

# THE DATA LAB GOVERNANCE BOARD TERMS OF REFERENCE

## BACKGROUND

The Data Lab is an Innovation Centre funded by the Scottish Funding Council (SFC) in partnership with Scottish Enterprise and Highlands and Islands Enterprise.

SFC awarded funding to the University of Edinburgh to administer on behalf of the Scottish HEI partnership (currently comprising the University of Edinburgh, the University of Glasgow and Robert Gordon University).

In terms of its funding conditions, the SFC requires the University of Edinburgh to set up a Governing Board to manage the funding in accordance with the approved Data Lab business plan.

The governance structure of The Data Lab comprises four main elements with the following missions and objectives:

1. **Governance Board**. Responsible for formulating, directing and guiding the implementation of the policies and strategies;
2. **Innovation Advisory Board**. Responsible for advising on collaboration project activity, reporting to the Governance Board (“IAB”);
3. **Education Advisory Board**. Responsible for advising on educational activity, reporting to the Governance Board (“EAB”);
4. **Management Board**. Responsible for implementing the policies and strategy as well as all day-to-day management, reporting to the Governance Board.

## 1. THE GOVERNANCE BOARD

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### A. INTRODUCTION

The aims and objectives are to:

- A1 Establish the vision and strategic objectives of The Data Lab;
- A2 Ensure broad membership agreement;
- A3 Direct action to implement key activities and
- A4 Monitor progress through the key performance indicators set out in The Data Lab Business Plan
- A5 Acts as a sounding board for the Chief Executive Officer in the day-to-day management of The Data Lab.
- A6 Ensure that hub universities are not asked to perform activities that may risk potential issues around charitable status, state aid or other matters that may compromise their reputation or integrity.

### B. FUNCTION

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The Governance Board is the ultimate decision making body of The Data Lab and is responsible for:

- B1 Establishing the vision and strategy and promoting the values of The Data Lab;
- B2 Determining which industry sectors will be covered and any major changes in programme activities or projects undertaken
- B3 Establishing the Innovation Advisory Group, the Education Advisory Group and appointing the Chair of each;
- B4 Establishing criteria for membership;
- B5 Determining The Data Lab priorities and actions;
- B6 Approving the annual business plan & budget;
- B7 Approving the annual accounts;
- B8 Reviewing the Risk Register and any other items deemed appropriate;
- B9 Assuring Chief Executive Officer and Management Board performance against key performance indicators;
- B10 Assessing the overall effectiveness of The Data Lab in achieving its goals and mission.

### **C. MEMBERSHIP AND STRUCTURE**

- C1 Board members will normally be from private companies, the public sector or organisations engaged in Data Lab activities although this requirement may be waived in special circumstances
- C2 Nominees should add credibility to The Data Lab Board and it is The Data Lab's aim is to have a diverse board in terms of gender, race and experience.
- C3 Consideration will be given to ensure effective representation of industry sectors and a suitable spread of company sizes.
- C4 The Governance Board would consist of a majority of members from industry. Therefore, membership will comprise of:
  - Chair;
  - Chief Executive Officer;
  - Five Industry representatives from both public (one representatives) and private sectors (four representatives);
  - Four Academic representatives from the hub universities (Edinburgh, Glasgow and Robert Gordon) and Scottish Informatics and Computer Science Alliance.
  - Scottish Enterprise, Highlands and Islands Enterprise and Scottish Funding Council (observers).
- C5 In addition to attending board meetings, board members are expected to:
  - Attend a minimum of 4 events per annum in their board capacity;
  - Promote The Data Lab to other businesses within the industry and across the public sector;
  - Contribute to The Data Lab marketing campaigns as appropriate, by providing 1/2 case studies/articles per annum.

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### **D. PROCESS AND VOTING**

- D1 All agreed relevant papers will normally be sent electronically to Governance Board Members at least 5 days before the date of the Governance Board;
- D2 Draft Minutes will normally be distributed to Governance Board Members within 10 working days of that Governance Board Meeting for comment. Governance Board Minutes will be in draft form until formally approved at the following Governance Board Meeting.
- D3 The Chairperson shall be responsible for the Agenda which will include (but not limited to):
- (a) Attendance and apologies for absence;
  - (b) Minutes of the previous meeting and matters arising;
  - (c) Operational Activity Report, including: financial Performance; Delivery Performance and Risk Register.
- D4 The Governance Board will keep Minutes of its proceedings and makes these available to the representatives of the founding partners and funding bodies. In addition, they will be made available to comply with the provisions of the Freedom of Information Act.
- D5 Any urgent or emergency items requiring Governance Board approval shall be dealt with through the Special Meeting process above and requires a Quorate to be present for such approvals to be given
- D6 All matters requiring decisions of the Governance Board will be decided by a simple majority of votes, with the Chair's vote carrying the casting vote.

### **E. DELEGATION OF POWERS**

- E1 In the event that the Chair is unable to attend, the Chair will nominate a Board Member to act in that capacity in their absence.
- E2 In the event that the CEO is unable to attend, the CEO will nominate a member of the Management Board to attend in their absence.
- E3 In the event that any other member of the Governance Board is unable to attend, the member will nominate a deputy to attend in their absence, with such deputy requiring the approval by the Chair in advance of a board meeting.

### **F. LENGTH OF APPOINTMENT**

- F1 Governance Board members will normally serve on the Governance Board for a period of two years with the option to extend this by an additional one year at the request of The Chair, after which they will be required to retire from the Governance Board. They may offer themselves for re-election thereafter.
- F2 The Chair, will be selected by the Governance Board and serve a period of three years.
- F3 On the retirement of the Chair, the Governance Board will be responsible for appointing a new Chair.
- F4 In order to rotate the membership of the Governance Board on a regular basis, one third of the Governance Board will retire each year.

### **G. QUORATE**

- G1 The Governance Board will be quorate if the Chair and CEO (or a nominated delegate) are present and there is a minimum of one representative from each of the main stakeholder groups (Academic, Industry and Public Sector) and the majority of Board

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Members attending are from industry. Deputies acting on behalf of Board Members will be also counted.

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### BOARD MEETING SCHEDULE

There are 4 scheduled Board meetings per annum, 2 are held in Edinburgh, 1 in Glasgow and 1 in Aberdeen and last up to a maximum of 3 hours. Dial in facilities can be provided if required however attendance in person is preferable.

The **Board meetings scheduled for 2017** are set out below:

Thursday 23<sup>rd</sup> February 2017: Edinburgh  
Thursday 25<sup>th</sup> May 2017: Aberdeen  
Thursday 24<sup>th</sup> August 2017: Glasgow  
Thursday 23<sup>rd</sup> November 2017: Edinburgh

The Board meetings for 2018 are likely to be held on the following dates:

Thursday 22<sup>nd</sup> February 2018  
Thursday 24<sup>th</sup> May 2018  
Thursday 23<sup>rd</sup> August 2018  
Thursday 29<sup>th</sup> November 2018

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### PERSON SPECIFICATION

#### **What skills, experience & personal qualities are desirable for The Data Lab Board Members?**

It is important that we have people with a variety of different skills and experience to enable the board to work effectively. All Board members need to have some general skills and personal qualities that enable them to make a full contribution to the work of the Board but these do not have to have been gained by working in a management post or at a senior level. You may just have a natural aptitude in these areas or you may have gained them through being active in your community, in a voluntary capacity or just through your own personal life experience – these are listed in the ‘General skills & personal qualities’ section and we have explained exactly what we will be looking for and how they will be tested.

The Data Lab also needs people who bring some very specific skills and experience to the Board and these will take priority during the appointment process – these are listed in the ‘Priority experience/skill’ section and, again, we have explained what we will be looking for and how they will be tested. It is very important that there is the right balance of skills on the board so the Chair will be taking account of which ‘priority’ skill each applicant is able to demonstrate when selecting applicants for appointment. It is also important that The Data Lab has board members from all geographic regions in Scotland so this will also be a factor in the decisions which are made at all stages in the appointment process.

There are several priority experience/skill areas listed but we will only be looking for you to demonstrate **one** of these. If you believe you can demonstrate more than one, then you will have the opportunity to tell us about this during the selection process.

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**Priority experience/skill** (you will only need to demonstrate one of these)

<b>Experience/skill</b>	<b>What does this mean</b>	<b>How will this be tested</b>
Knowledge/understanding of how data can be leveraged for industry competitiveness	You may be employed in an Industry leveraging data to create new products or services or optimise productivity and improve processes. You may have gained understanding of the impact of data in an industry vertical such as Digital Economy, or Finance.	We will want you to tell us about your knowledge/understanding and how this has been gained in your CV or covering letter. We will discuss this with you during the interview.
A practical knowledge & understanding of the Data Science	You have a day to day involvement within data science or analytics. You may work in an organisation which creatively uses data to solve business challenges or in the creation of new products or services.	We will want you to tell us about your knowledge/understanding and how this has been gained in the written application. We will discuss this with you during the interview.
Industry Business Leader	We need a person who has experience of working in senior role within a business or industry relevant for Scotland. These industry verticals include Finance, Energy, and the Digital Sector.	We will want you to tell us about your experience and how this has been gained in your CV or covering letter. We will discuss this with you during the interview.

**General skills & personal qualities** (we will want all applicants to demonstrate these)

<b>Skill/quality</b>	<b>What does this mean?</b>	<b>How will this be tested?</b>
Working collaboratively & constructively with others	<ul style="list-style-type: none"> <li>• appreciating the knowledge/skills of colleagues</li> <li>• supporting colleagues whenever possible</li> <li>• sharing knowledge at every opportunity</li> <li>• showing respect for colleagues and stakeholders</li> <li>• striving to achieve consensus</li> <li>• able to accept a consensus decision even if it goes against a personal view</li> </ul>	During the interview we will ask you to give us some practical examples of situations where you have worked collaboratively and constructively with others.

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<p>Challenging the views of others in a constructive and supportive way</p>	<ul style="list-style-type: none"> <li>• being confident in questioning proposals and debating issues.</li> <li>• putting forward your views in an objective way</li> <li>• not being too dogmatic about your own perspective.</li> <li>• helping others to consider their own position in a non-confrontational way</li> </ul>	<p>During the interview we will ask you to give us some practical examples of situations where you have challenged the views of others in a constructive way.</p>
<p>Seeing the ‘bigger picture’</p>	<ul style="list-style-type: none"> <li>• able to look ahead and consider issues/topics within different timeframes</li> <li>• identifying relevant implications from what is being discussed such as challenges, risks etc.</li> <li>• seeing beyond your own personal experience or specialism and considering other information and perspectives</li> <li>• does not take a short term, parochial view</li> <li>• it is not necessary to have experience of developing or implementing a strategy</li> </ul>	<p>During the interview we will ask you to give us some practical examples of situations where you have taken a broader and more holistic view.</p>
<p>Analysing information and making decisions</p>	<ul style="list-style-type: none"> <li>• using information which is available to reach conclusions</li> <li>• clearly explain how conclusions have been reached</li> <li>• identifying some of the implications associated with what you are considering – priorities, risks, opportunities etc.</li> <li>• recognising when information is limited and where more information might be needed</li> <li>• being able to balance a number of different considerations</li> </ul>	<p>During the interview we will ask you to give us some practical examples of situations where you have analysed information and used this information to reach conclusions.</p>

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<p>Managing performance</p>	<ul style="list-style-type: none"> <li>• an understanding of what The Data Lab and the board are required to do</li> <li>• able to explain the different responsibilities of executive staff and board members</li> <li>• an appreciation of the board’s responsibility for ensuring effective governance</li> <li>• personal experience of change with an understanding of how it should be implemented and the critical factors for success</li> </ul>	<p>During the interview we will ask you some questions about your knowledge and understanding of what The Data Lab does and the role &amp; responsibilities of executive staff and the board – you do not need any specific experience to answer these questions but you will need to do some background research before the interview. We will want you to tell us about your own personal experience of ‘change’</p>
<p>Communicating effectively</p>	<ul style="list-style-type: none"> <li>• being focussed and succinct in your communication with good listening skills</li> <li>• confident in expressing views and opinions in a group setting</li> <li>• persuasive, able to influence others to your own perspective</li> <li>• able to adapt your style appropriately for different situations</li> <li>• satisfactory written skills</li> </ul>	<p>We will assess your written skills from the completion of your covering letter and CV. We will assess your verbal skills through your responses in the interview</p>
<p>Enthusiastic and passionate about Data Science and Analytics and the importance of this capability to drive economic and social benefit for Scotland</p>	<ul style="list-style-type: none"> <li>• knowledge/understanding of data use and some appreciation of how data can be used to drive innovation</li> <li>• able to explain how the use of data can benefit organisations both private and public</li> <li>• can enthuse others about data and our capability in Scotland</li> </ul>	<p>We will want you to tell us about your personal interest in and enthusiasm for the use of data in the written application. We will also have a discussion with you about this during the interview, as well as assessing your knowledge/understanding of the opportunity for Scotland.</p>



## **APPOINTMENT TO THE GOVERNANCE BOARD OF THE DATA LAB: APPLICANT INFORMATION**

### **HOW TO APPLY**

Please forward your CV and covering letter detailing why you have applied to join The Data Lab Governance Board and what you bring to the role on or before the closing date of **Tuesday 28 February 2017** to [info@thedatalab.com](mailto:info@thedatalab.com).

**Late applications will not be considered.**

If you have any queries about this appointment process, please contact The Data Lab on 0131 651 4905 or email [info@thedatalab.com](mailto:info@thedatalab.com)

### **SELECTION PANEL**

The selection panel will include:

- Neil Logan, Chair of The Data Lab
- The Data Lab Board Member
- The Data Lab Board Member

To make sure that the process is transparent and the appointment is made on merit, the selection panel will declare if they know anyone who has applied for these appointments.

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### Nationality

If you're a non-British national you can apply for, and be appointed to, the boards of Non-Departmental Public Bodies (NDPBs). However, you must be legally entitled to work in the UK.

### Telling you about progress

If you aren't invited to interview you will be told about the outcome of your application in writing.

If you're invited to interview you'll be offered feedback. It will be based on:

- The assessment of your merit in relation to the skills, knowledge and experience required by the Person Specification
- Any relevant feedback from the interview process

### Key dates for these Appointments

What happens	When
Date appointment publicised	February 1 <sup>st</sup> 2017
Closing date for completed applications	February 28 <sup>th</sup> 2017
Date of shortlisting meeting to select applicants for interviews	March 3 <sup>rd</sup> 2017
Dates for interviews	TBC - Late March 2017
Applicants informed of decision	April 14 <sup>th</sup> 2017
First Board Meeting	May 25 <sup>th</sup> 2017

### Expenses for attending interviews

If you're invited for an interview you can claim for reasonable expenses involved in attending. This includes childcare and dependent carer expenses. We expect you to use the most efficient and economical means of travel, and the amount we reimburse will normally be restricted to this. If you are invited for interview these rates, and a claim form, will be included in the invitation letter. You must provide receipts to support all claims.

### Valuing Diversity

The Data Lab is committed to diversity and equality.

We value having Members with different points of view and experiences on the Board. So, we're hoping to receive applications from a wide range of talented people irrespective of their: religion or belief, gender, gender identity, age, disability, sexual orientation, ethnic origin, political belief, relationship status or caring responsibilities.

This appointments process promotes, demonstrates and upholds equality of opportunity for all applicants.

## **APPOINTMENT TO THE GOVERNANCE BOARD OF THE DATA LAB: APPLICANT INFORMATION**

The Data Lab particularly welcome applications from groups currently under-represented on Scotland's public bodies and technology companies, such as women, disabled people, ethnic minorities.

### **Conflicts of Interest**

Conflicts may relate to situations where there's a clash between your role on this board and your professional or personal interests.

Also, if you and a panel member have a close relationship, the panel chair can decide that the panel member shouldn't be involved in your assessment, and may ask the panel member not to take part in the appointment round.

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### **APPOINTMENT**

#### **What happens if you're appointed**

If you're appointed, some of the information that you've given us will be made public in a media release about your appointment and included on our website. It will include:

- your name
- a short description of The Data Lab
- a brief summary of the skills, knowledge and experience you bring to the role
- how long you've been appointed for and the time commitment
- details of any other private or public appointments you hold that are relevant to this role