Centre for Inclusive Money at Nest

Director, Insight and Evidence

Recruitment pack



Welcome and introduction

Thank you for your interest in this critical role at the Centre for Inclusive Money at Nest.

We are laser-focused on delivering meaningful impact at scale for low- and moderate-income households. Our rigorous multi-method research programme is central to how we do that, providing the insight into solutions that really work in building financial security. As we grow, our approach to delivering research needs to evolve with us. And we also need to expand our overall leadership capacity to guide and implement our strategy and ensure we continue to have the maximum possible impact. That's where you come in.

Over the past year, we've rebranded as the Centre for Inclusive Money at Nest while achieving real cut-through on our priority issues. Our work shaped the Government's Financial Inclusion Strategy, leading to a National Coalition for Workplace Savings, which we co-run. We've given evidence to two select committees, seen savings products emerging from our trials and innovation work reach hundreds of thousands of workers, and helped launch a major new international pensions policy conference. We're in many of the right conversations, and we want to extend our reach and impact further.

That ambition brings two challenges:

1. Leadership capacity. As our team, programme and ambition grow, how do we make sure we have the leadership in place to shape and deliver our strategy, and to develop our culture and our people?
2. Research that drives change. How do we keep delivering a high-impact, multi-method research and insight programme that builds real-world evidence on what improves financial security for low- and moderate-income households, and turn that evidence into insight that drives change at scale?

That's where you come in. We're looking for an experienced leader who can design and deliver excellent research and communicate it in ways that cut through and prompt action. You will help our team grow and develop to maximise our impact, and you will care deeply about the issues we work on. If that sounds like you, we'd love to hear from you.

Will Sandbrook, CEO, Inclusive Money



Centre for Inclusive Money at Nest

About us

WHY WE'RE HERE

Our mission

Our mission is to find what really works in supporting low- and moderate-income households to be financially secure, both today and into retirement, and to drive transformational change in the system.

We work to build and amplify a deep understanding of the lived experience of those households, and we use that insight to identify and drive systems-level change.

Working inclusively and collaboratively across boundaries and silos, we design and test practical solutions in the real world. By engaging closely with industry, employers and policymakers, we turn robust evidence into action; informing decisions, shaping policy and catalysing the adoption of effective solutions at scale.

We are working towards a fairer and more inclusive system of joined-up products and services that meet people where they are, support their diverse needs and make it easier for them to achieve good outcomes. Getting this right and improving household financial security can unlock greater individual wellbeing, social participation and economic growth.



The team









We're a growing team, expecting to reach around 35 in the coming year working across our research and insight programme delivery, supporting impact and implementation at scale, communications, strategic and funding partnerships and day-to-day operations. We're a team with diverse backgrounds and skillsets, connected by our shared passion for improving household financial security.

The Director of Insight and Evidence will lead our research and insight programme and the brilliant team of mixed methods researchers delivering it, with a focus on driving the cross-programme insight and narrative development that we need to really maximise our impact.

The principles that guide everything we do

Ambitious for impact
We don't think 'interesting' goes far enough. We always ask, 'so what?' and 'what now?' We're up for a big challenge and we don't give up easily. We do things that have never been done before. We don't wait for perfect – we make a start where we can and adapt when we need to. We understand that true impact usually takes time and iteration.

Inclusively human-centred
We listen hard to lived experience. We want to design to meet people where they are. Our work is grounded in real-life human insight – people's needs, behaviours and contexts – rather than theoretical models. We strive to be inclusive and position-aware, and to work against inequity. We think about power balance and accessibility in how we convene and communicate.

Real-world solutions focussed
We know a good idea is one that's been tested robustly and shown to really work. We test for effectiveness: does it support low- and moderate-income households' financial resilience and security? And we test for viability: is it deliverable and scalable from a policy and/or market perspective? We use our evidence to drive system-wide adoption of proven solutions that could make a big difference

Rigorous, curious and creative
We're open-minded and inquisitive. We ask lots of questions and we'll dig behind the first answers. We combine different methods and approaches to see a problem from different angles. We set a high bar for our research. We're transparent about methods, learnings and limitations. We imagine how things could be different and explore 'what if...?' We will stand up boldly for what the evidence tells us, and we will scrutinise bravely when assertions are based on assumptions rather than facts.

Proactively collaborative
We strongly believe that we can't solve tricky problems on our own. We work across boundaries and silos to build communities of action with growing momentum. We don't have big egos – we prefer to all muck in together. We identify, try to understand and work with all the actors in the ecosystem surrounding low- and moderate-income household money management. We treat each other with care and respect. We build strong, purposeful teams.



HOW WE WORK

Our toolkit

Multi-methods research, harnessing advances in data and technology

We've built a research team with diverse backgrounds and skillsets. We combine multiple methods to understand research questions from different angles and to look holistically across different factors, including conducting:

- Landscape reviews
- Qualitative research
- Quantitative research
- Behavioural data analysis
- Econometric modelling

We push the boundaries of research methods, ethically and responsibly harnessing the opportunities of big data and data matching, open banking, AI and other technologies.

Human-centred behavioural design and testing

We combine learnings from behavioural science and human-centred design thinking to develop and rigorously test new solutions that are grounded in insight and evidence.

Where possible we conduct randomised controlled trials in real-world settings.

We also use other experimental approaches when appropriate, including simulating solutions that can't yet be trialled in the real world and working on proof-of-concept pilots.

Working in partnership and across boundaries

We collaborate with a broad range of organisations, including funders, employers, providers, government and regulators, to deliver on our mission and support solutions that work to scale.

We actively seek to learn from other countries and sectors. We've built strong international networks, working to drive global best practice in supporting financial inclusion and security.

We take pride in being a collaborative and committed partner.

Convening debate and building momentum throughout

We bring stakeholders together early, and invite input and debate to jointly develop ideas and build momentum around them.

Our events convene a broad range of actors in the ecosystem surrounding low- and moderate-income household money management.

Our inclusive network and multiple partnerships with diverse organisations are critical to advancing systems change and scaling solutions.

Challenge from both lived experience and professional experience

Our community of experts by experience work with us to shape our priorities, to inform our approaches and to guide our interpretation.

We also invite input, guidance and critique from a wide range of experts by profession, including in advisory groups, expert interviews and early review.

This diversity of experience and perspective challenges and strengthens our work.

We publish all our work and share our evidence widely for public benefit

Our impact in action



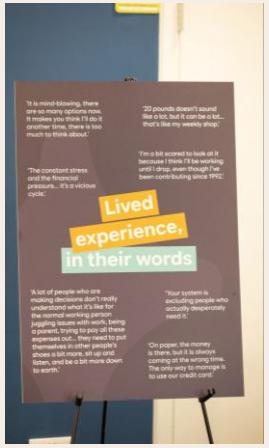
















Nest Insight
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Today, HM Treasury published its new Financial Inclusion Strategy.

A central part of the strategy is a commitment to increasing levels of emergency savings, building on Nest Insight's research, and the launch of a new National Coalition of Employers to drive uptake of workplace savings schemes, co-led by Nest Insight.

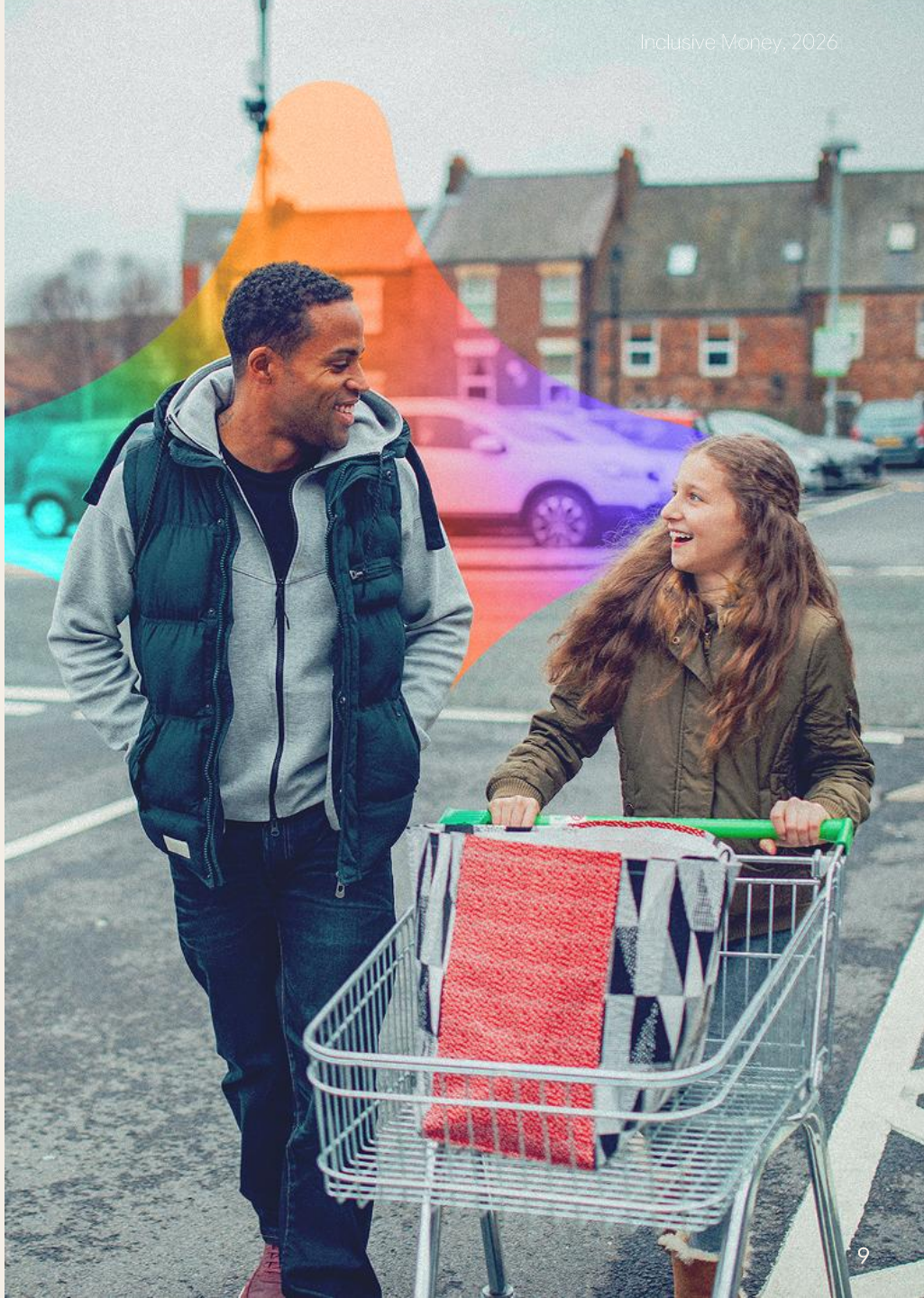
We're encouraged to see such strong support for workplace emergency savings, and look forward to supporting the new National Coalition of Employers - alongside Money and Pensions Service and TISA UK - in scaling up workplace savings and helping people build lifelong financial security.



Our impact in action

"Hats off. I think you've done a spectacular job... to the best of my knowledge this (the sidecar trial) is really the first study that anyone has done that can provide the insight".

Shlomo Benartzi PhD – Professor Emeritus at UCLA Anderson School of Management



Our impact in action

Money and mental health are inseparable. When people are financially excluded or struggling to make ends meet, the impact on their mental health can be profound. And when someone is living with a mental health problem, navigating financial systems or managing money often becomes much harder. We won't solve either challenge unless we recognise how closely they're connected.

That's why the work of the Centre for Inclusive Money is so welcome. By generating practical evidence on what works to support people with money management, we can drive system change that's good for individuals, good for society, and ultimately good for the economy too. At the Money and Mental Health Policy Institute we look forward to working more with the brilliant team at Inclusive Money.

Helen Undy OBE, Chief Executive of the Money and Mental Health Policy Institute

The Centre for Inclusive Money has a unique place, and authentic voice, within the financial inclusion landscape. It's fantastic to see a public-benefit research and innovation centre championing the needs of financially vulnerable communities in all areas of its work. A key thread stands out – inclusive design that centres those in the most financially vulnerable circumstances leads to increased financial resilience for all.

Muna Yassin MBE, CEO of Rooted Finance

One of the things I found, with saving being quite difficult to do and never quite being able to get there... This is the first time I've had an opportunity to save which gives you quite a nice feeling of self worth because you feel like you're achieving something for once without it all disappearing out of sight.

Savings trial participant

Centre for Inclusive Money at Nest

About the role

About the role - overview

Key details

Job title: Director of Insight and Evidence

Reports to: CEO, Inclusive Money

Managerial Accountability: Line management of research teams and accountability for delivery of our research programme, including through oversight of matrix teams drawing on wider skills from across Inclusive Money

Location: Hybrid – expected to be in our Canary Wharf office on Tuesdays, and other ad-hoc days as needed as a minimum.

Contract type: Permanent. This is a full-time or near full-time role (min 0.8 FTE), but with flexibility over working patterns. We are also open to job share candidates.

What are we looking for?

This is a senior role, with collective responsibility for the strategy, success and sustainability of Inclusive Money, as well as executive accountability for our evidence and insight function. As a member of the Leadership Team, you will help determine where we focus, how we maximise our impact, how we build a high-performing and inclusive organisation, and how we develop the partnerships and funding needed to sustain our work.

Your distinctive contribution will be to ensure that Inclusive Money is an evidence-led organisation: able to understand what is happening in the lives of low- and moderate-income households, identify what matters from our research and that of others, and turn that understanding into clear strategic choices, compelling propositions and action by others.

You will have extensive experience leading complex mixed-method research and insight programmes and interdisciplinary teams, with familiarity spanning field trials and evaluation, survey research, quantitative and administrative data analysis, and qualitative research. We have an experienced and dynamic research team, and your role will be focused on providing intellectual leadership across our programme: identifying the questions that matter most, making connections across projects and external evidence, challenging assumptions, and helping the organisation develop a distinctive and authoritative point of view.

You will bring clear-sighted sense-making, narrative development and cross-programme coherence grounded in both robust evidence and methods and a strong understanding of our audiences and the context in which we work. These leadership skills and a proven track record in driving coherence and impact across a programme, and working with technical experts across research disciplines, will be more important than the specific research practitioner skills you may also bring to the role.

You will be an excellent communicator, able to represent the team externally across the programme as both a compelling writer and speaker, while also ensuring the published outputs of our work are delivered to a high quality, tailored to the right audiences inline with our theory of change, and always focused on impact. This will involve supporting researchers to develop their own communication skills, concisely communicating insight and evidence to non-technical audiences – you will be driven by both the compelling communication of insight and evidence, tailored to different audiences, and by the underlying design and quality of the research that produces that insight.

Nest is committed to helping employees develop their skillsets and progress in their careers and a variety of training opportunities will be available.

About the role – key responsibilities

Organisational leadership

- Share collective responsibility with Leadership Team colleagues for Inclusive Money's strategy, organisational effectiveness, culture, financial sustainability and impact.
- Contribute actively to decisions about organisational priorities, spending priorities, partnerships and the development of the work programme.
- Lead, inspire and develop the Evidence and Insight team, creating a high-performing, inclusive environment in which talented specialists can do their best work
- Play an active role in developing fundable propositions, engaging existing and prospective funders and partners, and ensuring that our evidence programme is ambitious, strategically coherent and financially sustainable.
- Represent Inclusive Money externally with senior stakeholders, funders, partners and decision-makers

Insight and intellectual leadership

- Provide intellectual leadership across Inclusive Money, identifying the questions, emerging issues and cross-cutting insights that matter most to our mission.
- Bring together evidence from across our programme and externally to develop clear, authoritative perspectives and identify implications for policy, markets, products and practice.
- Build a strong culture of sensemaking, ensuring that we move beyond producing research findings to articulating what the evidence means and what should happen as a result.
- Ensure our evidence and insight actively inform organisational strategy and future programme development.
- Act as a senior external ambassador and authoritative voice for Inclusive Money, building credibility with government, industry, employers, funders, researchers and other organisations capable of driving change.

Research leadership and assurance

- Set the overall strategy and standards for Inclusive Money's research and evidence programme, ensuring work is rigorous, proportionate, ethical and focused on impact.
- Provide confident leadership and constructive challenge across a mixed-method portfolio, drawing on specialist expertise within and beyond the organisation.
- Ensure the portfolio is well prioritised and resourced, with appropriate decisions about internal capability, commissioned expertise and partnerships.
- Maintain executive oversight of delivery, quality, risk, ethics, budgets and commitments to partners and funders

Evidence into impact

- Work jointly with the Director of Innovation and Impact to embed our theory of change across the programme, creating a continuous feedback loop between evidence, lived experience, innovation, implementation and impact.
- Ensure research is designed from the outset around the decisions it can inform and the change it can enable, working with stakeholders as both a source of insight and evidence and as potential impact partners.
- Lead the translation of complex evidence into compelling, actionable insights for senior policy, industry, employer and practitioner audiences.
- Maintain a strong external profile for Inclusive Money's evidence, including through senior engagement, thought leadership and high-quality publications.

About you

Essential skills and experience

- **Organisational leadership:** Significant leadership experience in a mission-led, research, policy, innovation or impact-focused organisation, contributing beyond your own functional specialism to organisational strategy, culture and performance.
- **Intellectual and strategic leadership:** An exceptional ability to make sense of complex evidence, identify what matters, connect insights across different sources and translate them into strategic implications and priorities.
- **Evidence and insight development:** Substantial experience leading a complex programme of research, evidence or insight, with sufficient breadth of research understanding to set direction, ask the right questions and provide credible challenge to technical specialists.
- **Influence and communication:** A strong record of turning complex evidence into clear, compelling propositions capable of influencing senior decision-makers in policy, industry or practice.
- **Leadership of expert teams:** A track record of leading, motivating and developing high-performing multidisciplinary teams, including people with deeper technical expertise than your own.
- **Impact orientation:** Demonstrable experience using evidence to contribute to changes in policy, practice, markets, products or services, rather than seeing publication as the end point of research.
- **Partnership working:** Strong experience of building senior external relationships and delivering through partnerships across organisational or sector boundaries. Understanding of and the ability to work with commercial organisations to design and deliver public benefit projects and outcomes
- **Judgement and assurance:** The judgement to maintain appropriate standards of research quality, ethics and governance while balancing rigour, pace, cost, opportunity and impact.

About you

Desirable skills

- Expertise in one or more of the following specialist areas would be helpful:
  - Experimental and behavioural science methods
  - Advanced quantitative analysis
  - Administrative data linkage
  - Longitudinal research
  - Ethnographic and participatory methods
  - Policy evaluation
  - Co-creation/co-design
- Experience developing methodological innovation, new research tools or novel evidence-generation approaches.

Personal attributes

- A deep commitment to improving outcomes for low- and moderate-income households
- A proven leader, who can support and thrive in a culture that is inclusive and impact focused.
- Flexible, able to shift your focus from taking a strategic cross-programme view to stepping in to support individual projects and teams at critical moments
- Strong judgement: including the ability to balance time, cost and quality tradeoffs; and to balance maintaining in-house expertise with knowing when and how to supplement with additional external expertise

Who you will work with

- This role will report to the CEO, Inclusive Money, and will be expected to work closely with leadership team colleagues and the wider management team. It will have considerable day-to-day autonomy in defining and implementing an impact programme and team structure.
- The role will initially directly line-manage two Associate Director roles, and oversee a growing team of researchers, currently around 10 people. We expect the shape of the team reporting to this role to evolve as the work programme develops
- A critical component of the role will be the external relationships that it manages with key stakeholders across the public, commercial and third sectors.

Benefits

Salary: £110,000, with annual cost-of-living reviews and discretionary bonus, up to 10%

Additional Benefits:

- Pension scheme with an 8% employer contribution when you contribute 5%
- Employer pension contribution increases to 9% if you contribute 6%, and 10% if you contribute 7% or more
- Group life assurance providing a tax-free lump sum of four times your basic annual salary if you die in service
- Income protection, subject to eligibility
- A genuine commitment to work-life balance
- 32 days' annual leave, in addition to bank holidays
- Option to buy up to an additional 10 days' annual leave per year
- Flexible bank holidays, allowing you to exchange all or some of your bank holidays for time off that better suits your needs
- Flexible working options, including part-time working, job sharing, compressed hours and varying working patterns
- Enhanced maternity, paternity, shared parental and adoption leave after 12 months' service
- Paid time off if you need to care for a family member
- Option to apply for a sabbatical of up to three months after two years' service

A commitment to your development, including:

- Unlimited access to LinkedIn Learning
- Access to the Career Development Hub
- Access to FutureFit, bringing together tools, learning and resources to support your ongoing development
- One paid professional membership subscription per annual leave year
- A wide range of learning and development opportunities to support your career at Nest
- A colleague-led recognition scheme, recognising colleagues and teams who demonstrate Nest's values

Commitment to our wider social impact, through:

- Up to 4 paid volunteering days per year
- Seven diversity working groups, giving colleagues opportunities to help shape and support Nest's approach to diversity and inclusion
- A calendar of diversity and inclusion events, discussions and external speakers, including events that celebrate difference, challenge stereotypes and mark key awareness dates
- Give As You Earn, allowing colleagues to make tax-efficient charitable donations directly through payroll

Support for your health and wellbeing, through:

- The option to join a fully funded Benenden Health membership
- Access through Benenden Health to services including physiotherapy, mental-health support, medical diagnostics and surgical treatments, subject to the relevant eligibility and NHS waiting-time criteria
- Access to specialist advice covering areas including neurodiversity and disability, adult care and cancer
- Access to health coaching covering areas including menopause, sleep, men's health and gut health
- A confidential 24/7 Employee Assistance Programme, including up to six counselling sessions
- Employee Assistance Programme support also available to immediate family members
- Menopause champions
- Free eye tests every two years
- Up to £55 towards the cost of glasses
- Free annual flu vaccinations
- An office environment designed with wellbeing in mind
- Cycle-to-work scheme

Additional lifestyle benefits:

- Interest-free loan to help spread the cost of an annual travel season ticket
- Access to a range of discounts, including gym membership, shopping and household bills
- Access to the Civil Service Sports and Social Club

How to apply

To apply, please visit our careers website where you can also find more information about Nest and our recruitment process.