

# Brighton & Hove LGBT Switchboard – Our Draft Vision Statement

A Proposal for Switchboard's Future Vision

# switchboard



connecting you to LGBTQ+ support

# Introduction and Purpose



As Brighton & Hove LGBT Switchboard approaches its 50th anniversary, this milestone offers an opportunity not only to celebrate our past but to propose how we might imagine our future.

Switchboard's journey has been one of resilience and transformation. From our beginnings as a helpline supporting isolated and vulnerable LGBTQ+ people, we have evolved into a multi-service charity offering connection, support, advocacy, and hope.

This anniversary invites us not only to reflect on our history but to look forward with curiosity and intent. The values that have carried us compassion, inclusion, and courage could continue to shape the foundations upon which we build our next 50 years.

This proposal for a future vision outlines reflections and possible directions for the next stage of Switchboard's development. It draws on my first five months in post as CEO, during which I have listened, observed, and learned from our people, partners, and communities. It also recognises the challenges of leading a small but impactful charity within an increasingly complex landscape, where demand grows even as resources remain fragile.

We are in the process of gathering valuable community insights information about our organisation, and our reach to help us to further develop our vision. Our collective task now could be to co-create a future that is bold, sustainable, and true to our purpose.

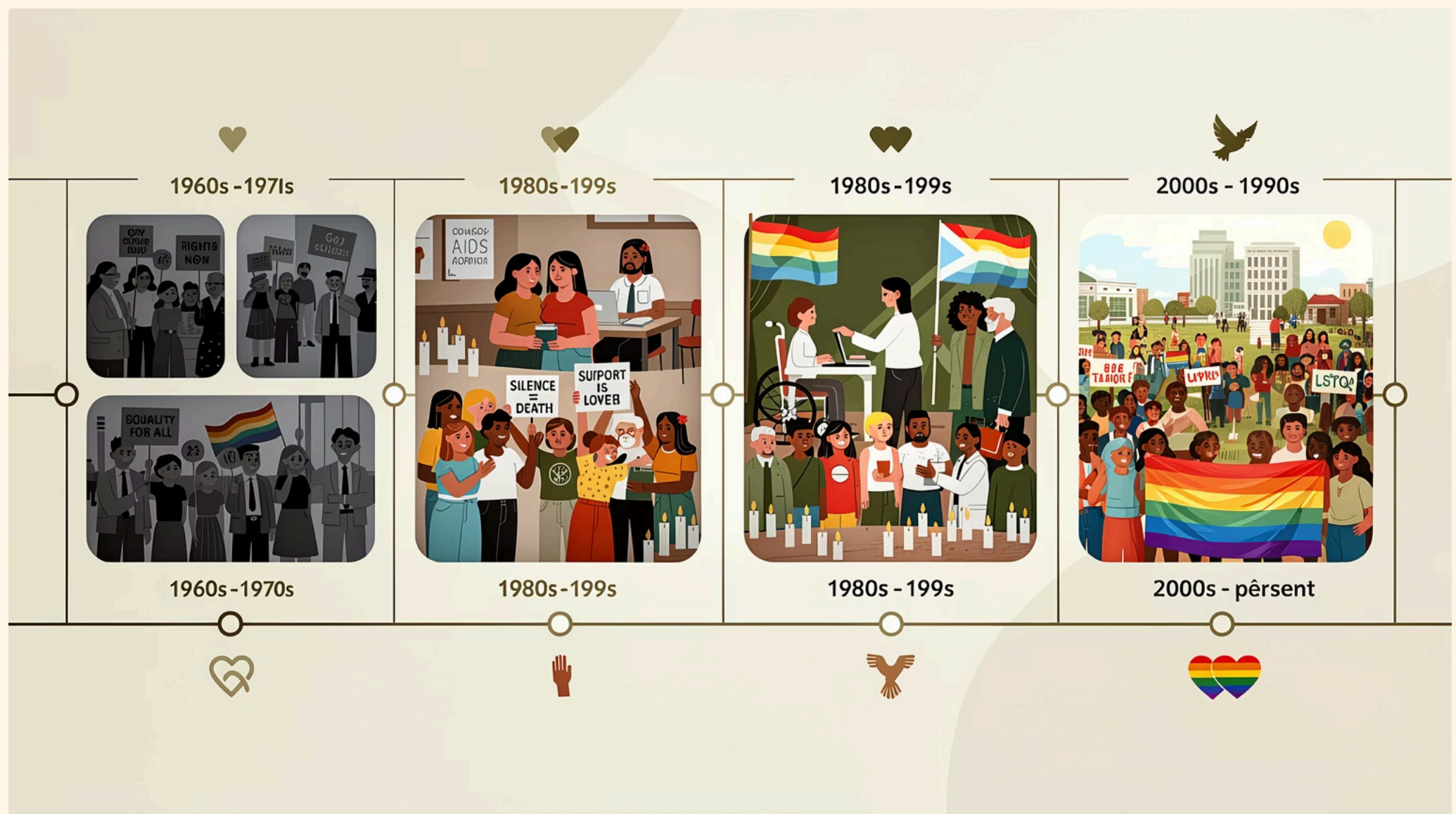
# Learning from Our Legacy

Our 50-year history tells a story of community strength and collective care. Switchboard has been there through times of adversity from secrecy and criminalisation, through the AIDS crisis, Section 28, marriage equality, and the emergence of trans and non-binary visibility.

That legacy gives us both pride and responsibility. We might consider how we continue to honour those who built this organisation through activism, empathy, and service, applying those lessons to how we deliver for today's communities.

Learning from our legacy could also mean recognising that the needs of our communities are evolving. The challenges of mental health inequalities, digital exclusion, hate crime, transphobia, loneliness, and poverty may require new thinking and collaboration.

**Our next chapter aims to blend the authenticity of grassroots activism with the professionalism and credibility expected of a modern, impactful charity.**



# CEO Reflections and Context

When I joined Switchboard, I was struck by the depth of commitment across our team. Staff, trustees, and volunteers share a belief in Switchboard as a safe, trusted space for LGBTQ+ people to find support, belonging, and empowerment.

At the same time, we operate within a complex and competitive environment where funding is uncertain and commissioning arrangements can disadvantage smaller, specialist organisations.

## Hope and Realism

It may be time to consider how we balance hope and realism celebrating the difference we make while ensuring sustainability, partnership, and influence remain at the heart of our approach.

## Bridge Between Community and System

Switchboard could continue to act as a bridge between community and system helping health, care, and social sectors understand and support LGBTQ+ lives.

## Essential Partners

We might demonstrate that community-rooted organisations are essential partners in tackling inequalities, not optional add-ons.

# Our Strategic Vision

## A leading LGBTQ+ health and wellbeing charity

Our aspiration is to position Brighton & Hove LGBT Switchboard as a leading LGBTQ+ health and wellbeing charity locally rooted, nationally recognised, and respected for innovation and inclusion.



### Locally Rooted

Deep connections within Brighton & Hove and Sussex communities



### Nationally Recognised

Respected voice in LGBTQ+ health and wellbeing across the UK



### Innovation and Inclusion

Leading edge approaches to community care and support

# Strategic Focus Areas

Building Our Future Through four Key Priority areas



## Health and Wellbeing

We could continue to champion inclusive health and wellbeing for LGBTQ+ people, aligning our work with national and local priorities on prevention, mental health, and tackling inequalities.

Our Recover with Pride gambling-harm recovery initiative with Reframe Coaching and the University of Brighton serve as models for new innovative research-based collaborations. Through evidence, insight, and partnership, Switchboard might seek to influence national understanding of LGBTQ+ health inequalities.



## Domestic Abuse and Safety

Our domestic abuse service remains a lifeline. We could explore formal partnerships with organisations such as Cranstoun to extend reach and capacity, while retaining our specialist focus on LGBTQ+ survivors. Such collaboration could represent our preferred model for the future co-ownership rather than competition. We pilot our new sexual harm support service pilot in May 2026 across Brighton & Hove, working closely with partners and the Police and Crime Commissioner.



## Training, Inclusion, and Accreditation

Switchboard's inclusion and training offer might evolve into a sustainable, income-generating arm. Through our Health and Inclusion Training Award, we could become a recognised provider of LGBTQ+ inclusion training across Sussex and beyond.



## Bold & Social Prescribing

Our BOLD services for older LGBTQ+ persons is expanding to provide bereavement and dementia support, and to tackle loneliness and social isolation. We aim to expand our service reach to include wider parts of Sussex. We hope to expand capacity for our TNBI Social Prescribing support.

# Strategic Enablers for Success

To support any future direction, we might focus on six key enablers:



## Financial Sustainability and Growth

Exploring diversified income streams, corporate partnerships, and legacy giving.



## Partnerships and Collaboration

Strengthening relationships across NHS, local authority, and VCSE systems.



## Digital Innovation, Inclusion & AI

Investing in infrastructure, skills, and ethical AI use to extend reach and inclusion.



## Governance and Organisational Maturity

Reviewing board structure, compliance, and risk management.



## Workforce and Volunteering

Developing a People Plan to support wellbeing, development, and recognition.



## Evidence, Impact, and Quality

Refining outcomes frameworks that measure both numbers and stories.

## Alignment with National and Local Strategies

This proposed vision could align with key frameworks such as:

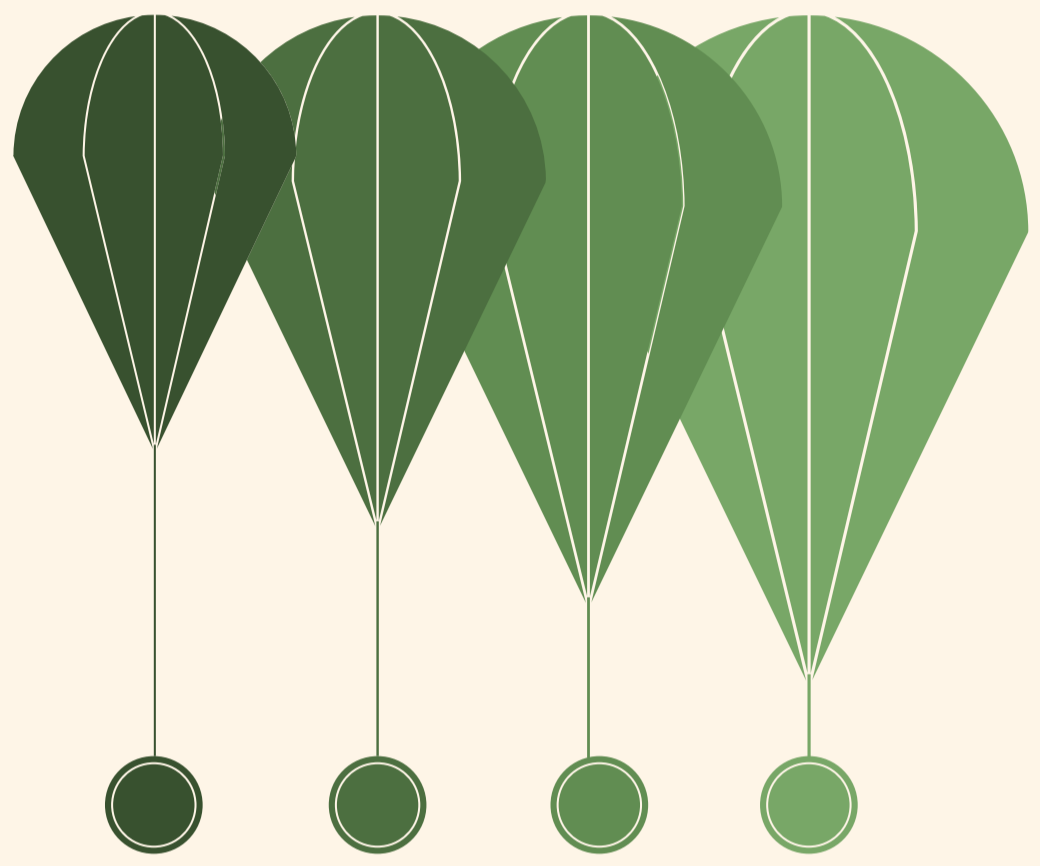
- NHS Long-Term Plan: prevention and early intervention.
- OPCC and VAWG Strategies: inclusion of LGBTQ+ survivors.
- Local Health & Wellbeing Strategy: digital inclusion and social prescribing.
- VCSE Alliance and NHS Sussex Priorities: equitable, integrated systems shaped by community voices.
- Devolution Agenda: positioning Switchboard as a trusted delivery partner.



# Leadership, Culture, and Next Steps

## Our Culture

- 
**Grassroots Activism**  
 Community-led energy and participation
- 
**Professional Credibility**  
 Expertise, accountability, and trust
- 
**Shared Culture**  
 Community-rooted, values-driven, transparent
- 
**Authentic Practice**  
 Collaborative action while maintaining authenticity



## Our Values

 <p><b>Inclusive</b></p>	 <p><b>Better Together</b></p>
 <p><b>Always Learning</b></p>	 <p><b>Open and Authentic</b></p>
 <p><b>Tenacious and Resilient</b></p>	 <p><b>Progressive</b></p>

We might consider ways to further embed these values through leadership behaviours, transparent decision-making, and a culture of learning and inclusion.

As we grow, we could also reflect on how our professionalism and credibility are represented in our communications, partnerships, and public profile.

## Next Steps

Our next steps include a review of our community survey feedback concluding April 26th 2026. We will then;



# Concluding Thought



As we mark 50 years of Brighton & Hove LGBT Switchboard, we have the privilege and responsibility of imagining what the next 50 could look like.

This is not a fixed blueprint. It is an invitation to think, dream, and decide together how we sustain and evolve our shared mission: to remain a charity that listens, learns, and leads with compassion, courage, and purpose.

Together, we  
shape the next  
50 years

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