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Dear Candidate,

I am delighted you are interested in the role of Chief Operating Officer at UK Research and Innovation (UKRI).

This is both a challenging and exciting moment for UKRI as we work with partners to steward a research and innovation system for the UK that can contribute to building back better from the pandemic. We aim to work in close collaboration with others to convene, catalyse and invest in a research and innovation system in which everyone can participate and from which everyone benefits. Our aim is to build a thriving inclusive system that connects discovery to prosperity and public good. Delivering on these ambitions at this time requires confident, empowered and inclusive leadership in driving forward the transformation of UKRI’s operations in accordance with our strategic and corporate plans, whilst at the same time leading a number of key programmes to modernise systems and funding processes.

As part of UKRI’s Executive Committee and working closely with Chief Operating Officers of our 9 constituent Councils, this is a central and high-profile role. We are looking for an individual with the experience and personal characteristics to command credibility from a diverse range of stakeholders. The successful candidate will have a proven track record of operational and transformational leadership in large and complex organisations, as well as personal commitment to the success of UK Research and Innovation.

Once again, thank you for your interest and I look forward to meeting you at a later stage in the process.

Professor Dame Ottoline Leyser DBE FRS
Chief Executive, UK Research and Innovation
The UKRI context

UK Research and Innovation (UKRI) works in partnership with universities, research organisations, businesses, charities, and government to create the best possible environment for research and innovation to flourish. We aim to maximise the contribution of each of our component parts, working individually and collectively. We work with our many partners to benefit everyone through knowledge, talent and ideas.

Operating across the whole of the UK with a combined budget of more than £8 billion, UKRI brings together the seven Research Councils, Innovate UK and Research England.

Our mission is to be a trusted partner and to ensure research and innovation continues to flourish in the UK. We will support and help connect the best researchers and innovators with customers, users and the public. We will invest every pound of taxpayers’ money wisely in a way that maximises impact for citizens, in the UK and across the world.

We will be measured by the impact we deliver, and this will have three elements:
1. We will push the frontiers of human knowledge and understanding
2. We will deliver economic impact and social prosperity
3. We will create social and cultural impact by supporting our society and others to become enriched, healthier, more resilient and sustainable.

We are an independent organisation with a strong voice for research and innovation, both to government and internationally, we are supported and challenged by an independent chair and board. We are principally funded through the Science Budget by the Department for Business, Energy and Industrial Strategy (BEIS).
On 1 July 2020 the Government published its Research and Development Roadmap, setting out a long-term vision to unlock the power of science, research and innovation.

UK Research and Innovation has welcomed the publication of the roadmap. Over summer 2020 and beyond UKRI will work closely in collaboration with our communities and partners to draw together ideas on how we can respond to the opportunities in the roadmap.

Following the publication of the government’s R&D roadmap, Dame Ottoline Leyser said:

“Research and innovation are national strengths, central to our well-being, our economy, and our prosperity. The government’s R&D Roadmap emphasises this importance, sets out a clear ambition and recognises the vital role UK Research and Innovation will play in unlocking its full potential. UKRI welcomes the continued commitment to a record increase in public investment in R&D to £22bn a year by 2024/25. This investment will allow us to build, with others, an inclusive knowledge economy across the UK, a system we are all part of and proud of, which we can all contribute to and benefit from. The Roadmap underlines the importance of people, collaboration and culture to the success of our system.

UKRI’s purpose is to draw together and catalyse our strengths. To realise the opportunity set out in the R&D Roadmap, UKRI will work with our partners and stakeholders, drawing together our strengths and catalysing synergies. We will actively engage a broad range of voices and experiences from right across the country.

“Together, we can develop a dynamic, world-class R&D system to tackle the biggest national and global challenges and increase productivity across the UK, creating benefits for us all.”

Our Strategy

UK Research and Innovation Strategic Prospectus will ensure everyone in society benefits from world-leading research and innovation.

The Strategic Prospectus will create a research and innovation system that is fit for the future and equipped to tackle the environmental, social and economic challenges of the 21st Century.

It will ensure UKRI responds to important opportunities, fosters excellence and collaboration on the global stage, and draws on the inspiration and insight of our most talented researchers and innovators.

A copy of the Strategic Prospectus is available to download here.

Vision, Mission and Values

The vision

The Government has set an ambition for the UK to become the most innovative country in the world, and has committed as part of the Industrial Strategy to raise investment in R&D to 2.4% of GDP by 2027. Increasing investment in R&D to 2.4% of GDP in a decade is ambitious and will require concerted effort by the Government and business. We will work with Government to develop a plan for meeting this target, maximising the impact of public investment in research and innovation, and supporting business and other partners to invest more.

Our mission

Our mission is to work with our partners to ensure that world-leading research and innovation continues to grow and flourish in the UK. We will support and help to connect the
best researchers and businesses. We will invest every pound of taxpayers’ money wisely in a way that generates excellent outcomes and ultimately impact for citizens, in the UK and across the world.

To achieve these goals, we must ensure that the UK continues to provide the best environment for research and innovation. The UK research and innovation system consists of a wide range of organisations – universities, businesses, charities, public sector bodies, innovation and enterprise agencies.

- We will push the frontiers of human knowledge and understanding.
- We will deliver economic impact
- We will create social and cultural impact by supporting society to become enriched, healthier, more resilient and sustainable.

We will work closely in partnership with these organisations and with the devolved funding bodies; learning from them and strengthening the networks which underpin our world-leading position in research and innovation. We will ensure that UK Research and Innovation continues to develop as an outstanding organisation.

**Our values**

<table>
<thead>
<tr>
<th>Collaboration</th>
<th>Excellence</th>
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<tbody>
<tr>
<td>We will work in partnership with the UK’s diverse community. Our priorities are to:</td>
<td>We will ensure quality, value for money and sustainability are embedded in everything we do. Our priorities are to:</td>
</tr>
<tr>
<td>- Increase the power of research and innovation to deliver for the UK, working hand in hand with business, universities, charities, independent research institutes, the national academies and other stakeholders.</td>
<td>- Work in partnership with those at the front line of research and innovation to identify emerging opportunities.</td>
</tr>
<tr>
<td>- Work across the whole of the UK, respecting the responsibilities of the devolved governments and their funding agencies, and commit to working closely with the Office for Students in England.</td>
<td>- Balance these with key national strategic priorities identified through working in partnership with government.</td>
</tr>
<tr>
<td>- Maintain the UK’s reputation for research and innovation excellence, nurture our many international collaborations and aim to catalyse new ones.</td>
<td>- Continue the commitment to the Haldane principle and make funding decisions on the basis of excellence. We will make proper use of expert review in our research funding and assessment processes and continually strive to maximise our impact and efficiency.</td>
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<table>
<thead>
<tr>
<th>Innovation</th>
<th>Integrity</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will build on international best practice, learn from what works as well as what doesn’t, innovate and take risks.</td>
<td>We will be independent and objective, supporting our work with rigorous analysis. We are committed to robust monitoring and evaluation of the outputs and outcomes of our work.</td>
</tr>
<tr>
<td>- We will build on existing strengths across our nine councils and ensure that they work together in synergy, in</td>
<td>- We will promote and safeguard the public value of research and innovation.</td>
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partnership with the devolved funding bodies.

- We will be flexible and agile, try new approaches, and seize new opportunities.
- Achieving the best research and innovation is an uncertain and risky business. We will support talented researchers and innovators to step into the unknown and to take risks.
- We will engage with the public to support and help to deliver the best outcomes.

- We will ensure decisions are based on evidence and rigorous analysis. We will champion evidence-based policymaking across government.
- We will be robust in our monitoring and evaluation and share guidance on what works – and what does not.

Our approach to Equality, Diversity and Inclusion

Promoting equality, diversity and inclusion is an integral part of our vision to deliver new knowledge and an enriched, healthier, more sustainable and resilient society and culture, and to contribute to a prosperous economy.

To maintain the UK’s world-leading position in research and innovation, we need to become more effective at drawing people from the widest possible pool and better facilitate career advancement so that talented people are progressing and ready to take up more senior positions. As a major funder and employer of circa. 7,000 people, UKRI is in a unique position to do this. We will do so by modelling equality, diversity and inclusion in our own actions and take a strategic lead in promoting equality, diversity and inclusion in the research and innovation landscape, nationally and internationally.

UKRI believes that everyone has a right to be treated with dignity and respect, and to be provided with equal opportunities to flourish and succeed in an environment which enables them to do so. We also recognise and will seek to maximise the benefits achieved by diversity of thought and experience within inclusive groups, organisations and the wider community.

As UKRI, we are committed to equality, diversity and inclusion for its own sake, and to continue to attract and nurture talented people from the widest pool to maintain a global lead in research and innovation and remain internationally competitive. This is supported through two equality, diversity and inclusion specific strategic objectives:

a. Champion equality, diversity and inclusion across the research and innovation sector, and support a healthy and high integrity culture
b. Be a great place to work, which inspires, engages and learns from its people.

Our Strategic Prospectus outlines our focus on four key areas for the foundations for excellent research and innovation: leading talent, a trusted and diverse system, openness and transparency and research culture.
3. How we are Organised

Governance and structure

UK Research and Innovation governance arrangements enable clear accountability and efficient decision-making. Our governance arrangements will:

- support development and delivery of the overall strategy for the organisation
- enable the CEO to perform her role as accountable officer
- empower each of the Councils and Executive Chairs to take a leading role in their area, consistent with the commitment to subsidiarity in the Higher Education and Research Act 2017.

Our main governance bodies are the UK Research and Innovation Board and the Executive Committee which provides strategy advice to the Board and is the day-to-day coordinating body for UKRI executive activity.

Each of the nine Councils have Council members who play a critical role in our strategy development and governance. Council members will work with their Executive Chair to deliver their council's aims and objectives and to support UKRI's overall mission.

The UK Research and Innovation (UKRI) framework document sets out the governance arrangements between UKRI and the Department for Business, Energy and Industrial Strategy (BEIS).

UKRI has its own internal governance framework, which will work with, and be informed by, this framework document, the HER Act and other relevant policies and guidance.
Executive Committee

The Executive Committee provides strategy advice to the UKRI Board and is the day-to-day coordinating body for UKRI executive activity. It provides leadership to the organisation including across the collective activities of the separate Councils to ensure collaboration on strategy and operational matters.

The Executive Committee is chaired by the Chief Executive and includes the Chief Finance Officer, the Executive Chairs of the nine council and others as appointed by the Chief Executive.

The following committees report into the Executive Committee:

- People, Finance and Operations Committee provides leadership for and oversight of key areas of operational strategy and policy, chaired by the Chief Finance Officer.
- Strategy Committee provides expertise and advice on the development of and implementation of UKRI's research strategy, chaired by the Strategy Director.
- Investment Committee provides expertise, advice and assurance on major investment decisions, including assessment of business cases and the oversight of the portfolio of major projects across the organisation, chaired by the Chief Finance Officer.

4. Job Description and Person Specification

<table>
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<tr>
<th>Job title</th>
<th>Chief Operating Officer (COO)</th>
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<tbody>
<tr>
<td>Area</td>
<td>Corporate Services</td>
</tr>
<tr>
<td>Grade</td>
<td>Executive Director (Grade Y - equivalent to Director in the Civil Service)</td>
</tr>
<tr>
<td>Reports to</td>
<td>Chief Executive Officer (CEO)</td>
</tr>
<tr>
<td>Based</td>
<td>Victoria Embankment, London (with frequent travel to Swindon)</td>
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</tbody>
</table>

Context

UK Research and Innovation (UKRI) is a non-departmental public body, bringing together the seven Research Councils, Innovate UK, and Research England. UKRI is charged with maximising the value from £8,776 million of the UK Government's investment in research and innovation annually. This includes £1,368 million that we deliver from the National Productivity Investment Fund (NPIF). As an Arms’ Length Body 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 leads the overall strategic direction of the majority of the non-defence public sector 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 capturing synergies from the deep expertise in our disciplinary and domain-specialist councils to deliver cross-cutting activities and steward a world class research and innovation system for the UK. This requires us to transform the way we operate.

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. UKRI was also set up to advise and be a unified voice for transforming the UK R&D&I landscape, getting us to an intensity of 2.4% of GDP, including catalysing much stronger businesses investment in R&D&I. This is important
because of the contribution it makes to the economy, to productivity and to tackling society’s most pressing challenges. UKRI enjoys convening power for international R&D&I collaborations, working with other national Governments, world class research establishments and businesses.

Purpose of the Role

As a member of the Executive Committee, the COO will work closely with the CEO, Executive Director for Strategy, Performance and Engagement, Chief Finance Officer and Chief People Officer and council Executive Chairs to develop and implement the strategic vision for UKRI.

The COO will also work closely with the council Executive Chairs to facilitate clear and collective support for UKRI integration and the delivery of the business improvement objectives.

As a visible leader within UKRI’s corporate services, the COO will oversee operations & central funding services, data and digital technology and office estates. The COO will also be the Senior Responsible Officer for the Reforming our Business portfolio (RoB) which includes a suite of harmonisation and modernisation programmes covering grant administration, finance, commercial and people processes designed to significantly improve the organisation’s capability to deliver on its strategic intent.

The COO will develop ways of working with the Council COOs and others to drive improved value for money in all UKRI operational activities.

Responsibilities

- Work with the Executive Committee and council COOs on ways to achieve UKRI integration and increase the harmonisation of business processes and controls
- Lead the UKRI Reforming our Business portfolio of projects and programmes designed to reduce bureaucracy and improve the value for money from business processes.
- Lead the modernisation of digital and IT systems covering front office (grants administration) and back office (finance, procurement, project management, corporate communications and people) processes as well as desktop IT services
- Work closely with the CFO to improve the processes supporting the development and approval of all significant investment business cases.
- Deliver the office estates strategy
- Lead on the central grant funding operational services delivery.
- Lead customer for the shared services provided by UK SBS.
- Support the Chief People Officer to ensure that Council and central leadership teams have the required skills, behaviours and capability to lead across their respective domains.

Key Skills

- Excellent leadership skills and behaviours and a clear ability to use these to create highly engaged, highly performing teams
- 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
- 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
• Politically astute, 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
• A strategic thinker with the ability to translate ideas into action in the delivery of customer focused services.

**Person Specification**

**Essential:**
• Demonstrable track record of ensuring co-ordination and execution of plans in a complex organisational environment
• Demonstrable track record of leading successful change programmes, particularly digital transformation
• Expertise of 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
• Applies appropriate leadership strategies to effectively deliver business objectives.
• Leads, motivates and manages people to optimise performance and effectiveness.
• Collaborates, supports and works to achieve the objectives of the organisation, applying appropriate digital technologies.
• Acts proactively and thinks strategically, in anticipating organisational needs, recognising the wider business environment and dynamics.
• Previous responsibility for corporate service functions.

**Desirable:**
• Experience in or a very strong understanding of academia and/or central government
• Experience in or a very strong understanding of the research and innovation sector

**5. Recruitment Process and Timelines**

| 15th October 2020 at 9:00am | Closing date for applications |

**Further Details:**

For further details about the role please contact our search advisors, Jonathan Swain and Adam Mahmood at The McLean Partnership on 07733 304094 and 07384 818902. To apply please provide an up to date CV and covering statement of suitability by emailing jonathanswain@mcleanpartnership.com or adammahmood@mcleanpartnership.com by 15th October 2020 at 9am.