

Join us

See how your skills can
make a difference as
Chair of the Board

LLOYDS BANK
FOUNDATION
England & Wales



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Welcome

Dear Applicant,

Thank you for your interest in joining our Board at the Lloyds Bank Foundation for England & Wales as our next Chair.

Who we are

We are committed to making a difference to the lives of people facing some of the toughest and most complex of social issues, such as homelessness, domestic and sexual abuse, leaving prison or care, moving on from addiction or trafficking. At this time of great uncertainty and challenge, but also of new opportunities and potential, we are looking for a new Chair to help us on the next stage of our journey.

Our purpose is to help people overcome complex social issues and transform their lives. To do so our primary focus will always be supporting small and local charities. It is their understanding of and closeness to the people and communities they work with that enables them to make a life-changing impact where other organisations often can't.

But small and local charities are under-funded, under pressure and too often ignored. That's why we're more than just a funder — we work in partnership with the charities we fund and others who share our vision. We use all of our assets and strengths to bring about long term change for charities, organisations and communities positively supporting people to overcome complex social issues.

We listen carefully, understand and respond to the needs of charities. Through funding and providing a range of capacity building support we help charities grow stronger, be more sustainable and transform the lives of those they work with.

Drawing on the relationships we build and the evidence we collect we seek to influence policy and practice. We push for changes to help charities thrive and support collaborations to address the root causes and consequences of complex social issues.

Our aim is to help achieve transformation. In ourselves so we can transformation in the lives of people facing multiple disadvantage through helping transform charities, communities, services and systems.

In total in 2020, the charities we funded - whether with new or existing grants - supported...

15,488

people to find stable and suitable housing

11,844

people to regain choice and control

22,075

people to be safe from violence and abuse

19,877

people to manage a mental health condition

Read more in our latest Annual Report

Adrienne Arthurs, CEO of The Living Room,
with Regional Manager Frances Warwick

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Where we want to go

We marked our 35th anniversary last year celebrating 35 years of standing side by side with our charity partners. Throughout that time, we have continued to change and adapt to ensure we are providing the right kinds of support in the right ways, and seeking to influence others to meet the needs of small charities, the places in which they work and the people they serve.

In 2020 the charities we are privileged to partner with worked tirelessly to support people who would otherwise have been left lonely, isolated and confused, and without daily essentials. In turn we adapted our funding programmes, provided a wide range of support from extra laptops, training and networks and worked with others across the sector to make the case for additional Government assistance.

Whilst we are one of the largest and most established corporate foundations in the UK, key to our impact is our people. Our regional managers live and work across England and Wales, they understand local needs and the local population of small but vital charities. Our regional managers play a critical friend role from their visits, sharing of information and help in completing grant applications which continues throughout the lifetime of our partnership with each small charity. That person-to-person partnership is key to our success and threads through our development and influencing work too where we are recognised as a convenor, catalyser and honest broker, whether at the grassroots level, or working with policy-makers in Whitehall and Westminster. We in turn provide the opportunity for Lloyds Banking Group staff to connect directly with charities in a mutually beneficial relationship while sharing their skills in a meaningful and useful way through a range of individual and group volunteering opportunities.

And the importance of that human connection flows across our staff team and our Board of Trustees too. As our new Chair, part of your role will be to champion that connection.

As important as what we do, is how we work. We recognise that structural inequalities hold people back. And that if we are not actively part of the solution in challenging these, we are part of the problem. So as staff and Trustees we are committed to actively threading Equity, Diversity and Inclusion (EDI) through all aspects of who we are, how we work and what we do and say. In particular we are committed to tackling racial injustice, having committed a minimum of 25% of our funding towards supporting charities led by black, Asian and Minority Ethnic communities. And we have even bigger ambitions with our new Strategy to ensure that we consider the people and communities disadvantaged by society across all our work. An understanding and commitment to EDI, to elevating grassroots and unheard voices, to communities of identity and geography that have too often been marginalised, will therefore be essential to promote and act on as our Chair.

We are proud of our association with Lloyds Banking Group – they have backed us with resources consistently in good times and bad. They value our expertise and give us the freedom both strategically and operationally to be able to direct our work and resources in the way that best serves people, charities and communities. But we also help our partners in Lloyds Banking Group to effectively share and deploy their skills, resources and expertise to help people, charities and communities, working wherever we can together as ‘partners of first choice’. This, in turn, also helps the Group understand the complex needs of marginalised communities and develop services that truly work for them. As Chair part of your role is to champion that partnership in both the Group and the Foundation.



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Post-COVID recovery

Regional Manager Marie with Lesley, CEO of The Vine Centre

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Our new Chair will join us at an exciting time. Trustees recently signed off the core of a new Strategy that we will implement from 2022 to 2024 as we seek to respond to a post-COVID world. This comes at a time when resources will be stretched as public finances tighten, and demand is likely to rise across all the organisations we support.

COVID has also affected our income and for the period of this Strategy our funding levels will fall to around 80% of that before COVID – although we expect income to start to recover and begin to rise again into 2025 and beyond.

Given this, we need to focus where we can make the greatest difference – recognising that, as the bulk of our funding is paid as grants, these will be constrained for this period. In the last seven years we have learnt that we can have a wider impact on the issues and organisations we support indirectly through policy and local development work. So, we will be seeking to maximise total impact through a combination of direct and indirect work. We have also seen the power of small charities and communities working together and the additional leverage that can provide within specific localities or across specific issues.

Our new Strategy

To deepen our impact over the next three years our new Strategy will be based around three cross-cutting principles:

Focus on transformational change

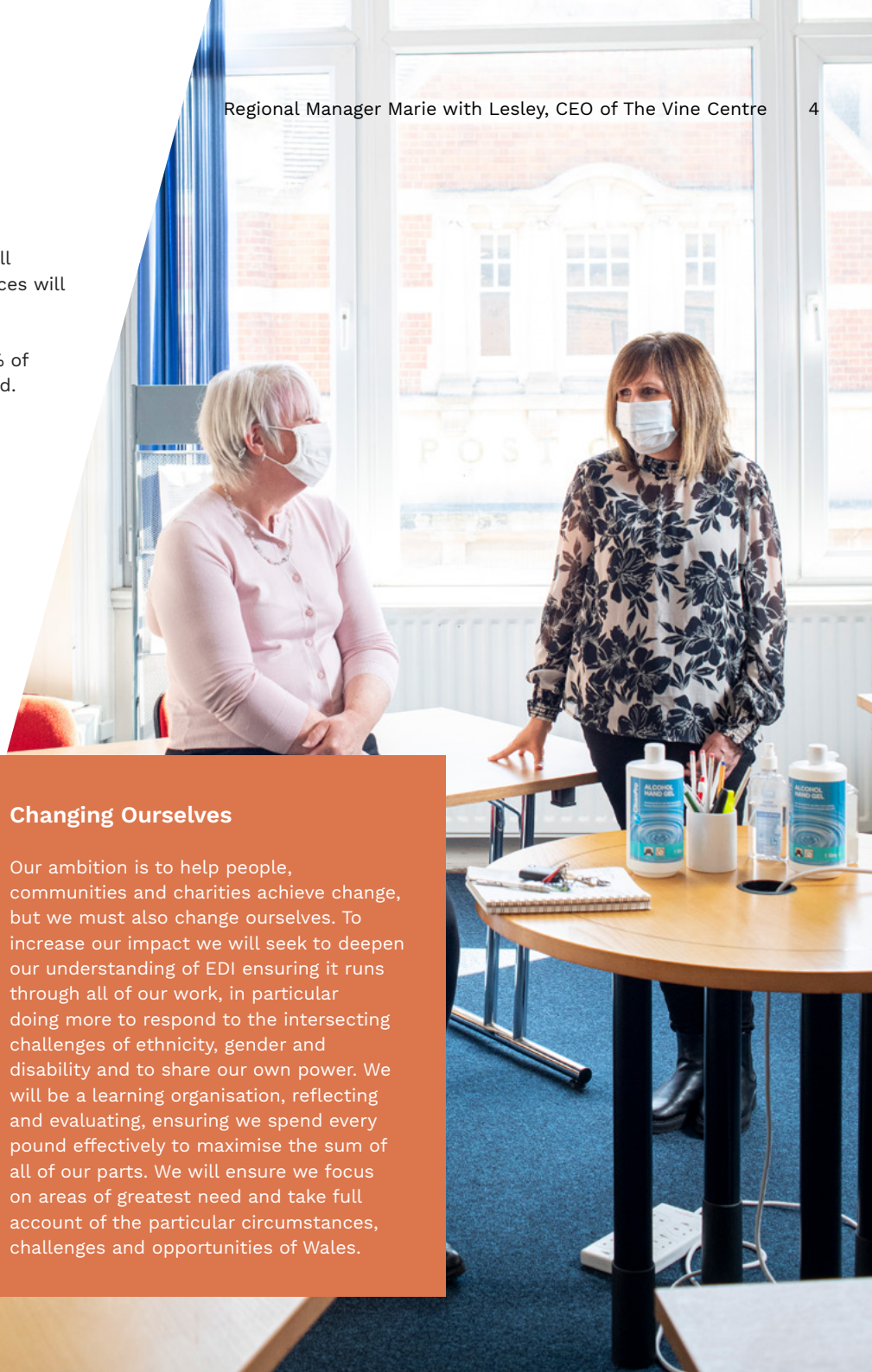
We will focus our support on those charities who demonstrate an understanding of the extent and depth of multiple disadvantage and how best to engage people around a journey to transform their lives. We will take insight from those we fund to transform wider systems, policy and practice to help charities tackle root cause and consequences of disadvantage and share solutions.

Catalysing collaborations

We will continue to support charities to learn from each other and to actively network through a variety of forms. We will also do more to facilitate and support small charities and other partners to cluster together around issues of common concern and to develop collaborations to influence wider communities and systems and to change and improve policy and practice. Across our work we will seek to develop new partnerships with communities, governments, councils, public services, charities, funders and others, and deepen existing ones, including with Lloyds Banking Group.

Changing Ourselves

Our ambition is to help people, communities and charities achieve change, but we must also change ourselves. To increase our impact we will seek to deepen our understanding of EDI ensuring it runs through all of our work, in particular doing more to respond to the intersecting challenges of ethnicity, gender and disability and to share our own power. We will be a learning organisation, reflecting and evaluating, ensuring we spend every pound effectively to maximise the sum of all of our parts. We will ensure we focus on areas of greatest need and take full account of the particular circumstances, challenges and opportunities of Wales.



Who we are looking for

A visitor at The Harbour Project

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The new Chair will inherit a new Strategy, but it is a framework still early in its development with much that the Board, led by the new Chair, will need to shape over the coming years.

We need someone who can lead us through this and is ambitious for our work ensuring we look for new creative solutions to problems.

They will be someone who deeply cares about, and can connect with, issues of disadvantage in England and Wales. But who can also see what is possible through effective local organisations and empowered communities with the right backing. Someone who takes a positive view of what communities and small charities are capable of and is committed to helping us reach as many as we can – whether directly through our funding and development support, or indirectly, by influencing wider agendas at national or local level.

They will excel at bringing people from different backgrounds together around a common cause and wish to build a diverse Board which is able, like them, to connect with the issues and communities we focus on. But they will recognise the power inherent in the funder/funded model and be committed to sharing and using that power for good. Key to this is to bring the voices of those we seek to reach into our decision-making. Therefore, the new Chair will initiate a review of where power and decision-making lies as part of the new Strategy.

They will be willing to constructively and positively challenge how we work now with fresh eyes. Even if at times this feels uncomfortable for those of us who have been involved with the Foundation for some time.

At the same time they will appreciate the enormous benefits of our close relationship with Lloyds Banking Group and be able to convey our work to key contacts at the Group helping to build respected relations at a senior level as the foundation of closer working.

We hope you are excited about becoming our new Chair and leading us through our next chapter.



Dr. Neil Wooding



Kate Cheetham



Kamran Mallick



Dame Gillian Morgan



What we're looking for in our next Chair

We are seeking a collaborative and strategic Chair to lead, support and challenge our Board and Executive Team to deliver our goals, a committed leader who will bring a wealth of knowledge and leadership experience to the Board, who will also be an ambassador and representative of the Foundation.

Responsibilities

The Foundation's Board is ultimately responsible for all that the Foundation does. In order for the Foundation to discharge its responsibilities appropriately and effectively, day-to-day and operational management is delegated to the Chief Executive.

The Chair of the Board is responsible for leading the Board in:

- ensuring the Foundation:
 - effectively fulfils its objectives, general functions and duties
 - delivers its services and applies its resources exclusively in pursuance of the objectives defined within its governing agreement.
- setting the Foundation's strategic priorities and direction of policy over the next three years;
- supporting the Foundation in securing the resources it needs to effectively and efficiently discharge its functions and duties;
- maintaining and developing strong relationships with corporate partners, sector bodies and key influencers;
- facilitating the effective working of the Board of Trustees by maximising the contribution of each Trustee and by actively encouraging their learning and development;
- supporting and managing the Chief Executive, including agreeing objectives and undertaking an annual appraisal; and
- ensuring that the Board and its members fulfill their responsibility for the proper governance of the Foundation.



The Foundation is committed to ensuring that the Board of Trustees is a welcoming, inclusive and diverse team which benefits from a broad spectrum of experiences and backgrounds.

Skills and experience

Knowledge and Experience

- A compelling personal track record of leadership gained at a strategic level; this is likely to include evidence of having made a significant non-executive Board contribution elsewhere.
- Experience of chairing diverse groups of influential people at Board level.
- Insight into the voluntary sector and the situation of front-line charities working to address complex social issues within communities.
- A thorough understanding of charity governance and leadership, and an appreciation of the legal duties, responsibilities and liabilities of trusteeship.

Skills and Abilities

- Effective strategic leadership, communication and interpersonal skills.
- Ability to lead, review and develop a diverse, high performing team of trustees (there is an opportunity for the new Chair to be involved in the recruitment of four new trustees, two of whom will join us from Lloyds Banking Group).
- Ability to think strategically and creatively and make connections.
- Ability to analyse information and, where necessary, challenge constructively.

Leadership style and personal attributes

- Diplomatic style that builds relationship and alliance quickly.
- Strong commitment to equity, diversity and inclusion and is willing to recognise and challenge discrimination and bias in its many forms.
- High personal credibility that builds trust and confidence.
- An active listener who engages effectively and has capacity for self-reflection.
- Highest integrity: independent, impartial, fair and respects confidences.

Amber and Moya at Basis Yorkshire



Terms of appointment

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Length of appointment

The Chair will serve a three-year term and is eligible for re-appointment for a second term of three years.

The role requires up to three days per month. This includes:

- attendance at quarterly Board meetings which are 3-4 hours in length. Through the pandemic we have been meeting remotely however plan to meet twice a year in person and twice a year virtually.
- chairing of Nominations Committee and member of Remuneration Committee. Meetings are held remotely.
- chairing of AGM.

The role is unremunerated, but reasonable expenses will be reimbursed.

Equity, Diversity and Inclusion

Lloyds Bank Foundation for England & Wales is committed to championing equity, diversity and inclusion throughout all aspects of the organisation's work. As part of this the Board has made a commitment to achieving greater diversity.

Any questions?

If, having considered the brief, you would find an informal confidential conversation helpful in planning your application, [please contact our advising consultants at Starfish Search.](#)



Three volunteers cook at Asylum Link Merseyside

How to apply

We hope you will consider making an application for this appointment. If you wish to do so, click the button below with the following prepared:

- your CV or equivalent biographical information (no more than three sides)
- a supporting statement setting out why you are interested in joining the Board of Lloyds Bank Foundation and how you think you can best contribute
- an indication of dates when you would not be available to attend interview.

Please also ensure you have completed and submitted the equal opportunities monitoring form that appears on this site as you submit your application. The information you provide will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

Search closes: Friday 11 February 2022

Longlist confirmed: w/c 21 February 2022

Discussions with Starfish Search: Late February / Early March 2022

Candidates notified about the shortlist: w/c 14 March 2022

Informal meetings and stakeholder events: w/c 21 March 2022

Final formal interviews: Late March / early April 2022

Forward meeting dates

Ideally, we anticipate our new Chair observing the Board Meeting on 17 May 2022, 2-6pm, and Board offsite on 18 May 2022, 9am-4pm in London.

There is an online Board meeting on Wednesday 20 July, 2-5pm and an in-person meeting in London on Wednesday 2 November, 10am-1pm.

[Apply now](#)

**LLOYDS BANK
FOUNDATION**
England & Wales



Lloyds Bank Foundation for England and Wales partners with small and local charities who help people overcome complex social issues. Through funding for core costs, developmental support and influencing policy and practice, the Foundation helps charities make life-changing impact.

During 2020, the Foundation awarded £24.8m to small and local charities helping people facing disadvantage. With the unprecedented circumstances of coronavirus such charities have been never more needed. The Foundation is an independent charitable trust funded by the profits of Lloyds Banking Group.

lloydsbankfoundation.org.uk

 @LBFEW

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Further reading

Click the cover to download



2020 Impact Report



Reaching Further
Our 2018-2022 Strategy



The Value of Small
in a Big Crisis



Small charities responding
to COVID-19: Summer 2021

Registered Charity No. 327114
Company Limited by Guarantee
Registered in England and Wales
Company No. 1971242