Crown Commercial Service
Supplier

MINERVA

RM6290 Executive and Non Executive Recruitment Services

Lot 3

MINERVA PROSPECTUS

Contents

About Minerva 3

Senior Team 4

Search 5

Diversity 5

Types of Roles 5

Recent Track Record 6

Case Studies

Chair of Trustees, Royal National Institute of Blind People 6

Chair and Trustees, BRAC UK 7

Chair of Council, Brunel University London 8

Chair of Trustees, Carnegie Trust for the Universities of Scotland 8

About Us

Minerva was founded in 2013 and has developed a leading reputation in our sectors. We set out Minerva was founded in 2013 and has developed a leading reputation in our sectors. We set out not to become the largest firm, but to be the most interesting, committed to a holistic and human approach that separates us out in our industry.

We see our work as a professional service, not a commodity approach to recruitment.

We have always been committed to re-investing a significant proportion of our profits back into the sectors we support. Since we started, we have sponsored numerous activities in the cultural sector, grass-roots sport, diversity and inclusion initiatives, professional development activities and supported refugee academics completing PhD programmes.

We place great emphasis on our approach to client and candidate care: we commit to being responsive, honest and warm in our interactions with anyone who engages with the firm. We set high standards for ourselves and are confident that we come close to realising them without fail. Our team really matters to us – and we work to ensure that all our team members are included and supported, able to develop and enjoy their time at the firm. Our commitment to our colleagues is a central part of delivering our objectives in quality and integrity.

We help our clients, candidates and partners navigate change, hire the best people, and shape the future.

Driven by our people-focused approach and commitment to quality, we provide executive search and leadership services to clients and individuals who are seeking to make positive impact on society.

Our clients span the government, educational, cultural and third sectors, and a third of all our work is at non-executive / governance level.

As well as our focus on supporting outstanding executive and non-executive appointments, our energies are invested in:

- Doing whatever we can to make the world of employment fairer and to reduce inequality;
- Supporting leadership development and governance effectiveness;
- Developing partnerships that help us support change.

Our ethos is central to all we do. Our team is diverse, honest, approachable, supportive and fun, and this informs all our work and enables us to strive for excellence.

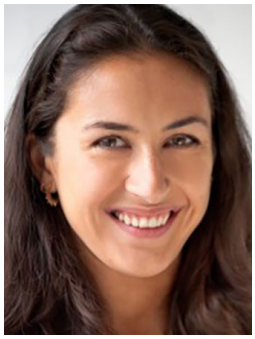
Senior Team

Kerry Shepherd, Partner

I am an experienced search consultant. Before co-founding Minerva, I spent nine years at Heidrick and Struggles. I have led searches to fill senior leadership positions for a wide range of organisations primarily in the Education, Global Development and Charity sectors. I spent the first five years of my career as a Translator, first for a small agency in Bonn and then at Cartier International in Paris.

Ben Tucker, Partner

I have over twenty years' experience in search, focused on organisations with a social mission. I worked for over seven years' with both Saxton Bampfylde and then Heidrick and Struggles, where I was Partner in the Education and Social Enterprise Practice, prior to co-founding Minerva.



Juhi James, Associate Consultant

I joined Minerva after completing my undergraduate degree in Classics from Murray Edwards College, Cambridge.

Before joining Minerva, my interest in education led me to tutor both in the UK and abroad. This experience in primary and English as a second language teaching has further grown into an interest in widening participation in Higher Education.

Outside of work, I enjoy playing squash, running and reading.

Search

We undertake search in both Executive and Non-Executive areas. All leadership takes place in the context of change, whether it be adapting organisations to external factors and funding pressures or fostering cultural change to ensure fitness for the future. How things are done matters as much as what. More than ever, leaders need to be values-led and resilient.

Our primary commitment is to provide you with the strongest and most diverse possible shortlist in this context, and we have a rigour of resourcing and approach to enable it.

We take pride in our agility. We flex what we do and our approach to meet your needs, often adapting our resourcing and process to ensure the best outcome. We do not oversell candidates but present a rounded view of them, recognising that the most complete picture will help you make the best decision.

Diversity

A core purpose for us is to do our bit to reduce inequality in the workplace, change the composition of top teams over time, and to push for better representation of candidates coming from typically under-represented backgrounds.

It is very easy to talk, undertake research, produce reports and provide statistics that tell us what we already know. Our focus has always been on developing practical initiatives that are grounded in what we know about and that seek to make a real difference.

We see selection bias in recruitment processes; we see organisations unconsciously or consciously failing to adapt cultures and processes to be more inclusive; we see challenges in individual confidence and imposter syndrome; and we see anxiety about tokenism. BUT on a more positive note, we equally see a clear recognition that things have to change and a genuine commitment to strive for greater representation at all levels.

Types of Roles

Non-Executive and Public Appointments

Chair	Member of Council	Governor
Non-Executive Director	Trustee	

Recent Track Record

Our recent track record of clients for whom we have recruited Non-Executive and Public Appointments includes:

Cambridge Assessment
CUP
Museum of London
Donkey Sanctuary
Dance City
University of Oxford
RNIB
University of Cambridge
BRAC UK

Case Studies

Chair of Trustees, Royal National Institute of Blind People

We worked with the RNIB to support the appointment of Chair of Trustees.

We listened to a wide range of relevant stakeholders, understanding the trajectory of the charity and its agenda for stronger service orientation and cultural change. In particular, it was a requirement that the appointee be blind or visually impaired. We then undertook a wide-ranging search and running an online advertisement, speaking to over an hundred individuals during the course of this search as sources of advice or as potential candidates.

Our search was open-minded, with potential candidates coming from a broad range of backgrounds. We looked for candidates with prominent leadership experience in business, public or third sectors who had the gravitas and connections to engage with government and policy makers, and with a track record of engaging with not-for-profits / charities. Candidates would have demonstrable commitment to the values and purpose of the RNIB.

We probed candidates vision and approach to the RNIB Chair of Trustees role; specifically how they would approach it and work with the board and executive. We presented 6 candidates at shortlisting, 1 female and 5 males, and 4 candidates were taken forward to interview.

Anna Tylor was appointed as Chair of Trustees; the second female chair in RNIB's 152-year history. Anna joined RNIB from her previous role as Chair of the Vision Foundation, and is the Director of Karin dom, a Bulgarian modern functional center for providing a complex of social, health and educational services for children with special needs and their families.

Chair and Trustees, BRAC UK

We worked recently with BRAC UK to support the appointment of the Chair and Trustees.

We undertook briefings and spent the intervening months up to the shortlisting meeting in undertaking a wide-ranging search and running an online advertisement. The advertisement attracted 19 responses in total and we spoke with some 260 individuals during the course of this work.

Our mandate was to find candidates with expertise cross a broad range of areas including in the fields of international development, impact investment, finance, HR, communication and finally policy, advocacy, and fundraising. Throughout the process, we were mindful of the need for high-calibre candidates with a credible understanding of strategic and effective governance. We were open-minded to candidates who perhaps did not have an extensive governance portfolio but were impressive in their requisite fields. We were also mindful of the need to consider a diverse pool of candidates, particularly those from within the global majority community and factoring in the gender balance of the board.

We began our search by identifying prominent leaders in the international development and humanitarian aid sector to source for advice and suggestions. We expanded our search to reach out to individuals with exposure to UK charities and leadership experience. Throughout the process, we were mindful of the need for credibility and demonstrable experience in governance. Stronger candidates remarked thoughtfully on the challenges facing charities and how they could be of service to BRAC UK.

The balance of men and women approached was Chair: approx. 50/50, Trustees: approx. 30/70 with good representation from the global majority community.

Ken Caldwell was appointed for the Chair role. He has worked with a wide range of leading global NGO federations, providing advice on global strategy and governance issues, and has published research on INGO governance.

Shanthi Flynn, Anne-Marie Harris, Jack Lundie and Deepali Sood were appointed as Trustees and had had key strengths in the following areas: HR, finance, audit, media, external comms, and governance. Two out of four candidates were from NGOs. The remaining two had a strong private and corporate background.

Chair of Council, Brunel University London

We worked recently with Brunel University to support the appointment of their new Chair of Council.

We undertook briefings in April 2022 and spent the months between then and the shortlisting meeting (in June 2022) undertaking a wide-ranging search and running an online advertisement. The advertisement only attracted four candidates, and we relied heavily on the search to bring together a strong longlist. We spoke to some 170 individuals during the course of this work.

We focussed our search on people based in London and the South-East who have significant non-executive experience and successful careers in their fields. Brunel were particularly interested in candidates whose experience would reflect and further their brand as a leading research-intensive technology university rooted in innovation. Candidates were excited by the prospect of helping Brunel be more bold in growing its profile both nationally and internationally without compromising its strong links to the local community. The opening of the Medical School and the University's reputation for entrepreneurship emerged as particularly attractive elements of the role.

We presented a longlist of 10 candidates; 3 female and 7 male candidates and 2 candidates representing the global majority. Four candidates were shortlisted; 2 women and 2 men.

Professor Stuart Palmer was appointed as Chair of Council and began his term in October 2022. Following a distinguished academic career in physics, Prof Palmer has held several high-profile roles in Higher Education and chaired or served on a wide range of committees for HEFCE and EPSRC. He was Chair of Council at Cardiff University from 2015-2021.

Chair of Trustees, Carnegie Trust for the Universities of Scotland

We worked with the Carnegie Trust for the Universities of Scotland on the appointment of Chair of Trustees. The Carnegie Trust has, over the past century, played a massive role in the development of the Scottish University sector and has opportunity to continue doing so, particularly in widening participation and engagement. The ideal candidate for the role was someone with a strong commitment to Higher Education and to widening access, previous non-executive experience, and experience of wider public life in Scotland. We spoke to some 135 individuals during the course of this work.

We presented a longlist of twelve candidates, five of whom identified as being female. The final shortlist included four candidates, and was gender balanced. The successful candidate was Ronnie Bowie, former Chair of Court of the University of Dundee.