

Why Be A Software Engineer at Nesta

A company research

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Should a Software Developer work with and for Nesta? A few sentences.

As a computer science student, I was hooked after seeing the global programs initiated by Nesta. The subsidiary projects of Nesta. The websites created for those programs. See <https://findingctrl.nesta.org.uk/> and <https://www.bi.team/> as an example.

The reason behind researching Nesta was to ensure the company I want to apply for a company that can provide an opportunity I can take to a future in becoming one of the best software developers in the world.

Somewhere I can work to become the best version of myself and I know the support system will be there. Ultimately this will lead me to make a difference in the world, change people's lives.

I encourage you to look through this summary and I hope it will encourage you to browse through their website as well as reports to see the list of global companies making an investment in Nesta, the team and trustee that provide rich expertise, commitments they have made for a greater good and how Nesta are leading the way by practising what they preach.

An introduction to Nesta

Nesta is an innovation foundation based in the UK. Formerly NESTA, National Endowment for Science, Technology and the Arts.

The old NESTA was set up in 1998 by an independent endowment in the United Kingdom established by an Act of Parliament, the National Lottery Act 1998.

On 14 October 2010 the Government announced that it would transfer NESTA's previous status from an executive non-departmental public body to a new charitable body.

On 1 April 2012 the old NESTA transitioned from being an executive to a charitable body, shortening its name to "Nesta".¹

5 fields of operation

Nesta currently operates in the following five priority fields:

1. [Creative economy, arts and culture](#): Growing the creative economy (through research and policy influence) and developing new ways of generating finance for organisations in the arts.
2. [Education](#): Helping all learners be prepared for future opportunities and challenges, and making the most of new digital technologies in education.
3. [Health](#): Creating a health and care system that empowers people to lead healthier and more independent lives.
4. [Innovation policy](#): Developing better ways of understanding and supporting innovation in the economy for public benefit, from data to experiments.
5. [Government innovation](#): Helping governments and communities reshape public services and recraft the role of public servants to be fit for the future.

¹ [https://en.wikipedia.org/wiki/Nesta_\(charity\)](https://en.wikipedia.org/wiki/Nesta_(charity))

The 10 year strategy

Nesta's purpose has always been to support innovation for social good. In our new 10-year strategy, our purpose remains constant, but the way Nesta achieves it will change substantially.

We will now focus our energy and resources on three innovation missions: a fairer start for every child; a healthy life for all, and a sustainable future where the economy works better for people and the planet.

We're optimistic. We believe that large-scale, meaningful change is more possible now than ever before, if Nesta combine our most important assets - people, data, money and culture - in new ways.

We look forward to learning with you as Nesta set out on our next journey.

- Ravi Gurumurthy, Chief Executive

Over the next 10 years, Nesta will be more focused and mission-driven. They will concentrate resources on addressing three defining societal challenges:

1. how Nesta can give every child a fairer start,
2. how Nesta can help people to live healthier lives;
3. and how Nesta can build a more sustainable economy.

The test of their success as an organisation will be whether they make a difference to measurable outcomes across areas like educational attainment, obesity and carbon reduction. In each, they will set bold objectives that may seem unrealistically ambitious, but which Nesta hope will act as a lodestar that lifts Nesta's sight.

The three different roles Nesta will concentrate on are **innovation partner, venture builder, and system shaper**.

Firstly, as an **innovation partner**, Nesta will form long-term partnerships with anchor institutions to understand a problem and the opportunities it poses. By deploying teams of designers, behavioural scientists and data scientists to design new solutions and business models and test them rigorously. They will work with private and voluntary organisations as well as public sector organisations to see things through to scale. This will involve building a network of early adopters, while also working with government and regulators to enable widespread adoption.

While it is essential to support existing institutions to grow and change, new entrants are a key contributor to innovation, particularly where solutions require new business models, or can be delivered by technology-enabled products rather than services. So in Nesta's second role, as a **venture builder**, Nesta will support the creation of new businesses and the growth of existing early stage ventures. By providing investment, skills and expertise, and a path to market, Nesta will develop new ideas, find the right teams to found and lead new ventures, and provide the scaffolding required to substantially increase the likelihood of success.

Finally, Nesta will work as what might be called a **system shaper** - ensuring that the funding, policies and institutions, particularly within Nesta's mission areas, are conducive to learning and innovation. From capability gaps in the design and testing of new solutions to procurement rules that impede the emergence and spread of better solutions, Nesta will, through Nesta's work in each mission, be able to identify these issues and help create environments that nurture innovation more successfully.

To meet Nesta's vision of significantly improving millions of lives, Nesta will pursue three innovation missions. Each mission is a response to a generational societal challenge, one where Nesta believe innovation has a big part to play in driving large-scale change.

For each mission Nesta will continuously assess what is and is not working, deciding what to continue with and what to stop on the basis of its potential for impact at scale.

To succeed Nesta will need to build strong working relationships with families, frontline workers, service delivery organisations, policymakers and academics. Our solutions will need to work at different levels of the system, from small improvements to how a service is delivered to grander interventions that rewrite how policies or market forces work.

Our missions are ambitious and Nesta must be prepared to fail and learn rapidly along the way. Nonetheless, Nesta believe that a fairer, healthier, more sustainable future is within reach, and that innovation can help us to achieve it.

Reaching 2030 goals

If Nesta are to be successful in achieving our goals, Nesta will need to overcome some of the most common barriers to innovation. Innovation typically involves three phases: a **design phase**, where a variety of new seeds are sown; a **testing phase**, which acts as a fitness mechanism, weeding out the weaker varieties; and a **scaling phase** that amplifies the best ideas and supports them to adapt, thrive and scale. Unfortunately, Nesta often finds barriers at every stage.²

Design

First, Nesta will see challenges in the seeding of new ideas. While practitioners in education, social care and health are constantly improvising and improving what they do, they often lack the time, resources and capacity to systematically analyse the context, draw on evidence of what works, or prototype new solutions. Consulting organisations may be brought in to solve problems or generate solutions, but the funding available is often not enough to allow them to conduct the exploratory research, and trial and error, needed to generate more radical solutions. While support for startups to pursue new ideas has grown, the degree of risk involved and a lack of support or patient capital at key moments can deter budding entrepreneurs from building new, impactful products and services.

² <https://www.bi.team/>

Test

Second, there is often a weak selection mechanism to identify the most promising solutions. rigorous evaluation - where experimental or quasi experimental methods are used to identify whether a solution has led to the desired impact - is still in its infancy in many fields. Such approaches may not be accessible to voluntary or private organisations working with a small client group or with limited funding, while academic partners may conduct small-scale studies but be less incentivised to take on larger-scale field trials, without which attempts to scale may fall flat.

Scale

Third, many promising solutions struggle to move beyond limited deployment and piloting. Even when rigorous evidence for a new approach has been developed and communicated, it may not be widely adopted by practitioners in their daily habits and routines. Procurement and regulatory barriers may impede the ability of new ventures to scale and displace incumbents. The crucial combination of bottom-up momentum from a coalition of early adopters, alongside top-down support from government and regulators, may be absent.³

Nesta and the pandemic

COVID-19 has brought not just a tragic loss of life, but unprecedented restrictions on social and economic life across the globe, with huge changes in the way Nesta work, socialise, travel and communicate. Nesta has been affected like others, with the closing of Nesta's office for five months and staff working from home. But adversity has also forced the pace of innovation in many parts of Nesta's society. The impact of a lockdown, which would have paralysed the economy and kept many in solitary confinement in the past, has been alleviated by the use of new technology, both at a national level and in countless informal groups of neighbours and volunteers.

Many of the innovators that Nesta has supported over the past decade are playing a significant role in the national response. GoodSAM is a mobile app and web platform that alerts trained responders to life-threatening emergencies close by. It was used to sign up 750,000 NHS volunteer responders to assist vulnerable people most at risk from the virus. The Cares Family has been delivering food and prescriptions for older people, and arranging virtual meetups, using its network of 9,000 young people. And GoodGym, which mobilises runners who want to get fit while doing good, has become a key part of the British Red Cross's 2019 emergency response to COVID-19. Volunteers are helping people in need of food, prescriptions or other practical support. These innovators are part of Nesta's Accelerating Ideas programme, a 35.5

³ https://media.nesta.org.uk/documents/Nesta_Strategy_Report_Digital_PDF.pdf

million partnership with the National Lottery Community Fund which supports eight innovations that offer new ways to give older people more confidence and control over their health.

For Nesta, the immediate priority was to offer as much practical help as possible. Conversations with grantees revealed that non-financial support such as coaching, expert legal and financial advice, and technical assistance, were as important as flexibility with funds, so Nesta responded to this with a combined support package to help them weather the storm.

In order to help alleviate the long-term consequences of the crisis, Nesta also launched the 32.8 million pound Rapid Recovery Challenge Prize in September 2020, in partnership with JP Morgan Chase Foundation and the Money and Pensions Service. The Challenge will support tools and services that improve access to jobs and money for more than one million people across the UK, focusing on those hardest hit by the economic shock resulting from COVID-19.

Official review of Nesta before the pandemic

2019-20 was also the last in Nesta's three-year strategy which focused on promoting innovation in the fields of education, health, economic policy, government, and the creative economy and the arts. As you will see from the report, Nesta initiated and supported a huge range of innovations and programmes in these sectors, and explored new frontiers in innovation.

We launched the Arts & Culture Impact Fund, the world's biggest investment fund for the creative arts at 320 million, offering loans of between 3150,000 and 31 million to help social enterprises in the arts, cultural and heritage sectors to innovate and grow. In partnership with the Department for Education Nesta set up the EdTech Innovation Fund, to support more effective use of technology in education. Fifteen ed tech organisations were given up to 3100,000 to improve, evaluate and grow the reach of digital tools across parental engagement, essay marking, formative assessment and timetabling. The projects will reach over 7,700 schools in England.

Our newly-established team in Scotland launched AI for Good, a prize fund for projects that use artificial intelligence for social good. In Wales, Nesta distributed 32 million of loans through Innovate to Save, which provides interest-free loans and support for ideas that improve public services and generate savings. The programme awarded 330,000 of grant funding and a loan of 31.5 million to Flintshire County Council, to test whether the Mockingbird Family Model which replicates an extended family through constellations of fostering households could be introduced into its fostering service to meet increasing demand. Following research and development, five constellations are now due to be introduced by 2022 and it's anticipated that this will save the service more than 3500,000 each year.

A defining feature of the year was the amount of work Nesta conducted in partnership. As an organisation that never works alone, Nesta's collaborations stretched across the globe. We worked with the Department for Business, Energy and Industrial Strategy (BEIS), the Canadian Government and key regulators to develop an anticipatory approach to regulation, allowing regulators to shape markets as they emerge. Our framework helped form BEIS policy and Nesta helped set up its Regulatory Horizons Council.

The United Nations Development Programme's network of 60 global accelerator labs used Nesta's guide, the Collective Intelligence Design Playbook, to help drive faster progress towards the Sustainable Development Goals. And Nesta campaigned for research and development policy to recognise the needs of creative industries, which resulted in a re-evaluation of current definitions as part of the 2019 Conservative manifesto.⁴

Organisational and activity risk management

Organisational risks

The monitoring and implementation of the risk management framework and consideration of organisational risk is delegated to the Finance and Audit Committee. A high-level risk register is presented at each Finance and Audit Committee meeting and is reviewed by the Board biannually. The Executive team considers both strategic and detailed operational risks on a regular basis.

The key controls in place include:

- An established organisational and governance structure and lines of reporting
- Detailed terms of reference for the Board and all Board committees
- Comprehensive financial planning, budgeting, management reporting and monitoring
- Formal written policies and hierarchical authorisation and approval levels
- Internal audit services engagement with programmes selected for review which are informed by the risk register

One of the Group's main financial risks is the investment activity of the Nesta Trust. Investment risk is managed with the support of their investment advisors, through regular review of the Nesta Trust Investment Policy, management of the strategic asset allocation, regular performance reporting, diversification across a broad range of asset classes, investment managers and investment strategies, and ongoing manager reviews.

⁴ <https://www.nesta.org.uk/report/annual-report-and-accounts-201920/>

Activity risks

Nesta's mission is to bring bold ideas to life to change the world for good which requires experimentation and an element of risk-taking in its activities if it is to succeed. Accordingly the risk appetite is for managed risk-taking rather than simple risk aversion. Recognising that some activities or projects may fail to a greater or lesser extent and that such failure can be an important source of learning.

Trustees are satisfied that the major risks identified through risk management processes are being adequately managed, whilst recognising that any framework can provide reasonable but not absolute assurance. There were no material control weaknesses identified by trustees or management during the year.

The following organisational risks and uncertainties are considered the most significant and which include those associated with the adoption by Nesta of its new strategic plan:

- Reduced breadth of activities results in a loss of influence and inability to attract new partners thereby impacting on our ability to achieve demonstrable impact at scale
- Culture shift and talent/skills resourcing is insufficient to deliver effectively on strategy
- Lack of funding, whether external and/or arising from an extended period of poor investment returns, impacts adversely on ability to deliver effectively on strategy and results in necessity for securing external income for nonaligned work
- One or more projects or partners attract public criticism which diminishes Nesta's reputation and its ability to advance its objects
- Threat of a serious breach from a cyber attack

The impact of COVID-19 has been considered, but is not thought of as a principal risk. The trustees continue to monitor events closely and review the impact on operations on a regular basis.

Nesta's way of engaging with stakeholders

Stakeholder group	Key considerations	How we engage
Beneficiaries	<ul style="list-style-type: none"> Improving the lives of the people and communities that Nesta works with Making sure that our work benefits a significant section of the public 	<ul style="list-style-type: none"> Website, newsletters and direct communications Nesta events Via our partners, including our grant recipients, and the projects that we support Via grant recipient reporting
Partners	<ul style="list-style-type: none"> Nesta's partners are broad with varying interests and interactions with Nesta. From policy influence (from UK government and opposition parties) to regional stakeholders to international, and from our funders to our grantees and projects 	<ul style="list-style-type: none"> Publication of research reports, articles and blogs One-to-one engagement on relevant issues Lobbying for change at a policy level Direct communications Partner feedback and insights sought on issues of relevance to that partner Website, newsletters and direct communications Twitter Nesta events
Employees	<ul style="list-style-type: none"> Succession planning Growth, training and development Diversity, inclusion and equality Fair and appropriate remuneration, benefits and conditions 	<ul style="list-style-type: none"> We receive feedback and seek to implement positive change through our employee represented Staff Forum and Diversity and Inclusion Working Group Intranet, staff newsletters and all-staff meetings Employee engagement survey Learning and development through our People team
Regulators	<ul style="list-style-type: none"> Maintaining strict governance procedures to ensure compliance with all applicable regulatory regimes 	<ul style="list-style-type: none"> Timely submissions of all necessary filings and returns Self-reporting and engagement where appropriate Prompt and comprehensive response to requests for information if requested
Investment managers	<ul style="list-style-type: none"> Comprehensive view of the financial performance and sustainability of the endowment Engagement on ethical, social and governance factors Ability to maximise the overall return of the endowment 	<ul style="list-style-type: none"> Regular meetings, calls and correspondence with our investment managers Oversight from our Trust Investment Committee Via Nesta's external appointed investment advisers

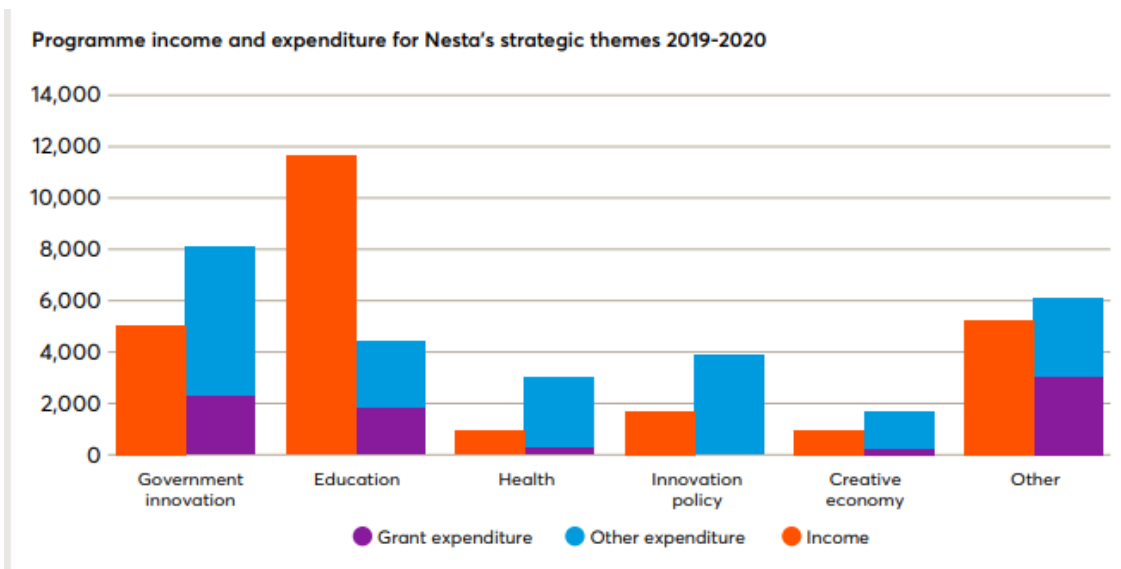
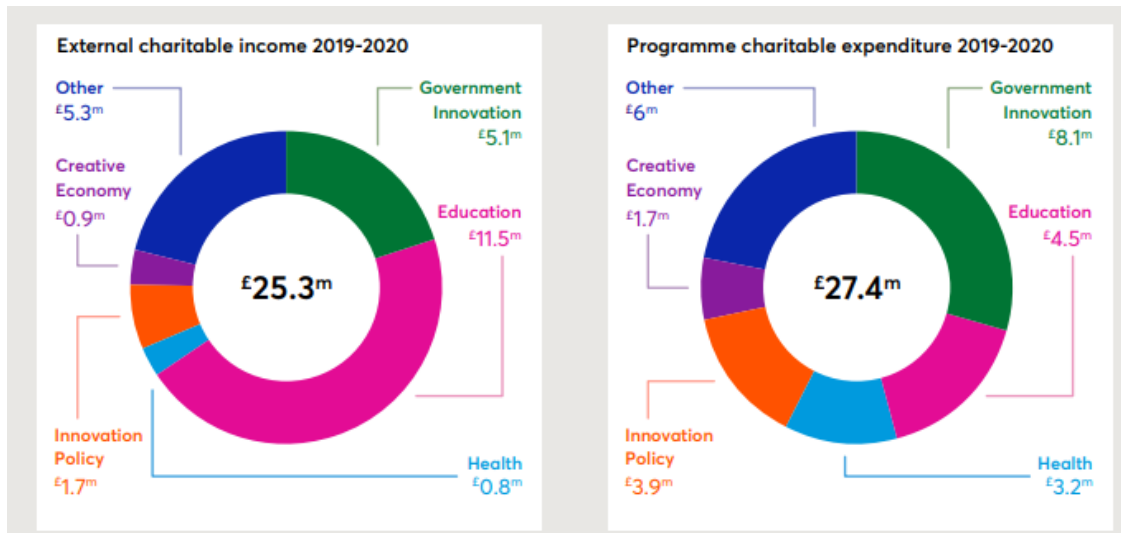
Financial information

The Group is comprised of Nesta (the main operating charity through which all charitable activity is undertaken), the Nesta Trust (a charitable trust which holds all the investment assets invested to fund the charitable activities of Nesta in advancing the objects of the Trust), six companies, four limited liability partnerships and one entity registered in the United States.

Nesta Trust provided funding to Nesta of 321.8 million (2019: 316.5 million) during the year of which million (2019: 316 million) was applied to charitable operating activities and 33.8 million (2019: 30.5 million) committed in relation to the Impact Investment Fund and other programme related investments.

Income of 325.3 million (2019: 313.2 million) was recognised in addition to the 310.1 million (2019:c 36.7 million) of investment income. This income is predominantly in the form of partnership funding where Nesta's expertise in programme design and project management is combined with the funding capacity of other typically larger organisations.

Income and expenditure on strategies



Charitable activities Strategic theme	Income £000's	Grant expenditure £000's	Other expenditure £000's
Government innovation	5,129	2,299	5,787
Education	11,498	1,938	2,528
Health	810	223	2,944
Innovation policy	1,701	73	3,863
Creative economy	845	87	1,643
Other	5,284	3,102	2,944
Investments	-	-	4,316
Allocated support costs	-	-	10,401
Total	25,267	7,722	34,426

Programme charitable expenditure of £27.4 million excludes investment and allocated support costs.

Investments review

Asset class	Market value of investment assets 31 March 2020 £'000	Proportion of total endowment assets 31 March 2020 %	Market value of investment assets 31 March 2019 £'000	Proportion of total endowment assets 31 March 2019 %
Current assets:				
Cash	4,143	1	7,676	2
Fixed asset investments:				
Private equity funds	7,693	2	8,510	2
Global equities	214,344	54	237,893	55
Bonds (fixed income)	74,234	19	83,989	19
Early-stage venture portfolio*	20,536	5	19,130	4
Investment properties	76,640	19	68,000	16
Cash awaiting investment	-	-	9,000	2
Total	397,590	100	434,198	100

Consolidated statement

Year ending 31st March 2020

	Notes to the accounts	Unrestricted funds 2020 £'000	Restricted funds 2020 £'000	Expendable endowment 2020 £'000	Total funds 2020 £'000	Total funds 2019 £'000
Income and endowments from:						
Investment income	2	414	-	9,710	10,124	6,668
Charitable activities	3	7,305	17,962	-	25,267	13,182
Other trading activities	4	7,292	150	-	7,442	8,930
Other income	5	6,751	-	-	6,751	5,646
Total income		21,762	18,112	9,710	49,584	34,426
Less share of joint venture's turnover		(6,237)	-	-	(6,237)	(5,130)
Total group income		15,525	18,112	9,710	43,347	29,296
Expenditure on:						
Raising funds						
Trading activities		3,810	83	-	3,893	4,520
Investment management costs	6	43	-	1,108	1,151	1,326
Total expenditure on raising funds		3,853	83	1,108	5,044	5,846
Charitable activities						
Research, analysis and policy	7	5,944	6,070	91	12,105	9,825
Programmes	7	14,820	7,392	175	22,387	21,891
Investment (early-stage and social impact) management	7	5,169	-	40	5,209	2,021
Skills	7	1,823	153	15	1,991	1,997
FutureFest	7	453	-	3	456	772
Total expenditure on charitable activities		28,209	13,615	324	42,148	36,506
Total expenditure		32,062	13,698	1,432	47,192	42,352
Net (expenditure)/income before investment (losses)/gains		(16,537)	4,414	8,278	(3,845)	(13,056)
Net (losses)/gains on investments	10	-	-	(27,480)	(27,480)	22,051
Net (expenditure)/income		(16,537)	4,414	(19,202)	(31,325)	8,995
Net interest in joint venture		346	-	-	346	206
Transfers between funds		18,863	1,755	(20,618)	-	-
Net income/(expenditure) before other recognised gains		2,672	6,169	(39,820)	(30,979)	9,201
Other recognised gains						
Foreign exchange gains		-	-	36	36	288
Net movement in funds for the year		2,672	6,169	(39,784)	(30,943)	9,489
Reconciliation of funds						
Total funds brought forward		6,761	16,527	431,389	454,677	445,188
Total funds carried forward		9,433	22,696	391,605	423,734	454,677

Consolidated balance sheet

Year ending 31st March 2020

	Notes to the accounts	Group 2020 £'000	Parent Charity 2020 £'000	Group 2019 £'000	Parent Charity 2019 £'000
Fixed assets					
Tangible assets	9	25,729	656	26,231	763
Investments:					
Investments – quoted and unquoted	10	363,983	-	397,303	-
Programme-related investments	11a	11,817	8,759	10,201	7,401
Programme-related investment in joint venture – share of gross assets/costs	11b	1,733	3,000	1,386	3,000
Total fixed assets		403,262	12,415	435,121	11,164
Current assets					
Debtors	12	18,536	21,135	13,640	14,236
Bank and cash		15,424	6,405	22,349	8,664
Current asset investment		5,000	5,000	5,000	5,000
Total current assets		38,960	32,540	40,989	27,900
Current liabilities					
Creditors – amounts falling due within one year	13	(11,845)	(16,376)	(10,363)	(12,837)
Net current assets		27,115	16,164	30,626	15,063
Total assets less current liabilities		430,377	28,579	465,747	26,227
Creditors – amounts falling due after one year	13	(6,643)	(480)	(11,070)	(5,121)
Net assets		423,734	28,099	454,677	21,106
Charitable funds					
Expendable endowment funds	15a	391,605	-	431,389	-
General funds	15a	7,700	5,755	5,374	4,963
Total charitable unrestricted funds		399,305	5,755	436,763	4,963
Restricted funds	15b	22,696	22,344	16,527	16,143
Total charitable funds		422,001	28,099	453,290	21,106
Funds retained within non-charitable subsidiaries	15a	1,733	-	1,387	-
Total funds		423,734	28,099	454,677	21,106

Consolidated cash flow

Year ending 31st March 2020

	Note	Group 2020 £'000	Group 2019 £'000
Cash flows from operating activities			
Net cash generated used in operating activities	(a)	(15,236)	(11,803)
Cash flows from investing activities			
Net cash inflows from investing activities	(b)	9,879	6,322
Cash flows from financing activities			
Net cash (outflows)/inflows from financing activities	(c)	(1,604)	8,730
Change in cash and cash equivalents in the reporting period		(6,961)	3,249
Cash and cash equivalents at the beginning of the reporting period		27,349	23,812
Change in cash and cash equivalents due to exchange rate movements		36	288
Cash and cash equivalents at the end of the reporting period		20,424	27,349
Cash flow statement notes			
(a) Reconciliation of net income to net cash flow from operating activities			
Net (expenditure)/income for the reporting period (as per consolidated statement of financial activities)		(31,325)	8,995
Depreciation charges		682	647
Loss on disposal of fixed assets		-	11
Unrealised losses/(gains) from investments		29,518	(21,891)
Impairment of assets		2,685	900
Dividends, interest and rents from investments		(9,945)	(6,465)
Interest from investments		(179)	(203)
Interest paid and bank charges		19	14
Investment fees		1,150	1,326
(Increase)/decrease in debtors		(4,896)	190
(Decrease)/increase in creditors		(2,945)	4,673
		(15,236)	(11,803)
(b) Cash flows from investing activities			
Dividends, interest and rents from investments		9,945	6,465
Interest from investments		179	203
Investment fees		(65)	(65)
Purchase of property, plant and equipment		(180)	(281)
		9,879	6,322
(c) Cash flows from financing activities			
Interest paid and bank charges		(19)	(14)
Purchase of quoted investments		(52,426)	(228,893)
Purchase of unquoted investments		(10,058)	(17,210)
Purchase of programme-related investments		(5,929)	(1,872)
Investment fees		(1,086)	(1,261)
Proceeds from sale or maturity of quoted investments		56,703	255,956
Proceeds from sale or maturity of unquoted investments		9,583	1,091
Proceeds from sale of programme-related investments		1,628	933
		(1,604)	8,730

Salaries

Employees

	Group 2020	Group 2019
£60,000 - £69,999	21	21
£70,000 - £79,999	16	9
£80,000 - £89,999	8	7
£90,000 - £99,999	5	7
£100,000 - £109,999	1	1
£110,000 - £119,999	1	1
£120,000 - £129,999	2	1
£130,000 - £139,999	1	1
£140,000 - £149,999	-	-
£150,000 - £159,999	-	-
£160,000 - £169,999	-	1

Of staff with remuneration over £60,000, 51 (2019: 49) are members of Nesta's defined contribution pension scheme. Employer contributions to the scheme related to staff in these salary ranges during the year were £440,000 (2019: £409,000).

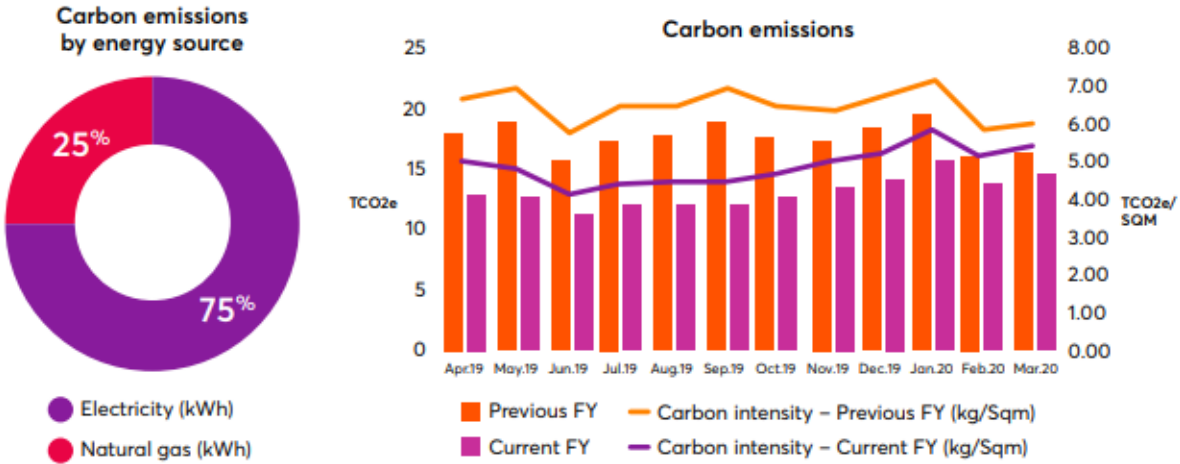
Executives

	2020 £	2019 £
Chief Executive*	208,604	164,488
Deputy Chief Executive Officer	121,793	121,702
Chief Finance Officer	121,469	116,925
Chief Investment Officer (Part-time)	118,792	134,400
Executive Director, Creative Economy and Data Analytics	99,749	98,527
Executive Director of Programmes	99,645	93,141
Executive Director, Challenge Prize Centre	96,729	95,912
Executive Director, Global Innovation Partnerships	81,404	99,500
Executive Director, Health, People and Impact	74,193	98,121
General Counsel and Company Secretary	72,073	-
Executive Director of Research, Analysis and Policy (Part-time)	70,684	92,352
Total staff costs of key management personnel	1,165,135	1,115,068

*A new chief executive was appointed during the year ended 31 March 2020. Accordingly, the above amount of £208,604 includes the salary of both the incoming and outgoing chief executive.

Carbon footprint and protecting the world

Energy source	Consumption	Energy intensity	Carbon emissions	Carbon intensity
Units	Consumption kWh	Consumption/SQM	TCO2e	TCO2e/SQM
Electricity (kWh)	466,761	172.11	117	0.04298
Natural gas (kWh)	213,747	78.82	39	0.01449
Total	680,508	250.93	156	0.057



Note: Emissions per average FTE equates to 0.5 (TCO2e/FTE)

Key initiatives by Nesta

Collective intelligence playbook

<https://www.nesta.org.uk/toolkit/collective-intelligence-design-playbook/>

Finding ctrl

<https://findingctrl.nesta.org.uk/>

BI team

<https://www.bi.team/>

20 tools innovating government

<https://www.nesta.org.uk/report/20-tools-innovating-government/>

DECODE

<https://www.nesta.org.uk/project/decode/>

Upstream collaboratives

<https://www.nesta.org.uk/project/upstream-collaborative/>

Future news fund

<https://www.nesta.org.uk/project/future-news-fund/>

Democracy Pioneers

<https://www.nesta.org.uk/project/democracy-pioneers/>

Interesting reports by Nesta⁵

Future minds and machines

<https://www.nesta.org.uk/report/future-minds-and-machines/>

Foundation Horizon Scan: Taking the long view

<https://www.nesta.org.uk/report/foundation-horizon-scan-taking-long-view/>

⁵ https://media.nesta.org.uk/documents/Nesta_Annual_Report_2020_feb.pdf

Case studies

Change Your Game

As a part of our Amplified programme, PEEL Interactive, Doncaster Children's Services Trust and South Yorkshire Police partnered to create a gritty virtual reality experience that immerses young people into the hard-hitting realities and consequences of organised crime. The resulting educational package is designed to help challenge attitudes, change behaviour and raise awareness of the dangers of knife crime and child criminal exploitation by organised crime gangs.

Artful Maths

The Artful Maths website, one of the outcomes of the Classroom Changemakers programme, delivers lessons which teach students how to create mathematical art and geometric patterns through a problem-solving approach. Students are encouraged to sketch and test their ideas, construct the patterns themselves, and ultimately gain a better understanding of the geometric concepts which underlie them. The website reached thousands of children during the closure of schools due to the COVID-19 crisis.

Strengthening the ed tech evidence base

After we published our EdTech Testbeds report, we used the learnings to design and launch a testbed for England (which has unfortunately been paused due to COVID-19). Nesta has since convened a roundtable of international organisations and governments delivering ed tech testbeds to continue sharing good practice, including representatives from Italy.

Democracy Pioneers - Full facts

Full Fact, one of the 19 Democracy Pioneers, is a team of independent fact checkers and campaigners who find, expose and counter the harm that bad information does to lives and to our democracy. Full Fact holds politicians and the media accountable for false and misleading claims, and has partnered with Camden Council to spread accurate health information on COVID-19 among the most vulnerable people.

DECODE

Our work on creating tools for the management of personal data in the DECODE project led to concrete policy influence informing strategy documents, the formation of a Digital Identity team in Barcelona, and the adoption of tools for privacy-aware identity management by the Dutch

government. It also received widespread media coverage, and set the agenda in senior policy discussions across Europe. The technology is now available to the 200+ cities using the Consul platform.

THE END --

URL TO ORIGINAL LINK:

<http://mousuf.co.uk/business-case-study/why-be-a-software-engineer-at-nesta-here-is-why/>