

National Centre for Social Research

Appointment of Chief Executive
November 2023



Saxton Bampfylde

Message from the Chair

Thank you for showing an interest in the Chief Executive role at National Centre for Social Research (NatCen). This is an exciting career opportunity within Britain's largest independent social research organisation.

NatCen was established in 1969 and we have a proud heritage of conducting social research, to understand the complexity of people's lives and give the public a powerful voice in shaping decisions and services that make a difference to everyone. We believe that social research has the power to make life better.

The research we do helps policymakers make the right decisions about the big issues and we're passionate about ensuring its widest possible impact on the world around us. As a not-for-profit organisation, we are never compromised by commercial or political agendas. Our reputation for delivering relevant and robust research is down to our policy sector specialists, survey methodologists, data analysts and expert quantitative and qualitative researchers.

At the heart of our strategy is our goal to become The National Centre for Social Research, the place that people come to if they want to understand society and social issues; an independent voice at the heart of the big debates; innovative on methods and with new opportunities; bigger and broader in our scope than we are today.

Under the leadership of our current Chief Executive, we have successfully grown our scope, products and services, consolidating and then advancing our position as a well-respected and independent social research organisation. We also played a key role during the pandemic period both in conducting relevant research and as part of the national effort to collect swabs to better understand the incidence of the coronavirus and vaccine efficacy.

We are now looking to build further on our advances by appointing an exceptional and credible Chief Executive to lead our organisation, to work with the Leadership team and Trustee Board and to lead the delivery of our ambitious 'Making Life Better' strategy. We are ambitious for our future and wish to continue to diversify what we can offer our customers.

We welcome applications from people of all walks of life so, if this sounds like an exciting opportunity and if you have the skills, expertise and passion to help NatCen make our ambition a reality, then we'd be delighted to hear from you.

Sir Stuart Etherington
Chair of the Board of Trustees
National Centre for Social Research



About the National Centre for Social Research

We're Britain's largest independent social research organisation. For the last 50 years we've worked on behalf of government and charities to find out what people really think about important social issues and how Britain is run.

Over the next decade, we will position ourselves as the first port of call for our clients and be recognised as the "trusted" independent, not for profit making organisation that provides high quality research and/or advice on society and social issues.

We are a registered charity, and our charitable objective is to provide high quality research to policy makers, to influence change and make life better for people. Our work and influence are widespread, relating to all aspects of public life.

As a business, we have an effective and sustainable financial model that works, and it remains reassuring to note that this is currently enabling us to see out the economic effects of Covid-19 without threatening our existence.



Our Research

We have been generating evidence that uncovers the reality of people's lives and society in the UK since 1969. We partner with government, charities and other research organisations to help them better connect with and understand the public including their views, characteristics and experiences. Through explaining what people really think, feel and do, we help decision makers make more confident and informed choices.

Today, our work and influence are easy to find, and the organisation is especially highly regarded for its health research and biomedical work, including having its own specialist nurse field force; its numerous evaluations for policy makers; its work on attitudes, including the British Social Attitudes Survey and the associated NatCen Panel; its Methodology and Innovation Hub, including its questionnaire design and testing and training capacity (NatCen Learning); and its many social surveys, both large interviewer-based surveys and mixed mode and web-based data collections. We have also expanded into new areas of work and influence, for example through NatCen international, our global brand, and our NatCen Centre for Deliberation.

We have built up an extensive knowledge about society and the social issues that affect us now and may do so in the future (for example, through our horizon scanning). Our unique position in the research landscape comes, in particular, from the following key features that we can offer:

- Organisation - Not for profit, independent and trusted research organisation;
- Scale – over 100 social scientists of all types in one place;
- ScotCen - ScotCen provides high quality and tailored research services for Scotland;
- Subject expertise - all major social policy areas, including children and families, health (physical and mental), crime and justice, communities, work and income, equalities, attitudes;
- Methodological expertise - coordinated through our Methodology and Innovation Hub, including surveys and data collection; questionnaire design and testing; quantitative, qualitative and mixed methods research; and experts in evaluation;
- Data collection - all four modes (face-to-face, telephone, postal and web) individually or mixed;
- Getting to hard-to-reach groups, including via our qualitative experts in sensitive topics - from people in poverty, care homes and refugees to prisoners and child sex offenders, the young, the bereaved, the traumatised to those using food banks; and
- Partnerships - working with the public sector, universities, funders, charities and commercial organisations where there is a common interest.

Our Strategy - “Making Life Better”

We are driven by the belief that social research has the power to make life better. We want to make a positive difference to our society by providing exceptional and relevant evidence to inform decision taking.

Our new strategy, “**Making Life Better**”, sets out the vision, future direction and our ambitions for NatCen in the 2020s and how we are going to achieve them.

NatCen’s reputation is built on its excellence in research methods and data collection, enabling the gathering, analysis and presentation of high-quality evidence to those with the power and influence to change people’s lives.

As a not-for-profit organisation, we’re also trusted to listen to the public, uncovering and providing insights into the reality of people’s lives and society in the UK. Through explaining what people really think, feel and do, we help decision makers make better informed and more confident choices.

NatCen came into the 2020s in a very good place as an organisation. Over the next decade, we will build on our expertise, welcoming the change and opportunities in front of us in the UK and beyond. We will grow and develop our work by embracing the opportunities and challenges of using new modes of data collection, expand our evaluation programme to deliver a greater range of complex evaluations, build on our Centres of excellence, as well as diversify our portfolio into new areas of cross-cutting research topics and methods, and extend our reach geographically.

To our customers, we aspire to be fresh and innovative in what we do, to thrive as they grapple with and adapt to societal changes, using the best research methods and enabling technologies to improve what we can offer at competitive prices. But we also want to reach out to new customers, partners and stakeholders to increase our influence and impact.



Board of Trustees

The Trustee board is chaired by Sir Stuart Etherington who was appointed in 2021. There are currently 13 members of the board. The Trustees of NatCen Social Research are as follows:

- Sir Stuart Etherington – Chair
- Jude England
- Peter Havelock
- Phyliss Macfarlane
- Stephen West
- Desiree Lopez
- Mark Duke
- Oliver Foster
- Helen Barnard
- Bruce Gordon
- Sara Rajeswaren
- John Mohan
- Sundari Anitha

Leadership Team

The Leadership Team is led by the Chief Executive. The Chief Executive is Guy Goodwin who has been in post since 2016 and is retiring in **May 2024**.

In addition to the CEO, there are currently 6 Executive Directors on the Leadership Team. The Leadership Team at NatCen are as follows:

- **Guy Goodwin** - Chief Executive
- **Gillian Prior** - Deputy CEO & Director, Social Surveys
- **Rob Swinchatt** - Chief Commercial Officer and Director of Finance
- **Lola Olujobi** - Director of HR & Payroll
- **Gerry Nicolaas** - Director of Methods
- **Kris Hicks** - Director of Diversification and Business Development
- **Vacant** - Director of Public Policy and Global

Appointment of new Chief Executive

We are seeking to appoint a new CEO to take on the leadership of the organisation and continue leading the delivery of NatCen's 'Making Life Better' Strategy, building on the outstanding contribution of the current incumbent across all aspects of our organisation and the research work we undertake.

We have a brilliant workforce of staff and interviewers that have worked tirelessly through some challenging times, most recently with the pandemic, and have delivered research work of exceptional quality. The organisation is well placed to grow further, as well as weather any external challenges and "shocks" with a stable leadership team and structure in place, a strengthened Trustee Board, and ambitious plans for diversification for the next few years.

To continue our journey and mission to be **The** National Centre for Social Research and make good on our mission to make life better through our social research, we are looking for exceptional and credible applicants who have the skills, drive, vision and commercial acumen to consolidate the broad range of research we are offering, take forward our ambitious strategy and to build a resilient and sustainable organisation.

The new CEO will lead and work with the Leadership Team, supported and challenged by a dedicated and expert Board of Trustees.

We are particularly interested in hearing from applicants who:

- Have led transformational change with a track record of attaining positive outcomes.
- Have a genuine interest in, and commitment to, social research, with a clear understanding of the current social research landscape and the role evidence plays in the policy and practice landscape.
- Have experience of working closely with key government departments, research communities and other organisations, whether not for profit or commercial.
- Are able to demonstrate a collaborative and inclusive leadership style with an unrelenting bias to engage meaningfully and forge positive relationships with established partners and all stakeholders.

We are really excited by the opportunities ahead of us and the new CEO will have the privilege of leading NatCen on the next stage of our exciting journey.

Chief Executive

Reporting to: Chair and Trustee Board

Has reporting to: Leadership Team

The core purpose of this role is to provide leadership and direction for the National Centre for Social Research (NatCen).

The Chief Executive Officer (CEO) will ensure effective implementation of the strategic plans and have oversight of its operational management, to deliver organisational objectives and ensure financial stability, within the overall strategy agreed with Board of Trustees.

The CEO will lead a Leadership Team (LT) team of six and will be responsible for ensuring financial control and supporting and advising on good governance across all aspects of the organisation.

Duties and Responsibilities:

1. Leadership and Strategy

- Work with the Trustees in the determination of overall strategic vision and be responsible for leading the implementation of it.
- Responsible for the development and delivery of the agreed business plans.
- Periodically to review NatCen's organisational structure, processes and policies regularly with a view to making improvements.
- Identify and assess strategic risks, issues and opportunities and take responsibility for initiating and leading associated changes.
- Directly manage NatCen's leadership team and be ready to step in to fill gaps in operations when required.
- Develop and implement opportunities for innovation and ensure that the organisation remains at the forefront of positive change in the research sector.
- Articulate the strategy and values of the organisation to internal and external stakeholders and operate as a positive role model for the culture of the organisation, principled and acts with integrity.
- Lead by example, embody the organisation's values, instilling a culture of professionalism, ownership and inclusion, supported by coaching, training and development.
- Understand and navigate organisation dynamics; build strong informal networks.
- Develop a high performing collaborative team; is inspirational and present.

2. Partnership and Business Development

- Lead the promotion and development of NatCen's work, raising the organisation profile and maximising its reach.
- Seek out, develop and maintain effective working relationships with all relevant organisations and individuals to promote the work of the organisation and facilitate the implementation of its strategic vision and objectives which are both inspiring and deliverable.
- Develop and nurture beneficial partnerships with customers, funders, other organisations and all relevant authorities/organisations, including maintaining good working relations with pre-existing partnerships.
- Work towards the achievement of long-term sustainability, developing the organisation's business model and maximising income.
- Adopt a creative and innovative approach to development, remaining open to new ideas and opportunities.



3. Financial management, Control and Risk

- Lead and direct the financial planning, forecasting, reporting and management of the organisation's finances and resources, to include support for, and engagement of, directors/trustees and board and sub-committee to ensure regulatory compliance and sustainable organisational growth.
- Take executive responsibility for the financial leadership of the organisation, including forecasting and strategic budget leadership, drawing on the advice of the Director of Finance.
- Ensure that the organisation's financial resources are managed effectively and that NatCen remains in good financial health, identifying risks and taking appropriate action.
- Liaise with the Trustee Board to develop and lead on the implementation of the organisation's financial plans, including setting budgets, formulating income generation strategies.
- Ensure there are effective financial management and control systems; ensure delivery within budgets and to performance target; oversee production of management accounts, statutory accounts and annual reports.
- Ensure that Trustees are kept well-informed of key developments in the organisation and provided with sufficient financial and management information to enable them to exercise their statutory responsibilities.

4. Governance and Compliance

- Liaise with the Trustee Board to ensure that NatCen's overall governance structure, policies and procedures are appropriate and effective, taking remedial measures and implementing changes as necessary.
- Attend all Board meetings and prepare a written report in advance of each meeting detailing matters of interest and concern regarding the charity's activities during the previous period; ensure that the Board is made aware in a timely fashion of any matters requiring its attention.
- Develop and maintain effective operational policies and processes in all the organisation's functions. Review and update scope and content to meet legal, regulatory, and best practice needs.
- Oversee the development and practical application of all organisational policies and procedures and ensures that the organisation complies with best practice e.g., regarding health and safety, equality and diversity, and safeguarding.
- Ensure that all major risks are identified and regularly reviewed, and that systems and procedures are in place to mitigate all such risks; be responsible for the development and implementation of the organisation's Risk Register.

5. Communication, key stakeholder relationships and reputation

- Able to convincingly articulate the importance and role of social research in UK life and to promote NatCen's trusted and independent brand.
- Ensure there is a clear communications strategy which maximises opportunities for advocacy, publicity, profile raising and builds NatCen's research and employer brand reputation.

- Create strategic partnerships outside the organisation and establish strong trusted stakeholder relationships that can be leveraged to help deliver results e.g., research bodies, government departments and other organisations we collaborate with for Research.
- Ensure NatCen's profile is enhanced through media appearances, and top-level engagement with Government, business, the general public and other organisations.

Also undertake any other duties within reasonable limits, as requested by the Board of Trustees.

Specific Key Performance Indicators for your role will be developed annually and reviewed by you and the Chair & Board in conjunction with the current business plan and organisational needs of NatCen.



Person Specification

Candidates should demonstrate most of the following experience:

- Demonstrable track record of strategic and corporate leadership and delivery at executive director level with proven record of leading and developing teams or organisations to deliver high quality results.
- Strong commerciality and experience of securing funds and working with funding partners and grant making organisations.
- Substantial demonstrable experience of working with boards, sub-committees and understanding of the role of the Charity Commission.
- Sound strategic planning and a track record of achieving targets.
- Thorough understanding of current national policy, strong interest in societal issues and/or social research and able to discuss both and be convincing internally and externally.
- Experience of developing strong external public relationships promoting and representing an organisation.
- Experience of effective partnership working and development and external relationship management.
- Extensive experience of business planning, business development, financial and risk management.
- Evidence of significant achievement in leading and delivering transformational and culture change.
- Robust approach to governance, controls and definition/implementation of new processes.
- Knowledge of political and commercial landscape in which NatCen operates.
- Experience of working within the Research sector is desirable.

Candidates should demonstrate most of the following skills and knowledge:

- Strategic thinker with the ability to lead strategic vision and achievement of key objectives through strong performance management of Executives and senior management.
- Leadership style, which encourages, motivates, inspires and develops staff.
- Strong financial management skills including the ability to analyse budgets and accounts and delivery of cost and income targets.
- Strong communicator (both orally and in writing) with a reputation for building strong internal and external working relationships.
- Skilled presenter, able to come across confident and passionate whilst talking to the media.
- Well-developed negotiation, listening and influencing skills with the ability to motivate and engage people at every level.
- Highly effective decision-making skills with excellent analytical and problem-solving abilities.
- Intellectual rigour, financial acumen and the ability to accurately analyse and explain complex issues.
- An understanding of the key measures of financial management and control in a challenging environment.
- Excellent interpersonal skills with an ability to build relationships with a variety of stakeholders.

- Outstanding business development skills.
- Rigorous analytical skills with an ability to persuade and influence, both face to face and in writing.
- A commitment to equal opportunities and inclusivity.
- Highly organised and personally effective.

The following criteria are desirable:

- An understanding of Social Research and the issues affecting NatCen's mission.
- Knowledge of the Research sector and passion for social research.
- Knowledge of funding methodology and related financial issues.

Personal attributes

- Ability to pursue the vision and objectives of NatCen with demonstrable passion, drive and commitment.
- Self-belief and a high level of self-awareness - knows own emotions, strengths, and limitations.
- Personal and professional integrity with a commitment to openness, a consultative approach to leadership, inclusiveness, and high standards.
- Responsive with a swift ability to respond to external change or crisis.
- Committed to best practice and with a drive for continual improvement.
- Willingness to confront issues and make difficult decisions.
- Personal resilience, optimism and an openness to change.
- Confident and assertive.
- Resourcefulness and creativity.

Qualification

- Educated to degree level or equivalent professional qualification and evidence of ongoing personal and professional development.

NatCen's Values and Behaviours

We expect our people to demonstrate NatCen's values in their day-to-day work and behaviours.

We will expect you to be: **True, Relevant, and Passionate** in your work.

This means you will be:

- **Rigorous:** Working with discipline and integrity to produce excellent work for our clients and/or your colleagues.
- **Responsible:** Taking care of the information people give us and how you use and report it.
- **Connected:** Being thoughtful about social issues and interested in what's happening in **the** world.
- **Responsive:** Focused on making your work practical, timely and useful.
- **Confident:** Proud to promote our work and the benefit it brings to society.
- **Energetic:** Always thinking about new ways you can develop and improve our organisation.

We also expect our people to maintain high ethical standards and be able to demonstrate knowledge and awareness of individual responsibilities in relation to maintaining confidentiality with written and verbal communication. In addition, they need to take steps to actively conform to the legislative and procedural requirements in relation to the collection, management and storage and destruction of data.

Equal opportunities

NatCen values diversity and welcomes applications from all sections of the community.



Terms of appointment

This role is based in our London office 35 Northampton Square, EC1V 0AX. The Chief Executive will also be expected to make regular visits to our offices in Brentwood and Edinburgh.

This a senior role and remuneration will be commensurate with the experience of the appointed candidate.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to NatCen on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **VBMO**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Thursday, 30th November 2023**.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.