



Appointment brief

Appointment of CEO

March 2023

Reference: HBMWA

WELCOME LETTER FROM OUR CHAIR



I would like to take this opportunity to thank you for your interest in working for Capital Enterprise.

We take great pride in our reputation as experts, leaders and advocates in the technology and start-up ecosystem and recognise that this is built on the commitment and skills of our employees.

The success of the organisation and well-being of employees depends largely on co-operation, trust, and respect between all levels of employees, and the information on maintaining high standards promotes this ideal.

I hope you find the application useful and that it helps you become part of our team.

Kind regards,

Peter

[CE Annual Report 22](#)

“Our people are our greatest asset. Stakeholders, start-ups and members have all praised our humanity, honesty and ability to maintain face-to-face relationships.”

AN INTRODUCTION

Capital Enterprise is a start-up expert; connecting and energising the UK's world class entrepreneurship ecosystem.

Capital Enterprise is a body of connectors, influencers, investors and policymakers, collaborating to serve and super-charge start-ups and their supporters.

Our vision is to make the UK the best place in the world to start and scale a business.

- For start-ups, this means we plug them into an ecosystem where their ideas can thrive, and their business can grow.
- For members, we unite the major enterprise players to deliver prosperity, share knowledge and influence policy.
- For policy makers, we leverage the power of the enterprise community for the good of the UK.

Capital Enterprise is mission-driven, not profit-driven, delivering activity nationally with bases in London and Sheffield. It has just over 60 staff and current turnover of almost £6m.

Funded through members' subscriptions, third-party sponsorship, and by income received from public/private sector partners to develop, pilot and manage innovative programmes that support enterprises and entrepreneurs across the UK.

Capital Enterprise accelerates early-stage founders and startups by helping them overcome the barriers to starting and scaling a business. We have supported 4,396 startups across 26 different programmes, of which more than 640 have gone on to raise over £2.09 billion in private investment, creating 6,200 high-value jobs and counting in the UK.

We work collaboratively with our network of startup supporters (including funders such as Cancer Research UK, Google, and JP Morgan, as well as top-ranked universities, incubators and accelerators, corporates, VCs, and other partners) to accelerate the growth of the UK's most innovative startups and the next generation of groundbreaking founders.

Our Impact

£2.13

BILLION PRIVATE INVESTMENT RAISED BY
STARTUPS GRADUATING OUR PROGRAMMES

3,053

UNDERSERVED FOUNDERS SUPPORTED

6,421

HIGH VALUE JOBS CREATED

5,584

EARLY STAGE BUSINESSES SUPPORTED

936

STARTUPS RECEIVING INVESTMENT

48

STARTUP SUPPORT PROGRAMMES

Mission and Values

OUR MISSION

To facilitate the growth and success of the UK's startup ecosystem

To enable our members to play a leading role in the delivery of support services to UK based start-ups.

We are a body of connectors, influencers, investors and policymakers, collaborating to serve and super-charge the UK's start-up scene.

OUR VALUES

We believe that entrepreneurs are critical for spurring social change and improving the way we live and work.

Capital Enterprise, our employees and members must hold themselves to the highest of standards as members of the Capital Enterprise community.

We expect all members to behave well and help each other, as companies and as people. We expect every member to care about differences, be respectful, friendly and open to meeting new people. Members must help each other wherever possible by responding to requests

and by sharing advice, insight, talent and business opportunities with others in the community.

Capital Enterprise values revolve around four principles:

Collaboration

We believe collaboration has the power to spark innovation. Shared goals and mutual support lead to greater success. Everything we do is done collaboratively.

Integrity

We are a not-for-profit. Impartial. Independent, honest and transparent. We place the interest of our entrepreneur clients first.

Agility

We challenge the status quo with open minds, an entrepreneurial approach and speed. We solve problems. We adapt. We act.

Diversity, Equity and Inclusion

We believe in entrepreneurship for all. We believe in a just and equitable startup ecosystem where everyone has equal access and voice.

What we do:

We operate across four areas and actively seek collaborations to pioneer new approaches to start-up acceleration:

- **Ecosystem Development**

We co-develop tech start-up ecosystems

Promoting and enabling regional growth is a key priority for Capital Enterprise. By taking an ecosystem approach, we work with key stakeholders in a region to help create the optimum conditions for technology start-ups to thrive. We work to build connections between existing players, identify gaps in start-up provision and work to attract and retain high quality programmes that complement the needs of the region.

TEAM SY is a startup ecosystem development project, delivering 15 pre-accelerator and accelerator programmes for founders and startups based in the South Yorkshire region, with 180 startups and counting supported to date.

IDEALondon is a workspace and innovation centre powered by UCL and run by Capital Enterprise in the heart of Shoreditch — home to some of the most ambitious and

flourishing new businesses in London's tech city with a busy programme of networking events, socials, roundtable discussions and more, currently hosting 32 different startups and university spinouts. Members are comprised of startups who work remotely, occasionally use the space for meetings and those who have office space within the building. IDEALondon often runs events for networking. Other accelerators use the space (such as ConceptionX, Qlabs and Accelerating Net Zero).

- **Start-up Innovation**

We pioneer specialised startup innovation programmes such as accelerators for specific types of companies, target markets and technologies.

Innovation is an essential contributor to growth. Our work helps our members and partners to deliver programmes that support startups and entrepreneurs across the UK to start and scale innovative tech-enabled businesses.

CAP AI programmes

CAP AI is London's first AI enabling programme focused on stimulating growth in London's AI cluster. CAP AI supports AI startups to gain access to computational power, resources and talent that they would not normally be able to find or afford, enabling them to commercialise AI and ML research from some of the UK's top universities.

Hxl Health and Life Sciences Team

Hxl (health x innovation) is the Health and Life Sciences team at Capital Enterprise - we run the following programmes:

- **CTA** (Cancer Tech Accelerator)

Supports innovative technologies that can advance the early detection, diagnosis, monitoring or treatment of cancer. Combines forces to help you develop, build and grow the next big health-tech start-up. Has supported 100+ researchers over the last 2 years and created 14+ companies.

- **P4** (Precision Medicine Accelerator)

P4 focuses on the Four Ps: predictive, preventive, personalised, participatory. It offers companies in the health and life science space the opportunity to grow their business and learn more about the medtech ecosystem.

- **P4SY**

P4SY is part of Hxl as it is a P4 programme however it comes under TeamSY as it is based in South Yorkshire. Many of the current cohort of P4 are also in the P4SY programme but they are independent programmes of one another.

- **Diversity, Equality & Inclusion**

We serve founders and start-ups from communities that are under-represented.

Promoting and enabling inclusive growth is a key priority for Capital Enterprise. We are committed to working with our members and the wider start-up community to help them find a way to diversify the pipeline of ambitious entrepreneurs so as to create more opportunities, particularly in tech entrepreneurship for women, people from under-represented communities and those with limited financial and social capital.

OneTech is on a mission to create a more diverse, equitable and empowered tech startup ecosystem by connecting underserved communities with opportunities in tech through a range of mentoring, capacity building, and acceleration programmes.

OneTech changes the face of start-ups by increasing opportunities and access for underserved founders and entrepreneurs. At OneTech, diversity and inclusion is not an afterthought, but at the heart of everything. It exists as an ambitious movement to increase opportunities for female and ethnic minority founders and talent as there is untapped potential in underserved communities, for potential founders, investors, business owners, managers and entrepreneurs.

“To make the UK the best place in the world to start and scale a business.”

- **Raising Investment**

We support ambitious start-ups to raise funding

Capital Enterprise has extensive early-stage investment experience. We have provided management support to start-up seed investment funds, primarily the Mayor of London funded, London Co-Investment Fund (LCIF) and the AI Seed Fund.

In 2021 alone our programmes and initiatives helped over 1,310 entrepreneurial start-ups. Through this support, these teams raised over £125m of private sector investment for their innovative new ventures and subsequently these start-ups have gone on to create over 350 new jobs.

Capital Enterprise is a non-profit organisation. Our programmes are available free of charge to the startups. Therefore, we often have programme partners who fund and with whom we plan the structure of the programme with.

Some examples of our funders:

Funding Readiness Programme - Barclays Eagle Labs

CTA - CRUK, MRC, Roche

Some programmes are additionally match-funded by ERDF



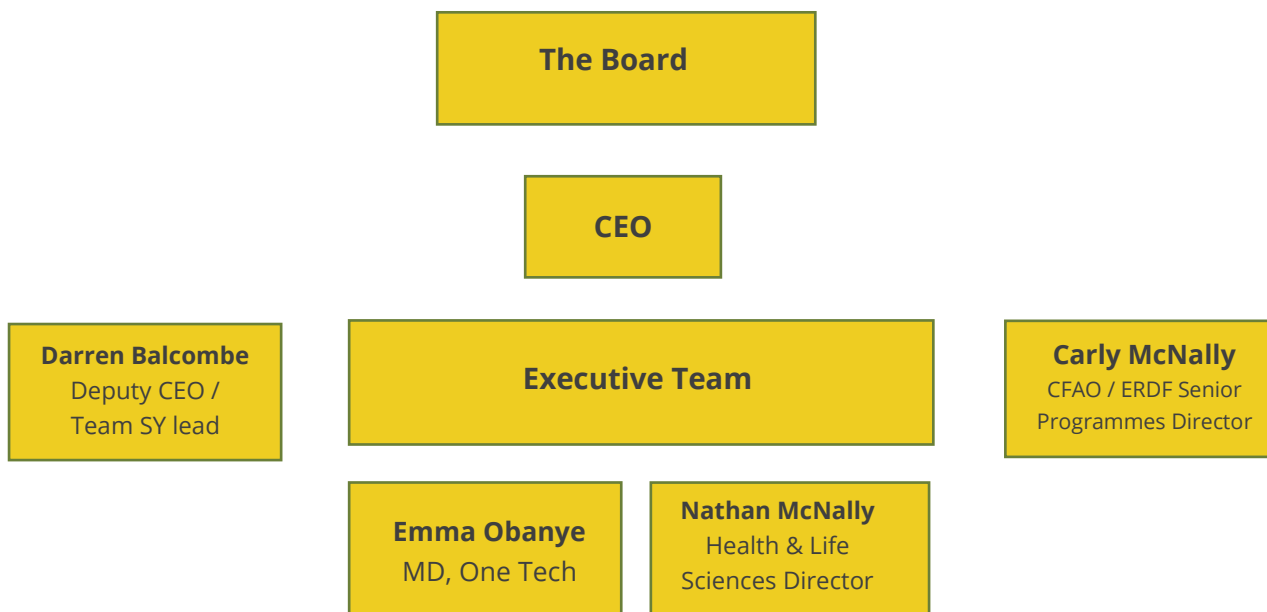
Our members

Our members include top universities, accelerators, business incubators, co-working spaces, colleges, local authorities and enterprise support agencies.

Collectively, the constantly evolving membership community form a large part of the UK's world-class ecosystem for new and growing businesses.

Through our programmes, we work to accelerate the growth of the UK's most innovative start-ups.

	<p>Opportunity to collaborate with Capital Enterprise on start-up support programmes and benefit from the delivery of business support programmes.</p>
	<p>Access to bi-annual roundtables, opportunities to take part in start-up policy consultations, and an invitation to join member networking and knowledge share events.</p>
	<p>Senior members of Capital Enterprise's team available to join your events as panellists or participators – as required and to be agreed.</p>
	<p>Opportunity to share news and events within our newsletters, our general membership communications, and posting on our social media platforms.</p>
	<p>Access start-up and innovator visa endorsements for your start-up business community.</p>
	<p>Introductions to fellow Capital Enterprise members – start-ups, supporters of start-ups, and corporate partners, with a view to collaboration on projects.</p>



Board members:

- Peter Thackwray, Chair
- Mike Brook
- Julie Devonshire
- Marianthe Evangelidis
- Alex McCracken
- Orr Vinegold
- Ben Cole
- Tom Wolfenden
- Izzy Obeng
- Owen Thompson
- Jane Butler
- Tim Barnes



THE ROLE

Purpose of the post

The CEO will report to the Board of Capital Enterprise. The CEO will be responsible for developing a clear strategic direction for the organisation as it enters the next phase in its evolution.

They will lead with a clear passion for Capital Enterprise's mission as a connector and collaborator for the UK's entrepreneurship ecosystem.

Ensuring Capital Enterprise maintains its unique position, bridging the gap across the public and private sector, the CEO will lead its commercial development, establish a future funding model and continue to build its significant brand in the start-up sector. Working with the leadership team, the CEO will ensure that Capital Enterprise is able to retain a highly motivated, collaborative team that combines the expertise of their disciplines and a strong sense of connection to the wider organisation and its purpose. Beyond their corporate responsibilities, the CEO will be a compelling advocate and representative for the organisation to stakeholders across the private and public sectors. They will articulate and champion Capital Enterprise's distinctiveness to multiple audiences and help to advance its credibility, impact, and influence.

Key priorities

- Design and deliver a strategy for Capital Enterprise to support its growth as an impactful enabling organisation for the UK's entrepreneurs and start-up communities.
- Evolve the funding model to ensure longevity for Capital Enterprise. Identify and establish new partnerships and income streams.
- Membership: with the Board and senior team, engage and develop the potential the membership model offers the organisation, spotting opportunity and championing the unique position Capital Enterprise has.
- Ensure a high standard of professionalisation. Develop an effective organisational strategy that will support, develop and retain Capital Enterprise's high-calibre team, whilst keeping the established team spirit and collegiate culture at its centre.
- Regularly horizon-scan to keep close to the economic, legal and regulatory landscape that may impact Capital Enterprise's mission and enable the appropriate response.

Key responsibilities

The CEO has overall responsibility for the long-term health of Capital Enterprise and, as such:

- Controls the day to day-today direction of the company
- Agree budgets for projects and teams
- Build effective and collaborative partnerships and relationships to deliver successful outcomes.
- Drives the culture of the business
- Oversees employment and ensures there are enough staff (and the right people)
- Manages senior managers
- Generates new business and gives approval of new projects
- Identifies risks and ensures appropriate strategies are in place
- Ensures the correct practices are being met
- Attends board meetings and prepares and/or ensures the preparation of all board papers along with employment and governance' prior to 'practices'
- Engages with the start-up ecosystem
- Provides help and support to the Start-ups and members
- Oversees and manages all company, and project finances



PERSON SPECIFICATION

The board is seeking to appoint an individual who can demonstrate most of the following qualities, experience, and ability:

Leadership

- A track record of leading and developing an organisation, both commercially and operationally. Ensuring operational effectiveness and professional systems and process.
- A track record of developing and delivering effect organisational strategy.

Strategic planning

- An awareness and understanding of current and future market dynamics and the impact, challenges and opportunities they may present.
- Ability to flex the model based on the ongoing assessment of the UK's economic context.

Communication and influence

- Experienced operating at a senior level; able to influence and guide debate and discussion to support efficient decision making.
- Comfortable working with a number of key senior stakeholders, including central and local government, relevant regulators and strategic bodies (eg LEPs) to influence and shape decision making and policy development.

Advocacy and networking

- The seniority and gravitas to represent Capital Enterprise at the highest levels with the public, private and voluntary sectors.
- Exceptional and persuasive communicator and inspirational and authoritative speaker.
- Strong networks across relevant business and government and wider public sector groups.

Terms of appointment

Standard office hours are 35 hours: 9.30 am to 5.30 pm Monday to Friday. The post holder is required to work such reasonable additional hours as the needs of the post demands, which includes attendance at evening and weekend performances and meetings when necessary.

Salary will reflect the seniority of the role and will depend on skills and experience.

Holiday entitlement: 25 days per annum plus 8 public holidays, plus enhanced annual leave allowance.

We also reward our employees with:

Enhanced sick pay

Enhanced maternity / paternity leave

Yearly training and development allowance

Travel allowance

Employee assistance programme – Health Assured

Probationary period: six months.

Pension: the post holder will be automatically enrolled into the qualifying works pension scheme, Now: Pensions.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Capital Enterprise on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **HBMWA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Friday 24 March 2023**.

PROMOTING DIVERSITY

Promoting and enabling inclusive growth is a key priority for Capital Enterprise. We are committed to working with our members and the wider startup community to help them find a way to diversify the pipeline of ambitious entrepreneurs so as to create more opportunities, particularly in tech entrepreneurship for women, people from under-represented communities and those with limited financial and social capital.

Capital Enterprise is committed to diversity in all that it does and aims to build a team representative of modern London, celebrating the differences that people bring with them as a vital resource.

We welcome applications from the widest possible talent pool and we appoint on ability and merit irrespective of race, religion, age, disability (including hidden disabilities), marital/civil partnership status, sex, gender identity, or sexual orientation.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

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