



Position Specification

Nuffield Foundation
Chief Executive Officer

Foreword



Thank you for thinking about becoming the new Chief Executive of the Nuffield Foundation — an independent charitable trust with a mission to advance educational opportunity and social well-being.

As the Chair of the Trustees, I have witnessed the increased reach of the Foundation's activities in recent years, and I also recognise the important role it can play in our society in a challenging and often uncertain future. At a time when we are facing complex issues and growing inequality, the Nuffield Foundation has the opportunity to offer expert, independent and trusted advice. We are an organisation which works closely with others but retains the ability to focus on where we can make the greatest contribution or where need is acute. From education to the economy, from justice to welfare and the ethics of AI, our task is to draw together the best research to make a practical difference.

We are very fortunate in this endeavour to have the endowment given to us by an industrialist, Lord Nuffield, many years ago. He saw the challenge of deprivation in his own time and he wanted to help make meaningful change. That gift of financial independence and a broad social remit gives us a unique opportunity to pursue the improvement of the lives of those who often live without the advantages or access to opportunity, or support others take for granted.

In this pursuit, our Chief Executive plays a critical role, delivering on that purpose not just by leading and directing the in-house team, but being a critical link to the expertise and advice offered by our outstanding trustees, each committed to playing their part in securing greater social justice through understanding of the issues involved.

This then is a role for a thoughtful and collaborative leader who matches a desire to understand problems in their complexity with a core of social purpose. We are looking for someone who will enjoy the experience of having a broad scope of possibilities in the context of our fundamental missions, but who will also champion initiatives where real change will follow.

The Nuffield Foundation is neither a research council nor a focus for single issue charitable action, although it will work with both of these and with government and practitioners to deliver change. So we are looking for someone who is willing to work with and learn from others, and who has an awareness of how research can be brought to bear on the important social problems of the age. Our Chief Executive will relish the opportunity of guiding a talented in-house team in concert with the advice of an engaged and talented trustee Board.

In looking for our next Chief Executive, we are open to the right person from a wide range of backgrounds. This person may or may not be an academic, although we will certainly need someone with the intellect, integrity and capabilities to make the very best of the opportunity being our Chief Executive will give them.

The right person for this role will want to guide our work in having the broad social impact we hope to provide. They will be someone who will relish engaging our stakeholders in academia, policymakers, government and business, but who will never forget that our true metric is our ability to serve those for whose benefit the Foundation was established. And we look forward to this being someone who has the intellectual courage to respond to circumstances and challenges our Founders never envisaged.

I hope this opportunity will move and excite someone who can take up this role and make it their own. As a place of thoughtful purpose dedicated to making a positive difference working with dedicated experts and professionals, I believe the Nuffield Foundation is a remarkable organisation. We have been well led, but we are very far from complacent about the numerous challenges we face as a society.

We are now looking towards a new chapter in an honourable history, and for a Chief Executive who will offer us thoughtful leadership with a shared sense of purpose. If you are drawn to this endeavour and believe you may have the commitment and experience we need, I would very much encourage you to apply.

Sir Keith Burnett FRS
Chair of Trustees, the Nuffield Foundation

Our Client

The Nuffield Foundation is an independent charitable trust with a mission to advance educational opportunity and social well-being in the UK. It was established in 1943 by William Morris, Lord Nuffield, the founder of Morris Motors. The Nuffield Foundation improves understanding of the issues affecting people's chances in life and identifies ways to address disadvantage and inequality in our digitally driven society. It funds research that informs social policy and has an impact on people's lives, primarily in Education, Welfare and Justice, although much of its work cuts across these.

The Foundation is an open, collaborative, and engaged funder that offers more than money. It works with its grant-holders to engage researchers, policy makers and practitioners with their work. Through connecting the individual projects it funds, the Foundation strengthens their collective impact.

In addition to funding research in universities, research institutes, think tanks and charities, the Nuffield Foundation has established three independent bodies which are co-located with the Foundation to examine areas central to its research agenda in more depth.

- It is the founder and co-funder of **the Nuffield Council on Bioethics**, an independent body that informs policy and public debate about the ethical questions raised by biological and medical research.
- **The Ada Lovelace Institute** an independent research and deliberative body with a mission to ensure data and AI work for people and society, (established in partnership with others).
- **The Nuffield Family Justice Observatory** established to use research to support better outcomes for children.

The Directors of each of these bodies report directly to the Foundation CEO and form part of a diverse leadership team.

The Nuffield Foundation's work is wide-ranging but is underpinned by a common set of principles: freedom and independence, commitment to quality, connecting perspectives, building trust in evidence, and enabling opportunity.

Further information on the organisation is available on their website <https://www.nuffieldfoundation.org>

The Role

As Chief Executive Officer, you will be responsible for the strategic leadership of the organisation, communicating a vision for its future, and leading the implementation of effective strategic plans and initiatives, including having overall responsibility for all Foundation employees, including those from The Ada Lovelace Institute, Family Justice Observatory and Nuffield Council on Bioethics (currently c100 staff in total) and budgets (asset base approx. £500m, annual spend approximately £22m). To succeed, it will be vital to work with the Board of Trustees, and senior executive team to deliver on the Foundation's mission, purpose, and charitable objectives.

Responsibilities, including but not limited to:

Strategic Direction and Leadership

To drive the strategic direction of the organisation, working with the Trustees and senior executive team to develop a vision for its future work, to finalise and launch the Foundation's next strategic plan, and develop and deliver on its strategic priorities and objectives.

- To develop and, with the leadership team, oversee annual objectives and workplans for the organisation to deliver on the Foundation's strategic objectives.
- To oversee the effectiveness of existing programmes; and the development of new programmes and areas of grant making.
- To oversee the Foundation's financial plans; making strategic decisions on budget and resource allocation and annual expenditure.
- To ensure that the organisation remains future focussed, relevant and impactful through effective use of forward planning assessment and impact measures.
- Oversee the management of investments.
- Work closely with the Trustees and senior leadership team to oversee their fiduciary responsibilities and ensure that resource allocations and funding streams are proportionate and justifiable.
- To nurture appropriate values for the organisation, leading by example with the leadership team, and continuing to champion the diversity, equity and inclusion agenda.

Leadership

The leadership team is comprised of six Directors for the Nuffield Foundation, plus the three Directors of the Ada Lovelace Institute, the Family Justice Observatory and the Nuffield Council of Bioethics.

- To lead and develop an effective collaborative senior executive team, balancing the need for direction, autonomy, collaboration and strategic alignment, leveraging expertise and knowledge between the team.
- To ensure that the team works effectively to meet the needs of the organisation as it develops, delegating work and providing coaching and mentoring support as appropriate within the organisation.
- To drive change programmes where appropriate and ensure that the organisation remains adaptive and agile.

Grant Making and Programmes

- Work closely with Trustees and Programme Directors to shape the funding portfolio to ensure that it remains current, future-focussed and impactful and that the Nuffield Foundation's position in the grants landscape remains clear and distinctive.
- Direct and monitor the development of new initiatives and incubation projects as required/agreed.

External Affairs, Partnerships and Communications

- Overall responsibility for the effective presentation of the Foundation's work to the world at large, acting as a spokesperson when required and fulfilling an ambassadorial role.
- Liaison with external bodies including government departments at national and regional local levels; regulatory bodies; professional bodies; research and funding councils; learned societies; academia, and other charitable funders in the same space and external stakeholders in order to maximise the benefits of the Foundation's work.
- Building networks and partnerships with other organisations to maximise the effectiveness of the Foundation's work and impact
- Maintaining close communications and working relationships with the Trustee Board individually and collectively.

Governance and Organisation Development

- Ensure that the Foundation's governance processes are clear and effective and adhered to.
- Oversee the organisation development agenda, to ensure that the Foundation has the right shape, size, structure and appropriate resource to deliver on its strategic aims.

The above list of key responsibilities is not exhaustive. Whilst the role is strategic in nature, the CEO may get involved in some aspects of operational delivery of key projects on occasions.

Candidate Profile

Trustees believe that the successful candidate could have acquired the appropriate experience from a wide range of backgrounds in the not for profit, charity, civil service, business or the research/academic domains. Whatever their background, they should be able to demonstrate the following essential criteria:

Strategy

- Strategic vision, skilled at big picture thinking coupled with a clear understanding of the tools, implications and conditions necessary for implementation.
- Experience of developing organisation level strategic priorities and delivering on associated strategic plans and change programmes.
- An understanding of the characteristics and ethos of the research, charity and government policy domains.
- An understanding of how research can relate to society more broadly, and can impact policy development, whether gained as a practitioner, a researcher or a funder or commissioner of such work, or by some other means.

Strategic Leadership

- Significant experience of strategic leadership at a senior level (likely to be CEO) including through periods of change and transformation.
- Experience of inspiring, and developing a senior team.
- Experience of working effectively with Trustees or Non-Executive Directors.
- Some evidential track record in change management (not essential but highly desirable).

Communications

- A highly skilled communicator, equally comfortable talking to groups and individuals, and skilled at adapting styles and approaches.
- Well networked, with strong interpersonal skills to develop relationships with existing and potential stakeholders and partners.
- An effective public speaker, skilled in dealing with press and public affairs.
- Credibility in the external areas in which the Foundation operates.
- Well-developed influencing skills.

Fiduciary Responsibility

- Financial acumen, with experience of financial oversight of large budgets and organisation level financial plans.
- Some experience/knowledge of investment and portfolio management (not essential but desirable).

Governance

- Understanding of the significance and nature of good governance and the procedures that support it.
- Knowledge of charity governance (not essential but highly desirable).

General Experience and Background

- A clear passion for the aims and objectives of the Foundation.
- Empathy for and understanding of the points of view of researchers who apply for funding, and grant recipients. This requires either a background in, or understanding of, social science/social policy research.

Personal Qualities

- Dynamic and visionary, with the drive to deliver on vision; Resilient and high degree of integrity; Consultative but decisive; and Innovative with courage to break new ground and the personal skills to bring people with you.

Application Process

Application

The recruitment process is being undertaken by Russell Reynolds Associates on behalf of the Nuffield Foundation. Please submit your full application by email to responses@russellreynolds.com. Please quote the role title and assignment code **2402-027L** in the subject heading of the email. All applications will be acknowledged. **The closing date for applications is 23:59 on Monday 8th April 2024.**

Your submission should include:

- A **CV** setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years.
- A **Statement of Suitability** (no longer than two pages) explaining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the criteria in the person specification.
- A completed [Diversity Monitoring Form](#).

Please submit all documents so that the panel will have all the required information on which to assess your application against the criteria in the person specification.

Indicative Timeline subject to change

Milestone	Date
Closing Date for Applications	Monday 8 th April
<i>Presentation of prospective candidates to agree longlist</i>	<i>w/c 15/04</i>
RRA conducts in-depth interviews with longlisted candidates	15/04 to 10/05
<i>Presentation of prospective candidates to agree shortlist</i>	<i>w/c 13/05</i>
First Panel Interview	w/c 03/06
Potential Fireside conversations with relevant stakeholders	03/06 to 14/06
Final Panel interviews	w/c 17/06

Diversity and inclusion are central to the strategic objectives of the Nuffield Foundation.

The Foundation exists to improve people's lives by better understanding the social, economic, technological and demographic issues affecting their life chances. All of its activities seek to advance social well-being and to improve education and skills, particularly for those whose opportunities are constrained by disadvantage or discrimination.

For its work to effectively recognise and reflect these issues, diversity and inclusion must be embedded in all aspects of what it does as a Foundation, including those it employs, the projects it funds and those with whom it works and engages.

The Nuffield Foundation is working to ensure that it is an inclusive organisation, by identifying changes that it can make in different aspects of its work and raising awareness within the organisation and are a [Disability Confident Employer \(Level 2\)](#), have been awarded the RNIB's [Visibly Better](#) standard and also signed up to the [Centre for Ageing Better's Age-Friendly Employer](#) scheme.