

WORK FOUNDATION

APPOINTMENT OF DIRECTOR

APPOINTMENT BRIEF

JULY 2019





AN INTRODUCTION

As an independent part of Lancaster University's Management School, the Work Foundation transforms people's experience of work and the labour market through high quality applied research that influences public policies and organisational practices while empowering individuals.

Through its rigorous research programmes targeting organisations, cities, regions and economies, the Work Foundation is a leading provider of analysis, evaluation, policy advice and know-how in the UK and beyond.

The Work Foundation addresses the fundamental question of what Good Work for all means: this is a complex and evolving concept. Good Work by necessity encapsulates the importance of productivity and skills needs, the consequences of technological innovation, and of good working practices. The impact of local economic development, of potential disrupters to work from wider-economic governmental and societal pressures, as well as the business needs of different types of organisations can all influence our understanding of what makes work good. Central to the concept of Good Work is how these and other factors impact on the well-being of the individual whether in employment or seeking to enter the workforce.

VISION

The Work Foundation seeks to ensure that 'Good Work' can benefit everyone: individuals, organisations, and communities.

MISSION

Our mission is to improve knowledge and understanding of what constitutes 'Good Work' – for today and tomorrow.



LANCASTER UNIVERSITY MANAGEMENT SCHOOL

Lancaster is a leading British university with global clout: The Times, The Complete University Guide and The Guardian all rank the University in the top ten of UK universities; and in the latest Research Excellence Framework, 83% of its research was rated internationally excellent or world leading. Lancaster was named University of the Year by The Times' Good University Guide for 2018.

Lancaster University Management School (LUMS) is a core part of the institution, as an internationally leading centre of excellence, recognised as one of the few business schools in the world to hold quadruple accreditation. Pioneers from the outset LUMS was one of the country's first business schools. We are now the only one with its own think tank; the independent, London-based Work Foundation. Devoted to improving the working lives of people to the benefit of society and the economy. Lancaster University holds a Gold TEF standard in teaching, and is currently ranked 7th, 7th and 6th within the Guardian, Complete University Guide and Times Good University Guide respectively.

As a School, we are proud of our unique mix of northern roots and global branches. We celebrate deep scholarly intelligence rooted in practice and we continue to challenge ourselves whilst ensuring our hallmarks remain a strength. We do all of this by collaborating, co-creating, embracing international perspectives, and keeping the world of business close and relevant.

Two of the largest in-residence networks of leaders and entrepreneurs in any university sit at the heart of LUMS. The LUMS Leader in Residence programme is a group of nationally- and internationally-renowned leaders, from public, private and third sector organisations. They provide careers advice, contribute to programme design and review, and provide access to valuable networks. LUMS also hosts Entrepreneurs in Residence. They support group teaching activities, offer one-to-one mentoring, and use their real-world experience to add a complementary spark to academic theory.

Departments and Research Centres

LUMS is made up of six academic departments:

- Accounting and Finance
- Economics
- Entrepreneurship and Strategy
- Organisation, Work and Technology
- Management Science
- Marketing

The School's activities are research led, and a fundamental dimension to its work is an environment which gives academics the opportunity to think deeply, work with other people, and produce research that's important. In addition to the Work Foundation, ten key Research Centres form a critical mass of expertise: encouraging collaboration, multidisciplinary and international working, and greater impact. To find out more about LUMS' research centres please visit: <https://www.lancaster.ac.uk/lums/research/research-centres--areas/>

LUMS AMBITION 2025

Be the go-to community for cutting edge knowledge of which everyone wants to be a part

BELIEFS

In the strength of a healthy and growing LUMS community

In challenging convention, pushing boundaries and shaping agendas

Research is at the heart of our success and has the power to transform lives

Our research-led teaching and engagement leads to critical thinking and better outcomes

Embracing different perspectives and collaboration strengthens what we do

We will become a beacon for top talent and nurture potential for all

STRATEGIC FOCUS

Improving productivity and organisational performance

DEVELOPING AND LEVERAGING ACADEMIC EXCELLENCE

Enhancing graduate career opportunities

Providing a challenging, inspirational education

STRATEGIC CAPABILITIES

Building Community

Challenging Convention

Fostering Collaboration

Developing People

PRIORITY ACTIONS TO 2020

Strengthening academic base and research environment

Consolidating programme income and reputation

Enhancing business engagement capacity

Building the LUMS brand

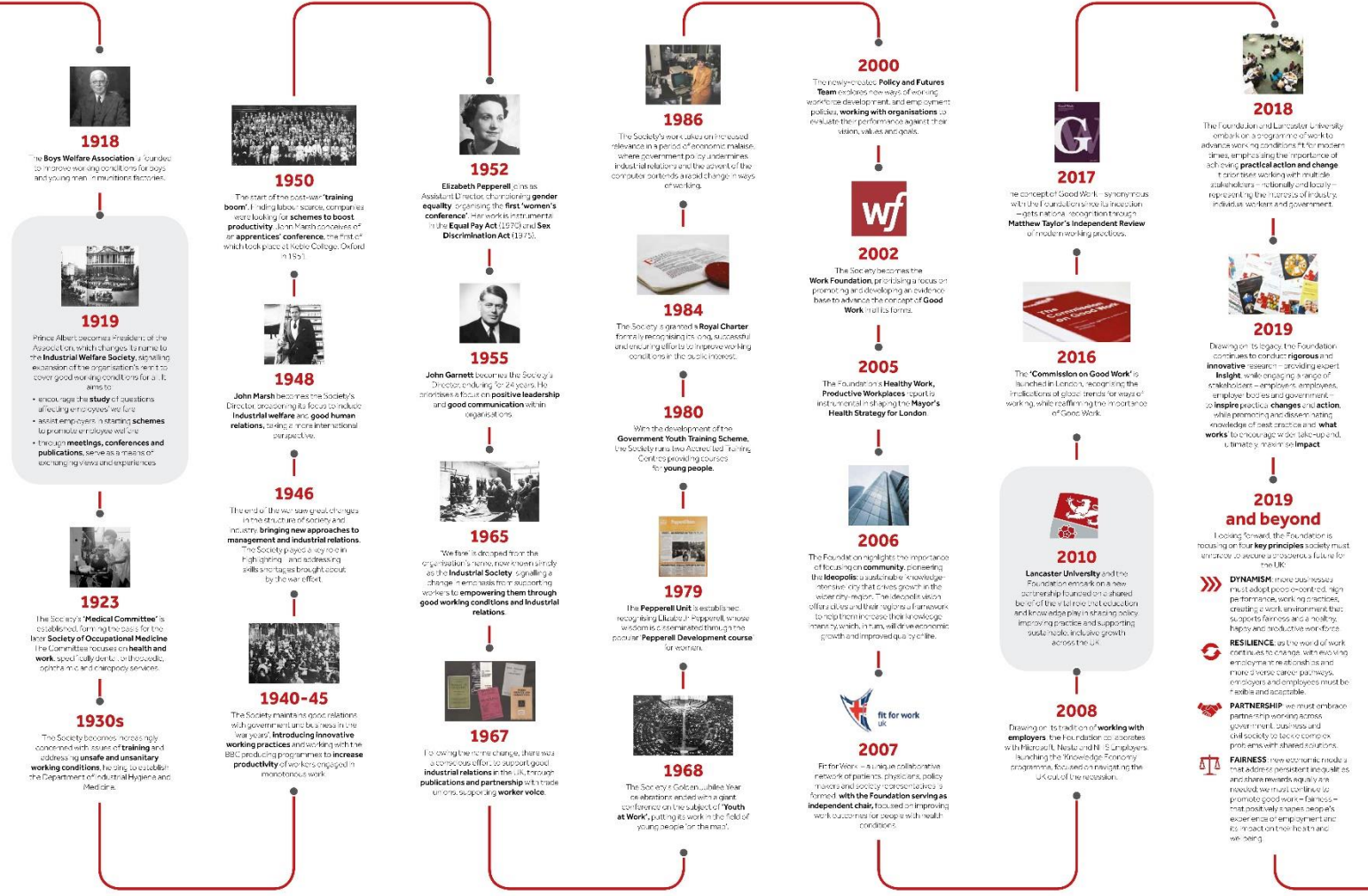
STRENGTHEN THE COMMUNITY EVERY DAY

Community | Established | International | Challenging | Collaborative | Ambitious | Creative | Impactful | Transformational



Lancaster University
Management School

The place to be



THE WORK FOUNDATION - ORIGINS & PURPOSE

The Work Foundation recently celebrated its centenary, from its origins in the post Great War turmoil, through the Industrial Age as the Industrial Welfare Association and Industrial Society, to today's organisation in partnership with Lancaster University Management School.

For 100 years it has specialised in understanding changes in the world of work, not as an end in itself, but to advance people's working conditions and to champion good working practices at work. Whilst many things have changed, its goal has stayed the same - to create happier, healthier and safe working environments that create Good Work and ensure that future success depends on the talents of people and workforce. Our centenary event, marked the end of our Centenary celebrations for 18/19, and was a chance to take stock as a basis to evaluate priorities and move forward with a refreshed "call to action".

The Work Foundation has a vital mission, which has stood the test of time:

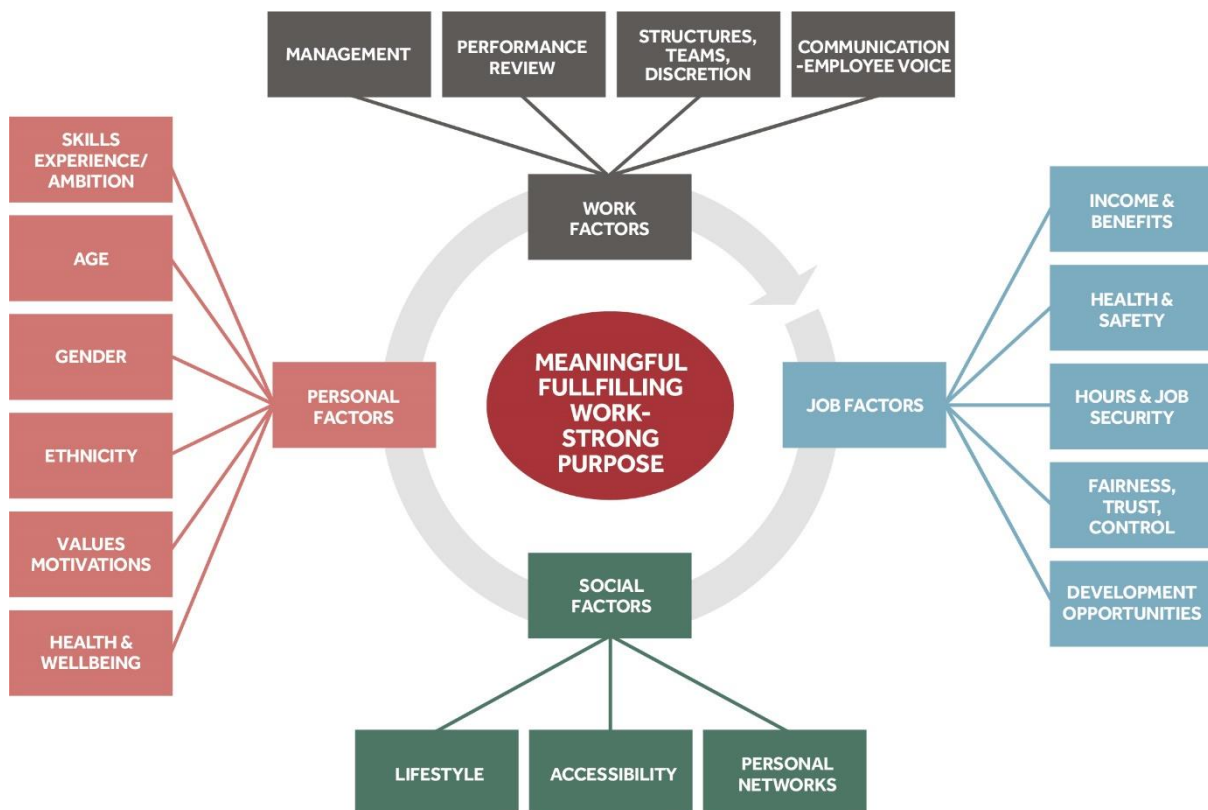
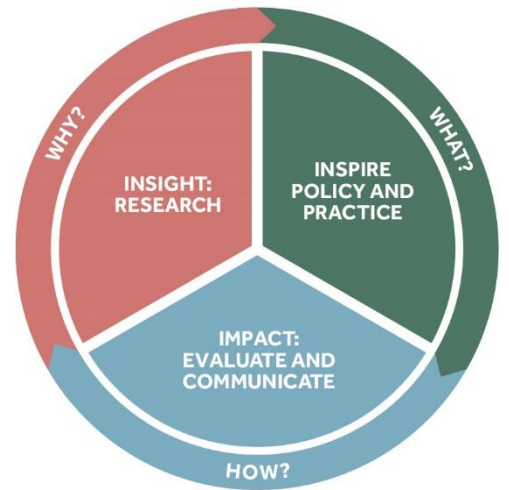
When the Work Foundation became established as the Industrial Welfare Association, at the end of the First World War in 1918, it set out its core purpose and mission. Its goals were to:

- study the most pressing employment challenges of the day
- design schemes to support better employee welfare and working conditions for all, and
- build opportunities to exchange views and share experiences through meetings, conferences and communication activities.

It confronted issues of the day. Rapid industrialisation and urbanisation at the time had a cost in terms of poor working conditions for many workers and rising inequality driven by a substantial population shift with people moving in huge numbers from rural agricultural communities to work in factories in cities and mill towns. Growing cities experienced problems with health at work due to poor sanitation and outbreaks of infectious diseases, and with limited education skills shortages grew.

The organisation has evolved through time, in response to such changes in the labour market and industrial landscape, becoming the Industrial Society (in 1965) and the Work Foundation (in 2002), and being backed by Lancaster University (in 2010), but its core focus has remained the same.

In the 21st century, building on a strong heritage and deep expertise, we continue to progress these core traditions. We are interested in advancing all types of work in all parts of the economy and this is important because it offers independence, and rigor to understand and advance "real" employment issues, free of any vested interest.



THE ROLE

PURPOSE OF POST

Directly responsible to: the Dean, Lancaster University Management School (LUMS)

The Director of the Work Foundation (WF) provides leadership, strategic direction and operational management to position the WF as the UK's leading centre for understanding developments on the nature of work and driving practical improvements in working practices. The success of the WF is measured in terms of:

1. Enhancing the international reputation of the WF and LUMS as the source of cutting-edge knowledge around work and working practices;
2. Leveraging its partnership with LUMS and the wider University to bring intellectual strength to developing interventions which transform practice; and
3. The impact of the WF programmes of activity on policy and practice in the UK and internationally in terms of enhancing policy around skills and working practices.

The WF's success is built on a dynamic, multidisciplinary network, bringing together employers, policymakers, practitioners, academics and wider experts to inspire innovation, engagement and impact on issues that make a practical difference to workplaces and the workforce.

Critical to this success is the Director. The prospective Director needs to have first, a track record in thought leadership to be able to articulate a compelling vision of the WF; second, excellent networks with business and governmental stakeholders in the UK and internationally; third, strong technical skills in overseeing significant programmes of project work; and fourthly, well developed commercial skills in respect of attracting funding to support programmes of work and in the management of the organisation.

KEY RESPONSIBILITIES

Strategy

1. Setting the strategic direction for the WF and building on its distinctive national and international reputation for influencing policy and practice;
2. Generating sustainable income streams to ensure the long-term financial sustainability of the work programmes of the WF;
3. Building relationships and networks with stakeholders, sponsors and potential clients, including government departments, foundations, benefactors and research councils;
4. Working with the Dean and LUMS management team to leverage the intellectual excellence of LUMS to inform policy and practice nationally and internationally;
5. Ensuring the effective delivery of research and the wider associated activities of WF, ensuring that they are delivered efficiently and within budget;
6. Promoting and showcasing the work, reputation, and brand of WF and LUMS with the media;
7. Developing the capabilities of staff within WF and providing opportunities for LUMS staff to develop their skills around policy engagement.

Leadership and Management

1. Responsible for the leadership and management of the WF team and the Associate pool;
2. Identifying skills and experience across LUMS, and the Associate pool, to develop and enhance WF and its reputation;
3. Working with the LUMS Management Team to develop and implement measures and targets to ensure that WF delivers against objectives;
4. Working with the Director of Marketing at LUMS to ensure on-going effective internal and external communications to enhance WF;
5. Working with LUMS HR Partner to ensure that the appropriate HR policies, procedures and practices are developed and implemented.

Managing Resources

1. Working with the Deputy Director of WF, alongside LUMS' Finance Partner, the Director will be responsible for the management of finance and resources as follows:
2. Preparation of an annual budget for activities of the WF;
3. Monitoring and controlling income and expenditure in line with budget;
4. Ensuring that the appropriate Financial Regulations are observed.

Any other duties and responsibilities as determined by the Dean of LUMS, which is commensurate with the role profile.

THE PERSON

Personal attributes

Essential

- A dynamic and inspirational leader able to position WF as the UK's leading centre for influencing policy and practice;
- A high profile reputation with demonstrable track record of delivering results to enhance organisational effectiveness;
- Energetic, driven and determined to ensure that WF is a sustainable and profitable organisation with a respected reputation;
- Entrepreneurial and a known leader in their field of expertise.

Experience and knowledge

Essential

- Experience of generating high levels of income and increasing revenue through the generation of leads;
- Track record of doing high quality research or applied research;
- Experience of developing and nurturing relationships with corporate stakeholders to embed partnership working and to secure ongoing business;
- Knowledge and understanding of the media to help maximise the external impact of WF;
- Knowledge of a variety of business development models and their application in a think tank and research environment;
- Experience of leading and delivering change in a complex organisation;
- A clear and demonstrable understanding of UK corporate environments (preferable with some European knowledge).

Desirable

- Awareness and understanding of European funding and its impact on UK business;
- Understanding and appreciation of the core business of WF and/or similar organisations;
- An understanding of the higher education sector.

Skills and abilities

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Essential

- A strong effective communicator with highly developed interpersonal and influencing skills, including the ability to communicate a clear vision to a wide range of audiences;
- Highly developed negotiation and persuasion skills;
- Ability to develop vision and strategy within a complex environment and to deliver that vision through others;
- Ability to handle challenging situations with integrity, resilience and determination;
- Inspire and generate enthusiasm with staff at all levels to deliver key objectives and achieve success;
- Excellent written skills and the ability to speak confidently in public.

TERMS OF APPOINTMENT

Standard office hours are 36.5 hours a week. The post holder is required to work such reasonable additional hours as the needs of the post demands, which includes attendance at evening and weekend events and meetings when necessary.

Salary will reflect the seniority of the role and will depend on skills and experience.

Holiday entitlement: 25 days per annum plus bank holidays and University closure days.

Probationary period: twelve months

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to The Work Foundation on this appointment.

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

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **16 September 2019**.

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.

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.

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