

UK Research and Innovation

Transformation Director

Candidate Brief

February 2019

Reference: 931141

About UKRI

UK Research and Innovation (UKRI) is a new, independent, non-departmental public body, bringing together the seven Research Councils¹, Innovate UK, and Research England. The new body is expected to maximise value from the UK Government's investment in research and innovation of over £8bn per annum by 2020. This includes nearly £2bn per annum of new investment which is to be delivered through new cross-Council collaborative and innovative initiatives. An independent organisation with a strong voice for research and innovation, both to government and internationally, UKRI is supported and challenged by an independent chair and board. UKRI is principally funded through the Science Budget by the Department for Business, Energy and Industrial Strategy (BEIS).



UKRI will lead the overall strategic direction of research and innovation funding in the UK, pushing the frontiers of human knowledge, and delivering benefits for UK society and the economy through world-class research and business-led innovation. UKRI needs to become more than the sum of its parts, catalysing changes within and across the Councils. UKRI needs to deliver the significant cross-cutting interventions that are necessary to ensure full value is obtained from the new funds provided under the government's Industrial Strategy. This requires us to transform the way we operate.

Following UKRI's formal establishment in April 2018, UKRI is moving from transitioning formal accountabilities and roles, including the appointment of a new central executive (CEO, CFO and Strategy Director), nine Executive Chairs and Councils, to transforming the organisation so that benefits from the integration are realised. The organisation has circa 7,500 employees (in a broad variety of scientific, technical, professional and generalist roles), primarily in the UK, with key activities in London, Swindon, Harwell, Daresbury and Bristol.

To find out more on UKRI's Strategic Prospectus please: <https://www.ukri.org/files/about/ukri-strategy-document-pdf/?pdf=Strategic-Prospectus>

¹ The Arts and Humanities Research Council (AHRC), the Biotechnology and Biological Science Research Council (BBSRC), the Engineering and Physical Sciences Research Council (EPSRC), the Economic and Social Research Council (ESRC), the Medical Research Council (MRC), the Natural Environment Research Council (NERC), and the Science and Technology Facilities Council (STFC).

Job Description

Job Title:	Transformation Director
Area:	Corporate Services
Reports to:	Chief Executive Officer
Location:	Polaris House, Swindon; and Victoria Embankment, London
Salary:	c. £120,000

Purpose of the role

The Transformation Director will be responsible for supporting and driving the UKRI transformation programme, which encompasses strategic transformation, operational transformation and systems transformation. There is a need to change the culture, capacity and capability across UKRI in a way that supports two inter-related components:

1. Ensure that the way in which the Councils and the central teams operate evolves to **support greater engagement across the research community**, to catalyse new interventions, and to develop the ability to deliver cross-disciplinary funding.

The Executive Chairs are seeking to structure their individual Council to fund outstanding research within their area of expertise whilst also helping to design and implement **new cross-cutting funding initiatives**. This will require the Executive Chairs and their Councils to challenge and catalyse the research and innovation community, ensuring UKRI's investment increases knowledge and delivers increased economic value to the UK economy and society making UKRI one of the world's best funding organisations for research and innovation.

The **central teams** (Corporate Services, Communications, Strategy and Data) will also need to adapt their structure to support the new ways of funding/working.

2. Deliver significant effectiveness and efficiency benefits from the integration of the nine entities through **modernising** all aspects of how we interact with both external and internal "customers / users", **standardising processes** and **introducing new digital / IT systems** covering the core operation of grants provision and supporting Finance and HR activity, on or before 2021.

Main responsibilities

Design	Develop, with the help of consultants and senior leaders across UKRI, the optimum target operating model (TOM) for the organisation that supports the cross-cutting initiatives as well as the individual Council initiatives.
Communications	Create a compelling and engaging transformation / change vision. Work with communications colleagues on internal and external engagement to ensure full support to all aspects of the transformation programme.

Stakeholder Engagement	Work closely with the CEO, CFO, Strategy Director and the Executive Chairs of the nine Councils to facilitate clear and collective support for the delivery of the transformation programme objectives, which will be demonstrated in aligned leadership behaviours.
Collaboration	Establish internal governance of the programme in a way that is inclusive and collaborative ensuring that successful changes are being delivered in a way that inspires.
Planning and management	Create and maintain a holistic transformation plan for UKRI with clear milestones, established costs/ benefits and identified interdependencies. Establish and lead a central programme team with representation across Councils.
Leadership capability	Supporting the Chief People Officer to ensure that Council and central leadership teams are established with the required skills, behaviours and capability to lead across their respective domains.
Impact	Drive delivery of the transformation programme through demonstrating excellent, culturally aligned behaviours and exemplary programme management skills.
Systems and Processes	Lead the delivery of new Finance & HR systems and processes, working closely with the Finance Director and Chief People Officer, and UK SBS (shared service provider); complete design, build and implementation of new integrated systems, processes and policies for grants administration, the operational underpinning of the TOM.
Benefits Realisation	Working alongside the Finance Director, provide evidence to UKRI Board and Executive, as well as BEIS and HM Treasury, that UKRI is operating within a cost infrastructure that is efficient, effective and economic.

Person Specification

It is essential in your application that you provide evidence and proven examples in each of the following selection criteria under Part One, below, in so far as you are able to. These responses will be further developed and discussed with those candidates invited for interview, together with the criteria listed in Part Two.

PART ONE: Experience

Essential Criteria

- Verifiable, successful track record of delivering, at pace, complex, large transformation programmes
- Demonstrable experience of financial planning and analysis for an organisation of comparable scale and complexity
- Proven experience of working at senior level in a complex governance environment, employing sound risk management principles
- Evidence of excellent relationship development skills and significant experience of engaging with senior level internal and external stakeholders.
- Experience of developing high performing teams to deliver high-quality and resilient business-as-usual operations
- Experience of building effective cross functional working relationships.

Desirable Criteria

- Experience in or an understanding of the research and innovation sector
- Experience of successful public sector major change programmes
- Knowledge or experience of working within the public sector
- An appreciation, based on close management experience, of complex HR issues
- Previous experience of working in or alongside a strategic consultant
- MBA or relevant accountancy qualification; MSP qualification; Public Sector MPLA Graduate.

PART TWO: Skills and Abilities

These will be discussed during the interview. However, you should also use the criteria to assess your own suitability for the role.

- Exemplary programme management skills
- Ability to work with and support third parties to deliver, at pace, within a transformation environment
- Excellent TOM development skills, including the analysis and development of processes and systems architecture to deliver organisational vision and strategy
- Excellent leadership skills and behaviours and a clear ability to use these to create highly engaged, highly performing teams
- Experienced team player – able to listen and contribute in equal measure and engage with and encourage a wide range of opinions
- Strong written and oral communication skills
- Strong numeracy and analytical skills, a track record of evidence based decisions
- Excellent interpersonal skills, able to influence, build and maintain strong working relationships with a wide range of stakeholders; collaborative and consultative
- Enthusiastic, motivated, adaptable and proactive with the ability to work flexibly in a changing environment
- Personally highly resilient and politically astute.

Recruitment Process

All applications received will be acknowledged and we aim to respond to all applicants within ten days.

How to Apply

UKRI have appointed Veredus, an executive search agency, to assist with this appointment.

To apply for this post, you will need to submit the following documentation to us:

1. A **CV** setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years.
2. A **Supporting Statement** (approximately two pages) explaining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the criteria in the person specification.
3. A completed **Diversity Monitoring Form** (Annex A). All monitoring data will be treated in the strictest confidence, will not be provided to the selection panel and will not affect your application in any way. The completion of the Diversity Monitoring Form is mandatory and includes the option 'prefer not to say'; and
4. A completed **Candidate Supporting Information Form** (Annex B).

Applications should be sent via Veredus' website - www.veredus.co.uk, quoting reference number **931141**.

All submissions will receive an automated response. If you do not receive confirmation of receipt when submitting your application, please contact us on 0207 932 4236.

At Veredus, we take care to protect the privacy of our candidates and clients. To read more about how we collect, store and share your data please read our privacy notice which can be accessed here:

<https://www.veredus.co.uk/privacy-and-cookies>

Further information

If you have any questions about the role or would like to discuss the post further, please contact our advising consultants at Veredus: Zara Bruton on 07840 648119 or James Greengrass on 020 7932 4286.

Overview of the Process

When you submit your application, you will receive an acknowledgement. Veredus will update you once the selection panel have reviewed all the applications.

Applications will be reviewed by the panel to select those which demonstrate the best fit with the post against the criteria set out in the person specification. Please ensure you keep this in mind when writing your CV and supporting statement.

If you are successful at the application stage, you will be invited to attend a preliminary interview with Veredus.

Full details of the selection and assessment process will be made available to shortlisted candidates once the shortlist has been completed. It may include a staff engagement exercise and psychometric assessments alongside a final panel interview.

Terms and Conditions

Terms of Appointment

Permanent.

Remuneration

Starting salary will be c. £120,000.

Location

You will be based in UKRI's Swindon and London offices and the job may require travel throughout the UK.

Pension

Alpha final salary pension scheme.

Holidays and Leave

30 days holiday + bank holidays.

Annex A

Equality and Diversity Monitoring Form

The intention of monitoring and analysis is to establish if there are different success rates between genders, people of different sexual orientation, ages, different ethnic backgrounds or faiths, and people with disabilities. If there are differences in success rates it will enable action to be taken to ensure that no group is treated unfairly. Your answers will be treated confidentially and will not affect your application in any way.

1. Gender		
Male <input type="checkbox"/>	Female <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>
2. Age		
29 or under <input type="checkbox"/>	30 to 39 <input type="checkbox"/>	40 to 49 <input type="checkbox"/>
50 to 59 <input type="checkbox"/>	60 to 64 <input type="checkbox"/>	65 and over <input type="checkbox"/>
		Prefer not to say <input type="checkbox"/>
3. Ethnicity (please tick one box only)		
Asian/Asian British		
Bangladeshi <input type="checkbox"/>	Chinese <input type="checkbox"/>	Indian <input type="checkbox"/>
Pakistani <input type="checkbox"/>	Any other Asian background <input type="checkbox"/>	
Black/ African/ Caribbean/ Black British		
African <input type="checkbox"/>	Caribbean <input type="checkbox"/>	Any other Black/African/ Caribbean background <input type="checkbox"/>
Mixed/multiple ethnic groups		
White and Asian <input type="checkbox"/>	White and Black African <input type="checkbox"/>	White and Black Caribbean <input type="checkbox"/>
		Any other mixed / multiple ethnic background <input type="checkbox"/>
White/White British		
White <input type="checkbox"/>		
Other ethnic group		
Arab <input type="checkbox"/>	Any other ethnic group <input type="checkbox"/>	
Prefer not to say <input type="checkbox"/>		
4. Do you consider yourself to be disabled?		
Yes <input type="checkbox"/>	No <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>
5. Which of the following best describes how you think of yourself?		
Heterosexual / Straight <input type="checkbox"/>	Gay / Lesbian <input type="checkbox"/>	Bisexual <input type="checkbox"/>
Other <input type="checkbox"/>	Prefer not say <input type="checkbox"/>	
6. Religion or belief (please tick one box only)		
No religion <input type="checkbox"/>	Buddhist <input type="checkbox"/>	Christian <input type="checkbox"/>
Hindu <input type="checkbox"/>	Jewish <input type="checkbox"/>	Muslim <input type="checkbox"/>
Sikh <input type="checkbox"/>	Any other religion <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>

7. What is your current work pattern?			
Full-time <input type="checkbox"/>	Part-time <input type="checkbox"/>	Job Share <input type="checkbox"/>	
Other <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>		
8. Do you have caring responsibilities? (Tick all that apply)			
None <input type="checkbox"/>	Primary carer of a child/children (under 18) <input type="checkbox"/>	Primary carer of disabled child/children <input type="checkbox"/>	
Primary carer of disabled adult (18 and over) <input type="checkbox"/>	Primary carer of older person (65 and over) <input type="checkbox"/>	Secondary carer <input type="checkbox"/>	
Prefer not to say <input type="checkbox"/>			
9. Where are you currently working?			
Home department of vacancy <input type="checkbox"/>	Other government dept. <input type="checkbox"/>	Wider Public Service <input type="checkbox"/>	
Voluntary Sector <input type="checkbox"/>	Private Sector <input type="checkbox"/>	Other <input type="checkbox"/>	
Prefer not to say <input type="checkbox"/>			
10. Are you applying on promotion? (existing Civil Service applicants only)			
Yes <input type="checkbox"/>	No <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>	
11. Are you currently on a cross-government talent scheme? (existing Civil Service applicants only)			
Future Leaders Scheme <input type="checkbox"/>	High Potential Development Scheme <input type="checkbox"/>	Senior Leaders Scheme <input type="checkbox"/>	
Other <input type="checkbox"/>	None <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>	
12. Where did you hear about this job?			
From a Civil Service employee <input type="checkbox"/>	From the Civil Service Jobs website <input type="checkbox"/>	Guardian Jobs <input type="checkbox"/>	
Executive Appointments / Financial Times <input type="checkbox"/>	LinkedIn <input type="checkbox"/>	TimesOnline <input type="checkbox"/>	
Twitter <input type="checkbox"/>	Word of Mouth <input type="checkbox"/>	Other <input type="checkbox"/>	
Prefer not to say <input type="checkbox"/>			

Thank you for completing this form

Annex B

Candidate – Supporting Information

POSITION APPLIED FOR:	
REFERENCE NO:	

PERSONAL INFORMATION:					
SURNAME					
FIRST NAME		INITIAL(S):		TITLE:	
PERMANENT HOME ADDRESS FOR CORRESPONDENCE (including post code):					
MOBILE and/or HOME TELEPHONE NUMBER(S):					
WORK TELEPHONE NUMBER:					
Can we contact you at work?	Yes / No				
EMAIL ADDRESS: (personal and/or work)					

EMPLOYMENT DETAILS:	
MOST RECENT EMPLOYER (ORGANISATION):	
MOST RECENT JOB TITLE:	
CURRENT REMUNERATION PACKAGE:	

AVAILABILITY:	
PLEASE GIVE ANY DATES THAT YOU ARE <u>UNAVAILABLE</u> TO ATTEND AN INTERVIEW:	

NATIONALITY:	
Please indicate your nationality at birth:	

<p>Please indicate your current nationality:</p>	
<p>Are there any restrictions on your continued residence and/or employment within the UK?</p>	
<p>CONFLICTS OF INTEREST:</p>	
<p>Please confirm that you have no conflicts of interest in applying for this role:</p>	<p>Yes / No</p>
<p>If you believe you have any conflicts or potential conflicts of interest, please provide further details.</p> <p>Please note that we will only provide this information to the Client's HR team if you have been shortlisted to go forward to interview. This information will not be shared with the panel during the selection process.</p>	