



CANDIDATE PACK

TRUSTEES AND BOARD OBSERVER



WELCOME

Dear candidate,

Thank you for your interest in joining our Board as a Trustee.

The Nationwide Foundation was established as a fully independent charitable foundation just over 25 years ago. Although our philanthropic purposes are wide, we took the decision a few years ago to focus all our work specifically on strategic and practical solutions to the housing crisis. We think that the lack of decent, affordable housing is one of the most pressing social problems facing the UK today. It harms individuals, families, communities and society. Our vision is for everyone in the UK to have access to a decent home they can afford. We developed our long-term Decent Affordable Homes strategy in 2013 and have committed to keeping this as our focus for the next several years.

This is an exciting time to join our Board. We are seeking two new Trustees to work with us to develop and deliver our strategic aims and we think that how we build our profile and influencing role in the future will be a critical to our success. In this round of recruitment therefore, we are particularly keen to find people who bring expertise in public affairs and campaigns or policy influencing. We are also keen to enrich our board with people who have significant business experience at senior levels, or direct experience of the issues on which Nationwide Foundation are working.

You will work with fellow Trustees to shape, drive and oversee the Foundation's strategy and ensure that the Foundation's values and the principles of good grant-making practice are upheld in the delivery of our objectives. You will bring strategic thinking skills and sound judgement, with the ability to see the bigger picture and to communicate that to others. You will be ambitious for our growth and impact, and bring the experience and drive to influence systemic change across the housing system with and for those we are trying to help, to create the housing we want to see.

We are also seeking to recruit a Board Observer for a fixed 1 or 2 year period. As such, you will be someone who is passionately interested in our work and keen to obtain or develop experience in trusteeship and director roles. You will be fully briefed in our work and will be able to participate in exactly the same way as our trustees, save that you will have no voting rights.

If you share our vision and think you have the skills, passion, and experience necessary to be one of our new Trustees or Board Observer, we would love to hear from you.

Saphié Ashtiany
Chair



ABOUT US

We are an independent charity that seeks to improve the lives of people in need. We do this by funding charitable causes and influencing for meaningful, long-term, and lasting systems change. We seek to tackle the root causes of social problems that lead to disadvantage, poverty, and inequality.

Key to our approach is creating a legacy, so that fewer people experience negative social outcomes in the future, thanks to timely and innovative intervention today.

The Nationwide Foundation was established by Nationwide Building Society (NBS) in 1997 as a fully independent charitable foundation and company limited by guarantee. NBS is the Foundation's main benefactor and makes an annual lump sum donation of 0.25% of pre-tax profit to the Foundation. NBS also supports us through in-kind donations of office space and equipment and our relationship with the Society is important to both parties.

Our staff are employed by NBS and seconded to the Foundation.

Our purpose is to tackle the root causes of disadvantage, poverty, and inequality.

Our vision is for everyone in the UK to have access to a decent home that they can afford.

Our mission is to increase the availability of decent, affordable homes for people in need by using the learning and evidence from the work we fund, and our own activity, to influence change to the housing system..

We are committed to our Decent Affordable Homes strategy. In recognition of the severity of the housing crisis and the significant changes needed to help create a modern housing system that works for everyone, we have committed to this single focus until at least 2031.

Decent Affordable Homes strategy.

In 2013, underpinned by our steadfast belief that a decent, affordable home is the foundation of a decent life and that the lack of decent, affordable housing is one of the most pressing social issues in the UK, we took the decision to focus our work specifically on driving systemic change that will lead to an increase in the availability of decent and genuinely affordable homes for people in housing need.

The strategy is structured in phases: the first ran from 2013-2016; phase two from 2016-2022; phase three from 2022.

Our programmes	Nurturing Ideas to Change the Housing System	Backing Community-Led Housing	Transforming the Private Rented Sector
The change we want to see (our outcomes)	Ideas for protecting and creating decent, affordable homes flourish and result in changes that lead to an increased number of homes for people in need	Community-led housing delivers an increased number of homes for people in need	The private rented sector provides homes for people in need which are more affordable, secure, accessible and better quality

Our approach in Decent Affordable Homes has always been to build the ideas and evidence needed to influence changes to the housing system. Phase two was all about investing in new projects that would create this evidence base across three programme areas:

- **Backing Community-Led Housing:** We strengthen, support and champion the growth of community-led housing, so that more people who are in need will benefit
- **Nurturing Ideas to Change the Housing System:** We back promising housing ideas, allowing them to be tested, and then help them move through into action, influence and ultimately widespread implementation
- **Transforming the Private Rented Sector:** We help transform the private rented sector so that it provides homes for people in need that are more affordable, secure, accessible and are better quality.

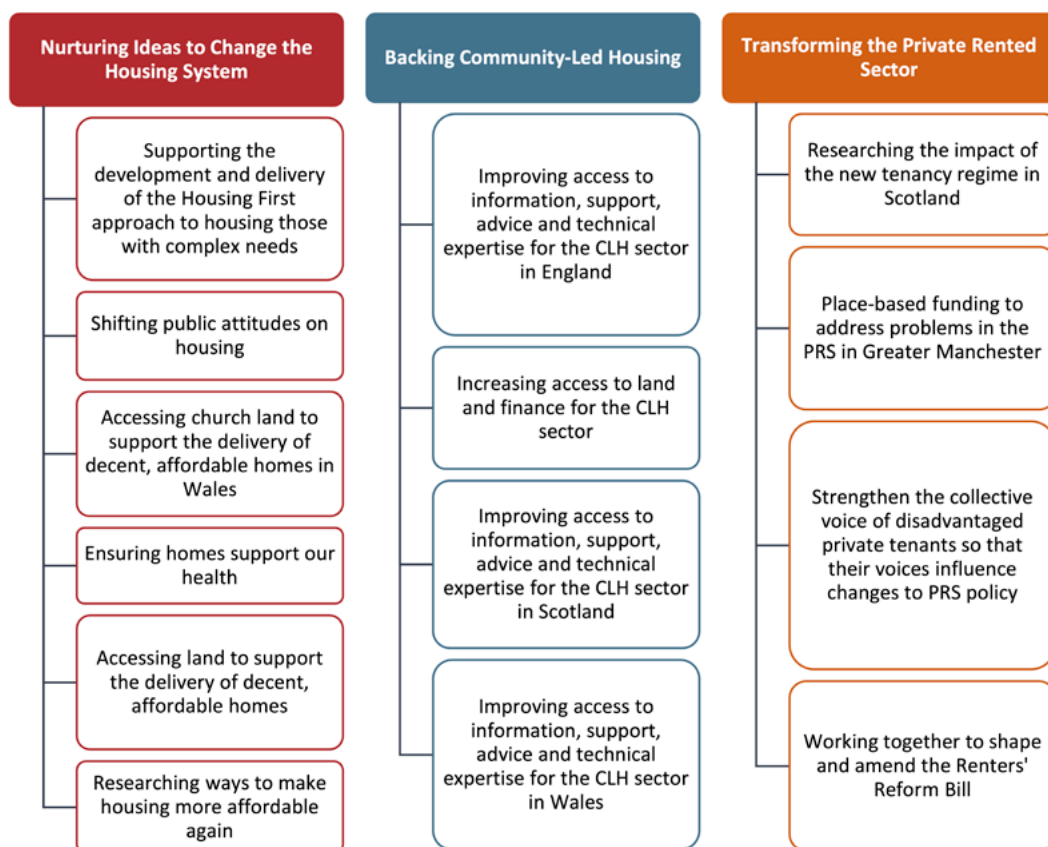
In phase three (DAH3), these programmes and much of the funded work within them remain as the focus, to progress the work we started in phase two to a point where sufficient evidence and learning is generated. We are working alongside our funded partners to use the evidence to influence change; and, importantly understand where actual change is happening as a result.

DAH3 has three strategic priorities:

1. **Generate evidence:** Continue and build on the commitment to previous work and to achieve better outcomes across our programmes
2. **Use the evidence:** Supporting the projects we fund to have greater reach and influence by using our voice and assets available to us
3. **Increase our understanding of the housing system and how change happens:** Facilitate a shared understanding of how systems change happens so that we are better informed to make decisions about where our contribution will have the most impact.

We've begun to carry out more influencing work in our own right, alongside continuing to support the influencing work of our grant-holders. We are also developing ways of working with our benefactor to amplify and enhance the impact of our shared ideas and this work will increase in future years. Exploring Nationwide Foundation's capacity to influence, and assessing the impact of this work, is key to the phase three strategy.

Our impact: How our work is contributing to change in the housing system:



OUR BOARD

Our 10 Trustees, who are also directors of the company limited by guarantee, have a broad mix of skills which attest to their experiences in the voluntary and commercial sectors. Seven of our Trustees are appointed by the board following a recruitment process which carefully matches recruits with any skills gaps. The other three Trustees are employees or officers of NBS and are appointed to our Board by NBS in consultation with our Chair.

Terrie Alafat

Terrie is currently Chair of Riverside Group and Joseph Rowntree Housing Trust and Deputy Chair of Crisis. She was previously the Chief Executive of Chartered Institute of Housing (CIH). Before joining CIH, she was Director of Housing in the then Department of Communities and Local Government, with overall policy responsibility for the supply and management of housing across all tenures, housing growth, and homelessness prevention and support.

Saphié Ashtiany (Chair)

Saphié is the principal of a small consultancy Ashtiany Associates, which specialises in equality law, working predominantly with institutional and charitable bodies. She is also a Visiting Professorial Fellow at Queen Mary University of London. Saphié's other Trusteeships include the Joseph Rowntree Foundation where she chairs the Social Investment Committee. She is also a trustee of the Oxford Philharmonic Orchestra, where she chairs the Advisory Council and of English Touring Theatre.

Kit Beazley

Kit is Chair of Trustees at the Finance Innovation Lab, a charity which builds power to transform the financial system for people and planet. A chartered accountant, he has spent most of his career in financial services. He has worked in banking, insurance, and the mutual sector, most recently at Triodos Bank.

Rob Collins

Rob is Head of Treasury Markets and the Chief Investment Officer in Nationwide's Treasury department, with responsibility for the NBS's environmental, social and governance reporting. Rob is a member of the Chartered Institute of Securities and Investments and chairman of the UK Regulated Covered Bond Council. He also volunteers for Food Cycle.

Catherine Kehoe

Catherine is the Chief Customer, Brand and Engagement Officer at NBS. Before joining Nationwide in 2023, Catherine spent 15 years at Lloyds Banking Group, where she was most recently Chief Customer Officer. Prior to joining Lloyds, Catherine held positions at Royal & Sun Alliance, BT, and Yell Group.

Gill Leng

Gill is committed to enabling everyone to have a home in which to 'start, live and age well', and has focussed on this over last 25 years, working nationally, regionally, and locally on housing and homelessness, and health and care policy and practice. Currently freelance, Gill held national adviser positions in Public Health England, Department for Levelling Up, Housing and Communities, and NHS England between 2014 and 2022, taking a lead role in the COVID homelessness strategy.

Judith McNeill

Judith is chief executive of the KPMG Foundation, which helps young people from disadvantaged UK communities to achieve their potential. Previously she was Comic Relief's grants director, and director of philanthropy at The Mercers' Company, and has held senior roles at Macmillan Cancer Support and WaterAid. Judith is a Trustee of the Coutts Foundation.

Sarah Mitchell (Vice Chair)

Sarah is Chief Executive of Cycling UK, the national charity supporting people to enjoy the benefits of cycling. She is a visiting lecturer at Bayes Business School's Centre for Charity Effectiveness and the author of *Charity Management: Leadership, Evolution and Change*. Previously, Sarah held CEO roles at the social business Heart of the City and at Carers Network and before that she was Head of Housing at Crisis and Chair of Camden Federation of Private Tenants.

Rachael Sinclair

Rachael is Managing Director of Mortgages and Financial wellbeing and a member of the Executive Committee at NBS. She also leads NBS's Oakfield development, the building of 239 new EPC A-rated homes in east Swindon. Since joining NBS, she has carried out multiple roles across strategy and transformation. Prior to joining Nationwide, Rachel spent the previous decade working in various roles with Barclaycard.



ROLE

Role: Trustee and Director

Trustees of the Foundation are also directors of the charitable company limited by guarantee.

Being a Trustee of the Nationwide Foundation will require you to:

- Work with the Chair and fellow Trustees to shape, drive and oversee the Foundation's strategy
- Work with the Chair and fellow trustees to support and supervise the CEO and staff
- Prepare for and participate fully in board meetings
- Promote the work of the Foundation with stakeholders and externally
- Use sound judgement in decision making and leading the organisation
- Ensure the proper management and administration of the charity
- Use any specific skills, knowledge or experience you have to help the board of Trustees reach timely and sound decisions through discussion, focusing on key issues, providing advice and guidance on new initiatives, or on other issues where you have expertise
- Where relevant, review funding applications, agree the awarding of funds and have oversight of the progress of funded projects
- Participate in one of the two Board sub-committees
- Manage risks with a considered, proportionate, and balanced approach.

THE STATUTORY DUTIES OF A TRUSTEE:

- To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations
- To ensure that the organisation pursues its objects as defined in its governing document
- To ensure the organisation uses its resources exclusively in pursuance of its objects for the benefit of the public
- To contribute actively to the board of Trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the organisation
- To ensure the effective and efficient administration of the organisation, including having appropriate policies and procedures in place
- To ensure the financial stability of the organisation
- To protect and manage the assets of the charity and to ensure the proper investment of the charity's funds
- To follow proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of the Chief Executive.



PERSON SPECIFICATION

We are currently seeking two Trustees who will bring knowledge or experience of at least one of the following:

- The housing sector
- Public affairs/campaigns/policy influencing
- Lived experience of the issues Nationwide Foundation are working on
- Business expertise.

We expect that one of the trustees will be appointed to sit on the Finance & Risk sub-committee. With this additional commitment and responsibility in mind, knowledge of charity finances would be welcomed, but not essential.

KNOWLEDGE AND EXPERIENCE

WE ARE LOOKING FOR PEOPLE WHO:

- Offer their insight into, and experience of, influencing systems change, ideally relating to the housing system
- May bring lived experience of the issues Nationwide Foundation are working on
- Bring the ability to think strategically and creatively
- Demonstrate the ability to support and challenge constructively
- Have a strong commitment to equity, diversity and inclusion.
- You will need to have a basic understanding of the roles and responsibilities of a Trustee and charity Board.

ALL CANDIDATES WILL NEED TO DEMONSTRATE:

- Strategic thinking skills and sound judgement. You'll be able to see the bigger picture and communicate that to others
- A willingness to consider detailed information ahead of meetings, so you can participate fully in discussion. Please let us know if you need any adjustments to be made to allow you to fully engage with and contribute to your role
- Your leadership qualities – you may have demonstrated these in another group or community setting where you've influenced change or changed people's minds
- That you're a team player who can work well with a range of different people, including our staff and Trustees, our grantees and their beneficiaries and senior NBS stakeholders
- You're willing to share your own views and thoughts, and respect the views and thoughts of others.

The Observer will have many of the same qualities and interests as our trustees but without the in-depth knowledge and experience of Board roles. The key attribute is a passionate interest in our mission and personal experience of some aspects of our work whether through direct experience, campaigning or otherwise.



TERMS OF APPOINTMENT

TIME COMMITMENT

Board meetings are usually held four times a year. In addition, there is one annual away-day and also board sub-committees, which meet up to four times per year (in person or remotely). Papers for meetings are usually circulated a week in advance.

Outside of board and committee meetings, Trustees are asked to represent the Foundation at events and champion the work of the Foundation to their contacts and networks. In addition, staff sometimes consult with Trustees on particular subjects and there are opportunities for Trustees to attend project visits, meetings and events related to the funding strategy.

Trustees typically spend around a day a month on Foundation business.

LOCATION

The Nationwide Foundation's office is based in Swindon but Board and sub-committee meetings usually take place in London or virtually. Once a year we aim to hold a meeting at the location of a funded project elsewhere in the UK.

Trustees may be required or invited occasionally to travel within the UK to visit projects we fund, and/or to attend events on behalf of the Foundation.

REMUNERATION

This role is offered on a voluntary basis. All travel and subsistence expenses relating to Foundation Trustee duties and responsibilities will be reimbursed in full, up to the limits set out in our expenses policy.

LENGTH OF APPOINTMENT

Trustees are appointed for a three-year term and can serve a maximum of three terms (nine years).

HOW TO APPLY

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact juliet.brown@starfishsearch.com and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/nationwide-trustees-board-observer/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you would like to join our Board and how you meet the knowledge and experience criteria.

Please make sure you clarify whether you are applying for a Trusteeship or for the Observership.

We would also be grateful if you would also complete the anonymous Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date:	Friday 3rd November 2023
Initial conversations:	Mid-November 2023
Final Panel interviews:	End-November/Early-December 2023