



**LGBT Foundation**  
**Trustee Recruitment**  
**Pack**

**WE ARE ENOUGH**

**LGBT**  
foundation

**WE'RE HERE IF YOU NEED US**

[lgbt.foundation](http://lgbt.foundation)

0345 3 30 30 30

*“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”*

**Margaret Mead**

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# 1. WELCOME FROM OUR CHAIR



Every day at LGBT Foundation, we're working hard to make reality our vision of a fair and equal society where all lesbian, gay, bi and trans people can reach their full potential.

LGBT Foundation makes a difference. A big difference. We provide direct help to more than 40,000 people each year, many of whom are at a crisis point with nowhere else to turn. We give advice, support and information to many, many more. The amazing staff and volunteers of LGBT Foundation save lives, build people's confidence, make our communities safer, and successfully campaign for change.

Based in Manchester, but working across the country, LGBT Foundation has grown to provide the biggest services to LGBT people of any charity in our sector, and we are one of the most influential and recognisable LGBT charities in the country.

Central to any charity's success is a strong board of trustees, which is responsible for the governance and strategic direction of the charity. Being a trustee is a responsible role, but also one that gives a real sense of fulfilment.

One of our key priorities in the coming years is to ensure that LGBT Foundation's staff and volunteers are as diverse as the communities we serve, and I believe the board should set an example to the rest of the organisation (and, indeed, to the rest of the charity sector). So we want to increase BAME, bi, trans and non-binary representation on the board. Many folks in these communities often feel marginalised and alone, from those outside the LGBT community, and even from within.

We want to change that at LGBT Foundation, and it starts with us. We are a family, where everyone should feel at home, and where everyone is accepted for who they are. That's why we really want to hear from people from these under-represented groups.

We also need to make sure that we've got the right skills on the board to drive forward the charity's strategic plan. With that in mind, we are particularly keen to hear from people with the following experiences:

- Accountancy, with a focus on understanding group structures
- Commercial, with a focus on sales and income generation
- Housing, with a focus on developing specific projects for communities of identity
- Political understanding

But if you don't think you have these specific skills, please don't rule yourself out, because the most important things we are looking for is a curious mind, a compassionate soul, and a passionate heart for LGBT equality.

If, after reading this pack, you would like some more information, or want to get more of a sense of what we are about, please do email me at [chair@lgbt.foundation](mailto:chair@lgbt.foundation) or give me a call on 07702 101 744.

Thank you for your interest in this important role – and I really do hope you will consider being part of LGBT Foundation's amazing story.

I look forward to hearing from you.

Smyth Harper

Chair, LGBT Foundation

## 2. MESSAGE FROM SHARMILA KAR

We live in a society in which there have seen many forward strides for LGBT people, however the fact remains that all is still not equal. True equality is a collective struggle and we will not be able to eradicate homophobia, biphobia and transphobia in any meaningful way if we don't work to address and tackle racism within our community. That is why here at LGBT Foundation we have launched a review to increase the number of BAME staff and trustees and audit BAME participation in the Foundations events, groups and services including how we reach and empower diverse BAME LGBT communities.

I am immensely proud of the work of LGBT Foundation and we as trustees are wholly committed to enabling human beings to participate fully in all aspects of their lives, free from oppression and discrimination. Throughout my career I have maintained a strong commitment to promoting equality and inclusion and I am passionate about doing the same at LGBT Foundation but there is still so much work to be done. It's important that we stand together and fight for the equality of every LGBT person – be that race, gender, class or disability.

I hope you will consider bringing your valuable skills and experiences to LGBT Foundation to help us achieve this.

Sharmila Kar

Trustee, LGBT Foundation



### 3. OUR HISTORY

LGBT Foundation is built upon a rich and passionate history of grassroots activism and community involvement.

Combining the pedigrees of Manchester Lesbian & Gay Switchboard, MeSMAC Manchester, Healthy Gay Manchester and The Lesbian & Gay Foundation, we have an enviable track record that dates back to the 1970s.

During the last five decades, we've provided a listening ear, a friendly smile, life-saving information, life-enhancing services and support to LGBT people who've often had nowhere else to turn. We've also worked with allies across the country to lobby for and achieve political and social equality.

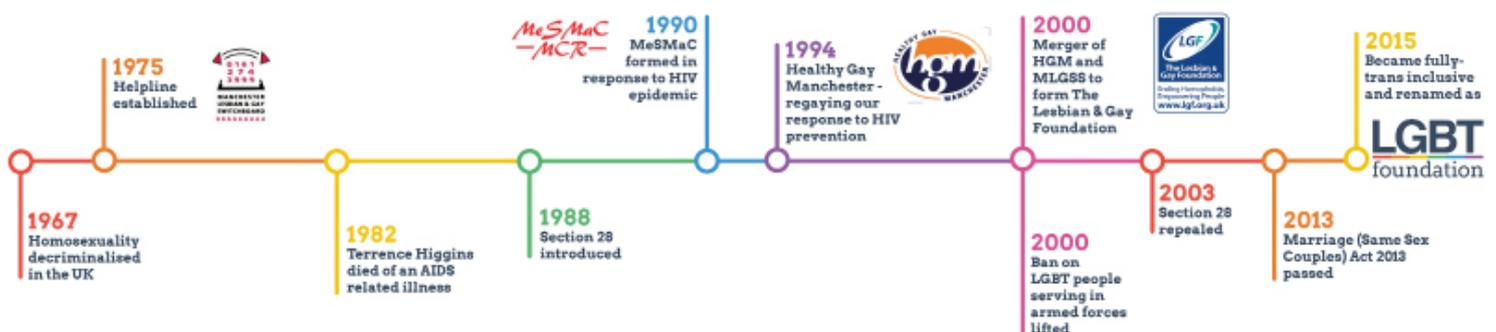
As the needs of LGBT people have changed, so have we - responding to an evolving public policy landscape, as well as to changes to LGBT people's health and support needs.

Throughout this time, we've witnessed:

- the country's response to the decriminalisation of homosexuality;

- the emergence of HIV and AIDS and its devastating impact as well as inspirational response from our communities;
- the passing and the subsequent abolition of Section 28;
- the removal of homosexuality from the WHO list of mental illnesses;
- the ending of the ban on LGBT people serving in the armed forces;
- the gaining of adoption rights for same sex couples and equal birth rights for lesbians and bisexual women;
- the passing of the Gender Recognition Act;
- essential workplace protections as well as protections in the provision of goods and services for all LGBT people;
- the introduction of Civil Partnerships and most recently same sex marriage equality

### WHERE WE'VE COME FROM...



## 4. OUR VALUES

To help guide us in our work and deal with the opportunities as well as the challenges ahead, the trustees, volunteers and staff have collectively agreed upon four key values that will underpin all that we do.

**Passion:** We are passionate about what we do, ensuring that everyone who comes into contact with us has the best possible experience. Our passion for our cause is what drives us. As staff, volunteers and trustees we dedicate our skills, experience and time to improving the lives with and on behalf of LGBT people. We strive daily to ensure that everyone who comes into contact with LGBT Foundation has an excellent experience. Our passion motivates us to pursue the highest standards in our interactions with service users, colleagues, funders, partners, customers, influencers and suppliers.

**Empowerment:** We are committed to enabling everyone to flourish, creating time and space for good people to do great things. We empower people to achieve their full potential. Enabling people to feel empowered results in improved resilience and better outcomes. We use every opportunity to actively build on strengths and seek support in improving development areas. We prioritise making time and opportunities for growth. Empowering our people and the people we serve amplifies what we can achieve collectively.

**Integrity:** We are professional and honest, holding ourselves accountable to the highest ethical and performance standards. Through acting with integrity we earn trust and respect. Behaving professionally and honestly builds on the excellent reputation of the charity and our work. We hold our actions, behaviours and services up to the highest ethical standards and constantly review our performance. Feedback from our communities, colleagues and service users is encouraged and acted upon. We value robust internal and external scrutiny and embrace accreditation as validation of our efforts. Our integrity motivates us to deliver high quality governance, services, insight and business support every day.

**Respect:** We are respectful of ourselves and each other, celebrating difference and trusting people to do what's right. We treat everyone we meet with respect. We take responsibility for treating ourselves, our work and the work of our volunteers and colleagues with respect. We value the diversity of experience, skills and abilities that our service users, volunteers, staff and trustees bring to the work we do. We trust people to do the right thing and provide constructive, supportive feedback to drive constant improvement. Respecting each other and each other's work creates a supportive environment in which to receive services, work and volunteer.

## 5. WHAT WE DO

LGBT Foundation is here to make a difference to the lives of LGBT people. We save lives and empower LGBT people to change their behaviours with our huge range of affirming, welcoming and non-judgemental services.

Every single day we provide help and support to LGBT people, many of whom don't receive assistance from anywhere else. We also improve outcomes for LGBT communities through working strategically, conducting research and collaborating with our partners.

Our community centre, at the heart of Manchester's LGBT community, is a place where LGBT people can feel safe, express and celebrate themselves, and realise that they are not alone. We fundamentally exist to make a difference to the lives of LGBT people, whenever they need us, and undertake activities in the following areas:

### Achieving Equality:

Challenging discrimination, inequalities and barriers facing LGBT people; as well as driving forward monitoring and development of the evidence base.



### Promoting Safety:

Helping to protect LGBT people from potentially self-harming behaviours; as well as abuse, violence and hate-crimes.



### Encouraging Wellbeing:

Supporting the needs of LGBT people individually and working towards individuals to feel more connected to each other and safer, happier and more confident.



We pride ourselves on being proactive as well as entrepreneurial, creating opportunities and adapting to changing circumstances. Each year we support more than 40,000 people and provide online advice and information to a further 600,000 individuals, more than any other organisation of our kind in the UK. We achieve this with an average satisfaction rate of 98%. For every £2 invested in our activities, New Economy estimates that we save the public sector in Greater Manchester £10.90.

As an organisation continually striving for excellence, we are live to emerging trends, including the increasing complexity of need experienced by many of our service users. As a result, we are constantly refining the way in which our services are delivered in order to meet the needs of our communities.

As charity close to its communities, we've developed a clear strategic vision, underpinned by a strong values framework and secured by a robust evidence base. We're planning for the long term to ensure that LGBT people do not remain invisible and that the differing needs of our communities are recognised and responded to. We remain at heart ultimately optimistic for a future where every LGBT person can achieve their full potential.

## 6. COMMITMENTS EXPECTED OF THE BOARD

“Being a trustee is a voluntary role, but I think all of the trustees would agree with me when I say that it is one of the most rewarding experiences of our lives” Smyth Harper, Chair

While the trustees are not the day-to-day executive team for LGBT Foundation, similar professional skills and experiences 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 trustees are expected to attend all of these unless they are on holiday or ill. Trustees are also expected to attend the AGM and Staff and Volunteer Conferences, as well as the occasional event or training. Each Board member is expected to attend and volunteer at least four key events each year. These events include 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 LGBT Foundation paperwork, and doing any other preparatory reading, research or thinking so as to fully engage and contribute to robust discussion and decision making.

To support the work of our board, we have in place three sub-committees. These are:

- **Governance Sub-Committee** – maintains a scrutiny and review role to ensure effective governance structures are in place across the organisation.
- **Finance & Administration Sub-Committee** – maintains a scrutiny and review role to ensure effective financial, people and systems management across the organisation.

- **People, Planning & Performance Sub-Committee**
  - maintains an overview of project, personnel and programme performance, ensuring that (i) quality is maintained and/or increased; (ii) set targets are achieved; and (iii) ideas for innovation are explored.

Our sub-committees operate under agreed terms of reference and include both trustees and members of the senior leadership team, as well as staff and at times, key external specialists. The sub-committees report back at the full board meetings. 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.

## 7. RESPONSIBILITIES OF THE BOARD OF TRUSTEES

As a charity, it's of paramount importance that our governance is in line with best practice, and that in addition to our values, we're also transparent and accountable.

LGBT Foundation is governed by a board of trustees who also serve as directors of the company. Our various arrangements for governance are brought together in one place within our governance manual, which is reviewed on an annual basis, and amended as and when applicable. This helps to ensure we remain responsible, robust and resilient.

The board of LGBT Foundation is the first and last decision making mechanism of the charity and Trustees also constitute the membership of the charity. The board has a number of mechanisms in place to consult with key stakeholders, (such as staff, volunteers and service users), to inform our work and decision-making.

Trustees are recruited either through open recruitment, or identified by recommendation, based upon their skills and experience, and in line with the needs and aspirations of the board. Trustees are appointed for a three-year period on a rotational basis, with no limit on the number of times a trustee can put themselves forward for re-election.

All new trustees are required to undertake an induction programme, including the provision of an extensive induction pack, staff presentations, and peer mentoring as desired. Trustee training needs are assessed and a programme of internal and external training arranged on an annual basis to meet these needs. 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;
- Ensuring suitable policies and documents exist;
- Ensuring compliance with the law;
- Ensuring compliance with the governing document and charitable objects
- Maintaining proper financial oversight;
- Maintaining effective board performance including board appraisals;
- Promoting the organisation and protecting its reputation;
- Recruiting and supporting the Chief Executive

### Personal Criteria

- Commitment to LGBT Foundation values (passion, empowerment, integrity and respect);
- A strong commitment to championing equality, inclusion and human rights;
- Commitment to the values of accountability, probity, openness and equality of opportunity;
- Ability to listen sensitively to the views of others;
- A willingness to challenge and question;
- Able to work as an effective member of the Board all of whose members are equally and jointly responsible for its decisions;
- A clear understanding of the responsibilities of a trustee and sufficient time and commitment to fulfil the role.

## 8. TRUSTEE RECRUITMENT

We're changing the world, in innovative and exciting ways. It's a great charity to be involved with.

To apply, please email a cover letter (of no more than two sides of A4), outlining why you think you're right for the board, along with an up-to-date CV and the monitoring form.

Send your application to [recruitment@lgbt.foundation](mailto:recruitment@lgbt.foundation) using the email header "Trustee Recruitment".

The closing date for applications is 9th October 2019. Interviews will take place week commencing 14th October 2019, with offers made the following week with a view to new trustees being confirmed at our AGM on Saturday 26th October 2019.

We've said earlier about our desire for a diverse board, and some of the specific skills we are looking for. But please don't let that put you off if you think you don't meet these as most of all we are looking for curious minds, compassionate souls, and passionate hearts for LGBT people.

We look forward to receiving your application and if you would like some more information, or want to get more of a sense of what we are about, please do email call our chair Smyth Harper on 07702 101 744 or email him at [chair@lgbt.foundation](mailto:chair@lgbt.foundation)

## 9. FURTHER READING

[Charity Commission: Responsibilities of a Trustee](#)

[LGBT Foundation - Strategic Plan Summary](#)

[Our Charity Commission Page](#)

**We are LGBT Foundation-  
securing a safe, healthy  
and equal future for all  
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