

Co-Chair of Trustees

Help shape the next chapter.

A leadership opportunity for someone who wants to make a difference —
and believes that small organisations can think big.



beyond
reflections

The opportunity at a glance

Role: Co-Chair of Trustees

Organisation: Beyond Reflections

Location: Primarily remote, with some in-person activity

Commitment: Approximately 8–12 hours per month, with additional time at key points

Status: Voluntary Trustee

Current Chair: Gillian Russell

Charity number: 1187351

An Invitation

Beyond Reflections exists because trans+ people need more than services.

They need community. They need somewhere they can be themselves. They need people who understand. And sometimes they need someone to stand beside them when the world around them feels increasingly difficult.

We provide practical, emotional and wellbeing support designed with and for the community. We create opportunities for trans+ people to participate in social, sporting, artistic and research activities. We support families, friends and allies.

We are now looking for an exceptional individual to join our Board as Co-Chair of Trustees.

This is not simply an opportunity to chair meetings. It is an opportunity to help shape what Beyond Reflections becomes next.

Why Now?

Beyond Reflections has developed considerably. We now have a Chief Executive, a committed staff team, a growing Board, a substantial volunteer contribution and a broad range of services and activities.

The question is no longer simply: “How do we keep doing what we do?”

It is increasingly: “What could we become?”

That is the question we want our new Co-Chair to help us explore.

The bigger opportunity

We want to think differently about impact, sustainability, innovation, influence, community and growth.

How can we demonstrate the difference we make rather than simply count activity?

How can we build financial resilience without allowing funding requirements to determine our purpose?

What could we learn from organisations outside the traditional LGBTQ+ and charity sectors?

How can a relatively small organisation have influence disproportionate to its size?

Where should we grow — and where should we deliberately not grow?

About Beyond Reflections

Beyond Reflections is a trans-led charity committed to creating a safe community for trans+ people and their allies.

Our work includes social and activity groups, peer support, counselling and one-to-one sessions, practical transition support, hate-crime reporting, training and development, and support for families, friends and allies.

Our wider purpose includes relieving need, advancing education, promoting equality and diversity, reducing discrimination and promoting social inclusion.

Our members are central to this purpose.

Our People

Beyond Reflections brings together professional expertise, lived experience and community knowledge. The Board and wider team include experience across charity leadership, business, healthcare, therapy, policing and hate crime, HR, communications, journalism, technology, governance, community support and entrepreneurship.

Our current Chair, Gillian Russell, brings substantial leadership experience from commercial and charity settings. The Co-Chair will join an existing leadership partnership rather than replace the Chair.

We are looking for complementary strengths and perspectives.

Why Co-Chair?

We believe the right partnership can create stronger governance than a single Chair working alone.

The Co-Chair model gives us the opportunity to combine different experiences, networks, perspectives, strengths and ways of thinking.

We are not looking for another version of Gillian. We are looking for someone who brings something different.

What will you actually do?

The Co-Chair will work with the Chair, Chief Executive and Board to provide effective strategic leadership.

You will help the Board maintain focus on purpose; think strategically; make good decisions; challenge constructively; understand and manage risk; maintain appropriate governance; support and challenge the CEO; develop organisational resilience; identify opportunities; build relationships; and think about the future.

You may represent Beyond Reflections externally with funders, philanthropists, corporate organisations, public bodies, health and social care organisations, universities, charities, community organisations and potential partners.

This is not a second CEO

The Co-Chair is not being recruited to run Beyond Reflections.

The CEO and staff team are responsible for operational management. The Board is responsible for governance, strategy and oversight.

The ideal relationship is: trust + challenge + support + accountability.

The relationship with Gillian

Gillian will remain Chair of Trustees. The Co-Chair will work alongside her as a genuine leadership partner.

The two Chairs should establish clear responsibilities, communicate regularly, challenge one another constructively, maintain collective Board leadership, support the CEO appropriately, avoid competing lines of authority and present a coherent leadership position.

The person we are looking for

We are less interested in your job title than in how you think.

You might be an experienced charity leader, current or former CEO, senior business leader, social entrepreneur, public-sector leader, professional adviser, academic, experienced trustee, community leader — or someone whose career has taken an entirely different route.

What matters is judgement, curiosity, strategic thinking and leadership maturity.

Person Specification

ESSENTIAL

Strategic thinking — sees beyond immediate operational pressures.

Independent judgement — comfortable questioning assumptions.

Constructive challenge — can raise difficult issues respectfully.

Collaborative leadership — works effectively in a Co-Chair partnership.

Emotional intelligence — understands the human impact of decisions.

Resilience — remains thoughtful under pressure.

Inclusive leadership — values lived experience alongside evidence and expertise.

Influence — can build relationships and open doors.

Integrity — puts the charity's interests first.

DESIRABLE

Experience in charity governance; CEO support; organisational transformation; financial sustainability; fundraising; partnerships; communications; public affairs; risk; safeguarding; health or social care; mental health and wellbeing; equality and inclusion; community development; innovation; digital transformation; impact/evaluation; entrepreneurial activity.

Lived experience

Beyond Reflections is a trans-led organisation and lived experience matters.

We welcome applications from trans, non-binary and gender-questioning people. We also welcome applications from people who are not trans but who have a genuine commitment to the communities we serve.

We are not looking for someone to demonstrate the “right identity”. We are looking for someone who combines values + capability + judgement + commitment.

The challenges you will face

This is not an easy time to lead an organisation working with trans+ communities.

The external environment can be politically polarised. Funding is competitive. Demand can exceed resources. Public debate can become hostile. Staff, volunteers and service users can experience pressure.

The Board needs to hold two ideas simultaneously:

We must protect the organisation.

And:

We must not allow fear to prevent us from being ambitious.

The first year

FIRST 90 DAYS — Understand: people, culture, finances, services, risks, governance, members, CEO, Board and external environment.

MONTHS 4–6 — Challenge assumptions; identify opportunities, weaknesses, unanswered strategic questions, potential partnerships and opportunities for innovation.

MONTHS 7–12 — Help translate insights into strategic choices and a compelling three-to-five-year direction.

What success looks like

Success will not simply mean more services.

It may mean a smaller number of better services, new income, stronger partnerships, greater influence, better evidence of impact, stopping activities that no longer deliver sufficient value, or discovering something we have not yet considered.

Ultimately, success will mean Beyond Reflections is more resilient, influential, sustainable, innovative and connected to its community.

What we can offer you

A serious opportunity to make a difference; an interesting leadership challenge; a strong Board; a committed team; space to contribute ideas; and the opportunity to learn through complex questions around governance, community, funding, politics, safeguarding and organisational development.

What we don't expect

We do not expect you to know everything about trans issues, have worked in the charity sector, agree with everyone, have all the answers, attend every event, run the organisation or personally solve every problem.

We do expect you to listen, think, challenge, learn, contribute, collaborate and take responsibility.

A question for you

“If Beyond Reflections could become significantly more influential, resilient and impactful over the next five years, what might it become that it isn't today?”

There is no model answer. We are interested in your thinking.

Application

Please submit either through the recruitment site

1. Your CV or career profile.
2. A supporting statement of no more than 1,500 words.

Please address:

- Why Beyond Reflections?
- Why now?
- What would you bring to the Co-Chair role?
- What makes an effective Board?
- How would you work with another Chair?
- How would you support and challenge a CEO?
- What do you see as the biggest opportunity and biggest risk for Beyond Reflections?

We are much more interested in thoughtful answers than polished corporate language.

Selection process

Stage 1 — Application and supporting statement.

Stage 2 — Informal conversation. An opportunity for us to get to know you and for you to decide whether Beyond Reflections is somewhere you want to contribute.

Stage 3 — Board interview exploring strategic thinking, governance, leadership, judgement, collaboration, values and your vision for the role.

Stage 4 — Appointment, subject to appropriate trustee eligibility and due-diligence processes.

Our invitation

You do not have to be a conventional charity trustee. You do not have to come from the LGBTQ+ sector. You do not have to have chaired a Board before.

But you do need to believe that people can create better possibilities when they are given the support, confidence and opportunity to do so.

If that sounds like you, we would like to hear from you.

Beyond Reflections

Creating safe community.

Supporting people.

Building possibility.

Shaping a better future.

Could you help us shape what comes next?

Website: beyond-reflections.org.uk

Charity number: 1187351

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