



# **WeMindTheGap Trustee Recruitment Pack**

**October 2025**



# Thank you for your interest in joining our Board of Trustees



## Welcome from our Chair of Trustees

WeMindTheGap started with a simple thought: **‘what opportunities would be created for our most underserved young people if they had access to the love, care, skills and support that most of us take for granted?’**

Since our first pilot in Wrexham in 2014, more than **750 young people** have taken part in our life-changing programmes. and over 400 are now part of our thriving WeBelong alumni community. Together, they are rewriting their stories, becoming pilots of their own lives with confidence, choice and aspiration.

Today, we work across **North Wales and the North West**, both in person and virtually, walking alongside young people who are part of our WeMindTheGap family for life.

Our **vision** is simple but bold: a world where every young person feels they belong — where they can thrive, build independence, and have the skills and confidence to shape their own future.

Our **mission** is to harness the power of communities — walking alongside young people with love, care and curiosity to create new opportunities and lasting change.

It is my great privilege to serve as Chair at this pivotal moment in our journey. We are growing in size, reach and influence, expanding from one programme to five, now walking alongside around **160 young people every week**. Our team has doubled in the last year, and we are delivering on a clear five-year plan backed by secure funding, giving us a strong platform for sustainable growth and innovation.

We are proud to be an **award-winning organisation** creating real, lasting change for young people who deserve more. And we’re not standing still. Alongside our core programmes, we’re developing a Profit for Good social enterprise model to strengthen our financial sustainability and supercharge our impact.

To help us on this next stage, we are looking for **new Trustees** to join our Board.

Are you passionate about improving the life chances of young people who’ve fallen through the gaps?

Do you have the experience, insight and courage to help guide us through the next phase of growth, income generation and innovation?

If so, we would love to hear from you. This is an extraordinary opportunity to play a strategic role in shaping our future — and in changing many more lives with love and care.

Karen Campbell-Williams  
Chair of Trustees, WeMindTheGap



# Meet our Patron, Founder, Board of Trustees and CEO



**Sir John Timpson**

Patron



**Rachel Clacher CBE**

Founder and Trustee



**Karen Campbell-Williams**

Chair of Trustees.



**Karen Jones**

Trustee



**Kirsty Rogers**

Trustee



**Louise Gatenby**

Trustee



**Ali Wheeler**

Chief Executive Officer

# About WeMindTheGap

We give new opportunities to young people who deserve better.

We fill the gaps with unashamed support, love & care.

## Our programmes

Our programmes are truly unique and combine work experience, coaching, skills, experiences and adventures, for young people that we call our “Gappies”.

We fill any gaps in young people’s lives, ensuring that they have the basics in place that the rest of us take for granted – a trusted person to turn to, a safe place to live, confidence, and basic skills.

What makes our programmes so different, however, is that we provide every Gappie with support, constancy, and care – these family values are at the heart of everything we do.

We believe that ‘it takes a village to raise a child’ and so we build a powerful community of positive individuals and caring organisations around our Gappies, so that they can benefit from every opportunity that our programmes bring.

This is not about a chat around the table with young people seeking direction. This is about delivering real change in real lives, and this is achieved through a completely holistic approach that develops confidence and self-esteem as well as work and life skills.





## Our programmes



A supportive, nurturing programme for 11-15 year olds who are struggling with traditional education. Building confidence, resilience, and a sense of belonging for students wherever they are – in school or at home.



A virtual programme for 16 – 25 year olds. A chance to gain new skills and experiences with the support of a mentor, building a plan for a bright future.



A life-changing programme for 18-25 year olds, including six-months' paid employment, work placement, coaching and mentoring sessions, activity days and experiences.



A programme designed for young people aged 16-25 who are motivated to work but may be facing challenges in securing employment or voluntary roles through traditional routes. The focus is on identifying and addressing any 'barriers or gaps', such as experience, skills, or confidence.



All Gappies stay part of the WeMindTheGap family. We offer lifelong support and a safe and trusted team to talk to – whether that's help with education, employment, volunteering, welfare, mental health and wellbeing.



# Our impact



Not everything that counts can be counted, and not everything that can be counted counts.

It is the hundred and one little things that make the biggest difference...

Earlier this year we produced our Impact and Insights Report 2022-2024. You can find a copy of it on our website [www.wemindthegap.org.uk](http://www.wemindthegap.org.uk)



We are currently in the process of renewing our SROI to truly understand our social value



# Who are our Trustees?



## The role:

We are looking for new Trustees from a wide range of backgrounds and experiences to strengthen our Board and support our mission to tackle social mobility, social justice, trauma informed approaches and inequalities. If you are passionate about learning, driving change and helping young people to rewrite their futures, and you bring experience that will broaden our horizons and opportunities, we would love to hear from you.

- As a Trustee you will play a vital role in shaping the next chapter of WeMindTheGap, helping us deliver life-changing opportunities for young people who deserve more. Key responsibilities include:
- **Provide strategic direction and thoughtful governance**, helping to shape our vision and ensure we deliver lasting change for young people.
- **Ensure the charity fulfils its purpose and operates within its Charitable Objects**, keeping our mission and beneficiaries at the heart of every decision.
- **Champion our values and trauma-informed approach**, bringing empathy, curiosity and challenge to the way we work.
- **Support the delivery of our Five-Year Plan**, guiding our growth, reach and impact as we expand our programmes and partnerships.
- **Oversee the financial health and sustainability of the charity**, ensuring accurate and timely reporting, prudent financial stewardship and effective management of financial risks
- **Safeguard the wellbeing of our young people and our team**, ensuring the charity upholds the highest standards of safeguarding, professionalism and accountability at all times
- **Bring your expertise and insight** to help us grow sustainably, strengthen our organisation, and open new doors of opportunity for our young people.
- **Act as an ambassador for WeMindTheGap**, sharing our story, building relationships, and inspiring others to support our mission.
- **Be an active and engaged member of our Board**, contributing your time, voice and care, and connecting directly with our young people to experience the difference your leadership makes.
- **We are particularly interested in candidates with experience in one or more of the following areas:-**

- |                                       |                                |
|---------------------------------------|--------------------------------|
| • Lived experience of social mobility | • Fundraising and philanthropy |
| • Education                           | • Marketing and advocacy       |
| • Employability                       | • IT Systems/AI                |
| • Equity, Diversity and Inclusion     | • Social enterprise            |

# Person Qualities



**We encourage expressions of interest in this position from individuals with a broad range of experiences and expertise and it is likely the successful candidate will be able to demonstrate the following:**

**Integrity and Values :** acts with integrity, honesty and selflessness, serving solely the interest of our young people, communities and charitable purpose. Avoids conflicts of interest or overstepping boundaries with our Gappies

**Leadership:** An inclusive, collaborative, and contemporary leadership style, treating others with respect, championing EDI and social justice and leading with curiosity and openness

**Experience :** As a non-executive director or organisational leader in cultural, commercial or not-for-profit sectors, with experience of successfully leading organisations through periods of significant development and positive change

**Governance :** A commitment to the highest standards of public life and good governance, with a clear understanding of the legal duties, responsibilities and liabilities of the role, and commitment to the principles of inclusion, diversity and safeguarding which underpin the work of the charity

**Communication:** An excellent communicator with absolute integrity and strong interpersonal, influencing and ambassadorial skills and the ability to command the confidence of fellow trustees, executive team, local and national stakeholders

**Social Mobility:** A passion for young people and their development with a genuine commitment to social mobility. Ideally bringing experience of working with young people in executive, voluntary or non-executive board roles at some stage

**Strategy:** A visionary leader with strong strategic and commercial perspective and a keen understanding of financial performance and risk management ideally across a mixed business, charitable and public funding environment

**Personal Style:** An open and down to earth approach, with a flexible and supportive style. A good listener and mentor, able to support, and where necessary, challenge constructively and to hold the Chief Executive and Board to account and support a positive, ambitious vision and impact agenda



# Our Values – Our Magic Cs



## OUR MAGIC Cs – The values that we live by...



The magic ingredients, mixed with a big cupful of love. The encouragement, reassurance and genuine care we extend to every individual is fundamental to them developing the confidence to explore their choices in the world.



We walk alongside our trainees, take the initiative, make good things happen and always focus on a solution, not a problem.



We do what is right and not what is easy.



We build positive relationships with and between our trainees and the world, to create their rightful place within a meaningful community.



We are always here, and always will be: people and places of safety who keep our promises and provide the support, challenge and care that our trainees deserve.



We will go to the ends of the earth to make sure that our trainees have the wherewithal to be 'pilots of our own lives'.



We believe absolutely in our vision, our model and the impact we deliver.



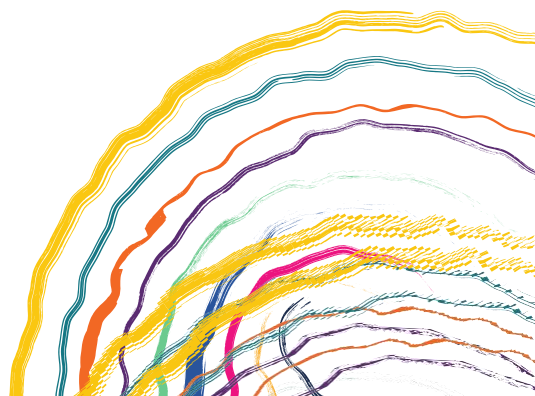
We ask why, to keep learning, to help our trainees grow and develop, to grow and develop best practice that others can learn from.



We have the space, time, resilience and support required to perform our respective roles to the best of our ability.



We celebrate every success, no matter how big or small.



# Board arrangements and time commitment



Our **Board meets four times a year**, with a blend of online and in-person meetings. At least one meeting annually takes place at our Head Office in Wrexham, with others held virtually or in the North West / North Wales. Trustees are asked to read papers in advance and engage with other matters between meetings.

Trustees are expected to join a **Sub-Committee** which is aligned to their expertise and interest, for example, Finance & Social Enterprise or Income Generation. These typically meet four times a year and provide an opportunity to 'walk alongside' our CEO and team, contributing to learning, innovation and growth.

We encourage Trustees to engage with our programmes first-hand, by joining events such as Launchpad or Graduation. These moments help deepen connection, understanding and purpose, and many Trustees see them as the most meaningful part of the role. Trustees may also support specific projects where their insight can add value as needed.

The overall commitment is around **1 day per month**, including Board and Sub-Committee meetings, preparation and occasional engagement with our team or young people.

We will provide a Trustee Induction Day to welcome you into the WeMindTheGap family, introduce our programmes and approach, and set you up for success. All reasonable out-of-pocket expenses will be reimbursed. Trustee terms are usually three years, with the possibility of renewal

## The impact you will make

By joining us as a Trustee, you will play a meaningful role in changing the futures of young people who deserve more. You will help:

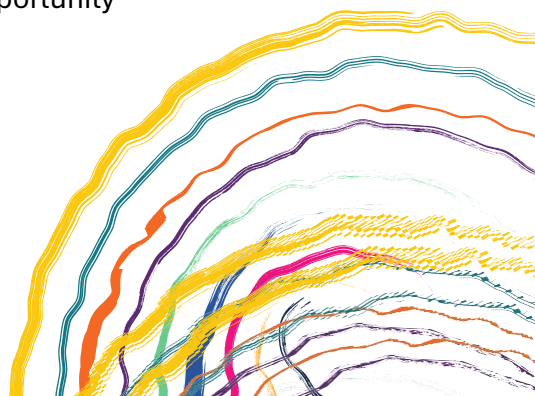
**Champion social mobility** for future generations. Play a strategic role in breaking cycles of inequality and helping young people rewrite their futures, be part of building their social capital

**Grow your networks, experience, and insight** to create meaningful connections for young people who lack access and connections to role models and opportunity

**Increase Environmental, Social and Governance (ESG) aligned impact** by supporting inclusive programmes that deliver measurable community, economic and business benefits and long-term value

**Shape and influence whole system change**, we say, 'It takes a village to raise a child, but a system to mind their gaps' and WeMindTheGap is about championing that systems change

**Lead with purpose** Joining a dynamic, values-led Board where your time, voice, and expertise directly contribute to changing the lives of our future generations. You will be part of a movement that minds the gaps with love, care, and opportunity



# Recruitment plan and timetable



We are advertising the Trustee recruitment process in November.

**Friday 21<sup>st</sup> November** - Deadline for expressions of interest, including CV and cover letter

**Friday 28<sup>th</sup> November** – Candidates invited to an online interview with CEO and Chair of Board of Trustees w/c 8<sup>th</sup> December

**12<sup>th</sup> and 13<sup>th</sup> January 2026** – provisional dates for final in person interviews with Gappies, CEO and Board, followed by appointment

**February 26 (date to be agreed)** – Onboarding/induction day with WeMindTheGap team

## How to apply

If you're interested in becoming a Trustee, please contact our Chair of Trustees Karen Campbell-Williams, or our CEO Ali Wheeler to express your interest. We are happy to have an informal chat if helpful [ali@wemindthegap.org.uk](mailto:ali@wemindthegap.org.uk)  
[karencw@wemindthegap.org.uk](mailto:karencw@wemindthegap.org.uk)

Candidates will be asked to submit a CV and cover letter to the Chair of Trustees. The letter should outline your motivations for wanting to join the WeMindTheGap Board, and be no more than two pages.

Applications emailed to [karencw@wemindthegap.org.uk](mailto:karencw@wemindthegap.org.uk)

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