



# Chair

# Recruitment Pack

# Welcome

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Dear applicant

At the Joseph Rowntree Foundation we have an unshakeable belief that poverty in the UK can, and must, be solved.

For us this is a moral cause: to ensure dignity and esteem for everyone in the UK, addressing exclusion and powerlessness. We continue to draw inspiration from our founder, Joseph Rowntree, who set out our driving mission to address 'social evil' over a century ago.

Pursuing that moral cause today, however, means grappling with different challenges – from the climate emergency to the digital economy; the concentration of wealth to the cause of racial justice. That is why the Joseph Rowntree Foundation is changing.

Faced with rising destitution across the UK, the need to take urgent action to reduce poverty today is stronger than ever. And in the years ahead we will redouble our work to shed new light on the nature of poverty, creating new policy propositions, campaigning and advocating for change, directly engaging with where power lies now.

But we know that the work to solve poverty in the UK is not only urgent: it is deep. Faced with growing crises, chronic policy failures, and deep foundational challenges, we believe we are entering a period of deeper transition, requiring us to look afresh at the economic and social models that can shape the lives of people in UK over the decades ahead.

We do not claim to have a clear blueprint for the new. Instead, we believe the task before us is to help imagine it, shape it, test it. Critically, we want to support others involved in that work. Just as Joseph Rowntree did over a century ago, today there are social and cultural pioneers across the UK, seeding and building the alternative futures that we need.

As we enter 2023, a refreshed Executive Team and Trustee body is working towards a new mission: to speed up and support the transition to a more equitable and just future, free from poverty, in which people and planet can flourish.

With an endowment of over £400m, we are committed to putting all of our wealth in service to that mission – not just through how, or how much, we spend; but how and where we choose to invest our wealth. The importance of our mission and the resources we hold impel us to be ambitious for change.

As a wealthy, independent foundation with talented, passionate staff we believe we can play an important direct role in this work. But we also recognise that deep and lasting change will only come from a larger movement, and that JRF is just one organisation in a wide ecosystem. Our ambition is to play a supportive, generous role in that ecosystem, using our independence and wealth to think long-term about the infrastructure we can put in place to support others – including those who are currently furthest from power.

Having agreed our new organisational direction, we are now looking for a Chair who shares our vision for change. Someone who holds a deep belief that a more equitable and just future for the UK, free from poverty, is possible. And someone who has a passion for both the urgent and the deep work needed to shape and speed up that transition.

If you believe you have the personal qualities, skills and experience we are looking for, we very much look forward to hearing from you.

**Will Haire CB**  
Chair

**Paul Kissack**  
Chief Executive

# About JRF

The Joseph Rowntree Foundation (JRF) is working to speed up and support the transition to a more equitable and just future, free from poverty, in which people and planet can flourish.

Inspired by the work of our founder over a century ago, today we are a wealthy, independent, social change organisation working across all nations of the UK. Our work is anchored around poverty. We see ending destitution and deep poverty and expanding economic security as critical pathways to achieving our mission, responding to the most acute manifestations of disadvantage around us and the deeper, structural drivers of injustice growing from our current economic and social model.

In pursuing our mission we are committed to three types of work:

- **Insight and ideas:** we shed new light on the nature and scale of poverty and social injustice in the UK today and set out routes to a more equitable future
- **Campaigns and movement building:** we campaign and advocate for change today while supporting a movement of people and organisations shaping a more equitable future
- **New paradigms and experiments:** we invest in new propositions to speed up the transition to a more equitable future for people and planet backing those engaged in this work

With an endowment of over £400m and confronted with the need for both urgent and deep change, we are committed to putting all our wealth in service to our mission. Over the next 5-10 years we will make available a significant amount of additional funding in mission-aligned spending and higher-risk investment directly to deliver our emerging programme of work. We will also deepen and broaden our approach to investing the rest of our endowment in responsible ways, supporting the transition we wish to see.

A politically independent organisation, we are guided by a set of principles, including using our position to apply pressure to those who hold official power today, while also building powerful coalitions and movements for change, centring the voices of those who benefit least from the status quo. We also recognise that, embracing more speculative work and shouldering risk is a responsibility of a wealthy, independent foundation able to think long-term and focus on radical change. We adopt an 'infrastructure mindset', always asking ourselves how, as a wealthy independent organisation, we can use our position in a generous and long-term way to develop 'value for many'. We are also committed to becoming an anti-racist organisation reflected in who we are, our organisational culture, the work we undertake, and who we work with or fund

The anti-poverty work of the Foundation is overseen by an Executive and supported by around 70 permanent staff based in York, London and Glasgow. We play a particularly active role in York and the region, where JRF is an 'anchor institution', with a number of heritage assets, including Homestead Park, which we run as a resource for the local community.

The Foundation is also the 'parent' of a Community Benefit Society – the Joseph Rowntree Housing Trust (JRHT) – by virtue of being part of a Group. JRHT provides social and affordable housing and care services in York, Leeds, Scarborough, North Yorkshire and Hartlepool, employing around 500 staff, mainly working in care services. JRF Trustees are ultimately responsible for everything within the Group, but JRHT has its own Board which oversees the operation of the Trust and ensures regulatory standards are met. A number of JRF Trustees also serve as JRHT Board members, and a number of JRF Directors serve as JRHT Directors, alongside the Group CEO. Both JRF and JRHT are supported by shared central services – including HR, finance and IT – with around 80 staff.



# Our Board



**Will Haire CB, Outgoing Chair of Trustees and Nominations Committee** has spent his career developing and delivering a wide range of social policies in Northern Ireland. These focused on educational achievement, social deprivation and discrimination, in particular. Will was a career civil servant in Northern Ireland for 35 years. He was Permanent Secretary of the Department of Social Development, and of the Departments of Education and Employment and Learning. He supported the First Minister and deputy First Minister at the time of devolution and during the creation of the Northern Ireland Executive while it was developing its Programme for Government. He was also Head of the Policy Profession in the Northern Ireland Civil Service. He continues to support public sector training. He is a Quaker, currently studying and working as a Trustee of the Quaker International Education Trust.



**Kené Umeasiegbu, Trustee** is currently Campaigns Director at Tesco, leading the company's public and stakeholder engagement on key societal issues including climate change, food waste, plastics and food sourcing. He is an experienced sustainability leader who has worked in the UK, Brazil, Estonia, the Netherlands, and Nigeria, championing the positive role that private enterprise and effective public policy can play in addressing inequality. His career has offered him the chance to work within or with major firms to drive impact towards a more just and sustainable world.



**Saphié Ashtiany, Trustee** is an expert in employment and equality law. Formerly Head of Employment at Nabarro LLP, she is currently Principal of Ashtiany Associates and a visiting Professorial Fellow at Queen Mary University of London. As well as trusteeships in music charities, Saphié also chairs the international NGO the Equal Rights and is Vice Chair of the Board of the Charities Aid Foundation.



**Professor Carol Tannahill OBE, Co-Vice Chair** had a long career in public health and has contributed to many international, national and local public health policy and strategy developments. She was founding Director of the Glasgow Centre for Population Health, a research and development organisation focussed on tackling health inequalities. For seven years until her retirement in September 2021 she was the Chief Social Policy Adviser in Scottish Government. A Fellow of the Faculty of Public Health, the Royal Society of Edinburgh and the Academy of Social Sciences, she holds an honorary professorial appointment with the University of Glasgow and in 2018 was appointed OBE for services to public health.



**Deborah Cadman OBE - Chief Executive, Birmingham City Council.** Deborah has more than 30 years' experience in public services. Prior to her appointment at Birmingham City Council, Deborah was Chief Executive of the West Midlands Combined Authority.

She was previously Local Government Advisor to the Ministerial Team at the Department of Environment, Transport and the Regions, Head of Policy at Redcar and Cleveland Borough and Audit Commission's Best Value Service Lead Inspector for the London region.

Deborah also has extensive Chief Executives experience of all levels of Government (National, Regional, Metropolitan, Borough, District) which includes Chief Executive for St Edmundsbury Borough Council and East Suffolk Council, the East of England Regional Development Agency and Suffolk County Council.

She was born and bred in Birmingham and attended the Loughborough University and the University of Birmingham. Deborah has a degree in politics as well as a master's degree in economics and a further master's degree in management practice.

Deborah received an OBE in 2006 for services to local government. She was recently high commended in the Chief Executive of the Year category at the Inclusive Companies Awards 2019.

She is a trustee of the Joseph Rowntree Trust and Joseph Rowntree Housing Foundation, and as a dedicated and passionate female advocate at the forefront of the public sector, Deborah recently won the First Women Award for Public Service.

Deborah is also a Commissioner for the Smart Government Commission and recently joined the Reform Advisory Board and Resolution Foundation as an advisor.

Deborah is listed in Local Government Chronicle's '100 Most Influential in the Sector'.



**Paul Jenkins OBE – Chair of Audit and Risk Committee.** Until his retirement in September 2022, Paul Jenkins had worked for over 35 years in senior management and policymaking roles in Central Government, the NHS and the Voluntary Sector.

He has extensive experience of working in the area of mental health. He was Chief Executive of the Tavistock and Portman NHS Foundation Trust, a specialist mental health trust and prior to that was Chief Executive of Rethink Mental Illness, a leading national mental health charity working to help those affected by severe mental illness where he helped to lead ground-breaking work in improving public attitudes towards mental illness. He has been involved in the implementation of a number of major national initiatives and was awarded an Order of the British Empire (OBE) in 2002 for his role in setting up NHS Direct. He is currently the Chair of the mental health charity Mental Health UK.



**David Lunts, Vice-Chair** is the CEO of the Old Oak and Park Royal Development Corporation in west London. Until January 2021 he was Executive Director for Housing and Land at the GLA. His earlier roles included London director at the Homes and Communities Agency, director of Urban Policy at the Office of the Deputy Prime Minister in the early 2000s and a leading role in housing and regeneration at Manchester City Council during the 1990s.



**Dr Hilary Cottam OBE, Trustee** is an internationally acclaimed social entrepreneur working with communities and governments around the world to design collaborative, affordable solutions to big social challenges. Transformation is achieved through an emphasis on human relationships supported by technology. Her current work focuses on the need for a 'fifth social revolution': to enable widespread flourishing in this century as work, society and our economies go through deep structural change. Hilary's book *Radical Help* on the future of welfare was published to widespread acclaim in June 2018.





**Farah Elahi, Trustee** is the Interim Head of Community Engagement at the Greater London Authority. Whilst at the GLA, she has led on the Civil Society Strategy and City Hall's work on supporting a thriving sector. Farah's previous roles include Research and Policy Analyst at the Runnymede Trust, and the Family and Childcare Trust. Her research has focused on ethnic inequality in London, employment and education. Published reports include a number of local Race Equality Scorecards and policy briefings, Islamophobia: Still a challenge for us all, and Nations Divided: How to Teach the History of Partition and Ethnic Inequalities in London: Capital for All.



**Gillian Russell, Trustee** is a senior advisory partner at Deloitte. She sits on the Government and Public Sector Industry and Risk Advisory Service Line Executives and leads Deloitte's work in the education sector. An experienced finance and governance professional (FCA) with extensive experience of operating at board and executive level in a range of public, private and not for profit organisations, she is especially passionate about improving public services to citizens and has a particular interest in the role of education in fostering social mobility and inclusion.



**Professor Jo Swaffield, Trustee** is Professor of Economics and Dean of the Faculty of Social Sciences at the University of Southampton. Prior to joining the University of Southampton, she was Professor of Economics in the Department of Economics & Related Studies, University of York and Head of Department (2015- 2021). Her main areas of research interest are labour economics and applied microeconometrics, focusing on the UK labour market on issues such as the gender wage gap, in-work poverty and low wages (including the minimum wage and the Living Wage). Jo's research has been funded by the Economic and Social Research Council (ESRC), the Joseph Rowntree Foundation (JRF) and the Low Pay Commission (LPC).



**In Q4 Anita Bhatia will join the Trustee body and assume the Chair of the Investment Committee**  
Anita is Investment Director at Guy's and St Thomas' Foundation, where she leads the development and implementation of the Foundation's impact investing strategy and related activities including portfolio construction, investment selection and ongoing monitoring. Previously, Anita was at Barclays developing impact investment products for the retail and institutional market. Her prior experience includes external fund investments in alternative strategies at AXA Investment Managers.

Anita is a Non-Executive Director and Risk Committee Chair at Resonance Ltd, a social impact property fund manager. She is a member of the British Private Equity & Venture Capital Association's Impact Investment Advisory Group, and also sits on various limited partner and investor advisory committees of private market funds. Anita holds a Master's degree in Law from the University of Cambridge and a Bachelor's degree from Queen Mary University of London. She is both a CFA and CAIA charterholder.



# Main duties and responsibilities of the Chair role

The Chair provides strategic leadership to the Board of Trustees, working with and guiding the Chief Executive, collectively ensuring the delivery of the organisation's vision, mission and charitable objects.

## Main responsibilities of the role

### Strategic leadership and promoting the Charity

- Provide the vision for a high profile national organisation with a powerful legacy in pursuit of a social mission.
- Offer leadership to the charity and Board that ensures clear strategic direction and impact through effective investment and deployment of organisational resources.
- Work with the Executive to create a positive culture: role model, champion and hold others to account for demonstrating the behaviors that underpin our values.
- Be available to represent the charity externally, with partners and key stakeholders such as regulators, opinion formers and decision-makers.
- Provide clear leadership with regard to JRF's commitment to equity, inclusion and anti-discrimination in all its forms.

### Effective governance and compliance with the Charity's statutory duties

- Promote and keep under review good governance and the highest standards of performance and propriety.
- Ensure compliance with all statutory requirements and that the charity pursues its objectives as defined in its governing document.
- Set the risk appetite of the Board and ensure that major risks and opportunities are regularly reviewed and addressed.
- Develop the culture, knowledge and capability of the Board and ensure its ongoing development, including formal annual appraisals with Board members.

### Conducting Board Business

- Chair meetings of the Board of Trustees to ensure high-quality, inclusive debate and well-informed, timely decision-making, in the best interests of the charity.
- Ensure Trustees are fully engaged, contribute well, and take collective ownership of decisions made regardless of individual position.
- Work with the Chief Executive to ensure that agendas and meetings are well-planned and that decisions are implemented and monitored.
- Work closely with Committee Chairs (Audit & Risk; Resources; Investment; Social Investment) to ensure their delegated remits are met.
- Foster a constructive relationship with, and between, Trustees and between Trustees and Executive.

### Working with the Chief Executive

- Line manage the Chief Executive, ensuring they are supported, continue to develop in the role and are held to account for achieving agreed strategic objectives whilst respecting the distinctive roles of the Executive and Chair.
- Ensure regular contact with the Chief Executive, maintaining an open relationship where each can speak freely about achievements, concerns and challenges.
- Provide a sounding board for the Chief Executive to encourage reflection on complex and demanding issues and offer counsel to support their decision making.
- Liaise with the Chief Executive to maintain an overview of the charity's affairs, and to seek assurance, particularly in the context of identified risks; in consultation with the Trustees, conduct the annual appraisal of the Chief Executive.

# Who we are looking for

## Your knowledge and experience

- You will bring a personal record of providing inspiring and engaging leadership and you will understand how to motivate diverse highly skilled teams.
- Clear understanding of the role of Chair in delivering effective strategic leadership and leading and developing a strong and cohesive Board.
- Experience of leading a diversity, inclusion and anti-racism agenda for another organisation with a deep commitment to delivering enduring change.
- Nuanced understanding of the lived realities of poverty, either through lived experience or through the delivery of relevant frontline services or initiatives.
- Appreciation of the geographical context of JRF in terms of its presence across the four nations, and the regions (especially Yorkshire and the North East) and a working knowledge of the relevant stakeholder communities, ideally with active networks and contacts.
- Understands the principles of charity governance and finance, the respective roles of the Board and Executive and the specific nature of the JRF Group Legal structure.

## Your skills and abilities

- You will be personally influential with compelling communication skills.
- Persuasive leadership style that ensures the Board is held to account for delivering its responsibilities and that it receives high quality information.
- Strong skills in actively facilitating discussion and debate, and summarising points of discussion to support decision-making.
- Highly effective interpersonal abilities: you will actively listen, constructively challenge, and be able to build consensus.

## Your personal qualities and behaviours

- We are looking for a demonstrable passion for social justice. You will have a strong personal commitment to social change and the elimination of poverty in the UK and will be committed to practical progress in achieving genuine equity, diversity, inclusion and anti-racism.
- Undisputed personal integrity with a fair and open style.
- Astute with sharp commercial acumen.
- You will have a high capacity for self-reflection, exercising mature, sound and evidence-based judgement.
- You will have the presence, credibility and engaging style that inspires trust and confidence.





# Terms of Appointment

## Remuneration

This role is offered on a voluntary basis with expenses incurred in the course of the role reimbursed in full by the Charity.

## Time commitment

The role requires the equivalent of around two days per month. We are looking for a Chair with the personal flexibility and availability to commit to the role, making full use of the expert support provided by an experienced and committed Secretariat team.

## Location

There is no specific requirement for the role to be based in York and meetings are held in both York and London, and hybrid. It will be for the incoming Chair to decide the culture of the Board in terms of Trustee participation and engagement.

# How to apply for this appointment

We hope you will consider making an application to become the next Chair of JRF. To make an application, please go to <https://starfishsearch.com/jobs/jrf-chair/> and click on the apply now button, with the following prepared:

- a CV (no more than three sides) or equivalent biographical information
- a short covering letter that explains your motivation and availability and confirms that you would not be subject to any conflict of interest
- please tell us if there are any dates during the selection process (outlined below) when you would not be available to participate.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

**The closing date is Friday 16th December 2022.**

## Selection timetable

Closing date	Friday 16th December
First stage discussions	Second half of January 2023
Agreement of the shortlist	Friday 27th January
Informal conversations with stakeholders	During the month of February
Final interviews	22nd, 24th or 27th February 2023

