



Wiltshire
Community
Foundation



TRUSTEE RECRUITMENT PACK

Changing Lives By Connecting People
Who Care With Causes That Matter

CHARITY NO: 1123126

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ABOUT US



In the UK, 80% of charitable giving goes to the largest national charities, whereas less than 5% goes to small local charities

Wiltshire Community Foundation is an independent charity dedicated to tackling disadvantage and strengthening local communities by inspiring local philanthropy and supporting the voluntary sector.

Set up in 1975, initially known as the Thamesdown Community Trust, we merged with Wiltshire Community Trust in 1991 and became Wiltshire Community Foundation. We are proud to be the oldest Community Foundation in the UK and Europe.

We are one of the largest grant-giving organisations in Wiltshire and Swindon. Each year we award around £2million through hundreds of grants to grassroots voluntary and community groups to enable more local people to thrive. We also support young people to improve their development, education, and future employment through our education grants programmes.

Our research into local need ensures funding is targeted where it is needed most, tackling the most pressing local issues to build stronger communities. Alongside financial support we provide a range of events, training workshops and advice sessions for the voluntary and community sector helping to build skills, capacity, knowledge, and networks.

We believe that to meet long-term community needs, we need resources with longevity. We have a range of ways that people can give, to suit their motivations. Our endowment is made up of multiple funds, set up by individuals, businesses and trusts who care about our communities and want to support causes locally. These funds are invested and the returns they generate are made available for grant making year-on-year. In this way donations continue to make an impact forever.

Since the Foundation was established in 1975, more than £26million has been awarded in grants, making a real difference to the most disadvantaged people in our county.

Wiltshire Community Foundation is part of and accredited by UK Community Foundations (UKCF), the membership organisation for the UK's 47 accredited community foundations. They are the only national network of charitable funders with a physical presence in every part of the UK. Their vision is for every community across the UK to have access to an agile community foundation focussed on addressing need wherever they find it, through vibrant local philanthropy and giving, sustainable charitable funding, and local partnership working.



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GIVING FOR LOCAL GOOD

WHY WE EXIST

The Need in Wiltshire and Swindon

Wiltshire is perceived as an affluent county and a great place to live. And for many it is. But there is a high degree of inequality across Wiltshire and Swindon, with pockets of extremely high deprivation in our towns and rural areas.

Our Needs Analysis for Wiltshire and Swindon is a core part of our evidence gathering and informs our work and how we shape our programmes so that we respond to the most pressing issues in our county. It uses a range of socio-economic data to explore local need and priorities and highlights the inequalities that affect the opportunities and life choices of many local people. We recommissioned Oxford Consultants for Social Inclusion (OCSI) last year to undertake an update for most recent information.

Here are some of the report's findings.

Inequality

- Almost a quarter of homes in Wiltshire are in poor condition and hard to heat, a costly issue in rural areas with no mains gas.
- More than 38,000 people in Wiltshire are income deprived and more than 28,000 are employment deprived.
- 13 of Wiltshire's 15 largest towns have high levels of personal debt – increasing risk of financial hardship during the cost of living crisis.
- 28 neighbourhood in Wiltshire and Swindon are ranked in the top 20% most deprived areas in England.

Mental Health & Wellbeing

- Mental health challenges are widespread across Wiltshire.
- 7 of Wiltshire's 15 largest towns have high levels of mental health need.
- 6 of Wiltshire's largest towns have high proportions of people receiving disability benefits.
- 11 of Wiltshire's largest towns contain at least one neighbourhood amongst the 20% most deprived in England in relation to mood and anxiety disorders.

Children & Young People

- 85 neighbourhoods in Wiltshire and Swindon rank among the 20% most educationally deprived in England.
- Young adults in Wiltshire and Swindon are more likely to be unemployed than the wider population.
- Low proportions of state school pupils in the county enter Higher Education.
- Disadvantaged young people in Wiltshire perform particularly poorly when compared to disadvantaged pupils elsewhere.
- 1 in 4 children live in poverty, in some areas it is as high as 40%.

Older People

- Wiltshire has a higher proportion of older people than the national average.
- Wiltshire has a high proportion of lone pensioner households which contributes to loneliness and isolation.
- There are high rates of older people receiving Attendance Allowance.
- Almost 25% of neighbourhoods in Wiltshire and Swindon have high levels of pensioner poverty.

OUR VISION, MISSION & VALUES

Our Vision is of fair, resilient and thriving communities across Wiltshire and Swindon.

Our Mission is to grow sustainable funding for Wiltshire and Swindon, forge partnerships and create a culture of giving that helps meet local needs and empowers the voluntary sector to tackle challenges and seize opportunities.

Destination Statement: We are an inspirational and aspirational organisation, which people want to be part of. We are responsive, relevant, and known in the community. We are widely recognised, and valued for our knowledge, grant making and philanthropy advice. People are making a difference by working with us.

Underpinning our work are our values, expressed as the “**BRICKS**” upon which the Foundation is built and values we live and operate by:

Brave

Representative

Informed

Collaborative

Kind

Strategic

OUR STRATEGY

We are now reaching the end of our 2020-2025 organisational strategy. This period has seen significant change and development both within our organisation and externally with both the Coronavirus pandemic and the cost of living crisis deeply affecting communities across the UK. We are delighted that against this backdrop, we have been able to achieve, and in some cases, exceed our strategic goals.

A key milestone was our commitment to invest £10 million in local communities which will be achieved through targeted grant-making, inspiring philanthropy and partnerships with donors and organisations. This investment has supported disadvantaged individuals and empowered local groups to address challenges throughout the pandemic and the cost-of-living crisis, including poverty, mental health, education, and social isolation, positively impacting thousands across Wiltshire and Swindon.

With a strong focus on community engagement, we have enhanced our understanding of local needs and streamlined processes post-pandemic, becoming a more informed and flexible funder. By inspiring new donors, growing charitable funds and building partnerships, we have strengthened our role in driving positive change. Through collaborating with local authorities and the NHS, we ensure funding reaches grassroots organisations making a real difference throughout our communities. We have continued to build a sustainable source of funding, with our endowment now valued at over £30million, while increasing our reach, impact and commitment to supporting Wiltshire and Swindon's voluntary sector.

We are now finalising our new five-year strategy. It has been developed in consultation with our staff, trustees, donors, grantees, the wider voluntary sector and other key stakeholders. Throughout this process, three key priorities, which we have named pillars, emerged: tackling inequity to build fairer communities, strengthening community resilience, and championing our local voluntary sector.

These pillars will drive long-term impact, fostering sustainable, equitable communities across Wiltshire and Swindon. Raising our profile and advocating for more philanthropy will help secure the funding needed to meet growing local demands, enabling us to be a trusted partner in driving change. To achieve this, we will continue to streamline processes and embrace digital transformation to maximise efficiency and impact.

Our new strategy focuses on creating a brighter, more inclusive future through the critical role of philanthropy in local development. Underpinning all areas of our work are the following commitments:



OUR PEOPLE



Angus Macpherson Chair of Trustees

Angus lives in Wroughton and is married with two adult children and three granddaughters. His association with the Foundation started when, as a Chartered Accountant, he was appointed Treasurer in 2006 and completed a nine year term before stepping down in 2015. Angus served as the Police & Crime Commissioner for Wiltshire from 2012 to 2021 and has acquired an extensive knowledge of the community and voluntary sector in the county, as well as the needs of its residents. Angus was a governor of Dauntsey's and Stonar Schools and is a trustee of The Filling Station (Swindon). Angus rejoined the Board in 2019 and became Chair of Trustees in 2022.



Mark Barnett Vice Chair of Trustees

Mark joined as a trustee in September 2021 but has been a fundholder, along with his wife Melanie, since 2015. Alongside being our Vice Chair, Mark is Chair of the Education Panel and Chair of our People and Governance Committee. Mark was Chief Operating Officer of The Consortium in Trowbridge for 12 years until he and Melanie set up Responsible Homes, a housing company in Chippenham that helps tenants buy their own property. Mark is also Chair of Doorway in Chippenham.



Fiona Oliver Joint Chief Executive

I joined the Foundation in August 2017 as the Head of Development, became Director of Development and Marketing in 2018 and was appointed as Joint Chief Executive in March 2020. I have been lucky enough to work in the public sector, private sector and owned my own business but my most rewarding experience has been in the charity sector. I was a member of the Senior Management Team for Hope and Homes for Children, leading on the development of their organisational strategy and connecting funders and supporters to their incredible work. It took a special role to lure me away from something that I was so committed to, but supporting the local voluntary sector in my home county and inspiring people to give, captured my imagination and inspired me to jump.



Vicky Hickey Joint Chief Executive

I joined the Foundation in 2013 as Finance Manager, became Director of Finance & Operations in 2018 and was appointed as Joint Chief Executive in March 2020. My role is to jointly lead and manage the organisation, ensuring we achieve our current ambitious 5-year strategy to deliver £10m of investment into local communities by March 2025. My background is in finance, which naturally leads me to focus on the organisation's finances, including investments, audit, risk, and operational effectiveness. In addition to my love of all things "finance", I am passionate about ensuring people have the tools and knowledge they need to perform at their best and to succeed. We have a great team at the Foundation, and I am very proud to be part of it. I feel honoured to work in an organisation which puts people first and dedicates itself to make a real difference to the people and communities in the county I love. It really is something very special.

You can find out more about the full team on our website [here](#).

A TRUSTEE'S RESPONSIBILITIES

Commitment

All trustees are expected to attend quarterly board meetings, quarterly committee meetings for at least one subcommittee and a trustee strategy day once a year. We hold an Annual Celebration and other events each year where trustee attendance is encouraged as they are a great opportunity to meet our supporters, voluntary sector organisations and other key partners. Additional training is offered on an ad hoc basis as well as project visits to see the difference our work is making. UKCF, has a conference every two years and we have regional training opportunities with neighbouring community foundations.



Terms

Appointments are usually for an initial three years with the opportunity to serve a further two terms of three years each. At the end of each three-year period, the trustees will review the needs of the Foundation and if appropriate formally invite the trustee to continue for a further term. It is normal practice for a potential trustee to serve on one of the committees for a period of time to gain experience of our Foundation before being appointed as a trustee. This is a voluntary role, however, all reasonable expenses can be claimed such as travel costs to attend meetings.

Board composition

In order to best represent the community we serve and ensure that the Foundation is well-governed, our trustees bring a broad range of skills and life experience. These include:

- Accountancy, financial management and investment
- Education or statutory services
- Fundraising experience and networking
- Governance of charitable organisations
- Grantmaking
- Human resources management and team building
- Knowledge and experience of Diversity, Equity and Inclusion
- Knowledge of the work of charities and voluntary organisations in Wiltshire and Swindon and the issues facing them
- Legal
- Local, regional and central government policy, advocacy and funding
- Marketing, promotion and public relations
- Project management

TRUSTEE ROLE DESCRIPTION

Main duties (with other trustees):

Governance

- Ensure the Foundation complies with its charitable deed and all relevant laws and regulations
- Act reasonably and prudently ensuring the Foundation takes expert advice when needed
- Set and maintain a framework of delegation and internal control
- Agree or ratify all policies and decisions on matters which might create significant risk to the Foundation, financial or otherwise
- Establish and oversee a system for the identification and management of risk

Strategy

- Review the vision, mission and objectives of the Foundation annually to ensure that we are delivering our grant making to meet the needs of our beneficiaries, we have services and products that encourage donors to give and that we are the authority on need and giving in our beneficiary area

Selection

- Determine the remuneration and appointment of the Chief Executive/s
- Appoint the Chair of Trustees, Vice-Chair of Trustees, and committee chairs from amongst the board members. Appoint the auditors

Who are we looking for?

Some of our trustees are in their final term with us and will be leaving the organisation in the next 12 – 18 months. To make sure we have continuity in the balance of skills and experience on the Board, we are currently particularly interested in hearing from people with either:

- an accountancy or audit background or
- a voluntary sector background

Anyone applying with an accountancy or audit background will be expected to join our Audit, Finance & Risk committee and anyone applying with a voluntary sector background will be expected to join our Programme Delivery committee. Please be sure to include reference to these skills in your application. If your skills don't match this, but are interested please get in touch as other vacancies for trustees may arise in the future.

Support

- Be an ambassador for the Foundation in the wider community
- Introduce new contacts to the Foundation that can help inform or further our work
- Provide advice and support to the joint Chief Executives and all team members
- Attend Foundation events whenever possible
- Participate as appropriate in the national network of community foundations, in order to contribute to its development and set the work of the Foundation in a wider context

Scrutiny

- Ensure a framework is in place for setting and approving policies, plans and budgets in accordance with the approved strategy, and for monitoring performance against them
- Ensure the financial strength and good performance of the Foundation

ABOUT YOU



We want to reflect the communities we support by bringing a range of diverse voices, skills, backgrounds and experiences to our board. We would encourage people who would usually not consider themselves in this role to apply or contact us to find out more.

Candidates do not have to have previous experience of sitting on a board. You don't need a charity background or a university degree to be a trustee, or to have reached any particular stage in your career.

What's important to us is a keen interest in Wiltshire and Swindon, a commitment to creating positive change for our local communities, and a willingness to contribute time, attention and passion to the role, to our thinking and to the future success of our organisation.

Overall:

- You are open and willing to commit to the vision, mission and values of Wiltshire Community Foundation and will use them to guide your role as a trustee
- You are passionate about Wiltshire and Swindon and committed to supporting our communities
- You can bring your lived experience to enhance our board of trustees' perspectives
- You can work effectively as a member of a team
- You have skill and sensitivity in dealing with people at all levels, both internally and externally
- You understand and commit to equal opportunities and will take an active role in driving diversity, equity and inclusion in the organisation
- You are over 18 and are not disqualified from becoming a trustee for any of the reasons listed [here](#).



HOW TO APPLY

We strive to make our recruitment process accessible for all. If we need to make any adjustments to allow you to participate fully in our recruitment process please get in touch with us via recruitment@wiltshirecf.org.uk or call 01380 729284.

We are interested in hearing from people who would be able to join our board during 2025.

If you would like to apply to be a trustee at Wiltshire Community Foundation please send us:

- A short, written statement (maximum two sides A4) or a video or audio (of no more than 5 minutes) supporting your application. Please include: why you would like to join the board; what skills you would bring to the organisation; a bit about yourself; any previous experience.
- A CV setting out your education/training background and career history.

Please send your application to recruitment@wiltshirecf.org.uk. Applications close 31 March. Interviews will be held by the end of April 2025.

If you have any questions about any aspect of the role please do not hesitate to get in contact with our joint Chief Executive Vicky Hickey via the email address above.

EQUITY, DIVERSITY AND INCLUSION

At Wiltshire Community Foundation, people are at the heart of everything we do and we recognise and understand that everyone has a unique contribution to make in helping our communities become stronger and more vibrant places for all. Therefore, we're passionate about creating and maintaining an environment where everyone feels welcome and valued, and reflects the diversity of our communities across Wiltshire and Swindon. This includes our Board of Trustees, staff team, volunteers, donors and grant recipients.

Equity, diversity and inclusion is a key thread that runs through all areas of our organisation, and we are committed to developing and championing it through both our own work and that of our stakeholders. We want to contribute to a community where diversity thrives, and every individual feels empowered to contribute their unique perspective.

This approach is fundamental to achieving our vision and mission. That's why we ensure that every person who comes into contact with our organisation is treated with fairness and respect, regardless of race, colour, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, or age.

If you would like to see a full copy of our Equity, Diversity and Inclusion Policy you can read it on our website [here](#).

CASE STUDY: SWINDON SISTERS ALLIANCE

Swindon Sisters Alliance was first supported by Wiltshire Community Foundation in 2020 with a grant towards a minibus. Since then it has received other grants to maintain and grow its work. On the outside their three shops in Swindon look much like any other charity store. But the organisation's founder Emma King describes them as "doorways to support". Inside each one are staff and volunteers with lived experience of domestic abuse who are trained to befriend or offer help to anyone whose life is affected by the threat of violence or coercive control. Emma founded the community interest company four years ago following the trauma she suffered after the death of her sister Julie. She was determined to provide support to women like her who might fall between the cracks of the formal help on offer.



Their shops are deliberately placed so that women dropping off or picking up their children from school, or are out shopping, can drop in easily. Once inside there is no pressure, just a warm welcome and a willingness to listen. Often women return several times to shop and chat before opening up about their own issues and very few stories are the same. "Often it is just word of mouth that brings people to us," says Emma. "They just walk into the shop and we make a connection with them, I think that's what makes us unique.

"They might be on a journey to leave or in the middle of that period where they're waiting for courts or police, they might be in the refuge or they are just coming out. No matter what part of their journey they are on, we can help with reassurance and emotional support around that. Staff can signpost women to other services or reassure them that, though slow, the process of rebuilding their lives that they are on will be worth it in the end. The group can distribute emergency foodbank vouchers and make referrals but the income from the three shops gives SSA's staff the independence and flexibility to be able to support women as they see fit.

That might mean providing money to help women in crisis. "One of our clients referred a lady to us who was escaping and had to leave Swindon within 24 hours," recalls Emma. "We were able to give her money to get taxis from temporary accommodation to her old accommodation so she could pick up her belongings with her two children and get another taxi to the train station to get to the coast. If we hadn't been able to offer that she would have put herself more in danger by going from one place to another to get as many of her belongings as she could. We often hear the expression 'I left with my clothes in a bag'. The reality of that is it's because they've been told to leave – it's not that they wanted to."

"I'd just like to say thank you to Wiltshire Community Foundation because it has been nothing but helpful to us, right from when it helped us with our minibus at the very beginning when we had peanuts. Hundreds of people have been helped by that minibus, getting them to us, on the holidays and day trips and we have had lots of other support too so we are very grateful for everything."



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MEMBER



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