



# Appointment of Finance and Commercial Director

## Health Data Research UK

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## Foreword

Dear colleague,

I am very pleased you want to know more about becoming Finance and Commercial Director of [Health Data Research UK](#) (HDR UK). This is an exciting time to join the organisation as we position ourselves at the centre of the UK's efforts to bring about game-changing improvements in the health of patients and populations by harnessing data science at scale.

The UK has world-renowned data resources and research capabilities. As the volume and complexity of health data increases, there is an extraordinary opportunity to harness advances in mathematics, statistics, and computer science to develop the medical science of tomorrow. HDR UK will enable us to remain at the forefront of this new field of health research by, for the first time anywhere in the world, incorporating the whole breadth of data science research from the laboratory to the clinic to the population, on a national scale.

The MRC Medical Informatics programme, UK Biobank, Genomics England, the Farr Institute and other informatics programmes have laid superb foundations in this area. The opportunity now is to find innovative ways of linking detailed epidemiological data with biological data at scale. This 'molecule to man approach' is imperative if we are to fully realise the UK's huge potential to solve the health challenges we face, to make new medicines, and to transform lives locally and globally.

As Finance and Commercial Director, you will oversee the financial management of all HDR UK funding - which is projected to grow over the next five years from its current level of £15million a year - and play a vital role in ensuring that HDR UK's financial arrangements with our partner research organisations are transparent and meet the highest standards of efficacy, promoting confidence in HDR UK among our stakeholders and funders as well as the wider public.

The role is open to those from a wide range of backgrounds: a successful track record of leadership and delivery, and the ambition to bring about change on a national scale, matter more than the sector in which you have made your career.

I hope you find the information that follows a helpful guide to who we are, how we work, and where we are going. Please do not hesitate to contact our advisers at Syllogism to find out more. I look forward to hearing from you.

With best wishes,



Professor Andrew Morris CBE FRSE FMedSci  
Director, Health Data Research UK

## Health Data Research UK

Health Data Research UK (HDR UK) is the new national Institute for data science in health. Established in 2017, our UK team of experts develop and apply cutting-edge data science approaches to clinical, biological, genomic and other multi-dimensional health data to address the most pressing health research challenges facing the public.

**Our mission is to make game-changing improvements in the health of patients and populations through data science research and innovation.**

For the first time we are bringing together our unique nationwide data assets and specialists across academia, research and healthcare to unlock knowledge and deliver new insights from molecule to man. By undertaking research at scale, across a population of up to 65 million people, we have an unrivalled opportunity to use data to the highest ethical standards to drive breakthroughs in medical research. This unleashes the potential to improve the way we are able to prevent, detect and diagnose diseases such as cancer, heart disease and asthma.

HDR UK will be a charitable company limited by guarantee.

### How is HDR UK funded?

Our founding funding partners are the Medical Research Council, the British Heart Foundation, the National Institute for Health Research, the Economic and Social Research Council, the Engineering and Physical Sciences Research Council, Health and Care Research Wales, Health and Social Care Research and Development Division (Public Health Agency, Northern Ireland), Chief Scientist Office of the Scottish Government Health and Social Care Directorates, and Wellcome.

Together they are jointly investing c£75 million in Health Data Research UK over the next five years. We are seeking additional investment through leveraged partnerships, to address key strategic challenges over the coming years.

### Where is HDR UK based?

HDR UK is headquartered at the Wellcome Trust in central London, with a strategic remit that is UK-wide and geographically distributed across a number of research organisation sites.

### Who are its leading figures?

**Professor Andrew Morris** was appointed HDR UK's inaugural Director in 2017. A world leader in the field of health of health informatics, Professor Morris previously directed the Farr Institute's centre in Scotland and was Chief Scientist at the Scottish Government Health Directorates.



The members of the HDR UK non-executive Board are:

- **Dr Graham Spittle CBE** (Chair) was until recently IBM's Chief Technology Officer, Europe, and Vice President, Software Group. Dr Spittle took on the role of Interim Chair HDR UK in July 2016.
- **Professor Sir Alex Markham** is Director of the Leeds MRC Medical Bioinformatics Centre, Chairman of the Lister Institute of Preventive Medicine and Chair of the OSCHR Health Informatics Group.
- **Professor Jonathan Montgomery** is Chair of the Nuffield Council on Bioethics and Chair of the Health Research Authority.
- **Professor Sir Jim Smith** was Deputy CEO and Chief of Strategy at the MRC and Director of Research at the Francis Crick Institute prior to joining Wellcome as Director of Science.
- **Professor Dame Janet Thornton** was Director of EMBL-EBI until 2015 and played a key role in ELIXIR, the pan-European infrastructure for biological data.
- **David Zahn** is Head of European Fixed Income at Franklin Templeton Investments, a Board member at The Health Foundation and a Trustee of the Medical Research Foundation.

## How large is the organisation?

The HDR UK head office in central London hosts a small executive team, including the Director and Chief Operating Officer. Being a strategic rather than a direct-delivery body, the intention is that HDR UK will remain an organisation that is compact (growing to no more than 10 to 12 staff), focused, and high-functioning and that stands at the centre of a network of interlocking national and international partnerships.

## What is the public profile of HDR UK?

We believe the research we are supporting will bring huge benefits to society by advancing the understanding of disease and improving health and care for patients and the public. As such, an important role for the organisation is that of involving and engaging the public with its research.

## Is collaboration limited to the UK?

HDR UK was established to be as open and collaborative as possible both within the UK and internationally. The organisation will partner with academia, health and social care organisations

and industry, helping to ensure that its research directly addresses the most important health challenges.

## Who are our partners?

Excellent health data science research is already taking place at research institutions and centres across the UK. HDR UK has been established to tackle challenges that individual research programmes cannot address and to complement and extend the research activities at individual institutions.

HDR UK will build on the partners' long-term investments in health data science skills, technology and infrastructure. Over recent years, these have led to advances in many areas such as stratified and precision medicine, using genomic medicine to improve patient healthcare delivery, and in understanding how the environment affects public health.

HDR UK brings together, into a single independent organisation harmonised under a single Director's vision, the breadth of interdisciplinary skills, expertise and national and international partnerships needed to accelerate progress, analysing complex and diverse health related data at an unprecedented depth and scale.

HDR UK will also work closely with charities and the public as part of its commitment to public communication and engagement around the use of health-related data. Developing NHS and industry partnerships that can work within trusted frameworks will be important in realising the opportunities to transform health and healthcare.

Our Phase 1 investment involved an [open call for proposals](#) in August 2017. Applications to form collaborative sites – the foundation partners of Health Data Research UK – were received from organisations across the UK in October and an International Expert Review Group, chaired by Professor Dan Roden of Vanderbilt University, was convened to provide an independent assessment of the proposals.

On 7 February 2018, the [successful applicants were announced](#) as being:

- Cambridge: Wellcome Sanger Institute, European Bioinformatics Institute (EMBL-EBI), University of Cambridge
- London: UCL, Imperial College London, King's College London, Queen Mary University of London, The London School of Hygiene & Tropical Medicine
- Midlands: University of Birmingham, University of Leicester, University of Nottingham, University of Warwick, University Hospitals Birmingham NHS Foundation Trust
- Oxford: University of Oxford
- Scotland: University of Edinburgh, University of Aberdeen, University of Dundee, University of Glasgow, University of St Andrews, University of Strathclyde
- Wales/Northern Ireland: Swansea University, Queen's University Belfast

These Sites are to receive an initial share of £30million investment to address challenging healthcare issues through use of data science.

## What role will HDR UK play in capacity building?

Capacity building (developing skills and capability) is a high priority for HDR UK. The organisation will establish a new paradigm for interdisciplinary research training that attracts and supports the brightest research and technical specialists to deliver a new cadre of health data scientists. HDR UK will promote the development of people with the right skills to find new ways of using data to improve human health. Those who understand data science but also have a health research perspective will be offered a clear career structure so the best minds can be attracted to the field.

HDR UK will promote measures that bridge the gap between disciplines that are currently distinct, given the huge potential to improve health by looking at data from across the spectrum - for example, bringing together bioinformaticians, who manage biological and genetic data, with health informaticians, who work with diverse clinical data.

A core strategic objective of the Institute will be the establishment of a capacity building strategy. HDR UK will work in partnership with funders and Research Organisations to support the development of new innovative career models that embrace imaginative approaches to research training and mentorship. For example, a key strategic partnership with NIHR is anticipated, to create a large high-energy cohort of career-track researchers across the UK. This will directly address current barriers to capacity building in health and biomedical informatics, and create a critical mass of high energy researchers with relevant skills and leadership expertise that meet the needs of academia, industry and public services.

HDR UK's integrative approach to skills and capacity building is expected to span postgraduate research, novel clinical and non-clinical postdoctoral fellowship opportunities, advanced fellowships and support for technology specialists. We envisage the foundation of new career paths, mentoring and professional development opportunities within a Team Science context, with our capacity building activities being fully integrated with the organisation's research, innovation and knowledge exchange activities.

We are committed to:

- developing flexible training opportunities, working with our partners to address un-met skills needs
- working closely with funders and partners to establish clear career structures, specific for this interdisciplinary discipline
- developing appropriate reward and recognition frameworks relevant to the specialist skills, collaborative approaches and outputs of our interdisciplinary trainees
- enabling career progression through intellectual leadership and independence.

Our research partners will adopt, develop and assist in the delivery of this capacity building strategy.





# The role of Finance and Commercial Director

## Overview

As Finance and Commercial Director, you will oversee the financial management of all HDR UK funding - which is projected to grow over the next five years from its current level of £15million a year - and lead the delivery of sustainability strategies, managing new income generation as well as coordinating finance and commercial activities across our research, education, and innovation portfolios. You will be line manager to two staff: the expectation is that this responsibility will grow as HDR UK develops over the coming years.

As well as being an internal leader, you will ensure that HDR UK’s financial arrangements with its partner research organisations are transparent and meet the highest standards of efficacy. Building confidence in HDR UK among its stakeholders and funders in industry, government, the NHS, and the third sector will be a key part of the role and one in which the Finance and Commercial Director will have considerable autonomy.

## How the role is structured

- Working with the Director, Chief Operating Officer and Board to develop and deliver HDR UK objectives and leading on strategic policy formulation and implementation of underpinning financial and commercial planning in support of HDR UK objectives. **(20%)**
- Leading and delivering the financial management of HDR UK; operating full financial accounting and management information systems; ensuring invoicing and receipt of funds are effectively managed; annual reporting, statutory submissions and audit preparations; ensuring compliance with statutory requirements; identifying potential or actual risks (financial and reputational) related to corporate activities and taking all reasonable and appropriate steps to mitigate or eliminate the risks. **(35%)**
- Commercial principle development and leading key commercial and contractual negotiations with a variety of organisations ranging from private enterprise, public sector and academic institutions; proactively managing new income generation **(15%)**
- Initiating and managing change processes and projects and contributing to the development of new initiatives to secure improvements to policy, procedure and operation of HDR UK and wider activities. **(10%)**
- Generating market analysis and advancing understanding of the health data science emerging market in terms of value and key developments creating strategic input into HDR UK considerations of economic impact key performance indicators and development of the sustainability strategy for HDR UK longer term. **(20%)**

## Planning and organising

- Financial planning, management, and control:
  - i. Resource planning and forecasting for all aspects of HDR UK activity
  - ii. Developing and maintaining financial reporting structure to include annual accounts, audit, budgets, project costings, profit and loss, balance sheet and cash flow
  - iii. Acting as Company Secretary
  - iv. Providing effective control over HDR UK finances, supporting the operation of HDR UK in terms, for example, of VAT arrangements and PAYE status, accurate and timely invoicing and income collection, and the delivery of accurate and timely budgets
- Initiating and managing change processes and projects and contributing to the development of new initiatives to secure improvements to policy, procedure and the overall operation of HDR UK

## Problem-solving

- Representing HDR UK in liaison/negotiation with external funding agencies
- Delivering efficient use of financial resources from many different sources
- Ensuring continuity of staff contracts through prudent financial management
- Resolving financial and contractual problems with departments, suppliers, grant awarding bodies, and partner institutions

## Decision-making

- Creating strategic plans relating to EU, UK and international opportunities and advising the Board on strategic advantage and success factors
- Making or advising on decisions related to financial, commercial and legal aspects of matters such as agreeing terms of external partnerships, contracts and prices or committing new resources (within agreed envelope)
- Interpreting and using appropriate discretion in application of University procedures, funding body terms and conditions, and EU and UK legislative requirements

- Generating market analysis and advancing understanding of the digital health emerging market in terms of value and key developments; creating strategic input into HDR UK considerations of economic impact key performance indicators and developing the sustainability strategy for HDR UK over the longer term
- Acting on behalf of HDR UK Chief Operating Officer in their absence

## Key contacts and relationships

- Leading and developing strategy and policy with the Chief Operating Officer and other Directors, creating a cross-sector sphere of influence
- Negotiating contracts, partnerships and procedures with external organisations
- Representing HDR UK to external bodies such as academic and commercial clients, and funding bodies including the European Union, UK Research and Innovation (UKRI), and Innovate
- Being a key influencer in the strategic and commercial decisions taken by the Chief Operating Officer and other senior managers
- Influencing and effecting change among key stakeholders

## Person specification

We are looking for a person who enjoys leadership and responsibility, and who knows how to bring success to an organisation and to inspire those around them.

We have an open mind about the career background of the Finance and Commercial Director. What matters to us is that you are committed to promoting the cause of improving the health of patients and populations on a national scale, to learning and taking on new challenges, and developing HDR UK's national and international reputation through the quality of the work we do and the service we provide.

In this context, we are looking for the following experience, qualities, and skills.

### Experience

#### *Essential*

- A proven track record of leading a finance function through periods of growth



- The successful management of budgets and projects: proven skills in financial management and the interpretation and management of complex data alongside the ability to prepare accurate budgets within funding body rules and experience of management information reporting and post-award support
- A track record of providing analysis and strategic advice to senior managers and executives

*Desirable*

- Exposure to the higher education sector

**Qualifications**

*Essential*

- Professional financial management/accountancy qualification

*Desirable*

- A good honours degree or equivalent

**Knowledge, skills, and personal qualities**

- Excellent written and oral communication skills, excellent analytical skills, and good IT skills (e.g. use of complex spreadsheets)
- Excellent interpersonal, verbal and written communications skills with the ability to communicate complex information clearly
- Strong relationship-building skills, both within a team and at a range of different levels internally and externally to HDR UK
- The ability to work independently, to prioritise workloads, and to manage conflicting deadlines and demands.

## Terms of appointment

The appointment is on a permanent basis with a competitive salary, dependent on experience, of up to £110,000 a year. Additional benefits include:

- Access to the HDR UK pension scheme
- Flexible working arrangements, to be agreed
- 35 days paid holiday, inclusive of public holidays, per annum (based on 27 days and 8 days public holidays and including 3 compulsory bank holidays – 25 and 26 December and 1 January)
- Option to receive additional payments in recognition of exceptional employee contribution
- Access to Death in Service scheme (with 3x annual salary benefit level).

## Timetable

The closing date for applications is **10am BST on Monday, 2 July 2018**.

The Selection Committee will assess all applications on merit according to the evidence presented and in line with the principle of free and fair competition. At all stages of the recruitment process, candidates will be offered the chance of feedback on their applications.

It is anticipated that applicants will be contacted by **mid-July** to let them know if they have been short-listed for the COO position, with final interviews likely to take place in the **second half of July**.

## How to apply

HDR UK is committed to diversity and inclusion and welcomes applications from all sections of the community.

To apply to be Finance and Commercial Director, please submit a comprehensive CV along with a covering letter setting out your interest in the role and details of how you match the role and person specifications for the post. The Selection Committee will find it particularly helpful if you can cite examples of your achievements and skills, making clear the difference you personally made to the events you describe. Your CV should include current salary details and the names and addresses of three referees. *Referees will not be approached until HDR UK has drawn up a short-list, and only with the prior permission of candidates.*

Applications should be emailed to [recruitment@sylogism.co.uk](mailto:recruitment@sylogism.co.uk) by the closing date of **10am BST on Monday, 2 July 2018**.

## Contacts

For an informal discussion about the role and how to apply please contact Christopher Lake or Sabine Tilly of our advisors Syllogism at [recruitment@syllogism.co.uk](mailto:recruitment@syllogism.co.uk) or telephone +44 (0) 20 3417 6076. All communications will be by email, so please check your inbox regularly.