

# UK Research and Innovation

## **Executive Director Governance & Strategy**

**Candidate Brief**

**January 2019**

**Closing Date: Monday 18<sup>th</sup> February 2019**

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## About UKRI

UK Research and Innovation (UKRI) is a new, independent, non-departmental public body, bringing together the seven Research Councils<sup>1</sup>, 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>

<sup>1</sup> 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	Executive Director Governance & Strategy
Area	Strategy, Communications, Governance, Analysis and Performance
Grade	Executive Director (Grade X)  This post is equivalent to Director General in the Civil Service
Reports to	Chief Executive Officer (CEO)
Based	Victoria Embankment, London

### Context

UK Research and Innovation (UKRI) is a new, independent, non-departmental public body, bringing together the seven Research Councils, 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).

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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), 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.

### Purpose of the role

As a key member of the Executive, the Director will be a close support and adviser to the CEO. The individual will act with the authority of the CEO to identify priorities, both immediate and strategic, and to ensure execution of the organisations goals and ambitions. The director will be responsible for ensuring the organisation functions well in governance terms and will provide an oversight of performance and identify areas that require action and improvement. The job holder will regularly deputise for the CEO both within the organisation and with key external stakeholders. The role will provide direct leadership of the following functions:

1) Strategy

Accountable for developing the overall strategy for UKRI, supporting the nine ‘Councils’ in the development of their individual strategic plans, reflecting their autonomy and domain-specific leadership, whilst ensuring collaborative cross-cutting programmes deliver organisational and government policy goals. Ensuring that the strategy is built on expertise, opportunities and challenge; securing support for the strategy from internal (including Executive Chairs and their Councils and the UKRI Board) and external stakeholders (The Department of Business, Energy and Industrial Strategy (BEIS), as sponsoring Department, across Whitehall, academia, industry / commerce and the broader research and innovation community).

2) Analysis and performance

Ensuring that strategy development and performance and analysis is based on top quality evidence and analysis, and that UKRI has a consistent and robust approach to monitoring and evaluation of inputs, outputs and outcomes across a wide range of disparate programmes and policy area. Develop the UKRI approach to data and data management producing coherent and consistent performance data that is utilised across the whole organisation. Ensure that the CEO and Board have an overview of the organisations performance base on robust data and analysis.

3) Communications and Public Engagement:

Supporting the delivery of the overall UKRI strategy through communicating a compelling and engaging vision of UKRI and activities that resonates with the public and internal and external stakeholders. Develop and implement a new brand strategy for UKRI. Development and implementation of the UKRI public engagement strategy.

4) Governance:

Supporting and organising the CEO and the Chair by providing the secretariat for the Board and the Executive Committee and all the sub committees including ARAPC. Ensure that the organisation takes a robust approach to corporate governance and abides by the principles of Managing Public Money. Be responsible for ensuring that the overall governance framework is robust will clear roles and responsibilities. Ensure that the CEO and Board are able to identify and act to reduce risk through a robust risk management framework.

Other responsibilities may be added over time.

**Responsibilities**

Leadership	<ul style="list-style-type: none"> <li>• Work closely across the Executive to represent the CEO in providing overall leadership and direction to the organisation; ensuring execution of the organisation’s plans whilst modelling the culture and behaviours required to bring to life UKRI’s values</li> <li>• Lead and develop the capacity and capability of the team reporting to the role</li> </ul>
Delivery, Programmes and Projects	<ul style="list-style-type: none"> <li>• Represent the CEO with Executive and key external stakeholders to co-ordinate and drive the effective delivery of UKRI plans and development of policy proposals</li> </ul>

	<ul style="list-style-type: none"> <li>Act as Senior Responsible Officer for Programmes and Projects as required by the CEO</li> </ul>
Strategy and Policy Development	<ul style="list-style-type: none"> <li>Support and challenge Executive Chairs and their leadership teams to developing quality individual Council Strategic Delivery Plans</li> <li>Develop UKRI's overall strategy, particularly in the context of the government's commitment to increase total investment in Research &amp; Development to 2.4% of GDP</li> <li>Develop UKRI's approach to the Spending Review, oversee the collation of evidence and the development of policy options, communicate these in a compelling fashion</li> <li>Provide policy development advice and analysis to the Board, Executive Committee and Ministers on behalf of UKRI Catalyse and convene radical new policy ideas working with a wider range of partners both within and outside the organisation and drawing on best international practice</li> <li>Initiate and support the nine Executive Chairs in their responsibilities to develop cross cutting funds and policy initiatives</li> <li>Act as an effective shareholder in the operations of the nine councils, providing support and challenge as appropriate</li> <li>Provide advice and support to the Chair and CEO on a range of policy and corporate governance issues including accounting officer responsibilities</li> <li>Develop excellent relationships with a wide range of key stakeholders across the research and innovation community and government</li> </ul>
Analysis	<ul style="list-style-type: none"> <li>Build and maintain UKRI's capability to collect and harmonise data and undertake rigorous complex analysis that informs strategy and policy development, provides quality business cases and evidences outcomes</li> <li>Ensure analysis, advice and data is presented coherently and effectively to the Board, the Executive committees</li> <li>Build a reputation for UKRI as a Centre of Analytical Excellence</li> <li>Build a world class data hub to underpin UKRI analysis</li> </ul>
Communications, Public Engagement & Affairs	<ul style="list-style-type: none"> <li>Direct and support the Director Public Affairs and Communications in leading a team to develop, project and maintain a compelling and engaging vision for UKRI that resonates with the public and other external stakeholders</li> <li>Ensure coherent overall coordination of the external communication activities of the nine constituent Councils with UKRI and wider BEIS / Ministerial plans</li> <li>Develop the overall approach to public engagement within UKRI, ensuring that it is rooted clearly in the overall vision and objectives.</li> <li>Build and maintain strong positive relationships across Whitehall, with other ALB's, Universities and other institutions</li> <li>Ensure UKRI responds professionally to media and other enquiries</li> <li>Develop the overall identity of the organisation and support the transformation director</li> <li>Ensure engaging and easily accessible internal communications that informs and enables employees in their work and supports the Executive team in their leadership of their Council and UKRI</li> </ul>
Governance and planning (working closely with the CFO)	<ul style="list-style-type: none"> <li>Oversee the effective operation of the Board and the Executive Committee, ARAPC and all sub committees</li> <li>Ensure the Board, Board Committees and Executive Committee have an efficient infrastructure to enable effective and efficient decision making and can oversee and manage risk</li> </ul>

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	<ul style="list-style-type: none"><li>• Ensure the Governance, assurance and risk teams provide high quality analysis and management of the control systems</li><li>• Ensure effective operation of the CEO's private office</li></ul>
Transformation	<ul style="list-style-type: none"><li>• Work closely with the CEO, CFO, Transformation Director and the Executive Chairs of the nine Councils to deliver the transformation programme to deliver a new organisational total operating model</li></ul>

## 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:

- Demonstrable track record of ensuring co-ordination and execution of plans in a complex organisational environment
- Experience of successful policy development
- Experience of successful strategy development for a complex organisation
- Demonstrable experience of successful financial planning and analysis
- An appreciation of good governance and risk management principles within a public-sector setting
- Expertise of successfully working at a senior level with diverse internal and external stakeholders, across organisational and sectoral boundaries
- Experience of developing high performing teams
- Experience of building effective cross functional working relationships
- Experience in or a very strong understanding of academia and central government

#### Desirable:

- Experience of effective international working
- Experience in or a very strong understanding of the research and innovation sector.

### Qualifications

**Desirable:** Masters level

### 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.

- Outstanding intellect with the ability to challenge the status quo
- Highly resilient, ability to deliver, personally, at pace whilst ensuring others execute agreed plans
- Calm and authoritative under pressure and ability to act quickly and decisively when required
- Ability to speak “truth to power” and to marshal clear evidence and arguments to support the case
- 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
- Outstanding written and oral communication skills
- Outstanding analytical skills, with a track record of developing evidence-based policy proposals
- Politically astute, excellent interpersonal skills, able to influence, build and maintain strong working relationships with a wide range of stakeholders; collaborative and consultative

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- Enthusiastic, motivated, adaptable and proactive with the ability to work flexibly in a changing environment
  - Ability to critically and positively challenge at all levels within the organisation and, within Whitehall up to Ministerial level.

## Indicative Timeline

UKRI has appointed Veredus, an executive search agency, to advise on this appointment.

**Please see the timetable below for indicative dates:**

Element	Date
Closing Date	Monday 18 <sup>th</sup> February
Longlisting Meeting	w/c Monday 25 <sup>th</sup> February
Preliminary Interviews (with Veredus)	Post Longlisting
Shortlisting Meeting	w/c Monday 11 <sup>th</sup> March
Additional Assessments, Informal Discussions with UKRI, Referencing	Post Shortlisting
Final Panel Interviews (with UKRI)	w/c Monday, 25 <sup>th</sup> March

Please note that the dates listed are accurate at the time of writing but may be subject to change.

If you are invited to interview but are not able to attend on the given date, we will do our best to arrange an alternative date but this may not be possible.

## Recruitment Process

### 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 by no later than **11.59pm on Monday 18<sup>th</sup> February 2019**

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](http://www.veredus.co.uk), quoting reference number **931129**.

*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 648 119 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 after the closing date.

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**

This post is offered as a substantive basis.

### **Remuneration**

Starting salary will be c. £110,000.00 Performance related pay is available up to £12.5k.

### **Location**

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

### **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.

<b>1. Gender</b>					
Male	<input type="checkbox"/>	Female	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
<b>2. Age</b>					
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"/>
<b>3. Ethnicity (please tick one box only)</b>					
<b>Asian/Asian British</b>					
Bangladeshi	<input type="checkbox"/>	Chinese	<input type="checkbox"/>	Indian	<input type="checkbox"/>
Pakistani	<input type="checkbox"/>	Any other Asian background			<input type="checkbox"/>
<b>Black/ African/ Caribbean/ Black British</b>					
African	<input type="checkbox"/>	Caribbean	<input type="checkbox"/>	Any other Black/African/ Caribbean background	<input type="checkbox"/>
<b>Mixed/multiple ethnic groups</b>					
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"/>
<b>White/White British</b>					
White	<input type="checkbox"/>				
<b>Other ethnic group</b>					
Arab	<input type="checkbox"/>	Any other ethnic group	<input type="checkbox"/>		
<b>Prefer not to say</b>				<input type="checkbox"/>	
<b>4. Do you consider yourself to be disabled?</b>					
Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
<b>5. Which of the following best describes how you think of yourself?</b>					
Heterosexual / Straight	<input type="checkbox"/>	Gay / Lesbian	<input type="checkbox"/>	Bisexual	<input type="checkbox"/>
Other	<input type="checkbox"/>	Prefer not say	<input type="checkbox"/>		
<b>6. Religion or belief (please tick one box only)</b>					
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"/>

<b>7. What is your current work pattern?</b>		
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"/>	
<b>8. Do you have caring responsibilities? (Tick all that apply)</b>		
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"/>
<b>9. Where are you currently working?</b>		
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"/>
<b>10. Are you applying on promotion? (existing Civil Service applicants only)</b>		
Yes <input type="checkbox"/>	No <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>
<b>11. Are you currently on a cross-government talent scheme? (existing Civil Service applicants only)</b>		
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"/>
<b>12. Where did you hear about this job?</b>		
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

<b>POSITION APPLIED FOR:</b>	
<b>REFERENCE NO:</b>	

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

EMPLOYMENT DETAILS:	
<b>MOST RECENT EMPLOYER (ORGANISATION):</b>	
<b>MOST RECENT JOB TITLE:</b>	
<b>CURRENT REMUNERATION PACKAGE:</b>	

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

NATIONALITY:	
<b>Please indicate your nationality at birth:</b>	

<b>Please indicate your current nationality:</b>	
<b>Are there any restrictions on your continued residence and/or employment within the UK?</b>	
<b>CONFLICTS OF INTEREST:</b>	
<b>Please confirm that you have no conflicts of interest in applying for this role:</b>	<b>Yes / No</b>
<b>If you believe you have any conflicts or potential conflicts of interest, please provide further details.</b>  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.	