively.

## ***Essential Elements***

In order to perform the duties required as a trustee, individuals should be able to demonstrate:

- Experience and motivation to support the needs of the wider LGBT community
- A strong commitment to the vision, mission, values, and aims of LGBT Foundation
- An understanding and acceptance of the legal duties, responsibilities and liabilities of voluntary sector organisations and of trustees
- An ability to work effectively as a member of a team
- A willingness to speak their mind
- Core skills around setting targets, monitoring performance and strategic thinking
- A willingness to devote the necessary time and effort to their duties as a trustee, including a commitment and ability to attend Board meetings
- The skills to analyse proposals and examine their financial consequences