



WeMindTheGap Trustee Recruitment Pack

October 2026



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 **1400 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



Karen Campbell-Williams

Chair of Trustees.



Karen Jones

Trustee



Kirsty Rogers

Trustee



Jade Palmer

Trustee



Samantha Lubanzu

Trustee



Daniel Lilley

Trustee



Brittany Brown

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...

We have recently published our 2025/26 Impact Report. You can find a copy of it on our website 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:

Having recruited and onboarded 4 new Trustees early in 2026, we have now undertaken an updated skills audit and identified some gaps that we would like to fill by recruiting new Trustees with specific skills and experience. In addition, two of our long-serving Trustees have decided the time is right for them to stand down from our Board having helped shape and grow our organisation successfully over the last 10 years. We are now looking to fill 3 specific roles:

- **Technology, Data and Digital Transformation Trustee**
- **Finance Trustee and Chair of our Finance, Risk and Audit Committee**
- **Business Development and Commercial Growth Trustee**

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.

Person Qualities



We are looking for candidates with specific experience and expertise, however, all aspiring Trustees should 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



Job Role and Experience



Technology, Data and Digital Transformation

We are seeking a Trustee with significant experience in IT and AI to help guide our strategic growth and information governance. In this role you will advise on emerging tech and AI, allowing us to harness technology to strengthen services and improve outcomes. You will use innovation to guide digital strategy and strengthen cyber security, maximising our impact in achieving our mission and vision to enable young people to thrive.

We are particularly interested in individuals with experience in one or more of:

- Artificial Intelligence and emerging technologies
- Digital transformation
- Technology strategy
- Data governance and data ethics
- Cyber security
- Digital inclusion
- Software platforms and systems
- Digital product development
- Technology leadership
- Innovation and change management

Our Ideal Candidate:

- Senior leadership experience in technology, digital, data or AI
- Ability to think strategically rather than operationally
- Strong understanding of technology risk and governance
- Commitment to the mission of enabling young people to thrive
- Excellent communication and influencing skills
- Experience of AI implementation or governance
- Charity or public sector experience
- Cyber security expertise
- Digital inclusion or social impact technology experience

As a Trustee, you will:

- Support the overall governance of WeMindTheGap
- Help share strategic direction and organisational growth
- Advise on opportunities and risks associated with technology and AI
- Champion ethical and responsible use of digital tools
- Support strong cyber security and data governance practices
- Help ensure technology improves outcomes for beneficiaries

Job Role and Experience



Business Development & Commercial Growth

We are seeking a Trustee with significant business development and commercial experience to help identify and support opportunities for sustainable growth. The Trustee will bring an entrepreneurial mindset, commercial insight and strategic thinking to help the Charity expand its reach, develop new services, establish strategic partnerships and explore mission-aligned business opportunities to support our long-term financial sustainability.

We are particularly interested in individuals with experience in one or more of:

- Business development
- Commercial leadership
- Business growth and scaling
- Strategic partnerships
- Entrepreneurship or enterprise development
- Consultancy or commercial strategy

Our Ideal Candidate:

- Senior leadership experience in business, partnerships, transformation from the private or public sector, or social enterprise
- Experience of negotiating and developing commercial opportunities
- Strong commercial acumen
- Experience developing sustainable growth strategies
- Understanding of market analysis and business planning
- Experience managing growth and organisational change
- Excellent networking and influencing skills
- Entrepreneurial and opportunity focused with an innovative approach
- Charity or public sector experience
- Experience of and/or advising on scaling organisations

As a Trustee, you will:

- Support the overall information governance of WeMindTheGap
- Help share strategic direction and organisational growth
- Advise on opportunities and risks associated with business growth
- Ensure commercial initiatives directly align with and enhance positive outcomes for our beneficiaries
- Support exploration of social enterprise and earned-income opportunities
- Encourage innovative approaches to service delivery and growth
- Bring insight into new markets, commercial opportunities and emerging trends
- Build strategic partnerships and networks to foster strong stakeholder relationships

Job Role and Experience



Finance and Chair of Finance, Audit and Risk Committee (FAR)

We are seeking a Trustee with strategic financial insight to oversee the Charity's financial management and ensure long-term sustainability. The Trustee will hold governance expertise, bringing analytical thinking to help the Charity manage risk, evaluate new initiatives, and maintain strong financial health as we expand our reach and impact.

We are particularly interested in individuals with experience as a:

- Director of Finance
- Chief Financial Officer
- Finance consultant

Our Ideal Candidate:

- Senior financial leadership experience in business, social enterprise, or the public/charity sector
- Experience in financial planning
- Strong commercial and financial acumen, ideally with an understanding of charity finance
- Experience developing long-term financial strategies
- Understanding of financial modelling, budgeting, forecasting and business planning
- Experience managing growth and organisational change
- Experience of supporting scaling organisations

As a Trustee, you will:

- Support the overall financial governance of the Charity
- Chair our FAR Committee
- Help shape strategic direction, ensuring long-term financial viability
- Advise on opportunities and risks associated with Charity finances
- Act as mentor to our Head of Finance
- Take the lead on our Strategic Risk Management and internal controls
- Liaise with our auditors on our annual external audit and financial reporting
- Build strong networks to connect the Charity with prospective funders and supporters

Our Values - our Magic Cs



OUR MAGIC Cs - The values that we live by...



The magic ingredients, mixed with a big cupful of love, encouragement, reassurance and genuine care we extend 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.



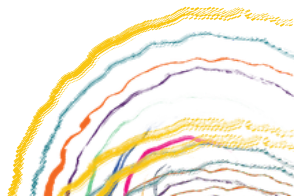
We ask why, to keep learning, to help our trainees grow and develop, to grow and develop best practice that others can learn from.



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** on a Thursday between 10am - 12pm, 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 to 2 days 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 and Induction Pack to welcome you into the WeMindTheGap family, introduce our programmes and approach, and set you up for success. The role is unremunerated, however 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:

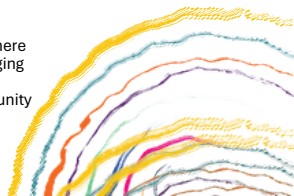
Champion social mobility for future generations. Play a strategic role in breaking cycles of inequality and helping young people rewrite their futures, be part of building their social capital

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



Deadline for applications: Friday 6th November 2026 at 5pm

First stage interview (online): Thursday 12th November or Friday 13th November 2026

Second stage interview (in-person, Chester Hub): Tuesday 17th November or Friday 20th November 2026 (we expect the Finance Trustee role interviews to be held on 20th November)

Start date and onboarding: January 2027

How to apply:

If you're interested in becoming a Trustee, please contact **Rebecca Walton** on:

rebecca@wemindthegap.org.uk
[07999405040](tel:07999405040)

We are happy to have an informal chat and answer any questions.

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 should be emailed to rebecca@wemindthegap.org.uk

WeMindTheGap is a registered Charity number 1161504

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