



# COO – Chief Operating Officer

CANDIDATE INFORMATION PACK

5<sup>th</sup> of October 2015

**CATAPULT**  
Future Cities

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## Welcome Message

Thank you for your interest in the Future Cities Catapult.

As part of meeting our ambitious strategic challenges and maintaining our strong organisational growth, we are looking to reinforce our Executive Management Team with a Chief Operating Officer.

We are looking for a high-calibre person with experience working in businesses related to the future or 'smart' city arena, making complex change happen in cities, deploying cutting-edge technology as it applies to cities and supporting SMEs and start-ups. Given our role as an 'intermediary' organisation, sitting between the research base and business, operating as a private company, but receiving support from Government, we are also interested in individuals who have knowledge of working across these sectors.

This candidate information pack will guide you through the origin of the Catapult Centres and the mission, structure and governance of the Future Cities Catapult. You will also find details of the role and person specification for this appointment.

This is a truly exciting opportunity and you could not have chosen a better time to want to get involved. If you are interested in being part of one of the most innovative and forward-thinking projects in the UK, then we look forward to receiving your application.

On behalf of the Future Cities Catapult thank you for your interest in developing solutions to the future needs of our cities and we wish you the best of luck with your application.



Peter Madden OBE

Chief Executive

## About Catapult Centres

The Catapult Centres are a network of world-leading centres designed to transform the UK's capability for innovation and help drive future economic growth. They do this by providing access to expert technical capabilities, equipment, and other resources required to take innovative ideas from concept to reality.

Catapults are not-for-profit, independent organisations which connect businesses with the UK's research and academic communities. Each Catapult Centre specialises in a different area of technology, but all offer a space with the facilities and expertise to enable businesses and researchers to collaboratively solve key problems and develop new products and services on a commercial scale.

Catapults exist to:

- Reduce the risk of innovation;
- Accelerate the pace of business development;
- Create sustainable jobs and growth;
- Develop the UK's skills and knowledge base and its global competitiveness.

Each Catapult focuses on an area in which the UK has genuine potential to generate growth in strategically important global markets. There are seven centres already open for business:

- Cell Therapy
- Digital
- Future Cities
- High Value Manufacturing (itself a network of seven centres)
- Offshore Renewal Energy
- Satellite Applications
- Transport Systems

Three more are in the pipeline - Energy Systems, Precision Medicine and Medicines Technologies.

More information about the Catapult programme is available at [www.catapult.org.uk](http://www.catapult.org.uk).

## About us

We are Future Cities Catapult. We advance innovation, to grow UK companies, to make cities better. We bring together businesses, universities and city leaders so that they can work with each other to solve the problems that cities face, now and in the future.

From our Urban Innovation Centre in London, we provide world-class facilities and expertise to support the development of new products and services, as well as opportunities to collaborate with others, test ideas and develop business models. We help innovators turn ingenious ideas into working prototypes that can be tested in real urban settings. Then, once they're proven, we help spread them to cities across the world to improve quality of life, strengthen economies and protect the environment.

Our Cities Lab provides data analysis, modelling and visualisation capabilities to understand and elucidate city problems, while on-the-ground demonstrators in our network of collaborating cities provide opportunities for testing new approaches in-situ. Combined, they help us discover which new ideas can have the biggest impact on our urban environments.

By bringing together the UK's top architects, engineers, designers, academics and business professionals, we can help them transform cities on a global scale. We will strengthen the UK's ability to turn excellent urban innovations into commercial reality.

Our work currently focuses on three core themes: promoting healthy cities, building resilience in urban infrastructure, and designing strategies to help cities adopt and finance smarter technologies.

What are we working on right now? We have projects across the UK, and increasingly internationally, looking at issues ranging from better infrastructure planning to supporting new urban predictive models to how to gather and use city data.

For more information about us visit [www.futurecities.catapult.org.uk](http://www.futurecities.catapult.org.uk) and follow us on Twitter @FutureCitiesCat.

## Structure and funding

The Future Cities Catapult is a company limited by guarantee. The Executive Management Team manages day-to-day operations under the supervision and guidance of the board of directors.

The board is chaired by Professor Sir David King. The other Board members are:

- Emma Howard Boyd, Vice Chair and Chair of Audit Committee
- Keith Clarke CBE, Vice Chair and Chair of Nominations Committee
- Professor Rachel Cooper, OBE
- Mark Spelman
- Pam Alexander, OBE
- Sir Michael Bear
- Charbel Aoun
- Peter Madden, OBE Chief Executive

Peter Madden, OBE, the Chief Executive, leads the Future Cities Catapult together with a team of executives: the Chief Financial Officer, Chief Business Officer, Chief Operating Officer and Chief Innovation and Technology Officer– the last one of which is also under recruitment.

To establish the centres, all Catapults receive a core grant, under a Grant Funding Agreement, from Innovate UK.

In addition to the Innovate UK core grant, the Future Cities Catapult currently receives funding through direct contracts with UK business, projects with UK and international cities, and from competitive Collaborative Research and Development (CR&D) grants, including EU Horizon 2020 funding.

## Role description

<b>Job Title:</b>	<b>COO - Chief Operating Officer</b>
<b>Location:</b>	Central London
<b>Responsible to:</b>	Chief Executive
<b>Responsible for:</b>	Line management of team of approximately 50 people when at full strength (12 people at the moment)
<b>Salary and benefits:</b>	Competitive salary with attractive benefits
<b>Working hours:</b>	Full time. The pattern of hours may vary according to operational needs and generally work will be carried out during normal office hours. We're a flexible employer.
<b>Contract:</b>	This is a permanent contract. The period of notice is 3 months in writing on each side. There is a probationary period of three months.
<b>Holiday:</b>	25 days per annum, plus statutory holidays.
<b>Equal opportunities:</b>	We strive to be an equal opportunities employer and commitment to this process will be expected.

## The essence of this role

The essence of this role is to oversee the delivery and resourcing of all the major programmes and projects of the Future Cities Catapult. Reporting to the CEO, this position will play a pivotal role in ensuring the continued growth and success of the Catapult, with an overall goal to make the organisation a model delivering cutting edge innovation projects in the future cities arena.

The job entails ensuring successful delivery of a comprehensive portfolio of projects, requiring the vision and ability to translate the selected opportunities into practical projects and ensure they are progressed efficiently to deliver our outcomes.

Our projects are exciting and varied, but also complex and challenging, combining new technologies with multiple partners to solve different city challenges in a range of places. There will be some 50 projects a year ranging from small, £50,000 experimental projects to multi-million, multi-year research projects. The proportion of our work that is overseas will increase year-on-year for the next decade.

The COO will have overall operational responsibility for all projects and will manage a senior delivery and support team. The COO will inform the strategic planning process and will implement major programmes that come our way.

## Main Responsibilities and Activities

The COO will report directly to the Chief Executive, and be part of the Executive Management Team (EMT), responsible for steering the organisation. The EMT (with approval and delegation from the Board) take the major decisions on resourcing and budgeting; the post-holder will play a major role in shaping what we do and then, of course in delivery.

The COO will be responsible for five key areas:

- (i) Project Delivery
- (ii) Collaboration, Resourcing and Subcontracting
- (iii) Project Support
- (iv) SME Programme Delivery
- (v) Management of their own teams and contributing to the strategic direction of the wider organisation as part of the EMT.

### **Project Delivery**

- Be accountable for a project portfolio of circa £10m during 2016/17, growing to £25m by the end of March 2020;
- Establish strong operations governance for the business and create a programme performance and service delivery culture;
- Develop the project and programme delivery aspects of the annual budget in line with the strategy plan in place;
- Work with the EMT and wider organisation, ensuring there is a clear and timely visibility of the range of projects coming through the business development and project delivery pipeline;
- Be accountable for the successful and high quality delivery of our projects and programmes, on time and budget;
- Put in place a stakeholder satisfaction monitoring process to ensure we achieve high levels of satisfaction with our project delivery.

### **Collaboration, Resourcing and Subcontracting**

- Have an oversight of the resources that will be needed and available to deliver on the projects coming through, both from our own staff and from the individuals, companies and agencies with whom we partner or sub-contract;
- Oversee allocation of people and resources from your own department, from the Cities Lab and from a range of external partners, to deliver the projects. Our projects will normally involve a combination of areas of expertise from digital and data, through

human-centred design to urban spatial planning and are delivered through partnership and collaboration;

- Develop our approach to contracting with external suppliers, partners and collaborators to deliver our projects, working with the CFO and CITO;
- Develop and implement processes and governance enabling us to manage and control the quality of delivery by external suppliers, partners and collaborators on our projects.

### **Project Support**

- Provide best practice programme and project management processes within the team and ensure that the plans, budgets, controls are effective and commensurate with the profile of each project;
- Develop project management strategies, manage operational risks and oversee the issuing of project reporting information;
- Continue to build a small Project Support team, with the appropriate (i.e. proportionate) reporting mechanisms, processes and systems, offering high level project support across our whole project portfolio;
- Develop and implement post-project evaluation, knowledge sharing and learning processes;
- Working closely with EMT and Head of Business Performance & Strategy developing and implementing management reporting systems, covering KPIs, project drivers and commercial information.

### **SME Programme Delivery**

- Manage a valued engagement programme for high-growth potential SMEs across the UK. Further develop our support offers – both technical and commercial – to help scale these businesses;
- Create and maintain a roster of great UK companies, particularly SMEs and start-ups, with whom we can work to deliver projects, such that we are simultaneously delivering great project outputs and growing the wider capability in UK businesses.

### **Management of the team and contribution to organisational strategy**

- Set the operational delivery plan of the organisation in conjunction with the CEO, wider EMT and the project delivery leadership team, aligned with the 5-year strategy plan in place;
- Support the project governance process for the EMT, striking the balance between robust methodologies and the level of project administration appropriate for an organisation of our size; serve as liaison to; and work with Board of Directors to keep them abreast of the performance of our major programmes and projects.
- Share learning from project delivery experience and SME support into the strategy setting and business planning process.

All C-level Officers will be expected to share the goals of the Catapult – driving, innovation, supporting businesses to be more commercially successful, and making cities more efficient and sustainable. They should also be role models of our culture of openness, respect, cooperation, learning and fun.

There is a core team in place. The post-holder will have the opportunity to build and develop a bigger team over the coming years.

The position will be mainly based in the Urban Innovation Centre in London but requires flexibility for some travel in the UK.

## Outcomes of the job

We like to judge success against outcomes. We would expect you to achieve the following headline outcomes after one year and three years.

### i) Twelve-month outcomes

Function	Deliverable
Project Delivery	<ul style="list-style-type: none"> <li>• Have successfully developed and led the annual operations plan - as recognised by the EMT and Board;</li> <li>• Have delivered a portfolio of ~40 projects, worth ~£8m to us, across the UK and in 4-5 international locations;</li> <li>• All of our projects are delivered on time and on budget;</li> </ul>
Collaboration, Resourcing and Subcontracting	<ul style="list-style-type: none"> <li>• To have systems in place to have clear and timely visibility of the project pipeline and associated resource needs and plan;</li> <li>• Have created a roster of delivery partners with necessary supporting framework contracts;</li> <li>• Set up and managed a framework and set of processes to procure services from SMEs as delivery partners of large scale projects across at least 6 different disciplines;</li> <li>• This year's projects adequately resourced with an appropriate balance of internal and external delivery;</li> <li>• The vast majority of our projects are delivered through partnership and collaboration, with the aim of supporting and strengthening the UK capability in future cities;</li> </ul>

Project Support	<ul style="list-style-type: none"> <li>• We have a fit-for-purpose project management approach and system that is consistently used, including processes and clear governance frameworks;</li> <li>• The project management system is documented for its users, and clearly captures and accurately reports all the appropriate key data for the organisational reports required by our funders, clients and stakeholders, as recognised by the Head of Business Performance &amp; Strategy and CFO;</li> <li>• All the team members, content specialists and managers have a clear understanding of the processes and tools related to project initiation, delivery and close out, and proactively seek support and guidance from the project support team as and when they require it;</li> </ul>
SME Programme Delivery	<ul style="list-style-type: none"> <li>• The Future Cities Catapult to have supported 240 SMEs, with at least 40 involved in delivering our major projects;</li> <li>• Two new businesses set up as a result of our work;</li> <li>• To achieve high levels of stakeholder satisfaction among the supported SMEs;</li> </ul>
Management of team and contribution to organisation strategy	<ul style="list-style-type: none"> <li>• The organisation to win and deliver £4.4m in commercial projects in FY 2016-17 (jointly with Chief Business Officer);</li> <li>• Have developed a high performing team with 5-6 head-of-level roles plus respective teams underneath them;</li> <li>• Have lead by example in driving a project-orientated delivery culture across the organisation, engaging the wider team to support your efforts – as recognised by at least 75% of your peers in the staff survey;</li> <li>• Have successfully delivered in line with the annual programmatic agenda of the organisation – as recognised by the EMT and Board;</li> <li>• Have meet all Innovate UK project delivery reporting requirements.</li> </ul>

## ii) Three-year outcomes

Function	Deliverable
Project Delivery	<ul style="list-style-type: none"> <li>• Have consistently delivered the annual operations plan of the organisation – as recognised by the EMT and Board;</li> <li>• Established a reputation that positions Future Cities Catapult as a Top 3 world-class reference when supporting businesses and cities in Urban Innovation;</li> </ul>

	<ul style="list-style-type: none"> <li>• Consistently deliver a portfolio of ~50 projects, worth ~£15m to us, across the UK and in 4-5 international locations, each year;</li> <li>• Consistently deliver high levels of customer / stakeholder satisfaction with our projects;</li> </ul>
SME Programme Delivery	<ul style="list-style-type: none"> <li>• The Future Cities Catapult to have provided high-value support to 1,000 SMEs across the UK;</li> <li>• 8 new businesses will have been created;</li> </ul>
Collaboration, Resourcing and Subcontracting	<ul style="list-style-type: none"> <li>• Establish at least 10 strategic delivery partnerships with third party organisations, companies and agencies;</li> <li>• Have in place a comprehensive resourcing approach that measures and allocates the right balance of internal and external resources in each project according their size, budget and/or level of strategic importance;</li> <li>• Score well in customer satisfaction and collaboration surveys – numbers tbc once baseline established;</li> </ul>
Project Support	<ul style="list-style-type: none"> <li>• All the team members have a clear domain of multiple project management approaches, processes and tools – being recognised as high-quality project management champions by at least 75% of your peers;</li> <li>• The reporting systems in place have impeccable accuracy in addressing project governance and risk management as recognised by the Head of Business Performance &amp; Strategy and Chief Financial Officer;</li> </ul>
Management of team and contribution to organisation strategy	<ul style="list-style-type: none"> <li>• The organisation to win and deliver £7m in commercial projects in FY 2018-2019 (jointly with Chief Business Officer);</li> <li>• Have developed and consolidated a high performing team with circa 8 head-of level managers plus respective teams underneath them in a total of approximately 50 people;</li> <li>• Have reached high levels of satisfaction with working at the Catapult in the team, as recognised by the staff survey results: overall 66% happiness; happiness with line management 75%.</li> </ul>

## Person specification

### Required Competencies

- Leadership
- Relationship-building and senior stakeholder management
- Influencing and negotiating
- Problem-solving
- Strategic thinking and ability to see the big picture
- Efficiency and delivery, organisation and planning
- People management skills
- Follow-through on commitments and persistence
- Intelligence, listening and learning.

### Skills and Experience

- 10+ years' experience of working at a senior level within a similar position, ideally in a high growth organisation, start-up or consultancy;
- Extensive track record in a project-led environment including project delivery, commercial development, portfolio management and resourcing;
- Experience managing significant project budgets within complex matrix environments, resulting in the development and implementation of diverse project management strategies;
- Experience of running multiple projects from diverse sources of funding, national or international, public or private;
- Understanding of a wide range of project and management approaches and techniques from technology, design, architecture or innovation;
- Experience of delivering multiple projects in an urban context, with particular experience of spatial/infrastructure or digital projects an advantage;
- Strong awareness of the Future Cities arena, with a track record of leading and delivering innovation projects in Cities; extensive experience working with Board level stakeholders and running Board level presentations;
- Extensive experience working across functional teams to integrate business operations end-to-end, efficiently and effectively;
- Ability to build, guide and motivate a team, and participate fully in the EMT.

## Our culture

The Future Cities Catapult is a rapidly growing organisation with a mission to make urban innovation happen. We are all deeply committed to our mission, and you will need to share that commitment. And you will have to be happy working in a fast-moving and cross-disciplinary environment with lots of change. Things change as we learn, and you'll need a degree of adaptability. Our culture is open, collaborative and relatively non-hierarchical. We've tried to capture our way of working in three principles:

- (i) Break new ground** – we're transformative, imaginative and intelligent
- (ii) Play nicely** – we're collaborative, approachable and fair
- (iii) Make it a reality** – we're down to earth, tangible and we get stuck in.

You'll thrive in an environment that sits between public and private, between cities and tech, between art and science, between research and practice. If you are excited by the possibility of working in one of the world's leading urban innovation centres, a place stuffed with a diverse group of talents and perspectives, we would encourage you to send your application.

## Timetable

We know how busy you are, so we want to outline key milestones of the selection process in advance. In order to help you plan your schedule, these are the provisional dates to keep in mind regarding the appointment process:

<b>Date</b>	<b>Stage</b>
16 <sup>th</sup> of November, 10am	<ul style="list-style-type: none"><li>• Deadline for applications</li></ul>
By the 20 <sup>th</sup> of November	<ul style="list-style-type: none"><li>• Feedback on your application</li></ul>
Week of the 23 <sup>rd</sup> of November	<ul style="list-style-type: none"><li>• Phone interview</li></ul>
Week of the 30 <sup>th</sup> of November	<ul style="list-style-type: none"><li>• First interview in person</li></ul>
Weeks of the 07 <sup>th</sup> and 14 <sup>th</sup> of December	<ul style="list-style-type: none"><li>• Final panel interview</li></ul>

## Application and contacts

If you meet the requirements please send your CV and covering letter outlining your motivation and how you meet the key elements of the job specification [here](#).

For more informations on the opportunity visit our [microsite](#). For further questions about the role and selection process please contact:

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Tiago Ivo Martinho

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## Equal opportunities

We strive to be an equal opportunities employer and commitment to this process will be expected. We will be proactive in all matters relating to equality of opportunity and diversity.

If you have a disability of any kind, or your mobility is reduced, please let us know. The necessary adjustments to the recruitment process and respective arrangements will be put in place by our team.

## Our location

Our Urban Innovation Centre is in Clerkenwell Green, London. This 25,000 ft<sup>2</sup> building houses the Future Cities Catapult, our Cities Lab, project and event space, as well as providing a home for other organisations and initiatives that advance our agenda. More information on the Urban Innovation Centre can be found [here](#).

For more information visit our [microsite](#) and website [www.futurecities.catapult.org.uk](http://www.futurecities.catapult.org.uk) and follow us on Twitter @FutureCitiesCat.