



# Candidate Pack

## Trustees

# Welcome

Dear Applicant,

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

The Nationwide Foundation, a charitable company limited by guarantee, was established as a fully independent charitable foundation almost 30 years ago. We are funded by Nationwide, the world's largest financial mutual. The Foundation is an important part of the institution's Modern Mutual commitments, 'for the good of society'. Although our charitable purposes are wide, 11 years ago we took the decision to focus our work specifically on strategic and practical solutions to the housing crisis. The lack of decent, affordable housing remains one of the most pressing social problems facing the UK today: it harms individuals, families, communities and society. Our vision, supported by our long-term strategy, is for everyone in the UK to have access to a decent, secure home they can afford.

We're seeking two new Trustees, both with rounded skillsets, to join our Board. This is an exciting time to be part of the Foundation as we navigate unprecedented times across the UK's civil society, and in particular financial and housing sectors, in pursuit of our goals. We are keen to attract candidates who bring sound judgement, who are pragmatic in style and approach and know what good charity governance looks like. A knowledge of corporate trusts and foundations would be a benefit. You will also demonstrate a genuine personal commitment to social impact.

If you have expertise in social impact investment, housing policy or delivery (including at a local level), or external affairs, we are particularly interested in hearing from you. Further details about what we are looking for can be found in the section Who we are looking for. You will be joining a highly strategic, engaged and experienced trustee team, including three trustees nominated by the Nationwide. You will also be working with a visionary Chief Executive and strong executive team. Together, the Board drives, oversees and reviews our strategy, ensuring our values and the principles of good grant-making are upheld in the delivery of our objectives.

You will bring strategic reach, an ability to see the bigger picture and sound independent judgement. As ambitious for our growth and impact as we are, your own experience and drive will play a genuine role in bringing about the fundamental changes that help deliver our vision of a society which provides the homes that support people and communities to thrive.

If you share our vision and values, and believe you have the skills, passion, and experience needed to join as Trustee, I look forward to hearing 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.



# Our Decent Affordable Homes strategy

## Our vision

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

The lack of decent, affordable housing is one of the most pressing social problems facing the UK today. It causes harm to individuals and families, as well as to communities and society.

We all deserve to have a home that is safe and comfortable, and for it to be somewhere we can be sure we can remain living in for as long as we want or need. However, there is a direct link between housing and poverty. In the UK today, many people are without affordable and decent housing, and as a result, people struggle to establish settled lives or make the most of opportunities for employment, education, home life or relationships.

Through our Decent Affordable Homes strategy, we seek to improve the lives of people who are disadvantaged because of their housing circumstances by using a systems change approach. Our aim is to increase the availability of decent, affordable homes for people in housing need.

Launched in 2013, and running until at least 2031, the Decent Affordable Homes strategy is now in its fourth phase.

## Our Strategic Priorities



### Make Renting Work for Everyone

We're working to improve the experience of renting across the UK by bringing together tenants, landlords and local partners to create practical, lasting change.



### Deliver More Affordable Homes

We're helping deliver more affordable homes by backing innovative, socially driven approaches that increase supply and improve access to decent housing. Through targeted investment, partnerships and evidence-building, we support new ways of delivering homes – strengthening the housing system and creating lasting impact for people and communities.



### Shape the Future of Good Housing

We're building evidence and influencing policy to drive long-term change.

# Our Decent Affordable Homes strategy

## Our Strategic Principles

- **Ground** our work in place and people.
- **Build** the Foundation's frontline expertise and credibility within housing.
- **Forge** new partnerships with local government and social investors to improve housing locally.
- **Simplify** our strategic projects with clear, measurable outcomes.
- **Evidence** through strategic communications how we are working now and for the future, recognising our position as a corporate foundation.

## Our Flagship Projects:

- ❖ Greater Manchester Landlord Support Hub – Supporting landlords to improve private renting.
- ❖ Built with Social Purpose – Backing the social pioneers building the homes we need
- ❖ The Empty Homes Fund – Increasing the supply of affordable homes by bringing empty properties back to use.
- ❖ Private Renting Knowledge Hub – Building evidence to influence change.
- ❖ PRS Place Based – working in place with local partners to find solutions to housing problems.



# Our Board



Our existing trustees have a broad mix of skills which draw on their experiences in the voluntary and commercial sectors. Up to three of our trustees are appointed by, and are employees or officers of, Nationwide. The other seven are appointed by the board following a recruitment process which carefully matches recruits with any skills gaps.

## **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 and Honorary Fellow of Harris Manchester College, where she is the College Visitor. Saphié's other Trusteeships include the Oxford Philharmonic Orchestra, where she chairs the Advisory Council, St Davids Cathedral and 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.

## **Tony Burton**

Tony works on community, design and environmental projects, is founder of Civic Voice and is chair of Power to Change, CPRE's Policy and Campaigns Committee and The Conservation Volunteer's Chestnut Fund. He is a neighbourhood planning examiner and consultant, and convenes Neighbourhood Planners London. Tony is a trustee of Sheila McKechnie Foundation and previously chaired the National Lottery Community Fund.

## **Steve Evenden**

Steve is Chief Internal Auditor at Nationwide Building Society, and throughout his career, has built and led internal audit teams covering retail banking, corporate banking, insurance and asset management at Barclays, AXA and MS Amlin. Steve also serves as Deputy President of the Chartered Institute of Internal Auditors (CIIA).

# Our Board



## **Robert Gardner**

Robert joined Nationwide Building Society in 2010 as chief economist and alongside his team, provides economic analysis and advice to key decision makers in the organisation. He is also the external spokesperson for the Nationwide House Price Index. Prior to joining Nationwide, Robert worked at Barclays Bank, and was also the head of macroeconomics at RBS, where his team was responsible for providing economic analysis and forecasts for the UK, US and major Eurozone economies.

## **Baroness Alicia Kennedy**

Baroness Kennedy is Chief Operating Officer at The Natasha Allergy Research Foundation, having previously served as Director at Generation Rent. Prior to moving to the third sector, Baroness Kennedy had a 25-year career in politics, holding senior roles in the Labour Party and the official opposition, namely chief of staff, strategic advisor and deputy general secretary of the Labour Party.

## **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 (Vice Chair)**

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.

## **Damian Thompson**

Damian joined Nationwide Building Society in February 2023 as commercial director of landlord. He has previously worked as managing director of retail for Aldermore Bank and has 30 years of experience across building societies, banks and specialist lenders. He has also worked alongside colleagues on the UK Finance Mortgage Board and served as deputy chair.

# Role Description

## Role title

## 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
- Support an inclusive Board culture where different perspectives are welcomed and inform effective decision making.



# Role Description

## 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.



# Who we are looking for



## Your essential knowledge and experience

- Knowledge and experience gained in at least one of the following areas:
  - Social impact investment and / or practical experience of managing relations, especially with single donors (similar to NBS)
  - Significant leadership experience gained within housing delivery, which may include policy or housing management
  - External affairs, with a robust and current understanding of how to promote the mission, role and impact of an organisation such as the Foundation to donors and a wider group of interested parties
- Substantial experience of working to uphold the highest standards of governance, especially within charities
- Experience of / insight into influencing fundamental change, ideally in or relevant to the housing system where our work has impact
- Appreciation of the role and responsibilities of the Trustee role in the context of a corporate foundation.

## Essential skills and personal attributes

- Ability to think strategically and creatively – you see the bigger picture
- Ability to support and challenge constructively – you are a team player who uses your emotional intelligence
- Sound judgement – you are willing to consider detailed information ahead of meetings and participate fully in discussion
- Leadership qualities – you may have developed these in another group or community setting where you've influenced change
- Inclusive – you are able to support the development of an inclusive board and are committed to meaningful change in society
- Independence – you're willing to share your own views and thoughts, and you respect the views and thoughts of others

*Please let us know if you would need any adjustments to be made to allow you to fully engage with and contribute to your role.*

# Terms of appointment

## Time commitment

Board meetings are usually held four times a year in person in London at the premises of NBS in Threadneedle Street.

In addition, there are two Board sub-committees namely Finance and Risk and Governance and Nominations, and an advisory Impact and Influencing group. Trustees would be expected to join at least one of these. The board sub-committees meet up to four times per year (usually remotely). And we have an away day once a year. Papers for meetings are usually circulated a week in advance.

Outside of board and committee meetings, staff sometimes consult with Trustees on particular subjects. And there are opportunities for Trustees to attend project visits, meetings and events related to the Foundation's 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 if they are not virtual / hybrid. Once a year we aim to hold a meeting at the location of a funded project somewhere 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

To make an application, please go to <https://starfishsearch.com/jobs/nationwide-foundation-trustees/>, and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A covering letter that sets out your motivation for the role and describes the specific experience you can bring to the appointment.
- Please let us know if you need any adjustments to be made to allow you to fully engage with and contribute to your role.

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.

Deadline for applications is: **Friday 17th July 2026**

## Recruitment timetable

Closing date:	Friday 17th July 2026
Preliminary interviews:	August 2026
Final Panel interviews:	w/c 7th September 2026

