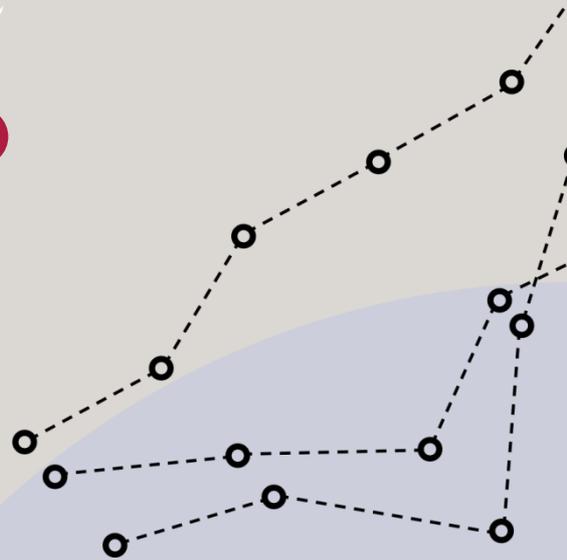




Candidate Brief

# Trustees

September 2018



**GatenbySanderson**  
Board Practice



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# Welcome

Dear Colleague,

I am delighted that you are interested in joining the Board of Nesta.

Nesta is an innovation foundation. We have an endowment of over £400m which generates our core income of around £10m-15m each year and we also generate equivalent revenues from working with partners - governments, foundations, businesses and others.

Our main role is to seek out, spark and shape powerful new ideas, joining with others to take on the big challenges and opportunities of our time, from healthcare to future jobs, democracy to the arts. Our primary focus is in the UK – working in England, Scotland, Wales and Northern Ireland. But we also have a European and an international outlook, working in dozens of countries, so we can both learn from others and achieve a greater impact through partnerships. We intend to use our new building in London as a hub for sparking ideas and convening people.

We judge ourselves against many measures: from the direct impact of the programmes we fund to our influence on public policy; from the growth of firms and social ventures we invest in to how much value people have gained from our events and publications. But our main aim is to provide people and organisations with tools which help them generate and use new ideas more effectively, and to remind people that the future is something we make, not something that happens to us.

Our strategy 2017-2020 focuses on five key areas – Health, Education, the Arts and the Creative Economy, Government Policy and Innovation Policy – we are seeking to appoint up to four new Trustees, drawn from a range of backgrounds that support these key areas, with the skills and expertise to contribute broadly to our Board, and lead the strategic direction of the organisation. We're an experimental body with an appetite for risk in our activities which is in keeping with our desire to fulfil an ambitious mission. This enterprising spirit needs to be balanced against the obligations and responsibilities that fall to any charity trustee.

We are seeking people who can help us think long term and strategically, with strong communication skills and the ability to influence key stakeholders within your sphere of expertise and more widely within the UK and internationally.

We need people of integrity with a strong commitment to our aims and a collaborative approach. You will be joining a highly motivated, high performing board with a genuine desire to make a difference.

If you have the skills, experience and enthusiasm we are seeking, I look forward to hearing from you.

Sir John Gieve  
Chairman

## About Nesta

*Nesta is an innovation foundation. We back new ideas to tackle the big challenges of our time.*

### **Our vision**

We see a world full of potential, where new ideas solve the big challenges that matter to everyone.

### **Our mission**

We seek out, spark and shape powerful new ideas, joining with others to take on the big challenges of our time and shift how the world works for everyone.

### **Why?**

New ideas are key to human progress, prosperity and happiness. In a rapidly changing world, we need new ideas to tackle the big challenges we all face and empower people to shape the future.

These big challenges include an ageing population, stretched public services, a rapidly changing jobs market, and ordinary people feeling disempowered.

### **We work with others to achieve our goals**

We know we can't make change happen by ourselves. We work with all kinds of partners [all over the world](#), who have in common the drive to improve how the world works. We bring together the very big, such as national governments and global technology firms, with the grassroots, such as community groups and local activists, to make change happen.

### **Our work**

We combine our knowledge, networks, funding and skills to back new ideas that tackle big challenges. We operate across the globe and across sectors (including education, healthcare, the arts, technology, and economic policy), working with others to turn these good ideas into reality:

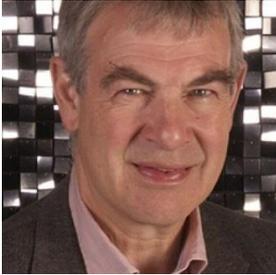
- We see - we spot opportunities in challenges.
- We spark - we generate novel ideas to solve big problems that matter to everyone.
- We shape - we provide the help needed for promising ideas to grow and adapt.
- We shift - we join with others to back world-changing ideas.

### **Where we work**

Nesta was established with an endowment from the UK National Lottery and so our primary focus is on England, Northern Ireland, Scotland and Wales. [But we have a truly international outlook](#). We work on a global scale so that we can be more useful to the UK - by learning from the best ideas around the world and developing international partnerships that allow us to have greater impact.

## Who we are

### Our Chairman



Sir John Gieve is an independent director of Vocalink which runs the main interbank systems in Britain and of CLS which settles most global foreign exchange transactions. He is also Deputy Chair of the Homerton Hospital Trust.

He was Chair of the Clore Social Leadership Programme and was Deputy Governor of the Bank of England from January 2006 until February 2009 where he was a member of the Monetary Policy Committee which sets interest rates in the UK and had responsibility for the Bank's Financial Stability work.

He was a member also of the Board of the Financial Services Authority, the UK regulator of financial services, and of the Financial Stability Board, which has led on the international response to the financial crisis under the G20.

From 2001 to the end of 2005, he was the Permanent Secretary of the Home Office which had lead responsibility for criminal justice, counter terrorism, policing, prisons, and immigration as well as for government relations with the Voluntary and Community Sector and race equality. Before that he spent twenty years at the UK Treasury, where he was private secretary to three Chancellors - Lawson, Major, and Lamont - and rose to head the Budget and Public Services directorates.

### Our current Trustees

Details of our current Trustee team can be found [here](#).

### Our Chief Executive



Geoff Mulgan has been Chief Executive since 2011. Under his leadership Nesta has moved out of the public sector to become a charity (in 2012), launched a range of new initiatives in investment, programmes and research and has implemented a new strategy involving partnerships with foundations, governments and companies in the UK and internationally.

From 2004-2011 he was the first Chief Executive of the Young Foundation, which became a leading centre for social innovation, combining research, creation of new ventures and practical projects. Between 1997 and 2004 Geoff had various roles in the UK government including director of the Government's Strategy Unit and head of policy in the Prime Minister's office under Tony Blair. Before that he was the founder and director of the think-tank Demos. He has also been Chief Adviser to Gordon Brown MP; a lecturer in telecommunications; an investment executive; and a reporter on BBC TV and radio.

He is an adviser to many governments around the world. From 2013-16, under Mayor Boris Johnson, he was co-chair of the London Enterprise Panel committee responsible for science and technology in London. He has been a board member of many organisations including the Work Foundation, Big Society Capital, the Health Innovation Council, Political Quarterly, the Design Council, Atomium Culture, and Involve.

He is a co-founder and current board member of organisations including the global Social Innovation Exchange, Studio Schools Trust, Uprising and Action for Happiness. He has been a visiting professor at LSE, UCL, Melbourne University and a regular lecturer at the China Executive Leadership Academy. From 2015-2018 Geoff is a senior visiting scholar at Harvard University, in the Ash Center at the Kennedy School.

Since 2016 Geoff has been co-chair of a new World Economic Forum group looking at innovation and entrepreneurship in the fourth industrial revolution. He is also member of the board of the French government's French Digital Agency; a member of an Academy of Medical Science's review of public health; the Scottish Government's CAN-DO panel; chair of an international advisory committee for the Mayor of Seoul and member of an advisory committee in the Prime Minister's office in UAE.

His recent books include ***The Locust and the Bee*** (Princeton University Press, 2013); ***The Art of Public Strategy - Mobilising Power and Knowledge for the Public Good*** (Oxford University Press, 2008), ***Good and Bad Power: the ideals and betrayals of government*** (Penguin, 2006) and ***Connexity*** (Harvard Business Press and Jonathon Cape, 1998). His next book, to be published by Princeton UP, is on collective intelligence.

Geoff's Twitter handle is [@geoffmulgan](https://twitter.com/geoffmulgan). A summary of ideas Geoff has worked on can be found [here](#).

**To find out more about Nesta and the people who work here, please visit [www.nesta.org.uk](http://www.nesta.org.uk)**



## Trustee role requirements

As a member of the Board, you will work with the Chair and other Trustees to set strategic direction and shape the work of Nesta. The specific duties of the Trustees are to:

- Contribute to all aspects of Board business, governance, and strategic oversight;
- Actively engage with key stakeholders in fields which are relevant to our business, acting in an ambassadorial capacity as appropriate;
- Provide specific sector expertise where the Trustee's contacts and knowledge will be invaluable in supporting our activities; and
- Participate in Board decision making on the innovation agenda, and design of new programmes and partnerships.

### Essential criteria for Trustee appointments:

- A successful track record in one or more of the following areas in the UK or internationally:
  - Innovator or entrepreneur in any sector
  - Media and communications
  - Working across private, public and charitable sectors
  - Local government
  - Social investment and social enterprise: working with innovations and other investors for capital or revenue or other collaboration
  - Interdisciplinary working that disrupts the thinking in any one discipline
- Connections to networks of people in the UK or internationally from whose expertise Nesta may benefit, and a willingness to use those connections for the foundation's benefit.
- Experience of operating as a trustee or non-executive director, or evidence of transferable skills, including:
  - Strategic capability: sharp mind and good judgement
  - Ability to build strong relationships and act as an ambassador: commanding respect and influencing key stakeholders within own sphere of expertise and more widely within the UK and internationally
  - Demonstrable understanding of respective roles and responsibilities of non-executive and executives, and of collective decision-making
- A mind-set aligned to the foundation and its Board of Trustees, including:
  - Independent: able to challenge and support
  - Creative and enthusiastic about innovation that makes a difference
  - Team player
  - Honest and transparent
  - Confident without being dogmatic
- A good understanding of, and commitment to, Nesta's aims and objectives, and the ability to meet the time commitment outlined on the next page.

## Terms of appointment

### **Remuneration**

We are a charity, so these roles are non-executive and unremunerated, except for the reimbursement of reasonable expenses.

### **Time commitment**

The Board of Trustees meets six times a year with an additional away day. Each Trustee is expected to be on at least one committee, which meets four times a year.

### **Length of appointment**

The appointment will be for a term of up to five years, and is anticipated to start Autumn, 2018.

### **Location**

Board and Committee meetings are normally held in Central London.

### **Equal opportunities**

We are an equal opportunities employer, and we aim to have a diverse mix of skills and backgrounds amongst the members of the Board of Trustees. We would therefore welcome applicants from all backgrounds, but specifically from women and ethnic minorities who will be underrepresented at the end of this term.



## To be considered for one of these roles

To express an interest in one of the available roles, and to be considered, please submit the following information via the GatenbySanderson website:

- A covering letter which:
  - addresses the essential criteria for the role
  - tells us why you want to join Nesta's Board
  - provides details of your availability on the dates provided in the indicative timetable
- An up to date record of your achievements to date

Please also ensure you have completed and submitted the Equal Opportunities monitoring form provided on this site. The information on the form will be treated as confidential, and used for statistical purposes only. The form will not be treated as part of your application.

**The closing date for applications is Monday 5th November 2018.**

If you have any queries about any aspect of the appointment process, need additional information or wish to have an informal and confidential discussion, then Katy Giddens (0207 426 3973), or Juliet Brown (0113 205 6089) will be pleased to take your call.

GatenbySanderson will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

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## Indicative timetable

Closing date	Monday 5th November 2018
Structured discussions with GatenbySanderson	w/c 12th November 2018
Shortlist meeting	end w/c 26th November 2018
Referencing and informal conversations with the Chair/CEO	following short listing
Interviews with Nesta	w/c 3 and 10 December 2018