

Respect

Trustee Pack

August 2020

Message from the Chair of Trustees and CEO

This is perhaps the most challenging year we have faced in our 20 years of existence at Respect. At the same time, the need to end domestic abuse has the highest national profile it has had for a long time. We are looking for new Trustees who can help us navigate the challenges, but also harness the new opportunities arising.

Respect was created in the year 2000 when a group of practitioners working with perpetrators of domestic abuse came together to form a UK wide membership organisation. The aim was to create a national voice for work with perpetrators and to champion the importance of safe, effective, accountable practice.

Today Respect is a thriving UK charity with an income of nearly £2m per year and a staff team of 35 people.

We are determined to ensure all perpetrators of domestic abuse are held accountable, by both offering them a chance to change but also stopping them from causing harm; we provide advice and support for male victims of domestic abuse who are often overlooked and face additional barriers to get support; and we develop services for young people who are abusive to family members and carers, and in their relationships. Everything we do has one key aim: to increase survivors' freedom, safety and 'space for action'¹.

We are very proud of the difference we have made over the last 20 years, tirelessly making the case for perpetrators to be held to account, and directly addressing the wider social changes that are needed to transform attitudes and ensure violent and controlling behaviours are no longer acceptable. We believe this is the only way that we can stop domestic abuse.

Momentum for social change has been building, helped by recent global movements like #MeToo, #TimesUp and #BlackLivesMatter, and by prominent cases widely reported in the media. The need to intervene pro-actively with domestic abuse perpetrators is finally

¹ An exploration of this concept can be found [here](#)

being properly recognised, and is reflected in the Domestic Abuse Bill, currently passing through Parliament.

But there is still so much more to do. Respect, with our Drive project partners SafeLives and Social Finance, led a [Call to Action](#) in January this year asking the government to lay out a perpetrator strategy which holds perpetrators fully to account and provides sustainable funding to support this work. It was signed by over 80 organisations from across the domestic abuse sector and beyond including Women's Aid England, Welsh Women's Aid, Refuge, Shelter, Barnardo's, Lloyd's Bank Foundation, the Local Government Association and a number of Police and Crime Commissioners.

Like many charities, the recent COVID 19 crisis has hit Respect hard. There is uncertainty about our regular sources of core income, whilst at the same time we are seeing a huge increase in demand for our services – in particular significantly higher volumes on our helplines, a greater need for support for our members and new demands for our policy and practice advice. We are very concerned about the heightened risk of domestic abuse in the current lockdown and are working hard with our members and partners to ensure services adapt to meet the new and increased need. But the crisis has also put a spotlight on domestic abuse and there is a new willingness to provide resources and take action, and we are determined to capitalise on this for the longer term. Respect's profile is growing because of our adaptability, expertise and pioneering approach, as well as the strong and influential partnerships we've developed across the sector.

At the same time as delivering on our core work we are looking to develop as an organisation. We are working on an ambitious strategy that strives to work beyond responding to the individual, we want to drive system and societal change too. This includes analysing how we work as an organisation and what we need to do to centre minoritised and marginalised groups to ensure our practice and services meet the needs of our society into 2021 and beyond.

It is therefore a very exciting time to be joining Respect. You will be joining the charity as we emerge from the crisis, and at the start of the creation of our strategy for 2021 – 2024 when we will decide our priorities and set out our roadmap to achieve them.

Unusually in the domestic abuse sector, Respect has a mixed sex staff team and Board of Trustees. This is your chance to work with a diverse team that is passionate about men and women working together to end domestic abuse. We're looking to increase diversity among our Trustees and bring new expertise into the Board so that we can drive sustainable growth, effectively meet the needs of our diverse service users and make real in-roads to putting an end to domestic abuse.

We are an inclusive charity, committed to ensuring our Board and staff group reflect the diversity of the people we serve. We warmly encourage applications from individuals from a wide range of backgrounds and across all the protected characteristics.

Thank you very much for your interest in Respect.

Sarah Mullen & Jo Todd
Chair of Trustees & CEO.

"When I was asked to join the board, I wasn't really sure what it would entail. It is a serious commitment and I wanted to do it justice. In embracing the opportunity, I hope that I have demonstrated that the board made the right decision in asking me, while I have certainly gained so much myself in knowledge, experience, skills – and friendship!"

"Being a trustee for Respect is one of the most fulfilling things I have ever done. I became a trustee because I wanted to give something back and use my skills and knowledge for a cause that I felt was both massively under-resourced and little understood or acknowledged. The reality is that I am still learning, both from my fellow trustees and from the Respect staff, and the joy of being a trustee is working together as a team to achieve our mission."

About Respect

Respect is a pioneering UK domestic abuse organisation leading the development of safe, effective work with perpetrators, male victims and young people using violence in their close relationships. Respect supports frontline organisations across the UK, so that together we can end domestic abuse.

Respect's purpose is to make all perpetrators of domestic abuse visible and accountable, by offering them a chance to change but also stopping them from causing harm. We want to prevent people, including young people, from becoming perpetrators. Respect also supports male victims of domestic abuse. Everything we do is to increase survivors' freedom, safety and space for action.

Respect's work is wide ranging: we campaign to improve policy and practice and to ensure that perpetrators are held to account; we offer accreditation to ensure specialist interventions are safe and effective; we provide training, events and support for individuals and organisations working in the sector; we operate the Respect helpline for perpetrators, and the Men's advice line for male victims of domestic abuse; we support up-to-date research undertaken by specialists in the field; we use our expertise and influence to help shape government legislation and policy and we fundraise to ensure important work continues to happen. We have a number of strategic partnerships with the public sector and other organisations working in the field to develop innovative, multi-agency and community based interventions.

Strategic plan

We are developing our next 3 year strategy for 2021–24. It is a work in progress which new Trustees will have the opportunity to influence, but to give you a flavour of some of our key priorities:

Minoritised survivors at the centre: We will seek new partnerships to develop services for perpetrators, male victims and young people which particularly meet the needs of, and centre, survivors from minoritised and marginalised communities.

Learning and development: We will continue to learn, working with researchers to build the evidence base, and developing and promoting best practice.

Innovation: We will build on our experience of responding to gaps in practice and service provision by continuing to innovate and further develop the sector, with safe, effective, quality responses.

Sector support and collaboration: We will invest in our already successful partnerships and develop new partnerships with members, sector partners, academics, statutory sector colleagues and funding and commissioning bodies.

Systems change: We will develop our capacity to bring about systems change, transforming national and local government and statutory services' policy and practice. We will press for adequate funding and improved commissioning to address the needs of the whole cohort of perpetrators, male victims and young people.

Campaigning for social change: We will grow our ability to transform society's understanding of, and response to, domestic abuse, switching the focus from victim blaming to perpetrator accountability and promoting healthy relationships.

A full range of responses: We will build on our work developing grass roots, community-based approaches, behaviour change responses and interventions for those causing high levels of harm and posing high risk.

As a Trustee you will have the opportunity to shape the future of a unique charity and work with other Trustees and the staff team to ultimately help us reach our goal of ending domestic abuse.

We welcome applications from first-time Trustees. Full support and induction will be provided, with a Trustee buddy and SLT link person. This is an unpaid role, but we provide expenses for travel, subsistence and childcare as needed to ensure everyone is able to fulfil their Trustee role regardless of income.

We are particularly looking for people who can offer skills, knowledge and experience in one or more of the following areas (see Job Description below for more details):

- Fundraising
- Practitioners, researchers or advisers in the field of working with perpetrators of domestic abuse
- Experience of working in similar sized (approx. £2–3m) charities or not-for-profit organisations
- Business development experience in similar sized organisations
- Digital and tech development in similar sized organisations
- Experience of working with boards and/or leadership teams on diversity and inclusion

We would particularly welcome applications from individuals from a wide range of backgrounds and across all protected characteristics², particularly from people from the following under-represented groups on the Board:

- Black and minoritised people
- Disabled people
- Young people (under 35)

We always welcome and support applications from those who have personal experience of domestic abuse.

Trustee Duties and Responsibilities

Trustees are collectively responsible for everything the charity does. This includes ensuring the charity focuses on its mission, achieves its strategic objectives, and remains financially stable.

In practice the day to day running of the organisation is delegated to the Chief Executive Officer (CEO) and her Senior Leadership Team (SLT). The CEO and SLT also develop Respect's strategic objectives, plans and budget, for the approval of the Board.

² A list of protected characteristics can be found [here](#)

Statutory Duties

- Ensure that Respect complies with its governing document, charity law, company law and any other relevant legislation or regulations
- Ensure that Respect pursues its mission, as defined by the objects in its governing document
- Ensure Respect uses its resources exclusively for the delivery of its mission (the charity must not spend money on activities which are not included in its objects, no matter how worthwhile or charitable those activities are)
- Contribute actively to the Board in giving firm strategic direction to Respect, setting overall policy, defining goal, setting targets and evaluating performance
- Safeguard the good name and values of Respect
- Ensure the effective and efficient administration of Respect
- Ensure the financial stability of Respect
- Protect and manage the assets of the charity and ensure the proper investment of the charity's funds
- Appoint the CEO and monitor their performance

Trustee Job Description

We are particularly looking for applications from individuals who have specific skills and experience in the following areas, and can act as an adviser to the CEO and the Board on one or more of these issues:

Fundraising strategy and practice

- Oversee the development of Respect's fundraising strategy to grow and diversify its funding sources
- Support fundraising activities with a particular focus on increasing unrestricted funding through public and corporate avenues
- Advise on performance monitoring and targets for fundraising
- Act as an ambassador for Respect, representing the charity and facilitating networking opportunities with potential donors, trusts and corporations

Working with perpetrators

- Share skills and knowledge from practice and/or research to improve the quality of our work

- Provide access to a network of contacts in the sector and be able to act as a voice for those in the sector to enhance our knowledge of practice
- Bring sector insights from those delivering local services to perpetrators, young people and/or male victims

Similar sized charities or not-for-profit organisations

- Advise on best practice for similar sized charities or not-for-profit organisations
- Share expertise on governance, management, change and performance management
- Provide sector comparators and advise on charity sector trends

Business development in similar sized commercial or charity organisations

- Support the development of Respect's business model
- Share expertise on governance, project management, delivering change, performance management, small contract management
- Advise on income generation

Digital and tech development in similar sized organisations

- Provide strategic advice on digital policy development, including the use of technology to improve our services and communications and reduce costs
- Advise on digital trends, opportunities and risks
- Advise on the use of tech in communications and fundraising

Experience of working with boards and/or leadership teams on diversity and inclusion

- Provide strategic advice on diversity and inclusion across the organisation, including human resources, governance, service delivery, development
- Sit on our Black Lives Matter working group and work with other members of the group to drive change across all areas of Respect's work

Other duties

In addition to the above, each Trustee should use any specific skills, knowledge or experience they have to help the Board reach sound decisions. This may involve:

- Scrutinising Board papers
- Leading discussions
- Focusing on key issues
- Providing guidance on new initiatives
- Supporting or mentoring staff
- Other issues in which the Trustee has special expertise.

Time Commitment

We are looking for individuals who are able and willing to commit to a period of at least 3 years as a Trustee.

Each year Trustees are expected to prepare for and attend 4 Board meetings, one away day and our AGM, and to take active part in at least one subgroup.

Board meetings usually take place between 1–5pm at our office in East London (though at the moment these are held remotely).

Subgroups meet 4–5 times per year, usually by Zoom or Teams lasting 1.5 hours each.

Our subgroups are:

- Sustainability – focus on finances, funding and governance
- Influence – focus on communications, fundraising and public affairs
- Development – focus on practice, sector support and project development
- Black Lives Matter – focus on tackling white privilege, white supremacy and racism, this is a group with representation from the Board and whole staff team and an action plan across all of the organisation's work

You will need to be available to meet with and give advice to the CEO and other members of the SLT, by phone/Zoom/Teams or in person and to liaise with the Chair and other Trustees and stakeholders, as needed.

Attendance at one or two Respect external events per year is also encouraged.

In total the time commitment is expected to average at 1–2 days per month.

Application process: please complete the application form

Trustee Person Specification

You will have:

- Willingness and ability to devote the necessary time and effort to meet the duties and responsibilities of the post
- Strategic vision
- Good, independent judgement
- Ability to think creatively
- Good communication and interpersonal skills
- Ability to speak your mind with tact and diplomacy
- Ability to work effectively as a member of a team
- Commitment to, and willingness to work in accordance with, Respect's values and standards and the Nolan's seven principles of public life as outlined in the Trustee Code of Conduct: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship