Innovate UK, Executive Chair

Applicant pack

August 2020
Dear Applicant,

Thank you for your interest in the Executive Chair role at Innovate UK. The Government is deeply committed to the further growth and development of the UK’s excellent research and innovation sectors. As we look to address the opportunities and challenges that lie ahead, it is the UK’s strength in R&D that will be fundamental to our future success.

As part of this vision, in 2018 a new public body, UK Research and Innovation (UKRI), was created to bring the Research Councils and Innovate UK together into a single organisation to better champion the sector. Now as part of UKRI, Innovate UK plays a vital and distinct role as the primary funding body for supporting businesses and entrepreneurs to develop and cultivate innovative ideas and products.

Innovate UK is a central component of our vision for UK R&D and has recently played a key part in the Government’s Covid-19 response work by providing new support packages for business. All this makes the role of its Executive Chair uniquely challenging and rewarding. It is an essential leadership position which the Government will rely on, to nurture and grow innovation within the UK.

In making public appointments, the Government is committed to ensuring a fair and open recruitment process and particularly welcomes applicants from diverse backgrounds. I trust you will find the information in this job pack of interest and look forward to receiving your application.

Amanda Solloway MP
Minister for Science, Research and Innovation
VACANCY DESCRIPTION

The Organisation:
Innovate UK is the business facing arm of UK Research and Innovation (UKRI). With a budget of £1.5bn, it supports business investment in science, technology and innovation right across the UK, maximising commercial opportunities and economic growth.

Since 2007, it has committed over £2.5 billion to innovation, with industry-matched funding taking the total value of its projects above £4.3 billion. It has helped over 8,500 organisations with projects which are estimated to add more than £18 billion to the UK economy and create 70,000 extra new jobs. On average, Innovate UK returns up to £7 to the economy for every £1 it invests in a project.

The organisation employs around 500 staff directly. It manages flagship UKRI programmes like the Industrial Strategy Challenge Fund (part of the £4.7Bn increase in R&D funding announced in 2017) and runs innovation funding schemes from traditional grants through its open to all smart grant scheme to its new innovation loans scheme.

It also sponsors key innovation partners such as the Catapult network which employs over 4,000 people who work to support businesses in a range of sectors, from manufacturing to new sectors such as advanced gene-based medicines and off shore renewable energy. The Catapults have supported 5,000 businesses since their creation in 2010 and are just one part of the innovation ecosystem that IUK supports.

Innovate UK is at the forefront of the Government’s response to Covid-19 and will be critical in driving the recovery of the UK’s innovative companies.

Innovate UK operates to deliver against five research and innovation priorities:

- Deliver measurable economic and societal impact across the UK.
- Support and invest in innovative businesses and entrepreneurs with the potential and ambition to grow.
- Maximise the commercial impact of world class knowledge developed in the UK’s industries and research base.
- Identify, support and grow transforming and emerging industries through innovation.
- Build a coherent, supportive environment incentivising R&D investment and enabling people and businesses to innovate.
UK Research and Innovation (UKRI)
The creation of UKRI was the largest reform of the research and innovation funding landscape in the last 50 years. The uplift in R&D funding announced at the March budget, committing to increase public funding for R&D to £22 billion by 2024/25 is a similar ground-breaking shift in approach.

Innovate UK is one of nine Councils within UKRI, with delegated autonomy and authority, and with an individual delegated budget set by the BEIS Secretary of State. The Executive Chair is responsible for all funding decisions within Innovate UK’s remit. Innovate UK contributes to and benefits from the strategic, analytic and corporate centre of UKRI – enhancing capability and expertise; gaining from economies of scale; much increased flexibility in developing multidisciplinary activity and joint working between the Councils; and a stronger more joined-up voice within government.

Innovate UK’s Executive Chair will have a crucial role in continuing to build on the success of UKRI and in maximising the impact of the unprecedented R&D budgets it oversees.

The Role:
We are seeking an inspirational leader with extensive business experience, international standing and a proven track record to lead Innovate UK as its Executive Chair. The central priority of Innovate UK, under a new Executive Chair, will be to transition from a grant funding body to an agency focused on transforming the UK’s innovation capacity and capability, taking full advantage of its considerable growth in budget.

The new Executive Chair will be expected to actively strengthen the organisation’s position within key markets, providing impactful thought leadership to the UK’s innovation system. As the pivotal funding body for business R&D, especially for start-ups and SMEs across the country, the Executive Chair will be expected to develop and implement system wide strategies for investment that promote the UK as a global leader in R&D and technologies of the future.

Main Responsibilities, shaped by the government’s commitment to be a science superpower and working closely with the UKRI CEO, Innovate UK Council and other Research Council Exec Chairs, will be to:

- Set out a vision and objectives for Innovate UK, focusing on transforming UK innovation and making the most of Government’s investment in business-led innovation across the UK.
- Lead and develop Innovate UK’s strategic approach to the funding of business-led innovation, both directed and responsive-mode programmes, to ensure that the UK is a global leader in innovation.
• Actively engage with the business community, academic community and government to develop and catalyse new ideas and approaches, and communicate what Innovate is offering to businesses, as well as what it is achieving.
• Be a core member of the UK Research and Innovation Executive Team, led by and accountable to the UK Research and Innovation CEO, to deliver best value from the overall science and innovation funding system and actively contribute to the development and implementation of the overall strategy of UK Research and Innovation.
• Be a transformational leader for Innovate UK to ensure the organisation delivers the best possible innovation system for the UK.
• Work collaboratively across UK Research and Innovation Councils to foster interdisciplinary work and build on collective capabilities, providing support and challenge when required to further innovation across the UK.
• Work alongside UK Research and Innovation’s ‘Innovation Champion’ board member to promote and champion innovation and business interests across UKRI, including identifying and promoting opportunities to support business innovation.
• Develop and deliver the organisation’s Delivery Plan in accordance with ministerial priorities, maximising efficiency and efficacy, and ensuring value for money from public investment.
• Represent and develop positive relationships between Innovate UK and its numerous and diverse stakeholders in government and public funding agencies, industry, higher education institutions, academic and research communities, the third sector, public and internationally.

**Person Specification:**

The successful candidate will be able to command confidence and represent Innovate UK at the highest level of business and beyond and be able to demonstrate the following:

**Skills and experience**

• A highly respected senior executive of international standing with relevant experience of, and success in, leading significant business innovation, growth and transformation within technology, scientific or R&D intensive industries;
• An inspirational leader and communicator, able to command confidence in and have credibility across both the business community and the broader stakeholder landscape;

**Strategic vision**

• An ability to develop and deliver a strategic vision for Innovate UK and UK business innovation generally through the development of high quality, value for money programmes built on a thorough understanding of innovation and engagement with the stakeholder landscape;
• An ability to advise on major business and technological trends which will have a significant impact on the Council’s role or activities and on its exposure to and management of risk;

**Leadership and management**

• Proven leadership and management skills with a deep understanding and experience of transformational change and evidence of having successfully led cultural change and innovation;
• Experience of managing and building capability of a cadre of skilled professionals and programme managers and able to inspire and motivate; colleagues at all levels in the organisation;
Breadth of understanding

- In depth understanding of current developments in the business-led innovation landscape both in the UK and overseas;
- An ability to understand and demonstrate the highest standards of business-led innovation and its wider relevance to and impact on the cultural, social and economic wellbeing of the country;
- A strong commercial awareness, with an in depth understanding of investments, financial products and how to remove the barriers to new businesses.

Timeline:

- Advert closes – 28/09/2020 at 23:00
- Shortlist meeting – w/c 12/10/2020 (this is subject to change)
- Interviews (likely to take place remotely via video call) – w/c 09/11/2020 (this is subject to change)
- Pre-appointment hearing – TBC
- Candidate in post – TBC

Recruitment Panel:

The Recruitment Panel will comprise:

- **Panel Chair and BEIS Representative:** Alexandra Jones, Head of BEIS Science, Research and Innovation Directorate
- **Board Representative:** Sir Harpal Kumar
- **Innovate UK Council Representative:** John Fingleton
- **UKRI CEO and Line Manager:** Dame Ottoline Leyser
- **Independent Panel Member:** Fiona Murray, Associate Dean for Innovation at the MIT Sloan School of Management, and member of the PM’s Council for Science and Technology

Pre-appointment Scrutiny:

This role is subject to pre-appointment scrutiny by the Science and Technology Select Committee.

Pre-appointment scrutiny is an important part of the appointment process for some of the most significant public appointments made by Ministers. It is designed to provide an added level of scrutiny to verify that the recruitment meets the principles set out in the Governance Code on Public Appointments.

The pre-appointment scrutiny aspect of the appointment has two parts.

First, information concerning the appointment and the Minister's preferred candidate will be shared with the relevant select committee. As part of this process you will need to be content for your name and your CV to be shared with the Select Committee as the Government's preferred candidate. You may also be required to complete a pre-appointment hearing questionnaire which could include, among other things:

- declarations of any relevant potential conflicts of interest;
• what you see as the priorities and key risks for the organisation;
• questions about how you would lead the board and work with stakeholders;
• your commitment to standards in public life and how you would handle being in the public eye.

Normally any information provided to the select committee by the Government or a candidate will be published.

Second, it is likely that the select committee will decide to call the Government's preferred candidate to a public hearing before the select committee to answer questions relating to their suitability to the role. You would not be expected to have an in depth technical knowledge of how the body works or an exact plan of what you would do in the role, however you will be expected to provide a credible representation of your understanding of the work of the body and what your role in its future would be.

**The proposed date for a pre-appointment hearing is yet to be confirmed.**

The Government is committed to making the public appointments as accessible as possible so that no one is deterred from applying. The Department will provide support to you to help you prepare for the hearing and the clerks to the select committee will also be available to discuss with you how the hearing will run. You will also be supported by the Department in working with the select committee should you require any adjustment to enable you to participate fully in the hearing process.

For more information about pre-appointment scrutiny, please see the [Cabinet Office Guidance: Pre-appointment scrutiny by House of Commons Select Committees](#).

**Terms of Appointment**

The Innovate UK Executive Chair will be appointed for a term of 4 years with the possibility of reappointment subject to Secretary of State and Prime Minister approval.

**Remuneration**

Base pay of £180,000 and up to £37,500 performance related pay per annum. This is based on a long-term incentive scheme.

**Member Liability**

The Department will provide that where a Board member has acted honestly, reasonably, in good faith and without negligence they will not have to meet out of their own personal resources any personal civil liability which is incurred in the execution or purported execution of their Board functions.

**Standards in Public Life**

Candidates must confirm that they understand the standards of probity required of public appointees outlined in the ‘Seven Principles of Public Life’ drawn up by the Committee on Standards in Public Life.

**Conflicts of Interest**

Applicants must disclose information on personal connections, which if they were appointed, could lead to a conflict of interest or be perceived as such.
It is very important therefore that all applicants provide appropriate details which might be construed as conflicting with the appointment for which they are applying.

If it appears, from the information provided on the form, that a possible conflict might exist, or arise in the future, this will be fully explored with the applicant with a view to establishing whether it is sufficiently significant to prevent the individual from carrying out the duties of the post. The panel will do this at interview stage.

Ideally candidates should not have worked in a similar sector in the six months prior to joining the Innovate UK Board; those who have recently left may present a conflict of interest which will need to be explored at interview.

HOW TO APPLY

The closing date for applications is 28th September at 23:00. Late applications will not be accepted.

If you are shortlisted for the role, due diligence will be carried out and your referees are likely to be contacted.

You will be asked to prepare some identification documents if you are invited to an interview – further information will be provided at that stage.

Information on the timetable for this campaign, selection process, requisite security clearance, and the Advisory Assessment Panel can be found on the Centre for Public Appointments webpage for this vacancy.

To apply for this post please:

- Complete the Application Form by clicking here.
- Submit your cover letter and CV to publicappointments@beis.gov.uk

Please ensure that you include “Innovate UK, Executive Chair” in the subject box

Alternatively, if you would like this form in a Microsoft Word document or physical copy, you can request this via the appointments team at publicappointments@beis.gov.uk

Applicant packs can be provided in other formats upon request.

If you have any queries regarding the application process, you can contact Nadia Toma in the BEIS Public Appointments Team at publicappointments@beis.gov.uk
DIVERSITY AND EQUAL OPPORTUNITIES

The Department for Business, Energy and Industrial Strategy is committed to the principle of public appointments on merit with independent assessment, openness and fairness of process and to providing equal opportunities for all.

Applications are welcome from all, but we particularly encourage applications from women, people from an ethnic minority, people with disabilities and other underrepresented groups. The role is only available to UK nationals due to the level of security clearance required.

BEIS offers professional training courses on public sector finance and governance for those new to the public sector. BEIS works with Government Departments to ensure they have the capacity to attract the widest field of candidates and to make the best possible appointments. All applicants are asked to complete an anonymised Diversity Monitoring Form used for data gathering information only in order to ensure Departments are recruiting from the widest possible pool.

MAKING A COMPLAINT

If you feel your application has not been treated fairly and you wish to make a complaint, you should initially send an email to: publicappointments@beis.gov.uk

If you are not content with our response, please contact the Commissioner for Public Appointments at: publicappointments@csc.gov.uk

Further information on complaints procedure can be found on the Commissioner for Public Appointment's website.

CONFLICTS OF INTEREST

What is a conflict of interest?
Public Appointments require the highest standards of propriety, involving impartiality, integrity and objectivity, in relation to the stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable or political interest which might be material and relevant to the work of the body concerned should be declared.

There is always the possibility for real or perceived conflicts of interest to arise. Both are a problem, as the perceived inference of a conflict may, on occasions, be as damaging as the existence of a real conflict. It is important, therefore, that you consider your circumstances when
applying for a public appointment and identify any potential conflicts of interest, whether real or perceived.

**Surely a perceived conflict is not a problem, as long as I act impartially at all times?**
The integrity of the individual is not in question here. However, it is necessary for the standing of the individual and the board that members of the public have confidence in their independence and impartiality. Even a perceived conflict of interest on the part of a board member can be extremely damaging to the body’s reputation and it is therefore essential that these are declared and explored, in the same way as an actual conflict would be. The fact that a member acted impartially may be no defence against accusations of potential bias.

**What should I do if I think I have a conflict of interest?**
You will find a section on conflicts of interest in the application form for you to complete. This asks you to consider and declare whether you have a real, or perceived, conflict. If you are unsure if your circumstances constitute a possible conflict, you should still complete this section, in order to give the Selection Panel as much information as possible.

**If I declare a conflict, does this mean I will not be considered for appointment?**
No - each case is considered individually. If you are short listed for interview, the Panel will explore with you how far the conflict might affect your ability to contribute effectively and impartially on the Board and how this might be handled, if you were to be appointed. For example, it may be possible to arrange for you to step out of meetings where an issue is discussed, in which you have an interest. However, if, following the discussion with you, the Panel believes that the conflict is too great and would call into question the probity of the Board or the appointment; they can withdraw your application from the competition.

**What happens if I do not declare a known conflict, which is then discovered by the Department after my appointment?**
Again, each case would be considered on its merits, but the Department may take the view that by concealing a conflict of interest, you would be deemed to have breached the Seven Principles of Conduct Underpinning Public Life and may terminate your appointment.

**What happens if I do not realise a potential conflict exists?**
This situation may arise where the applicant is not familiar with the broad range of work which a body covers and therefore does not realise that a conflict might exist. In some cases, the Panel, with their wider knowledge of the body, might deduce that there is a potential conflict issue, based on the information on employment and experience provided by the candidate in the application form. They will then explore this at interview with the candidate.

**What happens if a conflict of interest arises after an appointment is made?**
This could arise for two main reasons. The first is that the member’s circumstances may change, for example, they may change jobs and in doing so, a conflict with their work on the board becomes apparent. The second is where a member is unfamiliar with the range of the work of the body, but after appointment, it becomes clear that a conflict exists where none had been envisaged during the appointment process.

In both cases, the issue should be discussed with the Chair of the board and the Chief Executive of the body concerned, in consultation with the Sponsoring Department, to decide whether or not the member can continue to carry out their role in an appropriate manner and each case is considered individually.
In 1995, the Committee on Standards in Public Life defined seven principles which should underpin the actions of all who serve the public in any way. Consistent with the Governance Code, applicants will be assessed on merit, and all candidates for public appointment will need to uphold the standards of conduct set out in the Seven Principles of Public Life. These will be tested as part of the selection process and the Selection Panel must satisfy itself that all candidates for appointments can meet these standards; which are:

**Selflessness**
Holders of Public Office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or other friends.

**Integrity**
Holders of Public Office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

**Objectivity**
Carrying out Public Office business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability**
Holders of Public Office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness**
Holders of Public Office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

---

**Areas where a conflict could arise**
There are five main issues, which could lead to real, or apparent, conflicts of interest. These are:

- Relevant pecuniary or other interests outside the organisation;
- Relationships with other parties/organisations which could lead to perceived or real split loyalties;
- Pending Government Policy could give unfair personal advantage to people with allied business interests – for example access to privileged information – trade secrets;
- Perception of rewards for past contributions or favours;
- Membership of some societies or organisations.
Honesty
Holders of Public Office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership
Holders of Public Office should promote and support these principles by leadership and example.

BEIS PUBLIC APPOINTMENTS PRIVACY NOTICE
This notice sets out how we will use your personal data, and your rights. It is made under Articles 13 and/or 14 of the General Data Protection Regulation (GDPR).

Your data
We may process the following personal data:

name, contact details, employment history, qualifications, CV and other background information relevant to your application including sift and interview assessments, conflicts of interest, and political activity.

This may also include other information gathered as part of due diligence, including information obtained from public sources.

Purpose / Whether the provision of personal data is part of a statutory or contractual requirement or obligation and possible consequences of failing to provide the personal data
To the extent that you are providing your personal data in relation to a BEIS Public Appointments, the failure to provide this information will mean that we are unable to progress your application for the positions advertised.

Our legal basis for receiving and using your data
Our legal basis for receiving and using this information is that BEIS and the Cabinet Office have both a legal obligation, and public task, to collect this data to ensure that high quality candidates are identified via robust recruitment processes in line with the Governance Code for Public Appointment published pursuant to Article 3(1) of the Public Appointments Order in Council 2019. If requested by the Commissioner for Public Appointments, this information can be shared pursuant to Article 4 of the Public Appointments Order in Council 2019.

We also process your data on the legal basis that it is necessary prior to entering into a contract/terms of appointment to carry out pre-appointment checks. We may process special category data which comes to light during due diligence checks which has manifestly been made public by you, or where it is of substantial public interest in order to carry out our functions If you have applied for a BEIS public appointment we will share your information with the members of the Advisory Assessment Panel. If requested, it may also be shared with the Commissioner for Public Appointments pursuant to Article 4 of the Public Appointments Order in Council 2019. This will be in a non-identifiable way.

We also process your data on the legal basis that it is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the data.
controller. This is enabled through section 149 of the Equality Act 2010. The specific category of personal data is necessary for the purposes of identifying or keeping under review the existence or absence of equality of opportunity or treatment between groups of people with a view to enabling such equality to be promoted or maintained. It is not carried out for the purposes of measures or decisions with respect to your application for a government public appointment. You can choose not to declare this data.

Special category data is personal data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person's sex life or sexual orientation.

Our legal basis for processing this information is documented above.

**Recipients**
If you apply or have been considered for a UK Government public appointment Information you supply to BEIS as part of your application for a UK Government Public Appointment may be shared with Cabinet Office.

Diversity data which may include age, gender, ethnicity, sexual orientation, recorded disability, faith and geographical location, principal employment sector, number of government public appointments held, and declarable political activity may be held in a non-identifiable form for up to 5 years. This information may be shared with OCPA, your name will not be included. This data may be published in summary form.

This data is shared with Cabinet Office IT suppliers in order to securely collect and store the data. Contractual obligations in line with data protection law are placed on our data processors to guard against loss of your data and require them to take all reasonable steps to treat your data reliably and with integrity.

**Retention period**
Applicant data will be collected on behalf of the Office of the Commissioner for Public Appointments (OCPA) via a secure section of the HM Government Public Appointments website. BEIS may store your name, a summary of biographical details you shared and the outcome of your application for up to 3 years.

Diversity data which may include age, gender, ethnicity, sexual orientation, recorded disability, faith and geographical location, principal employment sector, number of government public appointments held, and declarable political activity may be held for up to 3 years. This information may be shared with OCPA in a non-identifiable format, your name will not be included. This data may be published in summary form.

The record of the sift and interviews will be held by BEIS for the duration of the post.

This data is shared with Cabinet Office IT suppliers in order to securely collect and store the data. Contractual obligations in line with data protection law are placed on our data processors to guard against loss of your data and require them to take all reasonable steps to treat your data reliably and with integrity.

**Your rights**
You have the right to request information about how your personal data are processed, and to request a copy of that personal data.

You have the right to request that any inaccuracies in your personal data are rectified without delay.

You have the right to request that any incomplete personal data are completed, including by means of a supplementary statement.

You have the right to request that your personal data are erased if there is no longer a justification for them to be processed.

You have the right in certain circumstances (for example, where accuracy is contested) to request that the processing of your personal data is restricted.

You have the right to object to the processing of your personal data where it is processed for direct marketing purposes.

You have the right to object to the processing of your personal data where the processing is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the data controller, such as the exercise of a function of the Crown, a Minister of the Crown, or a government department; the exercise of a function conferred on a person by an enactment; the exercise of a function of either House of Parliament; or the administration of justice.

**Automated decision making**
The existence of automated decision making, including profiling and information about how decisions are made, the significance and the consequences. The provision of the information you provide is not connected with individual decision making (making a decision solely by automated means without any human involvement) or profiling (automated processing of personal data to evaluate certain things about an individual.

**International transfers**
As your personal data will be stored on our IT infrastructure, and shared with our data processors, it may be transferred and stored securely outside the European Union. Where that is the case it will be subject to equivalent legal protection through the use of Model Contract Clauses or the Privacy Shield scheme.

**Complaints**
If you consider that your personal data has been misused or mishandled, you may make a complaint to the Information Commissioner, who is an independent regulator. The Information Commissioner can be contacted at:

Information Commissioner’s Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

0303 123 1113

Email: casework@ico.org.uk
Any complaint to the Information Commissioner is without prejudice to your right to seek redress through the courts.

**Contact details**
The data controller for Public Appointments is joint between the appointing department, OCPA and the Cabinet Office. The Department for Business, Energy & Industrial Strategy (BEIS).

Contact details are, BEIS DPO at:

BEIS Data Protection Officer, Department for Business, Energy and Industrial Strategy, 151 Buckingham Palace Road, Victoria, London SW1W 9SZ.

Email: dataprotection@beis.gov.uk.