

# Join us

See how your skills  
can make a difference  
as a Trustee

LLOYDS BANK  
FOUNDATION  
England & Wales



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document in a large print format



# Meet Chloe

We first met Chloe back in February 2020 when we paid a visit to one of our charity partners, Bristol's Empire Fighting Chance. Empire, as it's known locally, is a boxing gym, but it's much more than that.

Day in and day out, it supports young people with their mental health through sport, mentoring, and intensive personal development. It teaches young people, like Chloe, how to roll with the punches.

When their gym had to close at the onset of the COVID-19 pandemic, Empire rapidly redesigned their approach. They reached 636 young people with continued boxing therapy, delivered 367 food parcels, and launched a digital content hub in the first lockdown alone. Empire has benefitted from a core costs grant from the Foundation, as well as being paired with a mentor from Lloyds Banking Group.

Working with hundreds of small and local charities helping people dealing with complex social issues is not easy work - it can be messy and challenging. That's why we're passionate about supporting these charities - because we know that though they're small, they can make a vital impact where other organisations can't. Yet too many lack the funding, support and representation they need to thrive.



I get my adrenaline out in a better place through boxing and talking. My anxiety has reduced, my anger has reduced, and I got into uni and that's a massive deal!

**Chloe**

A service user at Empire Fighting Chance



**Cover image:** The Harbour Project, Swindon.  
**This page:** Chloe, a service user at Empire Fighting Chance

**Fancy a challenge?  
Read on.**

# Last year we supported 781 charities through new grants. Will you help us go further?

Hello, and welcome to Lloyds Bank Foundation. We're delighted to hear that you're interested in joining our Board of Trustees.

December 2020 marked the 35th anniversary of the Foundation. In 35 years we've changed significantly - in name, size, scope, and impact - but our vision remains the same; to support small and local charities across England and Wales, as they help people overcome complex social issues. Through core cost funding, developmental support and influencing policy and practice, we help make charities make life-changing impact.

COVID-19 brought huge challenges for our society. Charities played a vital role in responding to the crisis to support people experiencing complex social issues facing even greater risks. In response we adapted to offer new grants, made our funds more flexible and offered a range of development support that charities could access from providing equipment to commissioning consultants to help them adapt their services. We recognised the pandemic disproportionately impacted black, Asian and minority ethnic communities and as a charitable Foundation looked at ways to address these inequalities through our work. By the end of 2020 we had awarded £11.8 million in new COVID grants to 637 charities - 38% of the grants to organisations led by majority black, Asian or ethnic minority leaders.

Our Trustees were crucial in supporting the Foundation to achieve such a significant impact. Over the coming pages you'll learn more about what this role entails. We hope it will inspire you to take up the challenge.

Being a Trustee is as much about harnessing what you do know as investigating what you don't. It's a deeply rewarding experience that promises not only to change the lives of our grantee's service users, but yours as well.

Accompanied by your probity, creativity and enthusiasm, together we can make a significant impact to help people overcome complex social issues across England and Wales.



*Baroness Rennie Fritchie*

**Baroness Rennie Fritchie DBE**  
Chair, Lloyds Bank Foundation

**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**



## Our vision

**A society where people dealing with complex social issues get the help they need to overcome them**

## Our values

### Understanding

We hear charities' concerns and put their needs at the centre of our work

### Open

We innovate, act on evidence and share our learning with others

### Credible

We strive to be trusted and respected in what we do and say

### Partnering

We listen to and work together with all those who share our vision

### Ambitious

We're not afraid to take a stand and push for change



# We measure our impact in more than pounds

## We fund, we develop, we influence

We believe we can make the greatest impact and help to build a society where everyone can access the support they need by focusing on small and local charities addressing 11 complex social issues.

The Foundation is also continuing its commitment to equitable funding, ringfencing at least 25% of its funding for charities led by members of minoritised communities. A separate funding strand for charities specifically working on racial equity has been opened to ensure we can support those organisations and communities most in need.

**We partner with charities that help people overcome complex social issues**



Dependency



Asylum Seekers and Refugees



Care Leavers



Domestic Abuse



Homeless and Vulnerably Housed



Learning Disabilities



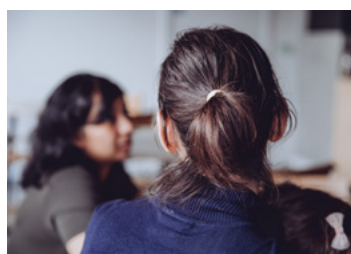
Mental Health



Offending, Prison or Community Service



Sexual Abuse and Exploitation



Trafficking and Modern Slavery



Young Parents



Additional funding strand  
Racial Equity



Click on a complex social issue to the right to explore our case studies

# In 2020, everything changed

5

-20%

In the lead up to the pandemic, small charities saw a year-on-year decline in income, with government funding at its lowest levels in five years<sup>1</sup>.

1/4

Nearly a quarter of small charities with an annual income below £100k had no reserves to lean on during the pandemic<sup>2</sup>, while a third of small charities that did were already having to access them before the pandemic.<sup>3</sup>

77%

In response to COVID, 77% of charities made greater use of technology – and the vast majority made changes to their operations to allow them to deliver their services remotely.<sup>4</sup>

79%

Since the start of the pandemic, 79% of small charities have lost funding, 43% expecting to lose more than half of their annual income due to the crisis.<sup>5</sup>

8 in 10

82% of people described the role of charities and community groups in supporting the country through the crisis as 'important'.<sup>6</sup>

36%

Emergency grants have not always been fairly geographically distributed – with 36% fewer COVID-19 grants distributed to small charities in the West Midlands compared to London.<sup>7</sup>

The charities we fund tell us many more people need their help to overcome social issues, like homelessness, domestic abuse, mental health and addiction, and that the support they need is getting more complex.

”

Things have changed. People are coming in with more complex needs, so we need to offer more intensive support. Those with straightforward needs are housed quickly and we're left with a group that everyone else views as almost unhousable – but we work with them.

Kerrie Eastman  
CEO, Streets2Homes

”

1 NCVO

2 NCVO

3 The FSI

4 Pro Bono Economics

5 Small Charities Coalition

6 Pro Bono Economics

7 360 Giving



Small Charities  
Data

For the latest and best available data on small charities in the UK, visit [SmallCharitiesData.org](https://SmallCharitiesData.org)

# Our five year commitments:

## We Fund

Every year we make grants to hundreds of small and local charities, investing in their work helping people overcome complex social issues across England and Wales.

In 2021, we have offered around 190 charities a two-year unrestricted grant of £50,000 which gives charities we partner with greater flexibility over how they use their resources:

**...for longer**, funding more charities for up to six years, focusing on those making significant impact for people and their local area

**...with more money**, increasing the size of our main grants up to £200,000 over six years

**...more flexibly**, with fewer restrictions on when and how charities spend our grant, because we trust their judgement on how to best achieve the greatest impact

**...with a promise** of high quality grant management and monitoring that works for them.

## We Develop

We provide a wide range of developmental support, including training, consultancy and mentoring alongside our funding to strengthen charities.

We develop charities we fund by:

**...becoming more systematic** in how we help them identify and overcome organisational challenges

**...using data effectively** to measure and adapt our support based on what works

**...providing access to wider ranging expertise** to help them become more effective and sustainable, through income diversification, fundraising, impact measurement and digital

**...strengthening charities we can't fund** as well as those we can, to help build a more resilient sector and help unsuccessful applicants get funded in future

**...developing better partnerships with others**, including funders, the public sector and others

**...working with staff at Lloyds Banking Group**, building the skills based volunteering programme, offering consultancy and fundraising support to charities, and linking local businesses with local charities.

## We Influence

We champion the work of small and local charities and raise awareness of the challenges they face with influencers and policy makers.

We influence policy and practice by:

**...voicing the value of small charities** nationally, regionally and locally, using research and the evidence we gather from those we work with

**...pushing for changes** to government policy and commissioning to make it work for small and local charities

**...developing and delivering national programmes** around the root social issues affecting charities and the people they serve - focusing on improving the criminal justice and welfare systems

**...creating learning opportunities** for charities through local and regional networks

**...growing charities' capabilities**, capacity and confidence to influence and campaign for themselves.



Click the icon to read our current strategy, *Reaching Further*.



# Meet our Board

As our Chair writes in her opening letter, our Trustees bring to the table an inquisitive nature, a creative flair and above all else, an enthusiasm for supporting charities and their vision for change. It's integral then to bring together a breadth of voices, interests and skills. Our current Board are drawn from a variety of backgrounds and industries.

When new Trustees join the Board, they receive a thorough induction so that they can hit the ground running. This will include a printed pack of our main governing documents spanning how we operate, our financial climate and ambitious future plans. In addition, you will have valuable time with the Senior Leadership Team, to ground yourself in the Foundation's work and receive mentoring by current Trustees. If governance is not your field, don't be put off, a training session on the legal duties and responsibilities of the Board, led by an external agency, is held biennially as a refresher for all Trustees.

Perhaps most illuminating is the regular charity visits we arrange for Trustees, to explore what the issues facing charities and how they are developing their practices. These have temporarily moved online due to the current situation. For more on the expectations of being a Trustee, see page 10.

## Meet our current Board



**Chair**  
Baroness Irene Fritchie DBE



**Vice-Chair**  
Dame Gillian Morgan



Kate Cheetham



Jo Harris



Darren Knight



Sarah Legg



Kamran Mallick



Gareth Oakley



Becky Shaw



Ruth Sutherland CBE



Dr. Neil Wooding



Click the icon to read more about our team and Board of Trustees

## Board of Trustees

The governing body of the Foundation is the Board of Trustees. The Board is responsible for the strategic direction of the Foundation and meets quarterly, together with the Executive Team to review progress and to ensure that the Foundation is on track to meet its objectives.

The Board has delegated specific decisions to four permanent Committees. The members of the Committees are drawn from the Board of Trustees.

### Audit, Investment and Risk Committee

Monitors the Foundation's integrity in financial reporting and reviews the effectiveness of the risk management framework

#### Audit, Investment and Risk Committee

The main responsibilities of the Audit, Investment and Risk Committee are to provide assurance and recommendation to the Foundation on the effectiveness of its governance, internal control, risk management framework and investment and reserves strategies.

In addition, the Committee reviews the annual report and accounts and approves the accounting policies followed to satisfy themselves that the financial statements give a true and fair view of the Foundation's affairs.

The Committee meets quarterly.

### Nominations Committee

Ensures that the Board and committee composition has the optimum balance of skills, knowledge and experience

#### Nominations Committee

The purpose of the Nominations Committee is to support the recruitment and appointment of Trustees, giving due consideration to the balance of skills, interests and experience on the Board of Trustees.

The Committee makes recommendations to Lloyds Banking Group, who formally ratify the appointments at their own Nominations Committee (as required under the governing document of the Foundation - its Articles of Association).

The Committee meets as required.

### Remuneration Committee

Monitors remuneration and benefits for Foundation staff

#### Remuneration Committee

The role of the Remuneration Committee is to oversee the remuneration policies for the Foundation, with particular focus on the remuneration of the Executive.

The Committee determines the overall reward and remuneration strategy of the Foundation and the policy for and scope of pension arrangements.

The Committee meets bi-annually.

### Grant Panels

Approves grant applications for the grant making programme in line with Foundation Strategy

#### Grant Panels

The main responsibility of Grant Panels is to review and approve grant applications against the relevant programme's aims and objectives. The Panels consider recommendations taking into account factors including outcomes, risk factors, geographical spread and budgetary considerations.

The various Panels meet regularly throughout the year as necessary.



# Meet the Senior Leadership Team

Our Senior Leadership Team are the caretakers of our organisation's values and aspirations (read more about our values on page 3).

This small and dedicated group play a vital role in overseeing the work of our 45+ team-members as well as providing strategic and financial oversight. Each member of the group has specific responsibilities pertaining to development, engagement, our grant making and the health and resilience of the Foundation.

## Meet our Senior Leadership Team



**Chief Executive**  
**Paul Streets OBE**

Paul joined the Foundation in May 2013 after a career which has spanned the voluntary and public sector and work in International development (DfID/ Sight Savers), Human Rights (Amnesty International), professional and service regulation and health and social care.



**Chief Operating Officer**  
**Liz Winder**

Liz is the Chief Operating Officer at the Foundation, joining in October 2018. She is a chartered accountant with 20 years' experience in the charity sector. Liz's previous roles include 13 years at Macmillan Cancer Support.



**Director of Policy, Communications and Research**  
**Duncan Shrubsole**

Duncan joined the Foundation in May 2014. He leads the Foundations' programmes and work to influence policy and practice around small charities and our selected national priorities. Before the Foundation Duncan worked for nearly nine years at Crisis.



**Director of Grants**  
**Harriet Stranks**

Harriet looks after our grant making across England and Wales from initial approach, through application and assessment to approval and monitoring. Prior to joining us in 2012, Harriet was the Regional Manager for the North of England for BBC Children In Need for nine years.



**Director of Development**  
**Jill Baker**

Jill brings together all aspects of the Foundation's work to help strengthen small and medium-sized charities and the distinctive contribution they make to society. Jill has over 30 years' experience of working in the charity and local authority sector specialising in social care, criminal justice and community development.



Click the icon to read more about our team

# What we're looking for in a Trustee

Along with a new Chair we are looking to appoint a new trustee who will bring a commitment to the Foundation's mission and values and complement the range of skills and experiences of our Board. We would welcome applicants with management level experience of working within the community and voluntary sector or with broad experience working maybe as a trustee, volunteer, service user, campaigner or other role. This does not preclude individuals from charities in receipt of grants from the Foundation, subject to conflicts of interest being explored at interview.

## Responsibilities

The Foundation's Board is ultimately accountable 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 duties of a trustee include:

- 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 document by developing and agreeing a long-term strategy
  - defines its goals and evaluates performance against established targets
- safeguarding the good name and values of the organisation
- ensuring the effective and efficient administration of the organisation, including having appropriate policies and procedures in place
- ensuring the financial stability of the organisation and ensuring the proper investment of the charity's funds.

In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the Board of Trustees reach sound decisions. This may involve scrutinising board papers, directing discussions, focusing on key issues, providing advice and guidance on new initiatives, or other issues in which the trustee has special expertise.



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

The successful candidate will ideally be able to demonstrate the majority of the essential criteria:

### Essential

- knowledge of working in or with front-line small and local charities helping people overcome complex social issues
- the ability to think strategically and creatively
- the ability to support and challenge constructively
- demonstratable experience and a strong commitment to equity, diversity and inclusion and the ability to recognise and effectively challenge discrimination and bias in its many forms.

### Desirable

- personal experience of living with multiple disadvantage
- grant making and/or leadership in a not-for-profit organisation
- an appreciation and willingness to learn about the legal duties, responsibilities and liabilities of trusteeship.

### Personal style and behaviour

- being able to work with integrity, tact and diplomacy, with the ability to listen and engage effectively
- strong inter-personal and relationship-building abilities
- able to demonstrate personal potential to adapt, learn and develop.



Is trusteeship for me?  
Take our quick quiz

I'm passionate about community and the charitable sector

I have relevant experiences and skills to share

I have the energy and capacity to lean into the role

I work well as a decisive, close-knit team

I have a deep passion for small charities and complex social issues

I'm able to dedicate up to two days a month to Trustee duties

I can commit to a full three year term

**Ticks across the board? Continue on for more information and how to apply**



# Ready? All aboard

## Life on the Board of Trustees

A common misconception is that decisions about the Foundation are made by the Lloyds Banking Group. Whilst we enjoy a close relationship with the Group, we operate independently with decisions made collectively by the Board of Trustees.

The role of the Board is strategic and ambassadorial with the day to day running of the organisation delegated to our Chief Executive Paul Streets and his team. We're looking for an active and inquisitive Trustee — to ensure we meet our ambitions to be a more valuable and effective funder.

### Duties of the Board include:

- Ensuring that the Foundation complies with its governing document, charity law, company law and any other relevant legislation or regulations.
- Ensuring that the Foundation pursues its agreed mission.
- Contributing actively to the Board of Trustees' role in giving clear strategic direction to the organisation, setting overall policy, defining goals and setting targets and monitoring and evaluating performance against agreed targets.
- Safeguarding the reputation and values of the organisation.
- Ensuring the financial stability, probity and sustainability of the organisation.
- Protecting and managing the property of the charity and ensuring the proper investment of the charity's funds.
- Appointing and monitoring the performance of the Chief Executive.
- Representing the Foundation as appropriate.

In addition to the above statutory and regulatory duties, each Trustee should use their specific skills, knowledge and experience to help the Board reach sound decisions.

This may involve:

- Scrutinising Board papers.
- Participating in specialist sub committees of the Board such as the Audit, Investment and Risk Committee and Grant Panels.
- Leading discussions which focus on key issues.
- Providing advice and guidance on new initiatives and contributing on issues where the Trustee has special expertise.



Darren Knight, Trustee,  
Lloyds Bank Foundation

**Darren Knight is the Chief Executive of small but vital charity George House Trust that provides services and support to people living with and affected by HIV. Prior to that, Darren was the Chief Executive of Bolton CVS for five years. He joined as a Trustee of Lloyds Bank Foundation in February 2020.**

### What motivated you to join the Foundation Board?

I wanted to join the Board as I was inspired by the focus of Lloyds Bank Foundation. As a Charity Chief Executive myself, the work of the Foundation in supporting small and local charities to find and use their voice, providing unrestricted funding and supporting organisations to develop is my mantra, so giving time to an organisation that is genuinely committed to doing the same is a pleasure.

### What areas/issues really sparked your imagination whilst on the Board?

Whilst I've been on the Board, a lot has happened. Another global pandemic (let's not forget HIV); an awakening to the inequality that exists across the country and of course Brexit. The country feels divided and everything is harder than it needs to be for so many people and Lloyds Bank Foundation invests its resources, time and effort in so many amazing organisations at the coal face, because that's what's needed. I'm proud to be part of an organisation that is both credible and ambitious; two of the organisation's values that really resonate with me.

### Is there one initiative or solution arrived at that you're particularly proud of whilst on the Board?

There are many initiatives to choose from that are inspiring; the commitment to funding complex social issues and influencing for change to tackle systemic exclusion. Increasing the grants distributed through the Racial Equity Fund and of course the Covid Recovery Fund, the engaging and captivating research and the one thing that really sticks out for me is Lloyds Bank Foundation recognising the role of local infrastructure organisations and their essential role in supporting small and vital charities to engage in place shaping within local ecosystems. I feel that identifying the importance of local infrastructure and funding it demonstrated real leadership in the funder environment.

### What advice would you give someone looking to join the Foundation Board?

The advice I'd offer to anyone joining the Board is 'think big' and be your authentic self. The leadership and staff team are amazing and work tirelessly to make a difference and the trustee role is to create the conditions for them to thrive so that Lloyds Bank Foundation can support small and vital charities to do the magic that they do.

# Terms of appointment

## Length of appointment

Trustees serve a three-year term and are eligible for re-appointment for a second term of three years.

The role requires a time commitment of up to two 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 we plan to meet twice a year in-person and twice a year virtually.
- individual availability and membership of sub Committees.

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.](#)

## 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

Tuesday 17 May 2022, 2-6pm (Board meeting)

Wednesday 18 May 2022, 9am-4pm (Board offsite in London)

Wednesday 20 July, 2-5pm (virtual)

Wednesday 2 November, 10am-1pm (in-person, London)

[Apply now](#)



Three volunteers cook at Asylum Link Merseyside



**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](https://lloydsbankfoundation.org.uk)

 @LBFEW

 /lloydsbankfoundation

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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