

# Director Guidance for applicants

October 2023

If you require this application pack in another format, for example in large print, please contact Tim Hopkins at the Equality Network, by email at [tim@equality-network.org](mailto:tim@equality-network.org).

Thank you for considering an application for the position of Director of the Equality Network. The documents that you need to apply for this post are:

- The application pack, which includes this guidance, introduction and background information, the job description, the person specification, and outline employment terms;
- The application form; and
- The diversity monitoring form.

Please check that you have everything, and if not, please contact Tim Hopkins at [tim@equality-network.org](mailto:tim@equality-network.org).

**The deadline for us to receive applications for this post is 5pm Friday 17<sup>th</sup> November 2023.**

If you are disabled and require any adjustment to the application process in order to be able to apply, please contact Tim Hopkins as above.

We will shortlist applicants for the position by matching the information given on the application form against the person specification for the post. We will be looking for clear evidence that demonstrates that the applicant's knowledge, skills and experience match the requirements in the person specification. Disabled applicants who meet the essential requirements of the person specification will be guaranteed an interview.

Only information that is clearly provided on the application form can be taken into account in the shortlisting process. Please note that we do

not accept CVs, and any information given on a CV cannot be considered.

In completing the knowledge, skills and experience section of the application form, you should address all parts of the person specification.

Please make clear what knowledge, skills and experience you have that is relevant to each part of the person specification, citing whatever evidence you can. We are interested in all relevant experience, not just in paid employment, for example relevant experience in voluntary or family roles.

Please edit the application form and send it to us by email to [tim@equality-network.org](mailto:tim@equality-network.org). Please also complete the diversity monitoring form and return it to us by email to [diversity@equality-network.org](mailto:diversity@equality-network.org).

Diversity monitoring forms will be handled completely separately from application forms, and no information on the diversity form will be communicated to the shortlisting or interview panel.

**Please ensure that your completed application form is sent by the deadline of 5pm Friday 17<sup>th</sup> November 2023.**

On receipt of your application form, it will be given an identifying code, and the first three pages including your name and address will then be removed, to anonymise the form before it is copied to the shortlisting panel. If you ask on the second page of the form for any adjustments to the interview process, we will contact you to discuss these.

Applicants who are shortlisted for interview will be contacted by 27<sup>th</sup> November. Initial interviews will take place via Zoom in the week starting 4<sup>th</sup> December. We will then invite selected applicants to attend a further interview in person. Expenses for this will be covered.

# Director

## Introduction and background

October 2023

The Equality Network is seeking a new Director, to head up our ground-breaking work on LGBTI+ equality and human rights in Scotland. Our Director has a key leadership role on LGBTI+ equality in Scotland, including with policy-makers, the media and the public. Working closely with the senior management team, and together with the board and all staff, the Director will ensure that we continue to play a leading role in changing Scotland for the better for LGBTI+ people.

The ideal candidate will be passionate about LGBTI+ equality. You will be a great communicator, with excellent political judgement and acumen, and the vision to galvanise the LGBTI+ equality movement to achieve real change. You will have an excellent understanding of the Scottish political context and a track record in achieving change. You will have a naturally collaborative leadership style, and a commitment to the development and implementation of organisational strategy. You will have a record of senior organisational leadership, including of financial management, fundraising and governance.

### About the Equality Network

The Equality Network is a leading national organisation working for lesbian, gay, bisexual, trans and intersex (LGBTI) equality and human rights in Scotland. Our role is to work together with diverse LGBTI people across Scotland, and with our partners, to create real and lasting change for the better.

We were set up in 1997, and since then have played a role in many advances for LGBTI equality and human rights in Scotland, from the repeal of section 28, to equal marriage, from the original Gender Recognition Act to the current campaign for non-binary recognition, from development of policy to address hate crime against LGBTI people to the introduction of the NHS Scotland gender reassignment protocol, and much more.

Within the Equality Network, the Scottish Trans project, which we established in 2007, is Scotland's centre of expertise on trans equality.

We also have some specific work focussing on equality for people with intersectional identities such as minority ethnic LGBTI people and disabled LGBTI people.

## Our role

The Equality Network's role is to work together with diverse LGBTI people across Scotland, and with our partners, to create real and lasting change for the better for LGBTI equality and human rights.

We summarise this as:

### **Creating change together – LGBTI equality in Scotland**

Our **mission statement** gives more detail:

The Equality Network works to change Scotland to deliver equality and human rights for all LGBTI people. Our work is founded on engagement with and empowerment of diverse LGBTI people across Scotland. It is based on evidence and expertise, and involves working in partnership with many others.

Our approach to this is based on our **core values** of **listening**, **inclusivity** and **respect**.

We are a Scottish registered charity (number SC037852), and our legal form is a company limited by guarantee (number SC220213).

Our charitable purpose forms the legal basis for our work. It is:

- to promote the human rights of Scotland's lesbian, gay, bisexual, transgender and intersex people,
- to promote fair and equal treatment for lesbian, gay, bisexual, transgender and intersex people in the laws, institutions and society of Scotland, and
- to provide assistance to people and organisations working in other countries, to promote equality and human rights for lesbian, gay, bisexual, transgender and intersex people in those countries.

(The third section was added relatively recently, to enable us to provide support to partners in other countries. We are at a very early stage in developing that work.)

## How we work

The main **strands of our work** are:

**Policy:** This includes the development of policy positions to advance LGBTI equality, and providing expert advice, guidance and briefings on policy for policy makers and influencers.

**Training and consultancy:** We provide training and consultancy support, on a range of LGBTI equality matters, for the public, voluntary and private sectors.

**Community engagement and development:** This includes our engagement with diverse LGBTI people across Scotland to continuously develop policy, facilitating direct engagement by LGBTI people with policy makers, and developing the capacity of and supporting networking of LGBTI organisations and people across Scotland.

**Campaigns:** This includes proactive public and media campaigning for specific LGBTI equality changes, for example the equal marriage campaign, and the campaign for gender recognition law reform.

**Research and knowledge:** This includes research into the experiences and needs of LGBTI people, and attitudes and behaviours towards LGBTI people, for example through surveys, focus groups and opinion polls, to inform our work and to add to the wider knowledge base.

**Publications:** We publish a wide range of written materials, as well as online and video material, including for example, research reports, good practice guidance, and campaign materials.

**Communications and media:** We operate the largest email and online network of LGBTI people and supporters in Scotland, providing information, and supporting engagement through email, social media

and websites, and we regularly engage with mainstream broadcast, print and online media.

**Fundraising:** Our work is funded from a variety of sources, including government and other grants, fee income from training and consultancy, and community fundraising to pay for campaigns and other work that is not funded by grants.

Our **Scottish Trans** project, which has dedicated staff members, is the leading trans equality project in Scotland. It currently involves around one third of our total resource.

In addition, all strands of our work are characterised by attention to:

**LGBTI people's real life experiences:** so that our work delivers effective changes that people want to see.

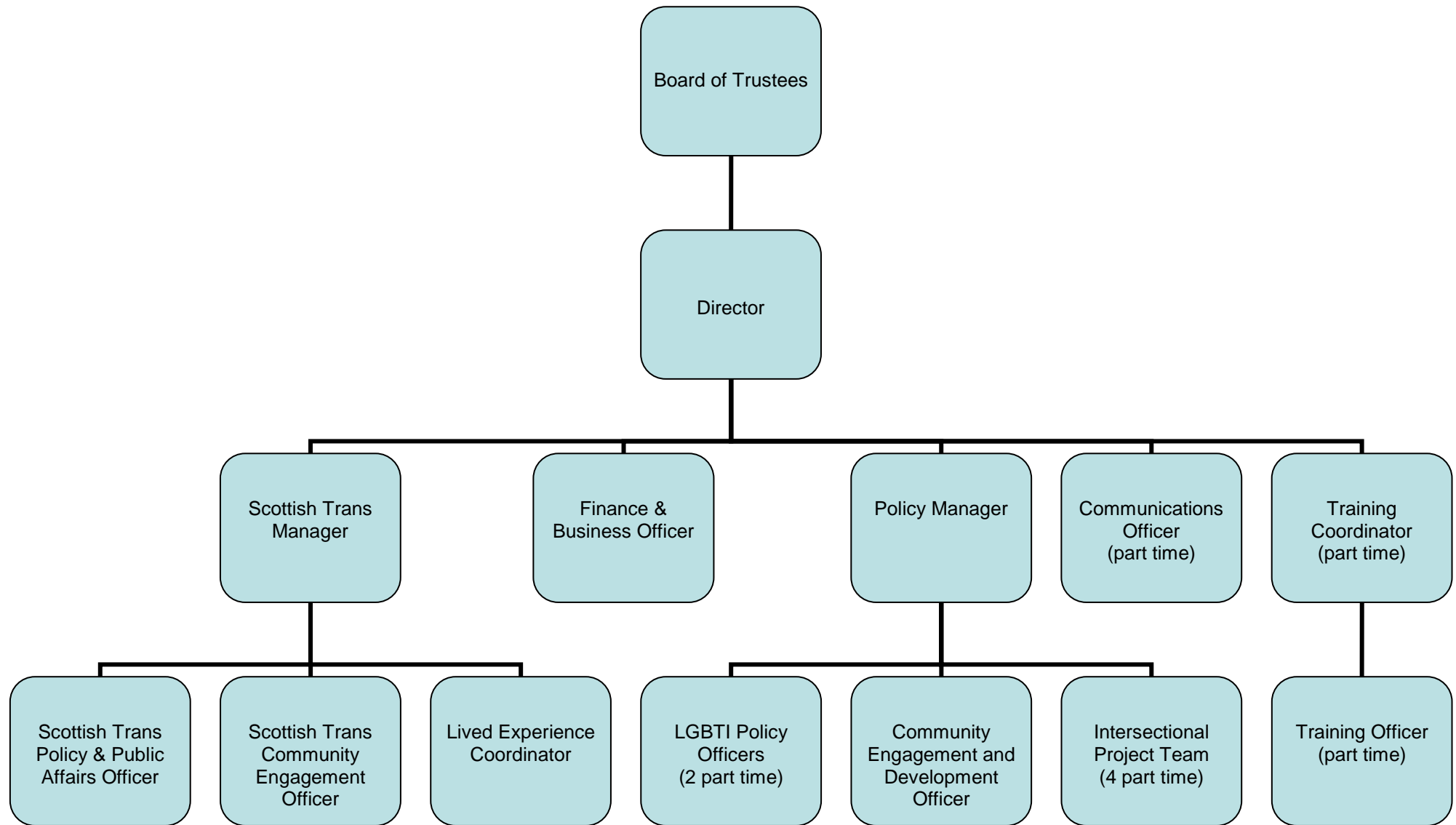
**Intersectionality:** LGBTI people with intersectional identities, including for example minority ethnic LGBTI people, LGBTI people of some religious faiths, disabled LGBTI people, and LGBTI people in rural areas, are particularly disadvantaged. We have a specific focus in our work to address this.

**Diversity and inclusion:** We work to ensure that all our activities are accessible to, and deliver for, all LGBTI people.

**Partnership:** We strongly value the benefits of delivering our work in partnership with others, including LGBTI organisations and other equality and human rights organisations, in Scotland and more widely.

**Evaluation:** We are committed to evaluating the impact of our work, both on progress towards specific identified targets, and on our strategic outcomes.

# Equality Network Organisational Chart – October 2023



# Director

## Job description

October 2023

### Accountability

The Director reports to the Board of Trustees of the charity. One member of the Board is designated line manager for the Director.

The senior management team, comprising the Policy Manager and the Scottish Trans Manager, report to the Director, as do the Finance and Business Officer, the Communications Officer, and the Training Coordinator.

### Principal role

The Equality Network has a key role in leading on LGBTI+ equality and human rights in Scotland, alongside our partners. The Director is a public face for that leadership, and therefore requires excellent judgement, and political acumen and impartiality.

The Director is the senior member of the Equality Network's staff, and is responsible to the Board for the organisation's work. We take a collegiate approach to our work, and the Director's responsibilities include: leading the organisation along with the senior management team and other staff, development of the organisation, delivery of the strategic plan, delivery of agreed funded activities, and legal compliance.

Key priorities include supporting and ensuring the well-being of our highly experienced staff team, financial management, developing a diverse range of new funding streams, leading strategic development along with our Board and staff, and ensuring that the organisation continues to reflect our core values of positive community involvement, diversity and partnership.



## Key responsibilities

### Leadership

- Be an inspirational leader for, and a public face of, LGBTI+ equality in Scotland, with excellent judgment and political party impartiality.
- Promote the Equality Network's role in delivering LGBTI+ equality and human rights in Scotland, including our values of positive engagement, accountability and partnership.
- Along with our senior management team and other members of staff, represent the Equality Network to policy makers, the media, partners and other stakeholders.

### People

- Lead, support and motivate the staff team, and line-manage the senior management team and other staff as appropriate.
- Maintain and promote our collegiate organisational culture, and processes that prioritise and promote staff well-being, engagement, diversity and inclusion, and enable staff to thrive and excel.
- Ensure that the organisation delivers high quality HR support.
- Promote staff development, reflection, evaluation and learning.
- Be accountable to the Board and support them in meeting their governance responsibilities.

### Direction

- Provide leadership and direction to our work, ensuring that it continues to push forward LGBTI+ equality and human rights, and delivers on the priorities of diverse LGBTI+ people.
- Work with the staff team to ensure that we involve LGBTI+ people across Scotland, including the full diversity of people with intersectional identities, and that our policy positions reflect that involvement.
- Work with the staff team to ensure that our policy advocacy and communications are effective and impactful.
- Work with the staff team to facilitate direct engagement and advocacy by diverse LGBTI+ people across Scotland, with policy makers and influencers.

- Ensure positive partnership working with other parts of the LGBTI+ and equality sectors.
- Evaluate potential risks to the success of our work, and work with staff and partners to mitigate these.

## Finance

- Take responsibility for the financial health and sustainability of the organisation, ensuring that budgets are met, and reserves are enhanced.
- Develop an effective fundraising strategy, to include identifying new fundraising opportunities, developing community fundraising and relationships with supporters.
- Diversify grant income to support the strategic plan, and manage relationships with funders.
- Ensure that effective financial processes and controls are in place, develop annual budgets, and report on finance regularly to the Board.

## Planning and delivery

- Together with the Board and staff, lead the development of a refreshed strategic plan, based on the priorities of diverse LGBTI+ people across Scotland.
- Match the strategic plan to available funding, and seek diverse funding to deliver it.
- Work with the Board to oversee delivery of the strategic plan.
- Support staff to develop annual workplans which deliver on the strategic plan and on agreed funded outcomes, and to deliver on those workplans.
- Ensure effective reporting on delivery, to funders and other stakeholders.
- Develop our policies and processes to ensure they are effective, compliant with legal requirements, and that risks are mitigated.
- Working with the Board, ensure that legal, financial and reporting requirements are met.

## Demands

- The Equality Network has a key role, alongside partners, in leading on LGBTI+ equality and human rights in Scotland. LGBTI+ equality is political and controversial. The Director will need to handle these issues with excellent judgement and with party political impartiality, upholding our values of positive engagement and partnership.
- The Director will require the resilience to continue our positive engagement, and to support the well-being of our staff, in the face of attacks on LGBTI+ equality and rights.
- The Director will be expected to handle a varied workload which may change rapidly in response to external events.
- The work involves meetings and other work outwith normal office hours, with time off in lieu, including occasional overnight stays. Exceptionally, this may be outside the UK, for no more than a few days.
- We have an open area office on the ground floor in Edinburgh, and we operate flexible working arrangements. The Director needs to be available to meet in person with staff and stakeholders in Edinburgh, including in the evenings and at short notice.

# Director

## Person specification

October 2023

### Essential

1. Be a leader capable of advocating for LGBTI+ equality on the national stage in Scotland, including with government, parliament, the media and the public, and of inspiring staff, partners and stakeholders.
2. Have demonstrated success in working for equality and human rights, and share the Equality Network's vision for LGBTI+ equality and human rights in Scotland.
3. Be committed to our values of positive engagement, accountability and partnership.
4. Be committed to and experienced in inclusion, including of people with intersectional and marginalised identities.
5. Have demonstrated success in senior management, including in organisational leadership.
6. Have demonstrated success in people management, and be able to lead and support our staff within our collegiate culture.
7. Have demonstrated success in financial management and budgeting, and in fundraising and maintaining relationships with funders.
8. Have experience of developing, delivering on, and evaluating a strategic plan.
9. Have experience in legal compliance, reporting requirements, risk management, and the application of effective policies and procedures.

10. Have experience of working with a Board to deliver effective governance.
11. Maintain availability to meet in person with staff and stakeholders in Edinburgh, including in the evenings and at short notice.

**Desirable but not essential**

12. Experience of working in the charity sector.
13. Experience of community engagement and involvement.

# Director

## Outline employment terms

October 2023

Please note that this is a brief outline of key terms only – the employment contract is more detailed and will be agreed with the person employed.

Place of work	Our office is at 30 Bernard Street, Edinburgh, EH6 6PR. Many of our staff work mostly from home. Office equipment is provided for staff working from home.
Employment period	This post is currently funded primarily by grants which run until 30 <sup>th</sup> September 2024. The Equality Network intends to ensure future funding to continue it.
Hours of work	Full time: 35 hours per week Working hours are flexible. It is anticipated that the majority of work will take place within normal office hours: 9am to 5pm Monday to Friday, but some evening and weekend working will be required, with time off in lieu. Overtime is not expected and overtime payments are not payable.
Salary	The starting salary will be between £46,152 and £50,558, depending on experience (this corresponds to SJC points 43 and 47). Salary increases are at the discretion of the Board and are dependent on the financial circumstances of the organisation. Salary is paid monthly in arrears, on 25 <sup>th</sup> of the month.
Annual leave	The leave entitlement is 35 paid days per year. This includes public holiday entitlement.
Notice periods	You are entitled to receive, and are required to give, at least three months' notice in writing of termination.
Pension	The Equality Network will contribute a sum equal to 8% of your salary to a pension scheme with the Equality

Network's group provider, or with another provider of your choice.

#### Sick pay

Full salary will be payable for the first 4 weeks of sickness absence, and half salary for a further 4 weeks, in any 12 month period. After working for the Equality Network for two years, this increases to 12 weeks full pay and 12 weeks half pay, in any 12 month period. Statutory Sick Pay may be payable, in accordance with the statutory rules.