



Trustees

Brief for applicants

January 2026



Welcome

Dear Applicant

Thank you for your interest in becoming a trustee of **Waythrough**.

Waythrough is a leading UK charity, driven by a clear purpose: to transform lives and strengthen communities through high impact work across health, social care and employment support.

Waythrough was created through the merger of **Humankind Charity** and **Richmond Fellowship** on 1 June 2024. Our current Board is made up of trustees from our two legacy charities, and as we enter the next phase of our development, we are excited to welcome new voices, perspectives and experience to strengthen and diversify our governance.

Over the past two years, we've been working under a bridging strategy that brought together the priorities of both organisations. We are now reaching a pivotal moment: in **April 2026**, we will launch our first unified, ambitious **10-year strategy**, setting the direction for the next decade of Waythrough's work and impact. Joining us at this moment provides a unique opportunity to shape the future of one of the UK's leading charities working across health, social care and employment support.

Our integration journey continues, with the final stages of cultural, systems and process alignment progressing through 2025/26. We have already achieved significant milestones, and our leadership teams are deeply committed to embedding a strong, collaborative, values driven culture across Waythrough.

This is an exciting and formative time for our organisation. As a trustee, you will play a vital role in guiding our strategic choices, championing our purpose and helping us achieve lasting impact for the people and communities we serve.



Welcome

Waythrough is an ambitious, mission-driven charity with a strong track record of delivering high-impact services. We operate in a fast-moving environment where the need is great and the opportunities to make a difference are even greater. The landscape in which Waythrough operates is changing significantly. In substance misuse, while market conditions remain challenging, the sector has seen a renewed sense of momentum—driven by major national investment through the 10-year drugs strategy, From Harm to Hope, which has created meaningful opportunities for innovation, collaboration and service improvement. Similarly, the mental health sector is undergoing major transformation, supported by sustained investment in community-based care, crisis alternatives and more integrated, person-centred models. Across both areas, the national direction of travel is enabling new approaches, stronger partnerships and a shift towards more preventative, holistic support. Waythrough is well positioned to build on our expertise and play a leading role in shaping this evolving landscape for the benefit of the people and communities we serve.

Our Board plays a vital role in shaping that future. Trustees provide strategic leadership, strong governance, and healthy challenge to ensure we stay ambitious, accountable, and impactful. Above all, the Board is united by a shared commitment: ensuring that Waythrough's work genuinely transforms lives and strengthens the communities we serve.

As a charity tackling some of the most serious and complex health and social care issues, our beneficiaries remain at the heart of every decision we make. If you want to be part of a Board that is passionate, purposeful, and deeply committed to driving change—this is an exciting time to join us.

If this opportunity inspires you, we encourage you to explore what it means to join Waythrough's Board of Trustees. This is a chance to contribute directly to our mission and make a meaningful difference in the lives of the people we support across communities throughout England.

If you feel you can offer the skills, experience and qualities we're seeking, we would be delighted to hear from you and invite you to take the next step in becoming part of our future.

Carolyn Regan
Group Chair of Trustees



Paul Townsley
Group Chief Executive



About our organisation

Two significant national charities joined together on 1 June 2024 to deliver mental health; substance use and related services across the majority of England's regions. We launched our newly merged charity as Waythrough on 1 October 2024.

Waythrough is a registered charity and additionally a registered provider of social housing and has a significant number of services registered with the Care Quality Commission (CQC).

The benefits we are seeking to derive from the merger are straightforward:

- Enhanced services for clients
- Greater financial strength
- Enhanced opportunities for employees

Waythrough's Group Executive Management (GEM) Team was in place from 1 April 2024 and the Waythrough Leaders were all appointed by 1 April 2025.

Waythrough is evolving into something new—distinct from both of the charities we came from—and our Board plays a pivotal role in shaping what this new identity becomes. Together, we are creating a "Waythrough Way": a forward looking approach that brings our values, ways of working and ambitions to life.

We are now moving into our next phase of development, refining how we deliver our place based and trauma informed practice so that it has the greatest impact for the people and communities we support.



About our organisation

As Waythrough, we have created:

Our Vision to break down the barriers that stop people getting the support they need to live a life they value.

It's a big ask, but one we aren't shy of.

Our Promise to everyone that comes through our doors we promise:

- Wherever you are now, we won't judge or write you off
- We'll help you work out who you want to be and where you want to go, and,
- We'll stick with you until you're ready to move on

Our Values underpin everything we do – from how we work together to how we design and deliver our services. All our work to fulfil this vision is strengthened by our values:

- **Kindness** – be generous, caring and compassionate
- **Courage** – be bold, trust and commit
- **Respect** – everyone deserves dignity

As Waythrough we are looking to create impact.

Our ambition is to ensure that:

- **As A Charity** we have a legal duty to exist for the public benefit. In everyday terms that means we're here to help make the world a better place
- **As A Service Provider** we work alongside the people we support to create the changes in their lives they want to see; and,
- **Through Our Partnerships, Innovation and Advocacy** we're striving to change the system which creates some of the challenges in the first place.

We are currently developing our new 10-year strategy, due to launch on 1 April 2026. This will set out our ambition for the future to build on our existing base which is shown above. We have an existing Bridging Strategy in place to guide us until then, formed from the bringing together of our legacy strategies.

As we approach the conclusion of our Bridging Strategy—a framework that has guided us since the merger and brought together the strengths and priorities of our legacy charities. This period has provided the foundations we needed to stabilise, integrate and begin shaping Waythrough's identity.

This Bridging Strategy has three goals and two enablers, which are:

- **Goal One** – Deliver quality standards that have people we support at the centre of everything we do.
- **Goal Two** – Develop local service provision to enable holistic place-based support so that more people get the support they need.
- **Goal Three** – Come together to create our new foundations.
- **Enabler One** – Support, develop and retain our workforce building on a value driven culture.
- **Enabler Two** – Build a robust and sustainable business model.

As we come to the end of this phase, we are finalising our first unified 10-year strategy, launching on 1 April 2026. This long-term plan sets out our ambition for the decade ahead, building on the progress already made and defining the future direction, focus and impact of Waythrough. At the heart of this strategy is an audacious goal—a bold, transformative ambition that challenges us to think bigger, push boundaries, and re-imagine what is possible for the people and communities we serve. It reflects our belief that meaningful change requires courage, collaboration, and a willingness to do things differently.

Our Services and How We Support People

Waythrough delivers high-quality, evidence-based services for people facing multiple disadvantages. Working closely with commissioners, partners, and the people we support, we design and deliver models that create meaningful, lasting change. Our core areas of activity include:

- **Drug and Alcohol Support:** Comprehensive interventions combining case management, psychosocial support, clinical input and aftercare, delivered in partnership with NHS and community organisations.
- **Mental Health Services:** Crisis support, safe havens, and community-based mental health programmes using peer support and lived experience to help people stabilise, recover, and thrive.
- **Supported Housing:** Flexible housing models ranging from floating support to 24-hour accommodation we own and manage, helping people build stability, independence, and resilience.
- **Criminal Justice Services:** Support for people in prison, court, and the community, including substance misuse support, liaison and diversion, and through-the-gate services to support safe reintegration.
- **Employment and Skills:** Programmes that build confidence, skills and opportunities—such as Individual Placement Support (IPS) and partnership initiatives enabling people to access education, training and work.

- **Young People and Families:** A suite of national services providing early help, targeted support and alternative education, with young people meaningfully involved in shaping our work.
- **Domestic Abuse Services:** Support for survivors, work with perpetrators to reduce harm, and specialist services for children and young people affected by domestic abuse.
- **Social Enterprises:** Inclusive enterprises that generate income and provide training, volunteering and employment opportunities in areas such as arts, horticulture, retail, maintenance and repairs.
- **Gambling Support:** Specialist advice, information and tailored interventions for young people, adults, and families affected by gambling harms.

Find out more

To find out more, please visit our website at <https://www.waythrough.org.uk/>

Our current Board



Carolyn Regan CBE, Chair

A highly experienced leader in both the healthcare sector and justice system, Carolyn served as Chief Executive of West London NHS Trust until December 2023. Her varied UK and international experience includes roles as Chair of Just for Kids Law, board member of the Press Recognition Panel, independent Board member of City University, London, and national lead for the health components of the London 2012 Olympic bid.



Caroline Gitsham MBE, Vice Chair

Caroline has over 30 years of public sector experience, including 15 years working at an executive level and advising the UK Government and other statutory and non-statutory bodies. Caroline became a Trustee of Humankind in 2018 and took up the role of Chair in April 2022. She is now Vice Chair at Waythrough.



Danielle Oum, Trustee

Appointed as a Trustee at the end of May 2023, Danielle has a strong background in strategic development, stakeholder engagement and transformational change spanning the public, private and voluntary sectors. In addition to her role as Chair for Coventry and Warwickshire Integrated Care Board, Danielle is also the Chair of Tuntum Housing, a Black and Minority Ethnic-led housing association operating in the East Midlands, as well as chairing Aquarius, the Birmingham-based subsidiary of Waythrough.



Ian Ayling, Trustee

Ian has had a business career working in several marketing, strategy and change roles with some of the UK's most-loved brands, as well as bringing customer-led change to the likes of Tesco in the UK and Groupe Casino internationally.



Maureen Hopcroft, Trustee

Maureen is a technology and change expert, bringing extensive experience of large-scale transformation programmes in the private, public and third sectors. Maureen complements this with 15 years' Board experience in the third sector.

Our current Board



Susan Moore, Trustee

Susan is a Chartered Accountant who qualified and worked with KPMG before moving to take on roles with major public companies in the UK and internationally. She has also worked in local government, the public sector and the regulated social housing sector, including key finance positions in two of the largest housing associations.



Selina Douglas, Trustee

Selina is the Chief Executive Officer of Leeds Community Healthcare (LCH). Before joining LCH in April 2024, Selina served as CEO at Whittington Healthcare. She has a long track record in health and care, and has held several board-level commissioning and operational roles over the last twenty years, in social care, voluntary sector and health.



Paul Najsarek, Trustee

Paul was the Chair of Thrive LDN, London's initiative to promote mental health and well-being. He has deep experience in setting regional and national policy through roles as head of policy at the Audit Commission, and as part of the team that drafted 'Every Child Matters', which has transformed children's services nationally.



Ian Macqueen, Trustee

Ian is an experienced businessman who has spent his career in the retail industry with a number of well-known UK and International companies. After retiring as Group Managing Director of Fiskars Brands UK, Ian founded an online retail company based in the West Country, together with other retail interests.



James Walder, Trustee

A qualified accountant, James is currently CEO of Northstar, a registered provider of social housing based in Stockton. His role covers multiple areas of the organisation's work including procurement, risk, data and digital.

The Role

We are delighted that you are considering joining us to support the delivery of our mission to break down the barriers that stop people getting the support they need to live a life they value. We pride ourselves on being specialists in mental health, substance use and related areas. Our high quality, evidence-based services are designed around the needs of the people we serve. We know that people and their problems don't fit into neatly labelled boxes. And that finding help can be hard when life gets messy. Too many people hit dead ends when they need open doors and answers, and that's where Waythrough comes in.

The Waythrough trustee board:

- sets strategy and promotes excellence
- leads and represents the charity
- works collaboratively with all stakeholders, including people accessing our services.

As a starting point for understanding your role, please read the Charity Commission's guidance, which can be found at [this link](#). We provide a comprehensive, formal and tailored induction for all trustees.

The Board is collectively responsible for ensuring the success of the Charity and ensuring its compliance with all legal and regulatory obligations, by directing and supervising our affairs.

This means that your role is to work with the other trustees to ensure that the Board:

- promotes the long-term sustainable success of the Charity, furthering our mission and charitable purposes, and our contribution for the public benefit;
- ensures that the necessary resources, policies and practices are in place for us to meet our objectives, and measures performance against them;
- establishes the Charity's purpose, values and strategy, satisfying itself that these and our culture are aligned;
- acts with integrity and leads by example, ensuring conflicts of interest are properly declared and managed;
- ensures effective engagement with, and encourages participation from beneficiaries, funders and other stakeholders;
- ensures that workforce policies and practices are consistent with the values and support our long-term sustainable success; and
- establishes and maintains an effective risk management and internal control framework, determining the nature and extent of the principal risks the Charity is willing to take to achieve our long-term strategic objectives.

The Role

Your role consists of the following key elements, within our governance structures from time to time:

- **Strategy:** you should constructively challenge and contribute to strategy development for the Charity;
- **Performance:** you should scrutinise the high-level performance of the Charity against agreed goals and objectives;
- **Risk:** you should satisfy yourself that all performance information is accurate/representative and that controls and systems of risk management are robust and defensible; and
- **People:** you should determine appropriate levels of remuneration for the Executive and the Board (subject to managing conflicts of interest). You may be required to play a role in appointing (and where necessary removing) Executives and planning for their succession.
- **Culture:** you play a critical role in shaping and safeguarding the culture of the charity, asking the right questions, and ensuring that culture and people related matters are given the focus, investment and scrutiny they require to help the charity thrive.

In fulfilling your role, you will also:

- comply with applicable law; with our policies, procedures including our code of conduct, standing orders, delegations of authority from the Board and financial regulations as set and amended from time to time by the Board; and with our Articles of Association;
- uphold/promote our core policies, purpose, values and objectives (including our commitment to equity of opportunity);
- contribute to and share responsibility for decisions of the Board and/or any Board Committee of which you are (or may become) a member;
- attend induction, training and development and other sessions or events as are reasonably required and we expect you to devote time to developing and refreshing your knowledge and skills on an ongoing basis;
- attend and contribute to meetings of the Board and other relevant committees as agreed with the Chair and read the papers and raise any clarifications prior to these meetings;
- declare interests and potential conflicts both as they arise in meetings, annually as part of the statutory audit process and from time to time as any significant changes occur;
- through your own established networks and contacts, use suitable opportunities to promote the organisation;
- represent the Charity when requested; and
- uphold our commitment to relevant external standards such as the Charity Commission's Code of Governance subject always to the Board's discretion to act in the best interests of the Charity.

The Person

Written applications will be considered against the Knowledge and Experience criteria set out below.

Knowledge and experience

- Candidates must demonstrate at least one of the following:
 - leadership and delivery of clinical services or frontline professional support in the substance use or mental health fields;
 - direct experience of leading innovation, cultural and service change and transformation within similar large-scale, complex service environments;
 - experience within commercial growth, housing sector, business development or marketing.
- Proven experience of contributing to the boards of substantial regulated organisations and services would be an asset.
- We are seeking applicants with insight from across England; geographical knowledge or experience is welcomed in any region and is not limited to specific locations
- Knowledge of the sector, its regulatory environment and policy context, including an appreciation of safeguarding expectations would be an asset.
- Lived experience is highly valued on the Waythrough Board
- Previous experience in the Housing sector is considered desirable and would bring valuable insight

Skills and behaviours

- Ability to make decisions, problem solve and prioritise.
- Ability to make a positive contribution and engage in Board discussions.
- Communication skills to establish effective relationships with stakeholders and influence, challenge and persuade others.
- Personal presence that engenders respect.
- Sound judgement and is objective and impartial.
- Acts independently in the best interests of Waythrough and is personally committed to the organisation's vision, mission and values.



Terms of appointment

Remuneration

The role may be remunerated at a rate of up to £4,000 per annum. Candidates should be aware that formal approval from the Charity Commission regarding trustee remuneration is currently pending, and final arrangements will be confirmed once that decision has been received.

The Charity will reimburse trustees for all reasonable and properly documented expenses incurred on Waythrough business.

Time commitment

We anticipate this role to require one to two days per month.

This includes:

- preparation for and attendance at quarterly Board meetings (two are virtual and two are face to face)
- sitting on two committees, meetings held quarterly (all meetings held virtually)
- attendance at two Board away days per year
- attendance at quarterly board development or training sessions
- a quarterly service visit (with brief written feedback expected), and
- occasional meetings with key stakeholder groups, including service users and staff members.

Appointment term

The appointment is offered on an initial term of three years, renewable for a further term.

Location

Waythrough's activities are nationwide across England. We have Head Offices in Durham and London. As above, meetings are hybrid, with some face-to-face meetings held at various locations around the country and some held remotely.



How to apply for this appointment

We hope you will consider making an application to join Waythrough Board as Trustee. To make a formal application, please provide:

- A CV or equivalent biographical details.
- A short covering letter outlining your motivation for joining the Waythrough Board.
- Confirmation that you would not be subject to any conflict of interest in holding this appointment.
- The names, addresses and contact details of two referees whom we may contact at shortlist stage.

Please tell us if there are any dates during the selection process (outlined below) when you would not be available to participate.

We would also be grateful if you would complete the 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.

The closing date is **Friday 13th March 2026**.

Selection timetable

Agreement of the longlist
Preliminary Interviews
Agreement of the shortlist
Informal conversations with stakeholders
Final interviews

23rd March 2026
w/c 30th March and 6th April 2026
14th April 2026
late w/c 13th April 2026
20th and 21st April 2026

The selection panel for this appointment will be:

- **Carolyn Regan, Chair**
- **Caroline Gitsham, Deputy Chair**
- **Ian Ayling, Chair of People & Culture Committee**
- **Danielle Oum, Chair of Quality & Performance Committee**
- **Paul Townsley, CEO of Waythrough**

Please note that the selection process will include discussion with our Life Experience Council members.

