

## Information Pack – Three new Trustees

Please find in this pack:

- Welcome from Paddy Sloan, Chair of Trustees
- Background information
- Trustee role descriptions
- The qualities, abilities and skills we need
- The process (accessibility, timetable and how to apply)
- Link to the [Equal Opportunities Monitoring Form](#)

We are committed to best practice and accountability in equity, diversity and inclusion. We value, welcome and respect all the differences that make us who we are including: age, cultural background, disability and mental health, ethnicity and race, gender, gender identity and expression, sexual orientation including LGBTQI+ identities, neurodiversity and socioeconomic background.

We are a Disability Confident employer.

This document is available in large text.  
If you require this or an alternative format,  
please [contact Allyson Davies](#).

More information on the Legal Education Foundation can be found [here](#).

If you would like an informal discussion about the roles, please contact Allyson Davies at [ad@allysondavies-consultant.com](mailto:ad@allysondavies-consultant.com) or call 07968 556164.

## Welcome from Paddy Sloan, Chair of Trustees

Thank you for your interest in LEF. We are a social justice foundation established in 2012 with assets of around £300m. We use our grantmaking and our wider work to strengthen communities to use and shape the law for social justice.

For us, being a social justice funder means seeking to create a fair and equitable society where everyone has access to resources, their rights are protected and extended, and they can participate meaningfully in shaping the systems that affect their lives. As a result, our work involves strengthening the power of individuals and communities to tackle the root causes of injustice. In this, we see a role for the law that is deeply integrated with social movements and grassroots activism.

Our strategic goals reflect our ambition to build the long-term stability and effectiveness of organisations and leaders in our sector. Our focus is on organisations that are working towards change through sustained organising, coalition building and advocacy efforts. This may be at UK-wide, national, regional or local authority level.

Our Board is responsible for the good governance and strategic direction of the Foundation. The trustees are supported to deliver their responsibilities by a committed and skilled staff team of 26 professionals who bring a wealth of expertise, knowledge and experience. We are looking for up to three new trustees across a range of roles. This is an important time to join us as we get ready to launch our next five-year strategy in summer 2025.

Our current trustees bring a range of perspectives and provide expertise alongside their commitment and energy. We work by consensus in a collegiate manner. Meetings are stimulating, instructive and respectful and I find my colleagues on the Board to be great company. As a group of trustees, we are experienced and supportive, and you do not need to have had previous trustee experience to apply. If you have an interest in our work and would like to offer your commitment and experience, we would like to hear from you.

In this pack you will find all the information you need to apply for the role. If you would like to have a preliminary conversation before applying, please email Allyson Davies [ad@allysondavies-consultant.com](mailto:ad@allysondavies-consultant.com).

Many thanks for your interest.

Paddy Sloan, Chair

## Background Information

### Summary

We are seeking up to three new trustees to contribute to our mission to strengthen the power of communities to use and shape the law for social justice. In this recruitment round, we are prioritising candidates with lived and learned experience in one or more of the following areas:

- **Frontline social justice work:** Direct lived and learned experience of working in frontline social justice organisations, addressing issues such as poverty, homelessness, immigration, violence, or discrimination, and understanding the systemic barriers that perpetuate inequality.
- **Lived experience of social justice issues:** Personal lived experience of the challenges or communities the Foundation supports, including knowledge of the structural obstacles that undermine social justice.
- **The UK immigration system:** Lived and learned experience of the UK immigration system reflecting our focus on immigration through hosting the Justice Together funder collaboration.
- **Strategic communications and influencing:** Expertise in policy and strategic communications, particularly within the not-for-profit sector, to help shape an organisation-wide approach that enhances our influence and impact.
- **Progressive grantmaking:** Experience in equitable, inclusive grantmaking that builds trust and responsibly uses the power of funding to drive change.

### Overview

Our work as a charitable foundation began in 2012 with our charitable purpose framed around legal education and study of the law. From the start, we asked “Why does it matter that people can understand and use the law?” This brought us to the role of law as a tool for social justice, and this has been the common thread in our development since then. We are now one of the largest social justice funders in the UK, and one of the only to focus on the specific role and potential of the law.

We currently distribute around £6m a year through our own grant programmes. Grants cover different areas of law, issues and parts of the community. Areas of law include human rights, employment, housing, discrimination, children’s rights, community care, education, immigration, asylum and public and administrative law. Particular issues or communities include racial justice, gender justice including violence against women and girls, disability justice, tenants, workers, migrants, refugees and children.

Our grantmaking approach is based on the principles of open and trusting grantmaking and over our current strategy we have intentionally increased grant sizes and length of grants, reduced our application and reporting requirements, and increased the number of grants being awarded to user-led organisations.

We also support the organisations we fund in a variety of other ways including providing access to training, consultancy and networking to promote exchange, learning and collaboration, and we have supported our grant partners, and used our own learning, to influence others.

Some particular milestones over our development include:

In 2014, we established the Justice Fellowship to support the next generation of social justice lawyers. This has gone on to support over 160 new lawyers in our field who are using their skills and networks to bring about social change. Over 90% of JFF graduates remain in legal roles using law for public benefit and we are committed to continuing to support our alumni over the long term.

In 2016, we began proactively building a grants programme to support civil society in all four nations of the UK to respond to the UK's decision to leave the EU. This recognised the profound legal and constitutional changes brought about by Brexit and the fundamental changes to UK institutions and the exercise of public power.

In 2018, the Foundation initiated a special initiative on data and evidence in the justice system which played a significant role in developing a digital strategy for HM Courts & Tribunal Service, a publicly accessible repository of court judgements at the National Archives and a permanent Data Governance Panel in the Ministry of Justice.

In 2019, we established Justice Collaborations as a subsidiary of the Foundation to host our first major funder collaboration, Justice Together, aimed at transforming access to justice in the UK immigration system. Since then, we have made grants to a total of 124 grant partners across advice, representation and influencing. The programme reflects a deep commitment to delegating power and agency to people with lived experience of the UK immigration system. The grants committee for this initiative has a majority of people with lived experience of the immigration system.

In 2020, we broadened our charitable purpose to include promoting sound development and administration of law, recognising that this was necessary to support the active, energetic role we wanted for legal education.

In 2020 we were founder-partners of the Community Justice Fund which went on to raise and distribute £47m to legal organisations to help deal with the impacts of the Covid-19 pandemic.

In 2020 we began a programme of work on anti-oppression and how this is reflected in our values, behaviours, workplace and grant making. This is now a set of activities across all areas of our organisation which we call Power, Culture and Inclusion. This is described in more detail below.

In 2023 we instigated work looking at models of using law that put control in the hands of community, strengthening the power of those most affected to

challenge injustice and protect and extend rights. This is at the heart of our next strategy.

In 2024 we began work to align our investment strategy with our mission. We are working with our asset managers, investor coalitions and our grant partners to identify where we can use our influence as an investor to bring about more progressive practice, regulation and policy in areas such as worker rights, and racial and gender justice.

Our current strategy runs to 2025, so we are in the process of developing a new strategy for 2025-2030. This work has involved inputs from staff, board, grant partners, funders and a paid Advisory Group made up of experts from the field who worked with us over the past 18 months. The new strategy will accelerate our direction of travel in what and how we fund, building on the successful work that we are currently supporting. We will also draw on lessons from our current strategy and the challenging environment the sector operates in.

More information about the Foundation and its current strategy is available [here](#).

### **Our values**

**Trust** - We trust and value our partners' and colleagues' lived and learned experience. We work to be trusted by being open and honest, and acting with integrity.

**Solidarity** - We stand with those taking action to bring about collective benefit. We commit ourselves and our resources to building relationships that centre wellbeing, accelerate change and build power.

**Inclusion** - We work to be representative of and accountable to the communities we work with. We challenge systems and structures, including our own, that create and perpetuate oppression, discrimination, inequity and exclusion.

**Courage** - We are not afraid to challenge injustice.

**Reflection** - We take seriously the complexity of the issues we are tackling and the importance of learning from communities that are affected. We reflect and act on our learning.

### **Our governance structure**

Our main board is supported by three committees – Grants & Learning, Investment and Finance, Audit and Risk. Any trustee is welcome to join any committee, and all trustees are welcome to attend any committee to observe its work.

Our subsidiary, Justice Collaborations (JC), has its own board made up of LEF trustees and two independent directors. JC hosts the Justice Together Initiative, which has its

own grants committee that oversees this work, and which is made up of members of the JC board and three paid external members with lived and learned experience of the UK immigration system.

Our Board has been completely renewed since LEF was founded. New trustees will join at an exciting time for us, and can look forward to:

- Being part of an organisation that is honing the mission and thinking strategically about how best to support communities to use the law in the most impactful ways to bring about social justice.
- Taking part in an evolution in how we communicate our work and the work of our partners to maximise influence and share best practice with other organisations and groups.
- Working with the team to think through power dynamics in the organisation and how they impact governance, decision making and lived experience.
- Driving the decision-making process for how grants are made and where our grants programme can be most impactful.
- Driving the process to align our mission with our investment policy.
- Thinking through more creative options for how we use our operating budget and capital to enable the work and sustainability of our partners.

### **Power, Culture and Inclusion**

As a funder we are committed to shifting power in the systems that we are part of. Through a process of learning about anti-oppression, developing our values and behaviours, we want to build the best workplace and grant making culture.

We call our approach Power, Culture and Inclusion (PCI). The work is led by a member of our staff team along with a cross-organisational working group. This recognises the need for dedicated capacity to coordinate and deliver the scale of our ambitions.

- **Power** signals our commitment to using our own power to confront injustice and the power imbalance in the grantmaking system. It puts voices of those with lived experience of injustice front and centre.
- **Culture** reflects the transformation we are going through in our learning, behaviour and attitudes, and that we want to build the best grant-making environment.
- **Inclusion**, alongside diversity and equity, is also central to this work and speaks to our responsibility to be representative of and accountable to the communities we work with.

We value, welcome and respect all the differences that make us who we are including: age, cultural background, disability and mental health, ethnicity and race,

gender, gender identity and expression, sexual orientation including LGBTQI+ identities, neurodiversity and socioeconomic background.

Our approach to PCI is a central aspect of our strategic thinking and processes as we do our work, now and in the future. You can find out more about our PCI action plan on our website here. [Power, Culture and Inclusion | The Legal Education Foundation](#)

### **Lived and learned experience**

We are committed to being powered by both lived and learned experience of the issues we address, recognising the value these perspectives bring to our work. We have been developing this approach through a careful process of outreach and redesign of grant making and governance processes and have seen the value of this in terms of engagement and decision making. Strengthening this approach at board level will help further deepen understanding of the challenges and opportunities faced by frontline organisations and social movements.

- Personal lived experience of the issues the Foundation addresses, such as navigating structural barriers in areas that might include housing, income, care, education, employment, immigration, asylum, and where these intersect with structural racism, disablism and other forms of discrimination.
- Learned experience from working in frontline social justice organisations, offering valuable insights into the perspectives of this work and the ultimate beneficiaries.

Across all our recruitment, we are actively seeking trustees and staff whose expertise and skills are enriched by lived and learned experience of social justice issues in the UK, particularly where these experiences have been used to drive social change.

There is no expectation for candidates to disclose details of personal experiences at any stage of the process or during their work as a trustee.

### **Priority areas of experience for this recruitment**

In this trustee recruitment round we are keen to hear from people who can bring experience across the following areas. Candidates may be able to address more than one area, but this is not required.

**Front-line social justice work:** Candidates with direct lived and learned experience of working in frontline social justice organisations, including an understanding of the structural barriers that prevent equal treatment and undermine social justice. Whether through paid or voluntary work, we welcome people who have worked with communities impacted by issues such as poverty, homelessness, immigration and asylum, violence, or discrimination based on protected characteristics.

**Lived experience of areas the Foundation operates in:** Candidates with direct lived experience of the issues, or areas of law, or communities which we seek to

support in our grantmaking, including an understanding of the structural barriers that prevent equal treatment and undermine social justice.

**The UK immigration system:** Reflecting our hosting of the Justice Together Initiative, we are looking for a trustee with lived and learned experience of the UK immigration system who will also sit as one of the LEF board representatives on the board of our subsidiary Justice Collaborations.

**Strategic communications and influencing:** We are looking to strengthen the Foundation's Influencing approach, including our work on policy and strategic communications. This trustee role will support the Foundation to develop an effective organisation-wide strategy to make policy influencing and strategic communications integral to achieving our vision, mission and values. We are looking for someone who has worked in the not-for-profit sector or related area of public policy in public affairs and communications roles and has a commitment to improving public policy in line with the vision and mission of the organisation.

**Progressive grant-making:** We want to be a genuinely inclusive funder. The ideal candidate will help the Foundation's grantmaking to be bold, energetic and creative in response to the needs of directly impacted communities and movements. Candidates should have experience of the design, administration and governance of grant programmes that are equitable, seek to build trust and exercise the power that comes as a funder responsibly.

### **Essential skills and experience across all roles**

Candidates are asked to demonstrate the following:

- Commitment to the Foundation's vision, mission and values.
- Experience across one or more of the priority areas of experience outlined above.
- The ability to work effectively and collegiately in a board setting.
- An understanding of the non-executive role and how it can be used to guide and support the Foundation's staff, including a commitment to prepare for, attend and contribute to meetings.
- Understanding, awareness of, and commitment to, the principles and practice of equity, diversity and anti-oppression.
- Acceptance of the legal duties, responsibilities and liabilities involved in trusteeship.

The Foundation is open to candidates seeking their first board position and support and training and a comprehensive induction will be provided by the Foundation to help new trustees feel confident in the role. We would also like to increase representation on the board from around the UK, especially Wales and the North of England.



## **Responsibilities**

This is what being a trustee involves:

Shaping and approving our vision and strategy.

Making decisions that support our mission and reflect our values.

Ensuring we follow the law and any relevant rules, such as safeguarding and meeting requirements on documents such as annual reports and financial records.

Overseeing our budget and spending to make the best use of our resources.

Making sure our funds go towards our mission and are used wisely.

Identifying and mitigating risks to the charity such as financial and operational challenges or reputational risks.

Putting good policies and procedures in place to protect the people and things we rely on.

Always putting the charity first and avoiding situations where your personal interests might conflict with its needs.

Helping our staff team feel valued and effective in their roles.

Assessing how our staff leadership is performing and offering support or guidance when needed.

## **Time Commitment**

We have four board meetings a year, usually held in March, June, October and December. The meetings generally are for two and half hours, with the exception of the March meeting which is a full-day. The December meeting is followed by an informal dinner together. Meetings generally are held between 4pm and 6.30pm. In addition, each year we have three training and development sessions where trustees can look more deeply together into an area of our work. We sometimes need to contact trustees between formal meetings for input over email.

Each board meeting requires reading and preparation time to enable a full contribution to the meetings. The meeting papers are divided into sections for decisions and for information. Across a year, we estimate preparation and participation in board meetings involves around 32 hours.

Trustees are also invited to join at least one committee. Committee meetings range from between three to four meetings a year depending on the committee and also require reading and preparation time. Across a year, we estimate preparation and participation in committee meetings involves around 18 hours.

## **Location**

The Foundation's office is in Alfred Place, London, WC1E 7EB. Meetings are a combination of in person and online. We think in-person whole board meetings work

best but committee meetings can be attended online, and we are able to support any issues around access.

### **Expenses and Access**

All travel, subsistence and childcare expenses relating to duties and responsibilities are reimbursed.

We are committed to enabling trustees to attend meetings and can provide support to cover expenses such as taxi fares, BSL interpreters, etc.

### **Length of appointment**

Trustees are appointed for three-year terms, up to a maximum of nine years.

## The Process

### Accessibility

The Foundation is committed to making our processes barrier-free and as accessible as possible for everyone. This includes making adjustments or changes for disabled people, neurodiverse people or people with long-term health conditions. If you have any access requirements or would like us to do anything differently during the application, interview or assessment process, including providing information in an alternative format, arranging for BSL interpretation, building access, seating requirement etc, please contact Allyson at [ad@allysondavies-consultant.com](mailto:ad@allysondavies-consultant.com), or Belinda Berry at [belinda.berry@thelef.org](mailto:belinda.berry@thelef.org).

We guarantee any applicant who informs us in their cover letter that they are disabled will be offered an interview if they meet the role requirements, as set out in the skills and experience section above.

A group consisting of the Chair of Trustees along with three current trustees and a recruitment consultant is overseeing this recruitment process, with support from the CEO.

People invited for interviews will be provided with the questions 24 hours in advance of their meetings.

For an informal and confidential discussion about the role, please contact our partner **Allyson Davies** via 07968 556164 or [ad@allysondavies-consultant.com](mailto:ad@allysondavies-consultant.com)

### Timetable

Deadline for Expressions of Interest	10 February 2025
Screening interviews (on Zoom)	During February
Informal discussion with the CEO to answer any questions about the Foundation before interview	During February
In-person meetings at LEF's offices	10 March
Board away day	10.00am – 5.00pm, Thursday 27 March 2025

### How to express your interest

If you would like to be considered for a trustee role then please submit the following documents to [applications+LEF@allysondavies-consultant.com](mailto:applications+LEF@allysondavies-consultant.com)

- An up-to-date CV.
- A statement about why you would like to become a trustee of LEF and what you would bring to the role. This can be provided in one of three ways:

- Written A4 (up to two sides)
- Audio recording (up to five mins)
- Video recording (up to five mins)
- Names and contact details of two referees (only to be approached at the final stage of the process, and only with your express permission).
- Please state any access requirements you have.
- A completed [Equal Opportunities Monitoring Form](#)

### **Data Protection**

The personal information that you provide will be used to process your Expression of Interest. Personal information about unsuccessful candidates will be held securely for six months after the process has been completed; it will then be destroyed or deleted. If take up a trustee role with LEF the information will be used in the administration of your engagement with us. It will be kept secure and will only be used for purposes directly relevant to your post as a Trustee.