THE DATALAB
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Chief Executive Officer

The Data Lab

Candidate Pack

thedatalab.com

@datalabscotland

Introduction from Les Bayne, Chair of The Data Lab

Appointment of CEO, The Data Lab

Dear Applicant,

I am delighted that you have expressed an interest in the position of Chief Executive Officer at The Data Lab.

Today, The Data Lab is at the heart of driving Scotland forward as a pioneer and world leader in how we interact with and use data and AI for the betterment of society. At The Data Lab, by bringing together people from all sectors, we can make sure we are applying data science and AI responsibly and building a future where data and AI benefit everyone.

We believe that collaboration is the key to unlocking the potential of data and AI. Scotland's thriving data science community is already proving that meaningful innovation happens when industry, data scientists, academia, and the public sector work together and share expertise, ideas, and approaches.

We are now looking for a CEO who can take us to the next level and help to lead and empower responsible adoption of data and AI for all. You will be an advocate for our mission and create strong partnerships across industry, academia, and the public sector.

We believe Scotland can lead the world to a future where data and AI power scientific progress, economic prosperity and social good. We want to be the leading Data Innovation centre in the world. Acting as a catalyst, we will continue to use our expertise, network, funding, and platforms to change how Scotland, the UK, and the world, innovate with data and AI.

If you share this commitment to developing Scotland and reimagining how data and AI can be used for the prosperity of society, then we look forward to hearing from you.

Les Bayne, Chair of the Data Lab

Introduction to The Data Lab

The Data Lab is Scotland's Innovation Centre for Data Science and Artificial Intelligence. Our mission is to change lives and make Scotland a more productive economy and sustainable society by enabling adoption and transforming how we use data and AI. We were established in 2014 to supercharge Scotland's innovative business and academic ecosystem and help deliver sustainable economic, social, and environmental impact for Scotland through the use of data and AI. We are one of four national innovation centres supported by the Scottish Government via the Scottish Funding Council.

Since our launch ten years ago, our team has helped accelerate the data journey for many organisations by fuelling innovation through collaboration, building skills and growing talent, and strengthening Scotland's thriving data science and AI community. We act as a catalyst, using our expertise, network, funding, and platforms to change how Scotland, and the world, innovate with data.

We have supported over 600 projects across many industries, from Energy to Fintech and Transport to Tourism for businesses, the public sector and the third sector. Companies we have helped are predicting an increase in revenue of over £200m and the creation of over 1,500 new jobs. The Data Lab skills and talent programme has supported over 1,000 studentships, which will enable new Data Engineers, Data Scientists and AI Developers, as well as supporting over 40 Industrial Doctorates helping industries in research and development. We have also supported over 2,500 business leaders in driving value from data leadership development.

DataFest is our flagship festival, attracting over 10,000 participants over the last few years and helping bring Scotland's Data community together to learn, share, network, demonstrate, attract talent, showcase Scotland's capabilities and build relevant international relationships and networks.

We believe that collaboration is the key to success in data science and AI, so we don't work in isolation but rather with our network of over 2,500 companies, public sector organisations and universities to make Scotland the global leader in data and AI innovation.

You can find out more on our website: https://thedatalab.com/

Or through our social channels:

The Data Lab values

The Data Lab's mission is to change lives and make Scotland a more productive economy and sustainable society by enabling adoption and transforming how we use data and AI. We believe that how we do this is equally as important as the mission itself and therefore our culture and values are at the heart of everything we do:

INNOVATE. SUPPORT. GROW. RESPECT.

We are a team and community of innovators, driven to deliver The Data Lab's mission. We do this by committing to grow and learn, supporting each other to deliver our best work and respecting everyone on the journey.

These are values that support our mission to help change lives and make Scotland a more productive economy and sustainable society by enabling adoption and transforming how we use data and AI.

Innovation Centres

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1. Role description

Job title: Data Lab Chief Executive Officer
School: College Office, SCE
Unit: Data Lab Innovation Centre
Reporting: Data Lab Governance Board (Organisationally, post reports
                  to the College Registrar.

2. Job purpose

The CEO will be responsible for establishing the vision and providing the leadership and strategic direction for The Data Lab Innovation Centre and its employees and stakeholders.

3. Main responsibilities (approx. % of time)

Growth Leadership: Building and driving Strategy, Business Plans and Operational Delivery (40%)

- Ensure The Data Lab's long term financial sustainability through the development of a robust business plan and programme of work that can secure appropriate funding contributions from across the private public and philanthropic sources.
- Building the organisational and management structure to ensure effective operation of the business.
- Lead The Data Lab team to ensure focus on achievement of the commitments made to all stakeholders and funders.
- Ensure The Data Lab's credibility with respect to ethics, public trust and delivery of mission & vision with regard to social and environmental impact.
- Ensure via the Senior Leadership Team, efficient, effective and appropriate governance, compliant with the requirements of public funding including all grant and stakeholder agreements.
- Provide leadership to The Data Lab team, including direct line management of the Senior Leadership Team, provide oversight of the management of all other staff and ensure a collaborative, high performance workplace culture.
- Ensure the performance and training of every member of staff is actively managed to strengthen both The Data Labs effectiveness and the individual's personal development.

Leading External Partnerships (40%)

- Build and maintain external strategic relationships locally, nationally and globally to ensure The Data Lab continues to build on its outstanding reputation, including wider relationships with governments, industry, public sector, academics and charities.
- Create stakeholder and relationship maps.

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- Establish commercial principles and rules of engagement with external parties to The Data Lab.
- Commence marketing strategy/engagement, spearheading collaborations with external partners across industry, public sector and academia.
- Ensure that The Data Lab has a presence at relevant high-profile international conferences, to promote and disseminate its success stories, drive further partnerships and opportunities.

Compliance (10%)

- Ensure appropriate internal audit processes and procedures are in place (liaising with key persons within stated audit committees and/or the external auditors).
- Ensure quality assurance for services within solution area. Negotiation and management of all external and internal procurement and contracting arrangements.
- Ensure that all procurement and contracting activities are carried out in accordance with legislation, the Data Lab's policies and procedures and principles of good practice including ethics and probity.
- Build and strengthen existing contracting approaches and structural arrangements for contracting new services.

Equality Diversity and Inclusion (10%)

- Create an inclusive environment that fully harnesses the benefits of a diverse team and encourages all members to contribute and constructively challenge assumptions and perspectives. Set the Equality, Diversity and Inclusion tone across the organisation by keeping it on the Senior Leadership Team agenda, asking the right questions and monitoring the relevant data.
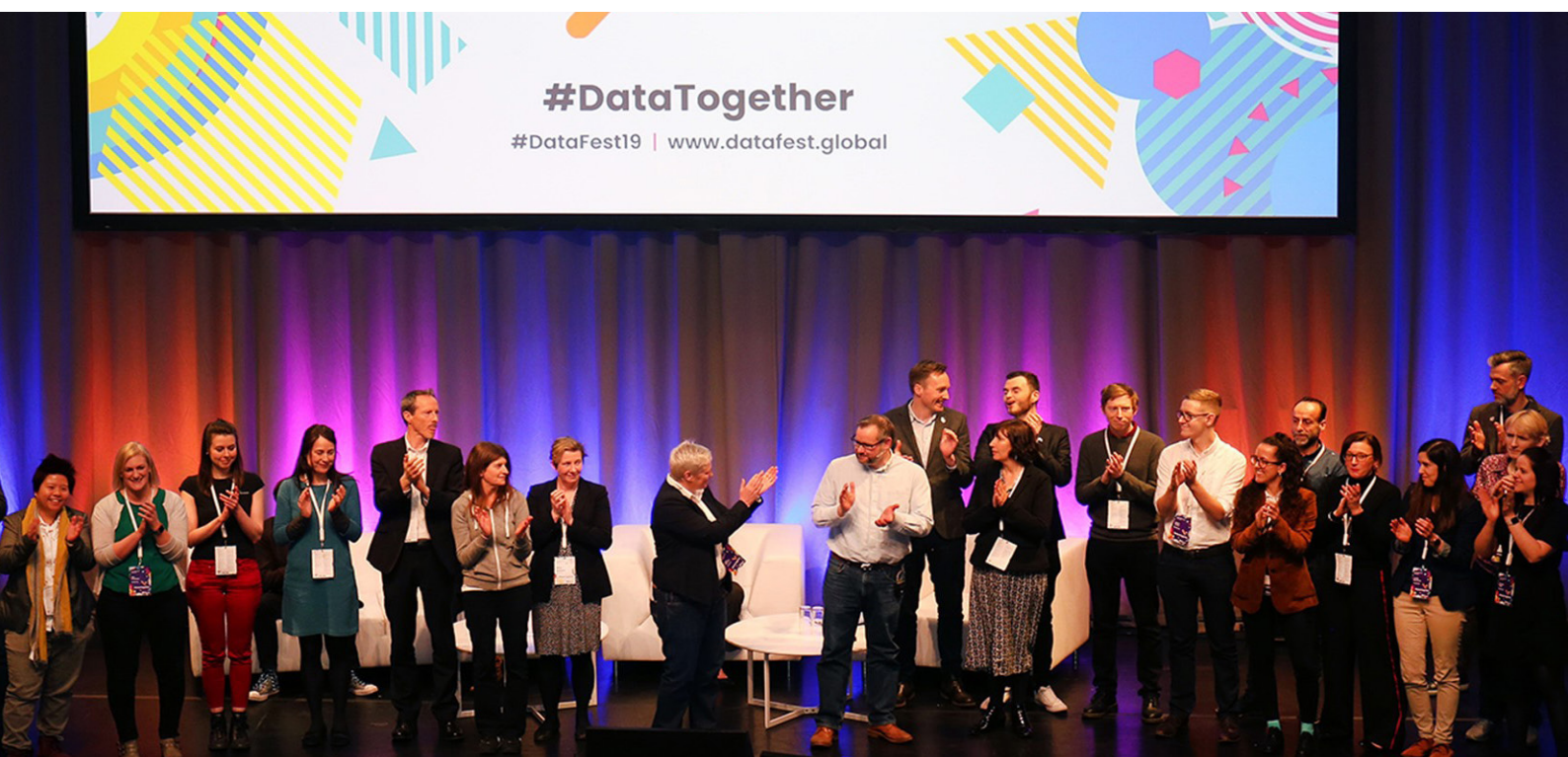
5. Planning and organising

- Develop, present and report against strategic and annual business plans to the Board. This should take into account internal and external factors and provide an operating framework for the delivery elements of Data Lab. You would be instrumental in setting objectives for the entire Data Lab programme.
- Plan external meetings, reviews and workshops as required.
- Lead generation of funding for new projects through leading new bids and partnerships. Attract income from a variety of sources to a sufficient level for financial self-sustainability.
- Develop and execute strategies and plans that support organisational growth; the post is highly autonomous.

6. Problem solving

- Be a strategic thinker and a visionary.
- Shape the next phase of The Data Lab's evolution.
- Provide leadership for The Data Lab team, help them to deliver on the significant ambitions of The Data Lab.
- Manage resources efficiently and effectively to achieve all the Data Lab objectives in accordance with the Board's direction.
- Maintain vigilance to ensure there is a fit between strategy and culture and the company's processes and structure.

7. Decision making

- Under broad policy approval provided by the Board, you will act autonomously in application of resources and the setting of strategic direction and goals for The Data Lab.
- Decide how best to deploy resources – staff, resources, budgets – across all The Data Lab services, and within a programme wide context.
- Create business value and positive economic, societal and environmental impact through the work of The Data Lab, ensuring successfully negotiating commercial principles and contractual standards.
- Responsible for the development and provision of engaging contracting services.

8. Key contacts/relationships

The Data Lab CEO is recognised as an innovator. A person who is sought after to head the line up at events, be a speaker, voice their opinion in the press. The person should be well-networked and have good relationships (or capable of building them) with the funding bodies of TDL and have significant experience in creating valuable relationships between stakeholders across industry, academic and public sector organisations.

The role will involve working with industry trade bodies, existing innovation centres and agencies relevant to The Data Lab's goals. Liaison with Ministerial-level contacts in the Scottish government, Board level in Scottish Enterprise, Highlands and Islands Enterprise, South of Scotland Enterprise and Scottish Funding Council and senior figures in international companies, Universities, Colleges and Governments, to understand stakeholder aspirations and influence the operating environment.

The CEO will continue to develop a partnership working approach through innovative contracts that differentiate The Data Lab. Sensitivity and awareness of politics at all levels (local, regional, professional, business, etc.) is required.

9. Knowledge, skills and experience

You will be a senior figure with an understanding of relevant technologies and research, and a demonstrable track record of excellence in commercial business development and applications. Evidence of appropriate experience should include one or more of the following:

- Degree in informatics or computer science related field, business, information resource management, education, or equivalent in training and experience. Good general knowledge of the challenges facing the technology sectors in the UK and the application of technology into all sectors.
- Significant board-level experience within a high-technology organisation. Proven track record of building and managing senior-level relationships and an excellent networker with a strong network across private industry, public, third and innovation sectors.
- Strong organizational, interpersonal, and verbal/written communication skills.
- Exceptional ability to help the team prioritise and focus.
- Significant experience in galvanise and motivating teams.
- Professional, highly motivated, friendly and enthusiastic personality with a self-starter capability.
- Previous experience of establishing a new organisation including, strategy, facilities, people and process is desirable. Recognised as a leader who is able to drive a dynamic, creative process through to the desired end point.
- Proven ability to create a strategic vision; organisational strategy development, operational and customer service strategy.
- Knowledge of collaborative research across the range of disciplines relevant to the technology industry. Proven capability in leading large and multi-disciplinary teams over disparate locations and ability to develop local and external collaborations.
- Evidenced experience of compliance, quality assurance & risk management, commercial, contractual and procurement management.

Recruitment will aim at selecting those candidates with the best possible performance in these criteria.

10. Dimensions

- You will have a team of 50+ staff reporting directly within The Data Lab.
- You will have full budget responsibility for The Data Lab.
- Responsibility to across multiple funding sources and the complexity of managing multiple programmes and commitments.
- You will work with work closely with all Stakeholders and external partners.

11. Job context and any other relevant information

The Data Lab requires innovation that balances a mix of technology and business needs. This requires a person who can work with highly complex multidisciplinary projects and has strong commercialisation experience.

The CEO will be responsible for enabling a collaborative working ethos. The CEO will help shape and be responsible for the continued development of The Data Lab developing further its reputation as an internationally recognized centre of excellence and for its demonstrable thought-leadership in relation to data science and artificial intelligence.

This is a well-established organisation with an opportunity to grow and expand its impact. The CEO must continue to support The Data Lab's strong and effective team. The new CEO needs to be able to direct and steer the organisation, to be good at prioritising, and agile, flexible and responsive to work in a fast-paced organisation where priorities change frequently.

Personal specification

The successful candidate will be a senior figure with an understanding of relevant technologies and research, and a demonstrable track record of excellence in commercial business development and applications.

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Evidence of appropriate experience should include one or more of the following:

- Good general knowledge of the challenges facing the technology sectors in the UK and the application of technology into all sectors.
- Strong and proven leadership skills, with a demonstrated track record of success leading organisations of scale and complexity.
- Significant board-level experience within a high-technology organisation. Proven track record of building and managing senior-level relationships and an excellent networker with a strong network across private industry, public, third and innovation sectors.
- Strong organisational, interpersonal, and verbal/written communication skills.
- Gravitas and experience within building relationships, both with external stakeholders and industry partners.
- Exceptional ability to help the team prioritise and focus.
- Significant experience in galvanise and motivating teams.
- Professional, highly motivated, friendly, and enthusiastic personality with a self-starter capability.
- Previous experience of establishing a new organisation including, strategy, facilities, people, and process is desirable. Recognised as a leader who can drive a dynamic, creative process through to the desired end point.
- Proven ability to create a strategic vision, organisational strategy development, operational and customer service strategy.
- Knowledge of collaborative research across the range of disciplines relevant to the technology industry. Proven capability in leading large and multi-disciplinary teams over disparate locations and ability to develop local and external collaborations.

- Evidenced experience of compliance, quality assurance & risk management, commercial, contractual and procurement management.
- Degree in informatics or computer science related field, business, information resource management, education, or equivalent in training and experience.

How to apply

Eden Scott is the appointed Executive Search partner for this search, you can view more information and apply here:

https://www.edenscott.com/the-data-lab

For an informal discussion about the post, please contact the Executive Search Team as follows:

Peter Dunn – peter.dunn@edenscott.com - 07795 553 835

Aimee Ryder – aimee.ryder@edenscott.com – 0141 410 1012

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