



RECRUITMENT PACK

CHIEF EXECUTIVE



WELCOME

Dear candidate,

Thank you for your interest in joining us as our new Chief Executive.

The lack of decent, affordable housing is one of the most pressing social problems facing the UK today. It causes harm to individuals and families, as well as to communities and society. Our vision is for everyone in the UK to have access to a decent home they can afford and since our launch in 1997, we have distributed over £40M to more than 3,000 charities across the UK in service to our purpose.

This is an exciting time to join us, and we are seeking a new Chief Executive who shares our vision and who can lead our dedicated small team to achieve lasting change for people across the UK. We developed our long-term Decent Affordable Homes strategy in 2013 and this will remain in place until at least 2031. We are in phase three of this strategy and remain deeply committed to it. As our new Chief Executive, you will also be looking beyond it to design its next phase, drawing on the evidence and reflections gathered over the past 10 years.

You will bring strategic leadership and influencing skills, with the ability to be externally facing whilst actively leading, supporting and guiding a capable team internally. Your expert stakeholder skills will be invaluable in helping us to realise our ambitions. Established as a fully independent charitable foundation by Nationwide Building Society (NBS); NBS is our main benefactor and makes annual lump sum donations to us of 0.25% of its pre-tax profit. Our relationship with NBS is extremely important to us and you will bring sophisticated relationship building skills able to work closely with NBS as well as a diverse range of stakeholders and partners, including an experienced and talented Board, our grantees, other leading funders and government.

Our new Chief Executive may not come from the housing sector, but will have a proven track record of working on social issues and their solutions, influencing policy and discourse, and driving systems change. You will be ambitious for our growth and impact and bring the experience and drive to influence systemic change across the housing system with and for those we are trying to help, to create the housing we want to see.

If you share our vision and think you have the skills, passion, and experience necessary to be our next Chief Executive, we would love to hear from you.

Saphié Ashtiany
Chair



ABOUT US

We are an independent charity that seeks to improve the lives of people in need. We do this by funding charitable causes and influencing for meaningful, long-term, and lasting systems change. We seek to tackle the root causes of social problems that lead to disadvantage, poverty, and inequality. Key to our approach is creating a legacy, so that fewer people experience negative social outcomes in the future thanks to timely and innovative intervention today.

The Nationwide Foundation was established by NBS in 1997 as a fully independent charitable foundation. The Building Society is the Foundation's main benefactor. We receive an annual donation of around £2-2.5 million and we also benefit from support in kind on an ad hoc basis.

Our staff are employed by NBS and seconded to the Foundation.

CHARITABLE OBJECTS

TNF was established with the following broad object:

“TO PROMOTE SUCH PURPOSES BEING EXCLUSIVELY CHARITABLE ACCORDING TO THE LAW OF ENGLAND AND WALES AS THE TRUSTEES SHALL FROM TIME TO TIME DETERMINE.”

DECENT AFFORDABLE HOMES STRATEGY

In 2013, underpinned by our steadfast belief that a decent, affordable home is the foundation of a decent life and that the lack of decent, affordable housing is one of our most pressing social issues in the UK, we took the decision to focus our work specifically on driving systemic change that will lead to an increase in the availability of decent and genuinely affordable homes for people in need.

Our purpose is to tackle the root causes of disadvantage, poverty, and inequality.

Our vision is for everyone in the UK to have access to a decent home that they can afford.

Our mission is to increase the availability of decent, affordable homes for people in need by using the learning and evidence from the work we fund, and our own activity, to influence change to the housing system.

We are committed to our Decent Affordable Homes strategy. In recognition of the severity of the housing crisis and the significant changes needed to help create a modern housing system that works for everyone, we have committed to this single focus until at least 2031.

The strategy is structured in phases: the first ran from 2013-2016; phase two from 2016-2022; phase three from 2022.

Our programmes	Nurturing Ideas to Change the Housing System	Backing Community-Led Housing	Transforming the Private Rented Sector
The change we want to see (our outcomes)	Ideas for protecting and creating decent, affordable homes flourish and result in changes that lead to an increased number of homes for people in need	Community-led housing delivers an increased number of homes for people in need	The private rented sector provides homes for people in need which are more affordable, secure, accessible and better quality

Our approach in Decent Affordable Homes has always been to build the ideas and evidence needed to influence changes to the housing system. Phase two was all about investing in new projects that would create this evidence base across three programme areas:

- **Backing Community-Led Housing** – We strengthen, support and champion the growth of community-led housing, so that more people who are in need will benefit.
- **Nurturing Ideas to Change the Housing System** – We back promising housing ideas, allowing them to be tested, and then help them move through into action, influence and ultimately widespread implementation.
- **Transforming the Private Rented Sector** – We help transform the private rented sector so that it provides homes for people in need that are more affordable, secure, accessible and are better quality.

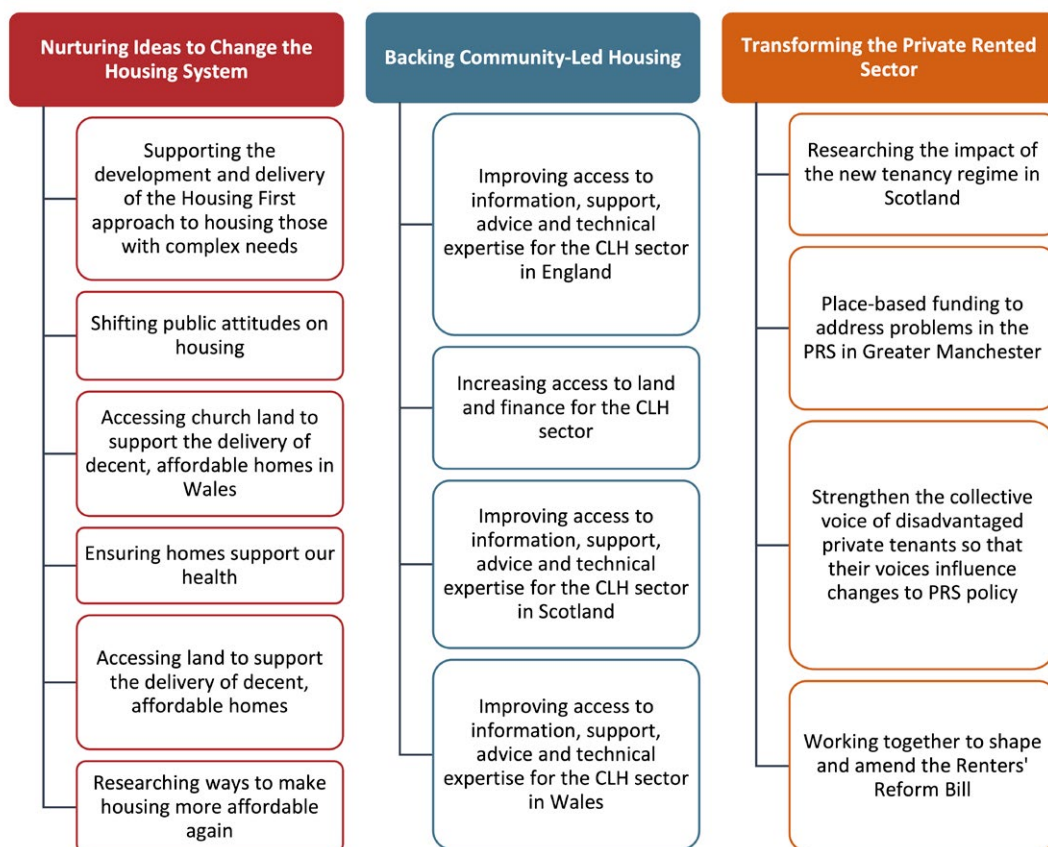
In phase three (DAH3), these programmes and much of the funded work within them remain as the focus, to progress the work we started in phase two to a point where sufficient evidence and learning is generated. where we are working alongside our funded partners to use the evidence to influence change; and, importantly, where actual change is happening as a result.

DAH3 has three strategic priorities:

1. **Generate evidence:** Continue and build on the commitment to previous work and to achieve better outcomes across our programmes.
2. **Use the evidence:** Supporting the projects we fund to have greater reach and influence by using our voice and assets available to us
3. **Increase our understanding of the housing system and how change happens:** Facilitate a shared understanding of how system change happens so that we are better informed to make decisions about where our contribution will have the most impact

We've begun to carry out more influencing work in our own right, alongside continuing to support the influencing work of our grant-holders. We are also developing ways of working together with our benefactor to amplify and enhance the impact of our shared ideas. This work will increase in future years. Exploring the Nationwide Foundation's capacity to influence, and assessing the impact of this work, is key to the phase three strategy.

Our impact: How our work is contributing to change in the housing system:



LEARNING AND EVALUATION

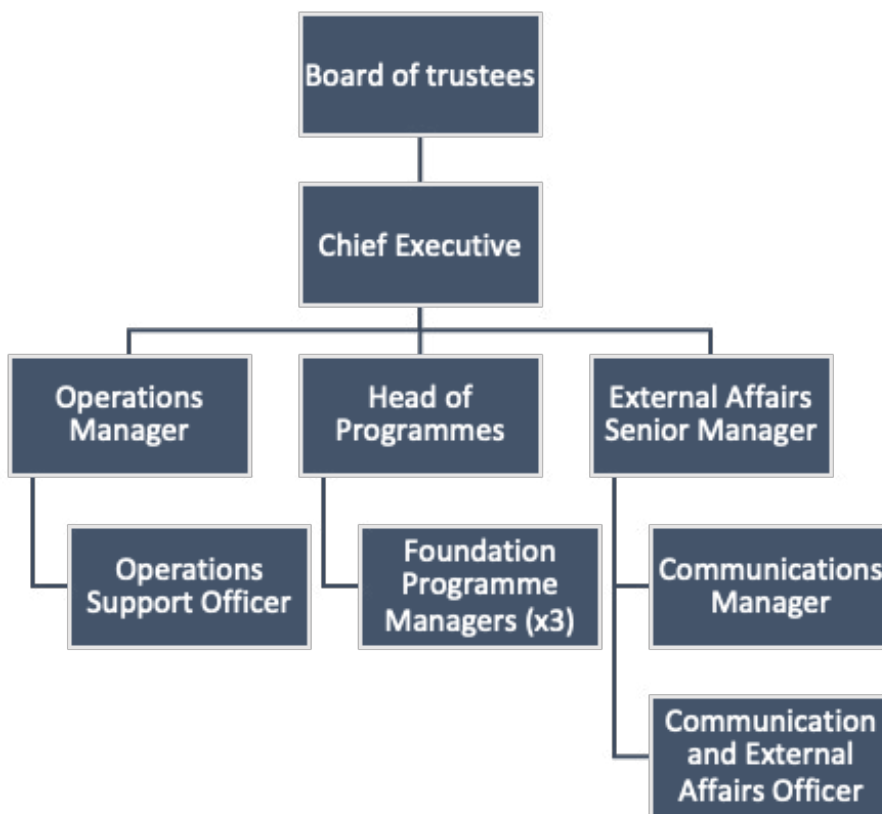
Learning is a vital part of DAH3. We are looking to understand how our work and the work of our grant-holders is influencing change in the housing system and have partnered with an external organisation to surface and understand this collective learning. This understanding will become usable lessons and insights that enable evidence-led decisions about what the Nationwide Foundation and others do next. By looking for indicators of what has helped or hindered progress, and focusing on trying to understand how progress happened, the paths to systems change can be made clearer.

As we move through the rest of 2023 and into 2024, we and our partner organisations will gather the experience and knowledge of our ecosystem of grant-holders and stakeholders. We will seek to develop this into learnings which will be useful not only for trustees, staff members and our grant-holders, but for the wider housing sector. Work has also begun on building understanding of the housing system itself by mapping its complexities and revealing levers for change.

OUR STRUCTURE

TNF is a Company limited by Guarantee and a registered Charity. We have a board of 10 trustees. Seven are Charity Trustees, members of the Society and elected through a standard election process. Three are appointed by the Society in consultation with the Chair of the Foundation.

We have a team of 10 members of staff. A CEO, supported by the Head of Programmes who also acts as deputy to the CEO. An Operations Manager, supported by an Operations Support Officer; three Programme Managers; and a Public Affairs team of three people.



FUTURE PLANS

The Nationwide Foundation's strategic focus is on delivering phase three of the Decent Affordable Homes strategy. This includes:

- Ensuring that funded projects from phase two continue to generate and use evidence to give these projects the best chance of success. These projects will receive both financial support and support from the Nationwide Foundation's other resources, such as its voice and name.
- Using learning from the funded projects to increase our knowledge and understanding of how systems change happens in the UK housing system and adapting our programme theories of change accordingly.
- Increasing and developing the Nationwide Foundation's reputation and profile as a knowledgeable voice in systems change so that it is better able to contribute to making changes happen alongside its grant-holders.

THE CURRENT DECENT AFFORDABLE HOMES PHASE THREE GRANT PORTFOLIO AND ACTIVITIES IN 2023/24

The Nationwide Foundation's grant portfolio is made up of mainly multi-year grants, most of which have received additional funding under phase three to take them to the next level of generating evidence and using this to influence change.

Work due to be undertaken or completed by grant-holders in 2023/24 includes:

- The Nationwide Foundation will be playing an active role as a member of the [Renters' Reform Coalition](#) to influence the shape of the forthcoming Renters' Reform Bill so that there is better protection for vulnerable renters in the private rented sector.
- Research by [Leeds Community Homes](#) will deliver recommendations for ways in which the community-led housing sector can support black and minority ethnic communities to create the affordable homes they want and need. The findings will be shared with sector representatives, funders and policy-makers at local, regional and national level, with the longer-term aim that more black and minority ethnic people access community-led housing.
- With our support, Knowle West Media Centre will continue to raise awareness of [WeCanMake](#) and encourage other areas to utilise its pioneering model for creating affordable homes.
- [Indigo House](#) will work towards releasing its third wave of research into Scottish tenancy reforms in 2024.
- The seven [tenant voice projects](#) will continue helping tenants' voices to be heard in public debate, with a renewed focus on those most vulnerable to harm.
- [Housing Justice](#) will continue to test and refine the Faith in Affordable Housing partnership model, improve access to and understanding of legal guidance, and influence denominations to put in place policies and processes that enable faith groups to turn land into affordable housing. It will also influence Welsh government to support more smaller affordable housing sites and conversions.
- The Nationwide Foundation and co-funders Joseph Rowntree Foundation will continue to increase awareness, understanding and use of the [Talking about Homes toolkit](#). Mobilisation will focus on the housing and health sectors, providing them with frames proven to shift public thinking on housing matters. Further work will be carried out to explore how the frames can be used in conjunction with other existing framing toolkits around changing public ideas about poverty.
- [Cwmpas](#) (formerly the Wales Co-operative Centre), will develop a pilot capital grant fund, influence to increase the Welsh government's commitment to community-led housing and continue to deliver training to local authorities.
- The Town and Country Planning Association will continue to progress the [Healthy Homes Bill](#) and to work towards incorporation of the eleven Healthy Homes principles in legislation.
- The Nationwide Foundation and its grant-holders within community-led housing will continue to influence for sustainable funding of the sector, including a replacement for the Community Housing Fund in England.
- We will continue to increase our own influence and understanding of best practice in shaping positive change to the housing system. This work will include arranging more events to convene and connect key power-holders and experts, alongside greater digital and media campaigning.

JOB DESCRIPTION

Job title: Chief Executive Officer

Accountable to: The Chair of the Board of Trustees

INTRODUCTION

This exciting role has recently become vacant, following the departure of the outgoing CEO, after a successful decade, and the completion of a strategic review.

The Trustees are ambitious for the Foundation to achieve its potential in influencing change and are now looking for the next CEO to deliver and evolve the strategy over the coming years. They will provide internal and external leadership around the vision – *for everyone in the UK to have access to a decent home that they can afford.*

KEY RESPONSIBILITIES OF THE ROLE:

VISION, MISSION AND STRATEGY

- Promote the vision and live the values of the Foundation
- Be accountable to Trustees for delivering the strategy, understanding when and how to adapt and flex over time, as the external environment changes

PEOPLE AND RELATIONSHIPS

- Build effective and transparent relationships with Trustees, individually and collectively, and in particular a strong, mutually respectful relationship with the Chair
- Provide inspiring leadership to the team, be accountable for their performance and wellbeing, and develop their capacity and skills, as a key asset of the organisation
- Cultivate the relationship with NBS in a variety of ways, optimising areas of mutual benefit, whilst recognising the need for independence, as a 'connected' corporate charity
- Develop an approach to partnerships that advances the impact of the organisation, convenes diverse stakeholders and enables the Foundation to act as a catalyst for social change

COMMUNICATIONS AND INFLUENCING

- Nurture relations with a wide variety of external stakeholders – in central, national and local governments across the UK, within civil society, the private sector, the voluntary sector and in the media – that help further the ambitions of the charity and inspire the changes to the housing system that the Foundation and others are looking for
- Represent the Foundation in influencing policy and practice through effective communications

FINANCE AND GOVERNANCE

- Take the lead responsibility for ensuring that Trustees are enabled in their governance role, that all legal and fiscal duties are discharged, and that the charity engages in good practice (and aspires to best practice)
- Oversee the development and management of the charity's business plan, and effective stewardship of financial resources

PERSON SPECIFICATION

EXPERIENCE, KNOWLEDGE AND SKILLS

- Senior experience and a strong track record of leading and managing teams; and supporting or contributing to the governance responsibilities of a Board of Trustees/directors
- Demonstrable experience of effective partnership working or multi-stakeholder collaborations, including with the corporate sector
- Strong and persuasive written and verbal communications skills
- Knowledge of the housing sector (or associated issues in social justice), grant making, or social investment, is highly desirable
- Experience and understanding of building and using evidence to effect change, and working with academic partners or specialists

PERSONAL ATTRIBUTES

- A passion for social justice, and a strong belief in the value of diversity as a foundation for strong organisations, communities and society
- The personal credibility, knowledge and authority to build trust and confidence, internally and externally
- The cultural and emotional intelligence to operate across a broad spectrum of activity and stakeholders, demonstrating both thought leadership and pragmatism, critical analysis, and creativity
- A collaborative, inclusive style, able to motivate a team to deliver agreed outcomes, and the courage to seize new opportunities and embrace change
- Ability to see the bigger picture and enjoy operating in the complex and constantly changing housing sector.



TERMS OF APPOINTMENT

SALARY

The salary for this role is c.£85,000 per annum on a full-time permanent basis.

LOCATION

The role is based at The Nationwide Foundation head office in Swindon and the Foundation has adopted a hybrid working model. The role will involve significant travel within the UK to meetings, networking events and the like.

PENSION

Automatic entry into the Group Personal Pension based on an employee contribution rate of 4% gives 13% employer's contribution rate. Option to make additional contribution of 3% (e.g. 7% in total) to achieve 16% employer contribution.

ANNUAL LEAVE

30 days holiday per year.

ADDITIONAL BENEFITS

- Car Allowance £4656 pa (gross)
- Eligibility for the Annual Performance Pay (APP) Plan. Awards based on performance against Society measures and individual performance ratings
- Personal Accident 3 x salary and Life Assurance 8 x salary

HOW TO APPLY

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Juliet Brown (juliet.brown@starfishsearch.com) or Erin Fuller (erin.fuller@starfishsearch.com) and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/nationwide-ce/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than three sides) that responds to the below:
 - Your motivations for applying for this role.
 - Thinking of a time you have worked with a diverse group of senior stakeholders to deliver social outcomes; how did you approach this and what did you learn?
 - How your strategic leadership experience will allow you to succeed in this role.

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.

Closing date: 30th August 2023

Panel interviews: 12th September 2023

We will let you know on Thursday 7th September 2023 whether you have been successful at reaching the shortlist.