Position Specification

Nuffield Foundation

Trustees

Private and Confidential
Introduction
This specification should be read in conjunction with The Nuffield Foundation’s website: https://www.nuffieldfoundation.org/

The Board of Trustees of the Nuffield Foundation seeks to appoint up to three new Trustees. These individuals will be committed to the mission of the Foundation. They will bring an understanding of how research funded by the Foundation can influence policy making and practice, with an academic authority and wider public impact to improve the lives and life chances of those the Foundation serves.

The Nuffield Foundation
The Nuffield Foundation is an independent charitable trust, founded in 1943 by William Morris, Lord Nuffield. Its mission is to fund research, analysis, and programmes that advance educational opportunity and social well-being across the United Kingdom. The Foundation is not simply an academic funding body, though the research it funds must stand up to rigorous academic scrutiny. All the Foundation’s activities seek to advance social well-being across the domains of Education and Skills, Justice and Welfare, particularly for those whose opportunities are constrained by disadvantage at different points in their lives.

Under its current strategic plan, the Foundation has significantly increased its activity. It has more than doubled its spending on research grants, launching a £15m strategic fund. It has established two new bodies The Ada Lovelace Institute on the impact of AI and data on people and society, and the Nuffield Family Justice Observatory. The Foundation has for a number of years co-funded and housed The Nuffield Council on Bioethics, the UK’s national bioethics body, independent of Government.

The Foundation focuses on the following core areas:

- **Education and skills**: the challenges faced by the education system, from the earliest years through to further and higher education, including the teaching and learning of maths, science, and quantitative skills.
- **Children and families**: child development and welfare, learning difficulties, parenting, and the causes and effects of children growing up in adverse circumstances.
- **Economic advantage and disadvantage**: the factors that affect economic well-being, and how these factors change in the course of a lifetime.
- **Law in society**: the role of a modern justice system in providing the framework that underpins social well-being; interventions that build trust and improve outcomes amongst vulnerable people and families in their interaction with the justice system and other public institutions; the effects of differences in access to justice and judicial outcomes.

The Foundation’s commitment to furthering the capacity of research to advance educational opportunity and social well-being is what makes it distinct from most other funders. Underpinning its work is a common set of principles:

- **Freedom and independence**, Nuffield’s endowment guarantees its intellectual independence. It therefore has the freedom to challenge settled policy assumptions and to frame distinctive and larger questions over the longer term.
Commitment to quality. ‘Nuffield-funded’ continues to be a badge that denotes rigorous research. The Foundation’s research is founded on quantitative evidence, but combined with the belief that the insights from combining this approach with well-designed qualitative research can explain the problems facing society and support the development of solutions.

Connecting perspectives. Nuffield’s research output is most effective when it allows academic disciplines to engage with each other and with those working in policy and in professional practice. Each can learn from the other’s experience. The Foundation places an emphasis on synthesis, bringing together individual research projects to offer broader insights and conclusions.

Building trust in evidence. Policies and practices that ameliorate disadvantage depend on a clear and impartial analysis of the evidence. However, at a time when public trust in the authority of evidence is frequently called into question, the wider credibility of Nuffield’s research will depend not only on its rigour and independence, but on demonstrating its connection with, and relevance to, people’s daily experiences.

Enabling individual opportunity and growing confidence. The Foundation’s support for student programmes further its commitment to fostering opportunity and to the analytical thinking that underpins its research agenda.

With the delivery of the Foundation’s five-year strategy (2017-22) well underway, the organisation has become a more engaged funder, working closely with grant holders to ensure a greater profile and influence for their work among the audiences it seeks to reach. This period has also seen the Foundation launch a number of new, largescale projects: the Ada Lovelace Institute will address the ethical implications of the impact of AI on people and society; whilst the Nuffield Family Justice Observatory will bring together the cumulative weight of the Foundation’s work in this field and connect it to those responsible for both policy and practice.


Governance
The Foundation has seven Trustees who act jointly as a corporate body created under the powers now in the Charities Act 2011. Trustees are appointed by other Trustees for a standard tenure of up to two five-year terms. The Board of Trustees meets five times a year and retains overall responsibility for all activities of the Foundation. All strategic and policy decisions are taken by Trustees collectively, advised by a number of committees.

An opportunity now exists to appoint three new Trustees. Two of these individuals will succeed current Trustees who are nearing completion of their term of office and the third will increase the overall size and diversity of the Board to eight members (including the Chair).

The Role
Trustees are required to work with fellow Trustees to provide governance and strategic oversight, ensuring the organisation is well placed, and has the financial stability to deliver on its mission, objectives and ambition. Trustees approve decisions on major grants and awards. Each Trustee will use their specific skills, knowledge or experience to support aspects of the overall leadership and strategic development of the organisation. This may involve sitting on sub committees, leading
discussions on key issues, providing advice and guidance on key aspects of the grant portfolio or other initiatives where the Trustee has expertise.

Key accountabilities include:

- Support and maintain the Foundation’s mission and values;
- Provide strategic direction and oversight;
- Approve or monitor high level policy, define goals and targets and review performance against these;
- Oversee the grants and programmes strategy, awards and governance;
- Review and advise on key grants and grant applications;
- Protect and manage the assets of the Foundation and ensure their effective investment;
- Maintain appropriate fiscal oversight, monitoring spend and ensuring the Foundation has appropriate resources to meet its charitable objects;
- Ensure the organisation fulfils its legal and compliance obligations;
- Act as an ambassador and use personal expertise and networks to enhance the Foundation’s work, reputation and reach;
- Select, support and guide the Chief Executive and monitor his/her performance;
- Maintain effective Board communication and performance;
- Maintain oversight of specific incubation and joint funded projects as agreed from time to time.

In addition to the above duties, each Trustee will use their specific skills, knowledge or experience to support aspects of the overall leadership and strategic development of the organisation. This may involve sitting on sub committees, leading discussions on key issues, providing advice and guidance on key aspects of the grant portfolio or other initiatives where the Trustee has expertise.

**Candidate Profile**

The Foundation seeks highly experienced, motivated and enthusiastic individuals. Successful candidates may have acquired the appropriate experience from a range of backgrounds, including the academic/research, public service, business and civil society domains. Previous Trustee experience is highly desirable, and although experience within the charity or academic sector is not essential, an understanding of, and commitment to, the philanthropic and public purposes of the Foundation will be needed.

Successful candidates will be able to demonstrate the following:

**Skills and experience**

**Background**

As the Board requires a blended and diverse set of skills and competencies, the new Trustees are likely to have varied backgrounds in order to complement one another. These skills and experiences could include one or more of the following:

- Methodological oversight across quantitative and qualitative research;
- Knowledge of the relationship between the research and policy worlds, and an understanding of how research can contribute to policy change and therefore maximise the Foundation’s impact;
- An understanding of the interaction of social science with biology or genetics;
Experience of the relationship between complex data and policy formulation and public engagement;
International experience;
Commercial background (from a range of professions).

Academic areas from which candidates might come include the following:
- Neuroscience, particularly in its relation to education;
- Social geography – an understanding of regional issues in social policy;
- Migration and industrial relations;

Mission and objectives
- A commitment to, and understanding for, the mission and objectives of the Foundation;
- A broad understanding of social policy and social welfare;
- A depth of scholarship or knowledge in a field relevant to the areas Nuffield funds (education, welfare and justice);
- An understanding of how the research Nuffield funds can influence policy making and practice, and improve the lives and life chances of those it serves, particularly those from disadvantaged or vulnerable backgrounds.

Governance
- Knowledge and understanding of the principles of good corporate governance and the legislative framework for the operation of charities;
- High level financial acumen.

Strategy and leadership
- Experience of operating at a strategic level in a lead role (likely to be Director, CEO or Board level);
- Ability to maintain strategic focus and operational oversight.

Personal characteristics / competencies
- **Collegiate and collaborative style** – an avoidance of ‘grandstanding’ and willingness to engage in constructive discussion and then observe ‘cabinet responsibility’ for collectively agreed positions;
- **Strategic capacity** – a grasp of the big picture and avoidance of immersion in minute detail, along with the ability to comment on and assess the full range of issues faced by the Board;
- **Creative flair** – the ability to help the Board consider problems from fresh perspectives;
- **Hands-on engagement** – a willingness and ability to actively ‘lean into’ discussions on programmes of work, investing time and energy to guide and support the endeavour, whilst recognising executive / non-executive boundaries;
- **Clear-thinking and open minded** – intelligence combined with strong communication and good listening skills. An avoidance of dogmatic positions and capacity to alter opinion in the light of new facts and through discussion.

Particulars
Role: Board Trustee
Committees: Investment, Finance, Audit & Risk, Staff & Remuneration, Nomination & Governance
Location: Central London
Remuneration: Pro-bono
Time commitment: 10-15 days per annum*
Term of appointment: Two five-year terms
Honorarium: £11,000 per annum

*The full Trustee Board meets approximately five times per annum. Informal meetings are typically held on Fridays and run 0930-1400hrs. In addition, there will be working dinners three-four times per annum (held immediately before full Trustee meetings), and many Trustees will also attend other sub-committee meetings which may meet twice annually, and/or provide advice to the executive grants and programmes team on grant applications and assessments.
The Selection and Recruitment Process

Russell Reynolds Associates (RRA) has been appointed to support this recruitment. Shortlisting of candidates will involve the assessment of information provided in the application documentation.

Nuffield Foundation is committed to diversity throughout the organisation and welcomes applications from all qualified candidates.

Application Instructions

The closing date for applications is 23:59 on Tuesday 17 March 2020.

To apply, please send a full CV together with a supporting statement, briefly highlighting your experience and skills against the requirements of the role, to responses@russellreynolds.com. Please quote the role title and assignment code 2001-017L in the subject heading of the email. All applications will be acknowledged.

Indicative Timetable

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<tr>
<td>Closing date for applications</td>
<td>23:59 Tuesday 17 March</td>
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<tr>
<td>Longlist Meeting – Appointment Panel</td>
<td>w/c 23 March</td>
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<tr>
<td>Preliminary interviews with RRA</td>
<td>Weeks 30 March, 6, 13 and 20 April</td>
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<tr>
<td>Shortlist Meeting – Appointment Panel</td>
<td>w/c 27 April</td>
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<td>Nuffield Foundation panel interviews</td>
<td>w/c 18 May</td>
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<td>Successful candidate commences in post</td>
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