



Trustee Recruitment Pack



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A note from Touchstone's Chair and CEO



Hello, and thank you for considering joining the Touchstone trustee team. As Chair of the Touchstone Board, I'm excited to welcome you to this incredible opportunity to make a real difference to the lives of those affected by the impact of mental health. Touchstone is dedicated to providing essential support, raising awareness, and driving positive change for the diverse communities we serve. But we can't do it alone – that's where you come in.

As a trustee, you'll have a key role in shaping the future of our charity, helping us grow, evolve, and make the biggest impact we can. Your contributions will help steer our strategy, ensuring we remain focused on meeting the needs of those we support, while staying true to our core values.

We strongly believe that inclusion is crucial to our success. Mental health touches everyone, and we want our Board to reflect the wide range of lived experiences, backgrounds, and perspectives of those we aim to support. We are looking for trustees who are passionate about mental health, eager to make a real difference, and ready to bring their skills, ideas, and energy to the table.

Whether your background is in healthcare, business, or you have a lived experience of mental health, your perspective will be invaluable in shaping how we work. Together, we can make a lasting difference in the lives of those who need it most.

Thank you again for your interest in this important role. We look forward to hearing from you and hope you'll join us in our mission to empower and inspire people and our communities to thrive and live fulfilling lives.

Sam Cheverton (she/her)



Thank you so much for your interest in becoming a Trustee in Touchstone. I am so pleased that you have shown an interest in Touchstone, and I hope that you apply for the role of being a Trustee.

I am very proud to be CEO of Touchstone, an organisation I started at as a service user about a decade ago. I and Touchstone are passionately committed to developing and sustaining an inclusive world class workforce which supports inclusive service delivery outcomes.

It is really important to me that everyone is able to feel comfortable to be their true authentic self at Touchstone. We are proud to have such a diverse workforce, volunteers and Board of Trustees with invaluable lived experiences and knowledge, which better enables us to meet the needs of our diverse service users.

I am open about my lived experience of mental health, including my journey through the mental health system. I'm not alone; in Touchstone there are many colleagues with lived experience who enrich what we do. We see lived experience as a huge asset and strength.

If you have any questions or queries, please let me know, my door is always open. We look forward to your application.

Be inspired and inspire others.

Best wishes

Arfan Hanif (he/him)

About Touchstone

We think Touchstone is a special place; it is of and for the communities we serve. Our passion is to secure the rights and entitlements of the people we work with.

We aim to make the areas we work in more culturally competent and better able to meet the needs of the people who live there. We are aware of our perceived position of strength as a major provider of mostly Black and Minority Ethnic services and we want to share our resources, knowledge, and position of influence with smaller, grass roots organisations.

Touchstone was born out of an identified need for friendship and community in South Leeds in 1982. A Social Worker, Sylvia Landells, and Community Psychiatric Nurse, John Clare, saw that large numbers of vulnerable people were isolated and distressed out of hours and at weekends, so they set up a “weekend club” which is what grew into Touchstone as we know it today.

Over 40 years later, we provide more than 60 mental health and wellbeing services to over 10,000 people a year across West and South Yorkshire, whilst also working across communities to grow their confidence and capacity to demand the services and positive experiences they are entitled to.

Our staff team is our greatest asset. We aim to value and support our staff to own and deliver the Touchstone vision. Staff development is crucial to quality service delivery, and we are committed to meeting our colleagues' aspirations now and into the future. Staff tell us the best thing about working for Touchstone is our diversity and our celebration of difference.

A major principle of our staff development strategy is personal responsibility and learning from our mistakes. Maintaining our organisation as a safe, just, and reflective space is one of our strategic business plan objectives and all staff are encouraged to live and honour this value.

The involvement of service users as leaders and experts by experience is also a major tenet of Touchstone's work and co-production is an embedded feature of our services.



Our Vision, Mission and Values

Vision - Inspiring communities, transforming lives.

Mission - Supporting vulnerable people and communities to eliminate health inequalities.

Values – #LIVQIRC

Leadership and learning

Integrity and respect

Value for money

Quality and continuous improvement

Inclusion and diversity

Recovery

Coproduction



Accreditations and Awards

We are proud of our diversity and reputation for excellence, and this is why you will see such a strong focus on inclusion and diversity.

In recent years, Touchstone have been awarded numerous prestigious accreditations including:

- **Winner of the Investors in People UK Employer of the Year - Achieved Investors in People Platinum Accreditation** in 2022 and 2024.
- **2nd Most Inclusive Employer** in Inclusive Companies Top 50 Employers Awards in 2024, 3rd Best Employer in 2021 and 2022.
- **4th in Stonewall's Top 100 Employers List** and achieved a **Gold Award**.
- **5th Best Charity to Work for, 58th Best Large Company to Work For, and 22nd Best Company to Work for in Yorkshire and the Humberside** by Best Companies in 2023.
- **A Top 50 'Best Company' for 10 years**, and recognised by Best Companies as being one of the best UK companies to work for 20 years running. Given a world-class three star accreditation in 2022.
- CREST Service won **National Positive Practice in Mental Health Award 2024**
- BME Dementia Service won the **Alzheimer Europe's Anti-Stigma Award 2023**
- BYL won Faculty of Public Health's Sarah Stewart Brown **Award for Public Health in 2024**
- **Disability Confident Leader**
- **Investors in Volunteers** accredited.
- **Positive about Disabled People** accredited.
- An accredited **Mindful Employer**.



Strategic Objectives

- 1) Sustain and grow high quality support services for those most vulnerable to mental health issues across Yorkshire.
- 2) Become a partner of choice and develop sustainable relationships with the statutory, public, private, and voluntary sectors.
- 3) To maintain a just, safe, and reflective culture to continuously improve our stakeholder experience.
- 4) To be an employer of choice; recognising and continuously developing our people as valued and essential leaders in the delivery of quality services.
- 5) Embed co-production to involve service users and carers in all aspects of service delivery and design.



Organisational Structure

Touchstone's leadership structure is headed by the **Chief Executive** who, with the **Senior Leadership Team (SLT)**, is responsible to the **Board of Trustees** for the operation and development of the organisation and advising the Board on strategy and policy issues.

The **4 Directors of SLT** are responsible for key areas within Touchstone:

- Finance and Resources
- Operations
- People and Culture
- Business Development and Risk

Touchstone's **Operations Leaderships Team (OLT)**, led by the Operations Directors and comprising of Senior Service Managers, is responsible for providing leadership and management support covering all of Touchstone services.



Managers and coordinators have responsibility for day-to-day operations of services, which are organised around the following 'service offer' themes:

- **Community development, preventative and peer led services.**
- **Mild to moderate needs (community)**
- **Mild to moderate needs (clinical)**
- **Intensive support needs (community)**
- **Intensive support needs (criminal justice)**

A robust risk management approach is embedded across the organisation supported by an organisational wide risk register, which is reviewed regularly by SLT, committees and the Board.

Diversity and Inclusion (2023)

Sexual Orientation



LGBTQIA+ Heterosexual

Service Users	10%	90%
Staff	27%	73%

Gender Identity



	Woman (incl trans woman)	Man (incl trans man)	Non-Binary
Service Users	49%	50%	1%
Staff	75%	21%	4%

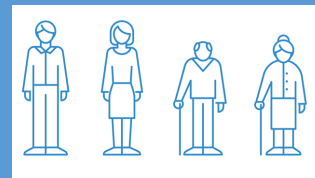
Ethnicity



BME White

Service Users	27%	73%
Staff	33%	67%

Age



	U18	18-24	25-34	35-44	45-54	55-64	65-74	75+
Service Users	3%	13%	21%	19%	16%	11%	7%	10%
Staff	0%	8%	28%	22%	16%	24%	2%	0%

Disability



	Learning	Physical	Mental Health	Sensory	Dementia	Other
Service Users	12%	15%	42%	4%	15%	12%
Staff	14%	28%	43%	15%	0%	0%

Being a Trustee

Touchstone's local community focus appealed to me. Initially I was struck not just by the involvement of service users at every level of the organisation, but by the **respect and empathy shown by Touchstone staff at all levels towards its service users.**

My experience as a Touchstone trustee has been a very positive one; I have learnt so much in terms of personal growth and development as a Trustee and, dare I say it, as a human being.

I know that I shall look back on my time as a Touchstone Trustee as being **an incredibly enriching, occasionally challenging, but ultimately a highly rewarding experience.**

Joining Touchstone has helped me as much as I hope I have helped them, the family keeps growing.

For a new Trustee, I have been very **lucky to work with a supportive and knowledgeable group of individuals,** enabling me to quickly get to grips with the role and responsibilities. In addition, **the richness and diversity of the organisation is an ideal opportunity for personal learning and development.**

I joined Touchstone as a Trustee over 10 years ago, **it has been a pleasure and a privilege to work with them.** I am proud to be a Trustee of a **genuinely inclusive organisation where everyone is valued and made welcome,** and where service users play a real part in the management and delivery of services.

I have many years of experience working in social care and can honestly say **Touchstone is one of the best. If I needed support from this kind of service, Touchstone would be my first choice.**

Whatever your background you will be made welcome and your contribution valued.

Key Responsibilities and Duties

- Trustees are ultimately and legally responsible for the good governance of the charity.
- Trustees are expected to collectively and individually ensure that the activities of the organisation are in line with the purpose of the charity, and are demonstrably for the 'public benefit'.
- Trustees are accountable for ensuring Touchstone's compliance with all aspects of charity and company law, and any other legislation or regulation.
- Trustees are expected to provide and scrutinise the strategic direction of the organisation in line; whilst respecting, supporting, and challenging where appropriate, the operational responsibilities of the Senior Leadership Team.
- Trustees are encouraged to participate fully in all the activities of the board, speak freely, respect diversity of opinion, and work respectfully towards a consensual viewpoint in the best interests of the charity.

Upholding Touchstone's Values

- Trustees are expected to share the values of Touchstone and to work together with Trustee colleagues, staff, and service users in a way which honors and respects these values (see page 5).
- Trustees are expected to embrace Touchstone's focus on service user involvement in every aspect of the organisation, and its commitment to diversity and inclusion.

Key Dates

Trustees are expected to prepare for and attend:

- Quarterly board meetings,
- Allocated sub-committee meetings,
- The Annual General Meeting
- Board Away Day
- Other meetings and Touchstone events.

From time-to-time, Trustees may also be invited to assist with senior staff selection processes, as well as complaints and grievance procedures.

Each sub-committee requires at least 3 board members to sit on it; they will also take on the roles of Chair and Vice-chair for these committees.

There is flexibility to attend the meetings in person and virtually, but Trustees are expected attend some of the meetings in person.



Role Description

Strategic direction

- **To contribute actively to the role of the Board** both collectively and individually in giving firm, strategic direction to Touchstone, setting overall policy, defining goals, setting targets, and evaluating performance against target.
- **To attend meetings of the Board and relevant committees**, Annual General Meetings, away days, review days and other meetings and events convened by Touchstone Board of Trustees.
- **Trustees are expected to be part of the main Board and one of our sub-committees**, depending on the experience and expertise brought by each Trustee. Trustees are expected to fully take part in their chosen committee and the Board.

Effective governance

- **To ensure that Touchstone complies** with its Memorandum and Articles of Association, charity law, company law and any other relevant legislation or regulations.
- **To review the Board's performance** annually and ensure it meets required governance standards.

Working with colleagues

- **To maintain an understanding and awareness of mental health** and how we can have both a positive and detrimental impact on those we are working with.

Promoting the organisation

- To safeguard the good name of Touchstone.
- To promote the good name and work of Touchstone.
- To ensure effective and efficient administration of Touchstone.
- To ensure the financial stability of Touchstone.
- To protect and manage the property of Touchstone and to ensure the proper investment of its funds.
- To ensure Touchstone remains responsive to the needs of service users and the larger community.
- To promote service user co-production and involvement across the organisation.



Trustee Induction

New Trustees will receive a comprehensive induction as well as a 'buddying' arrangement throughout their first year of trusteeship.

Trustees will also be able to develop in their role by observing Board meetings to begin with and accessing the Trustees' induction pack and TEAMS channel, which is full of helpful resources.

As a learning and development organisation, Trustees are encouraged to develop their skills and experience as Trustees by:

- Attending external trainings.
- Availing themselves of Touchstone's internal training resources.
- Maintaining knowledge of current developments in relevant fields, such as mental health and wellbeing provision, supported housing and healthcare strategy at a local and national level.



Diversity and skills required

At Touchstone we endeavour to ensure that **our staff and board diversity mirror that of our service users.**

With that in mind we aim to strengthen the diversity of our Board, and particularly **welcome applications from people who are black and minority ethnic, LGBTQIA+ people, people with disabilities, and young people**, as people from these backgrounds and identities are under-represented at present.

In addition, we welcome applications from individuals who can contribute to Touchstone's strategic aims, with particular expertise in the following areas in order to reinforce the competences of our Board.

- Lived experience of social care/mental health services
- Human resources
- Information governance
- Charity fundraising / income generation
- Legal
- Equality, diversity and inclusion
- Quality assurance and governance
- Financial management
- Business development
- Communications and marketing

We understand the value and benefits of lived experience and diversity at all levels, including the Board of Trustees, employees, and volunteers.



Eligibility

Some individuals are disqualified by law from acting as Trustees. Please visit [the Charity Commission webpage on Automatic Disqualifications here](#) for more information.

You can also get in touch to have a further conversation about this if you are unsure whether you are eligible to be a Trustee.

Successful candidates will be subject to Disclosure and Barring Service (DBS) check prior to formal ratification as a Trustee.

Checks, including obtaining two professional references will be carried out to ensure that all persons applying to become a Trustee are eligible.

How to apply

Please send your completed application form and a copy of your CV to ClareE@TouchstoneSupport.org.uk





Trustee Application Form

Name	
Phone	
Email	

Why would you like to join Touchstone's Board of Trustees?

Please explain how you will contribute to supporting Touchstone to achieve its values, please provide examples.

Leadership and learning

Integrity and respect

Value for money

Quality and continuous improvement

Inclusion and diversity

Recovery

Coproduction

Please provide details of 2 professional referees. Please note that family and friends cannot be referees.

Referee 1	
Name	
Position	
Relationship to you	
Address	
Phone	
Email	

Referee 2	
Name	
Position	
Relationship to you	
Address	
Phone	
Email	

Equality and Diversity

What is your gender identity?

Non-Binary	
Man (including trans man)	
Woman (including trans woman)	
I use another term, please specify:	
Prefer not to state	

Is your gender identity the same as the gender you were assigned at birth?

Yes	
No	
Prefer not to state	

How do you identify your sexual orientation?

Bi - This includes people who are, but not limited to, bisexual, pan, queer, and some other non-monosexual and non-monoromantic identities.	
Gay	
Heterosexual	
Lesbian	
I use another term, please specify:	
Prefer not to state	

Which age bracket do you fall into?

Under 18	
18 – 24	
25 – 34	
35 – 44	
45 – 54	
55 – 64	
65 – 74	
75 – 84	
Over 85	
Prefer not to state	

Do you consider yourself disabled?

Yes	
No	
Prefer not to state	

If 'Yes' which disability or disabilities, do you consider yourself to have?

Learning disability (dyslexia, dyspraxia)	
Mental health disability (anxiety, bi-polar, depression)	
Physical disability	
Sensory disability (hearing, sight)	
Dementia	
Neurodivergence (ADHD, autism)	
Long-standing illness or health condition	

What is your ethnic background?

Asian / Asian British	
Bangladeshi	
Indian	
Kashmiri	
Pakistani	
Chinese	
Other Asian background	
Black / Black British	
African	
Caribbean	
Other black background	
Mixed / Multiple Ethnic Groups	
White & Black Caribbean	
White & Black African	
White & Asian	
Other mixed background	
Other Ethnic Group	
Arab	
Gypsy / Traveller	
Another ethnic group, please specify:	
White	
English	
Welsh	
Scottish	
Northern Irish	
British	
Irish	
Other white background	
Prefer not to state	

What is your religious/faith belief?

Buddhist	
Christian	
Hindu	
Jewish	
Muslim	
Sikh	
Other: please specify	
No religion	
No belief	
Prefer not to state	

I confirm that this information to be true.

Signed:

Date: