



**Head of Portfolio Strategic Delivery and Finance
Ploughshare Innovations**

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Welcome Letter

Dear Applicant,

Thank you for your interest in Ploughshare Innovations and the post of Head of Portfolio Strategic Delivery and Finance.

Ploughshare Innovations is quite simply the most exciting and remarkable business I have ever worked in. Put simply, we take scientific and technical innovations developed in the Ministry of Defence and other Government Departments, and find ways for the broader economy and society as a whole to benefit. This might be by achieved by creating a new spin-out company, or we might license the innovation to businesses to use in their own products and services.

Our owner and primary partner is the Defence Science and Technology Laboratory (Dstl) - the science inside UK defence and security. Since Ploughshare was established in 2005, we have commercialised many great innovations, including taking a novel coating technology developed for protecting military uniforms and applying it to the mobile phone industry – where it is now used on Samsung mobile phones. More recently, we have created a spin-out company to develop a presymptomatic diagnostic capability for Sepsis which has the potential to determine the onset of sepsis up to three days before symptoms appear. With more than 40 million lives lost every year to sepsis, this innovation really will be life changing if it delivers on its potential.

No day is a dull one at Ploughshare, and you will find yourself working across a huge ecosystem including scientists, investors, other innovators, entrepreneurs, SMEs, large corporates, to name but a few.

Since joining in April I have been learning the ropes, getting to know the team, and talking to many people both inside and outside the organisation. We are now ready to push Ploughshare into the next phase of our evolution, and I have huge ambitions. This will result in growth of the organisation, and an increased focus on delivering impact as well as financial returns, both for the economy (GVA, jobs, exports), as well as benefits to society as a whole.

I am passionate about building an organisation that is innovative, exciting, inclusive and truly diverse. No-one has all the answers, and for that reason we need to be a business which genuinely wants to learn and take on board different experiences and perspectives, and innovate not just in what we do but how we do it.

If you have always felt that you have so much to bring but never quite felt you have been in the right place to realise it; if you are ambitious not about yourself but about the impact you can have in the world; if you are excited about the unknown - then we want to hear from you.

Our world around us has been shaken to the core over the last six months and the future for our economy, our jobs, and even our planet is uncertain. Join Ploughshare and really be part of making an impact whilst having fun along the way.

Best wishes,

Hetti Barkworth-Nanton – CEO



Introduction

Ploughshare Innovations are looking to recruit a Head of Portfolio Strategic Delivery and Finance as part of its ambitious growth plans. The post holder will bring impactful systems leadership to the organisation will ensure a balanced portfolio of business ahead as well as driving forward innovation and overseeing robust financial reporting.

Ploughshare Innovations Ltd converts 'swords into ploughshares', converting research commissioned by the military into civilian applications. We work at the commercial edge of technologies developed by the Ministry of Defence, predicting and responding to the fast-moving markets in which our clients operate, building collaborative partnerships.

The capabilities of over 4,000 scientists and a budget exceeding £625 million per year generate exciting ideas with multiple potential uses beyond the MOD. Since it was established in 2005, spin-outs and licences established by Ploughshare range from new medical and diagnostic products to world-leading communication and surveillance technologies to revolutionary new materials.

About Ploughshare

Ploughshare Innovations Ltd is a wholly owned subsidiary of Dstl, the Ministry of Defence's research establishment, with its own independent Board and is charged with maximising the commercial return across a range of technology markets on behalf of Dstl. Since inception, the company has evaluated over 400 innovations originating from Dstl and entered some 80 commercial arrangements with partners. Ploughshare's work has contributed a total of £222 million to export value and generated 585 jobs. Our 13 spin-out businesses have attracted £140 million of investment. With a core staff of 12 personnel, Ploughshare Innovations is committed to:

- Improving the UK economy through wealth and job creation driven by licensing and spin-outs, the societal impact of making new technology available and potential tax revenue gains;
- Supporting the UK Government in its growth agenda;
- Supporting the UK MOD through reputational enhancement and availability of Commercial Off The Shelf (COTS) technology for repurchase and doing all this through a high quality, efficient and easy to use service; and
- Providing a coherent business voice to inform Dstl of its emerging intellectual property, screen the IP for commercial value, market and develop the IP where necessary to get technologies to a de-risked point where private sector organisations are willing to invest and to close commercial exploitation arrangements such as licences and spin-outs with businesses.

Ploughshare Partnerships

As well as licensing technology, Ploughshare has, where appropriate, established new businesses ('Spin-Outs') as a highly effective route to market. Whilst it continues to work with both existing and new sources of IP generation, it also has excellent networks with:

- Licensees – industrial players with existing routes to market for our technology
- Spin-outs – new ventures established to develop the Company's technology and take it to market
- Venture capital and private equity investors – providing the finance to invest in the Company's technology and new ventures
- Dstl - as the Company's main source of new technology and innovation and its key development partner
- Other sources of IP – where their IP adds value and enhance the core technology and innovation provided by Dstl

In taking this approach it offers the potential to:

- Reduce risk
- Reduce cost
- Reduce time
- Maximise opportunity

For more information about the company's business overview, please refer to: <http://www.ploughshareinnovations.com/about>



Strategy and Vision

Ploughshare Innovations is going through some exciting big changes! We are just about to embark on a rebranding exercise, and this is our chance to highlight what our strategy is and our vision for our future.

Ploughshare is being transformed from a company with a narrow field of vision in terms of just financial output to one that opens up to the impact and acceleration of Government owned science and technology.

In 2020 we will relaunch Ploughshare to be the acceleration and commercialisation vehicle for all UK Defence and Security originating science and technology and the commercialisation vehicle of choice for other Government-owned IP.

Our mission will be to:

Maximise the impact and acceleration of Government-owned Science and Technology for Defence and Security and other government departments.

In addition, we will be delivering impact and benefits to the outcomes for the following 4 areas for UK PLC

- 1) Safety and Security
- 2) Patient lives, health and wellbeing
- 3) Insight and data rich society (through digital and data science)
- 4) Environmental restoration

Equality and Diversity

Diversity is a key driver of innovation and is a critical component of success. Ploughshare recognizes that a diverse set of experiences, perspectives, and backgrounds is crucial to innovation and the development of new ideas, especially in the innovation ecosystem in which we thrive and grow.

As part of our transformation, Ploughshare wants to attract and retain the best talent and understands that to do that we need to be open to diversity and inclusion from the beginning. That's why we have partnered with McLean for our recruitment needs and have stressed the importance of diversity and inclusion from the start of your journey with Ploughshare. We want your experience with Ploughshare, whether you begin a career with us or not, to be one that you look back on positively. Ploughshare is committed to valuing diversity and seeks to provide all staff with the opportunity for employment, career and personal development on the basis of ability, qualifications and suitability for the work as well as their potential to be developed into the job.

The Company will not tolerate direct or indirect discrimination against any person on grounds of age, disability, gender/ gender reassignment, marriage/ civil partnership, pregnancy/ maternity, race, religion or belief, sex, or sexual orientation whether in the field of recruitment, terms and conditions of employment, career progression, training, transfer or dismissal.

Equality and Diversity Continued

Ploughshare recognises its legal obligations including those under the Race Relations Act, the Sex Discrimination Act, the Civil Partnership Act, the Equal Pay Act, the Disability Discrimination Act, the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations, the Part-time Workers (Prevention of Less Favourable Treatment) Regulations, the Employment Equality (Sexual Orientation) Regulations, the Employment Equality (Religion or Belief) Regulations and the Employment Equality (Age) Regulations.

It is also the responsibility of all staff in their daily actions, decisions and behaviour to endeavour to promote these concepts, to comply with all relevant legislation and to ensure that they do not discriminate against colleagues, customers, suppliers or any other person associated with the Company.

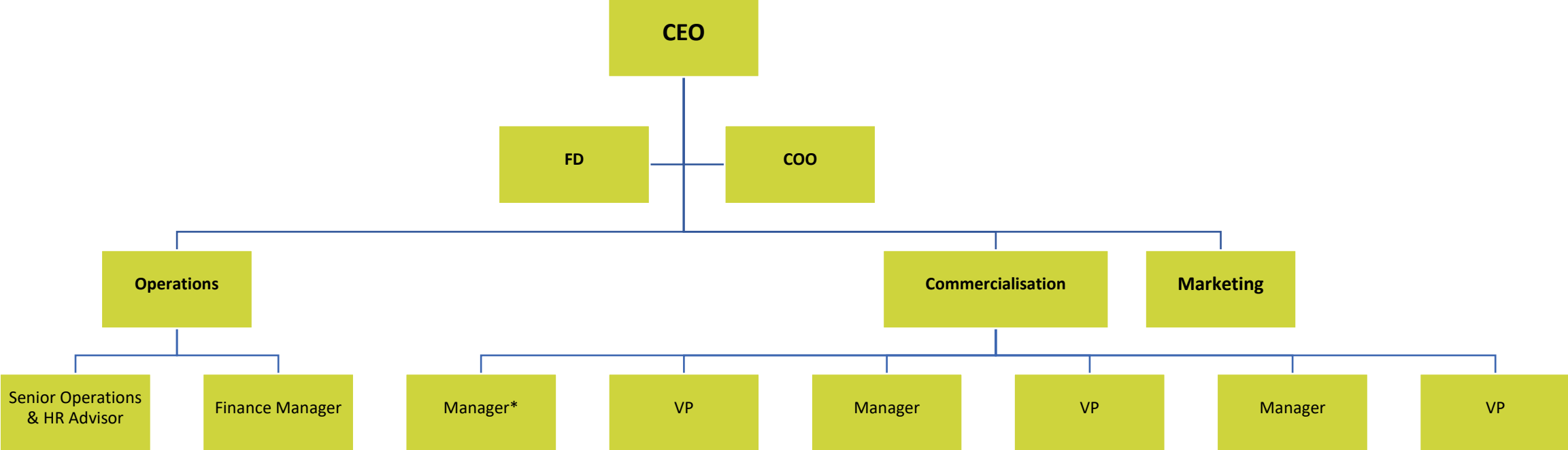
In adopting these principles Ploughshare Innovations:

- Will provide equal opportunity to all who apply for vacancies through open competition.
- Will select candidates only on the basis of their ability to carry out the job, using a clear and open process.
- Will provide all employees with the training and development that they need to carry out their job effectively.
- Will provide all reasonable assistance to employees who are or who become disabled, making reasonable adjustments wherever possible to provide continued employment. We will ensure an appropriate risk assessment is carried out and that appropriate specialist advice is obtained when necessary.
- Will ensure that all managers understand and maintain their responsibilities and those of their team under this policy.

- Will offer opportunities for flexible working patterns, wherever operationally feasible, to help employees to combine a career with their domestic responsibilities.
- Fully recognises its legal obligations under all relevant legislation and codes of practice.
- Will not tolerate acts that breach this policy and all such breaches or alleged breaches will be taken seriously, be fully investigated and may be subject to disciplinary action where appropriate.
- Will allow staff to pursue any matter through the internal procedures which they believe has exposed them to inequitable treatment within the scope of this policy.



Ploughshare Organisational Structure



The Ploughshare Board



Simon Devonshire is the Chair of the Board. He previously ran O2 Business, the business division of the mobile-network, and co-founded Wayra Europe, the business accelerator belonging to Telefonica. In addition, Simon has previously worked for the government in his role as Entrepreneur in Residence (EiR) at the Department for Business, Energy and Industrial Strategy (BEIS) and is currently the EiR at the National Physical Laboratory. Simon was awarded an OBE in 2016 for services to enterprise, enterprise promotion and humanitarian issues.



Steve Callister is the COO at Ploughshare with over 20 years' experience of technical, business development and leadership roles within science & technology driven organisations. Steve is also a Board member at many of the Ploughshare spin-outs.



Dr Andrew Mackintosh, Non-Executive Director, is chairman of Sphere Fluidics Ltd, a biotechnology tools company aiming to transform the search for new drugs and medicines. He is also chairman of Oxford Quantum Circuits Ltd, a spin-out from the University of Oxford developing a quantum computer. He is currently the external lead on a Treasury-based project developing implementation plans to improve the commercialisation of government knowledge assets.



Mike Carr OBE, Non-Executive Director, was previously the Chief Scientific Officer for British Telecom (BT) and joined the Ploughshare Innovations board on 1 May 2016 as a non-executive director. Since leaving BT Mike has served on a range of boards including the EPSRC, Innovate UK and Ordnance Survey Ltd. He was elected President of the Institution of Engineering and Technology (IET) for the year from October 2018. He was awarded an OBE for services to innovation in 2017.



David English, Non-Executive Director, is the Chief Finance Officer at Dstl and previously was at the Ministry of Defence where he was the Head of Business Strategy & Governance, for the Department's corporate finance team. During this time, he led on the MOD's asset sales programme and managed the Department's relationship with its Trading Funds, including Dstl. Before this he had a wide range of roles across Defence, including responsibility for approvals and performance management in Defence Equipment & Support, financial planning and scrutiny within MOD Centre, and was a Private Secretary to the Defence Secretary leading on equipment and personnel matters.



Professor Andy Bell, Non-Executive Director, is the Chief Technical Officer for Dstl with responsibility for the direction and development of organisational strategy and non-nuclear Science & Technology capabilities to support the UK's defence, security and resilience. He is both a Fellow of the Royal Society of Chemistry and of the Institute of Physics, and is a Council Member of the former. He holds a visiting chair at the University of Southampton Chemistry Department, is a Fellow of the University, and chairs the Chemistry Advisory Board. He also sits on the Board of the Jill Dando Institute and is a member of the Advisory Committee to the Dawes Centre for Future Crime at UCL.

About The Role

Ploughshare Innovations enables the research and innovations developed by its shareholder Defence Science and Technology Laboratory (Dstl), and wider UK Government, to be commercialised to benefit both humanity our economy. The variety of technologies we review are in fields in which our clients operate, and we need to predict and respond with speed and agility. We're an established, small, close-knit team with big ambitions and are now looking for a Head of Portfolio, Strategic Delivery, and Finance to lead portfolio management, strategic planning and execution, development of our outstanding delivery model and supporting infrastructure, and our overall financial performance. We're on an exciting journey to expand our reach across government, can you help drive us there?

Spin-outs and licences established by Ploughshare range from new medical and diagnostic products like our pre symptomatic sepsis diagnostic tool; to world leading communications and surveillance technologies; to groundbreaking new materials set to redefine the world of forensic science and aid police in catching criminals. We need you ensure we have the best working practices by using analytical insight to drive the best outcomes from our overall portfolio of inventions and intellectual property. You will build a comprehensive working capability that makes it really easy for our innovation sources to collaborate with us, and ensure that time is never wasted in taking our innovations to market. You will bring financial leadership to ensure that finance is strategic in nature, and we measure the right things.

With innovation at the heart of everything we do, we recognise the importance of diversity and inclusion to achieve innovation excellence.



We are committed to building an inclusive working environment in which each employee fulfils their potential and maximises their contribution. We want you to feel empowered to bring your skills and extensive knowledge, to play a critical part in the transformation at Ploughshare.

Responsibilities:

1. Build success for Ploughshare, and its shareholder Dstl, by enabling fast paced commercialisation to harness market impact.
2. Shape and manage the strategic direction and portfolio planning to create agile and effective impact for Ploughshare.
3. Develop and be responsible for an end to end delivery model and systems capability which is clear, transparent, and underpinned by data and insight.
4. Own the Ploughshare critical metric and measurement model. Ensure that all methodology is attuned to the agile requirements of the business.
5. Own expansion of Ploughshare to other Government Departments, working in partnership with Commercial VPs.
6. Provide strategic overview to the financial management of Ploughshare.
7. Define and supervise impact measurement approach and ongoing tracking.
8. Work closely with other technology transfer partners to share and communicate optimum working practices.

9. Provide financial impact and measurement advice -- overview of commercial activities where appropriate.
10. Maintain and expand extensive networks both internally, cross government and with industry, entrepreneurs, and potential investors to help grow our business and brand.

Employee Benefits

In return for playing your part in commercialising the UK's outstanding inventions, we offer extensive benefits; it's not just your working environment that we've thought about, your home life is important too. We'll provide a great range of benefits including competitive salary, a generous bonus scheme, private medical insurance, life assurance, income protection insurance, travel insurance and the opportunity to buy or sell extra holiday.

Person Specification

This post requires that you are educated to degree level. An MBA would be an advantage. A demonstrated track record in designing and implementing new operating models and systems is essential and a background in diverse sectors and experience in agile methodology would be very welcome. You must be analytical, and curious in your thinking, with extensive strategic financial management experience. You will be commercially agile, have strong interpersonal skills and be comfortable collaborating with your colleagues.

An understanding of Intellectual Property Rights and the UK patent process is desirable.

To succeed you will need to work effectively at all levels and build positive relationships with commercial partners and government. Being able to link all these require high level verbal and written skills.

Location

Our office is based at Porton Down Science Park, Wiltshire. However, the working location is flexible if you are able to travel to Wiltshire when required. The role may require travel, both nationally and internationally.

Clearance

Applicants need to hold UK nationality and to gain appropriate security clearances as part of their employment.

Key Dates

Process	Date
Closing date	21 st October 2020 at 9am
Anticipated period for preliminary interviews with McLean	2 nd / 3 rd / 6 th November 2020
Shortlisting	12 th or 13 th November 2020
Final interviews	16 th or 18 th November 2020

The process may be subject to change. Any changes will be communicated to candidates at the earliest opportunity. If you have any queries about the position or the selection process, please do not hesitate to contact Adam Mahmood or Jonathan Swain (details overleaf).

APPLICATION PROCESS

For a confidential conversation about the role please speak to our retained search partners **Adam Mahmood** and **Jonathan Swain** at **The McLean Partnership**:

Adam Mahmood, Partner, +44 (0) 74455 94678 or adammahmood@mcleanpartnership.com

Jonathan Swain, Senior Partner, +44 (0) 7733 304094 or jonathanswain@mcleanpartnership.com

To apply for the position, please send a cover letter of no more than 2 pages and a copy of your CV to The Mclean Partnership at ploughshare@mcleanpartnership.com

We thank you for your interest and look forward to receiving your application.

