



[REDACTED]

31 July 2026

Dear [REDACTED]

Freedom of Information request: FOI2026/00251

Thank you for your Freedom of Information Act (FOIA) request received on the 24 March, and subsequent clarifications received on 17 April, 13 and 17 July. I apologise for the delay in the response.

Your refined request:

Under the Freedom of Information Act 2000, I would like to request the following information relating to Innovate UK:

- 1. Any current (as of 13 July 2026) organisational charts (organograms) showing the structure of Innovate UK, for the business units, directorates or functions involved in designing, delivering and assessing funding competitions (i.e. opportunities published via the Innovation Funding Service, IUK Business Connect and the UKRI Funding Finder). As I do not know which directorates are involved, please include all relevant organisational charts.*
- 2. Any documents or descriptions [role profiles] outlining the roles and responsibilities of the key roles involved in the design, delivery and assessment of funding competitions. I am happy for you to provide whichever current role profiles best satisfy this part of the request. For example, if there are a small number of key roles involved, those profiles would be sufficient; alternatively, if a broader role profile (such as Innovation Lead) adequately describes these responsibilities, that would also be acceptable.*
- 3. Any internal process documentation describing how funding competitions are designed, delivered, and assessed, including the roles involved at each stage.*

Our response:

I can confirm that UK Research and Innovation (UKRI) does hold information relevant to your request. Please see the information below and attached.

We previously advised that UKRI was considering the application of the exemption at Section 43 of the FOIA (prejudice to commercial interests). However, following the refinement of your request, we have reconsidered our position and no longer consider the exemption to apply.

With regard to part 1 of your request, for organograms showing the structure of areas of Innovate UK (IUK) responsible for designing, delivering and assessing funding competitions, please find attached documents "IUK Operations – Pre Award_Redacted" and "IUK Directors, ILs and IMPs_Redacted".

The Pre Award Team are responsible for the delivery and assessment of funding competitions. Please note, with regards to assessment of applications, the roles noted are involved only in overseeing and managing the process, not the actual assessment of applications. Assessment is typically carried out through an independent peer review process, more details of which are available [here](#)¹.

¹ <https://www.ukri.org/councils/innovate-uk/guidance-for-applicants/general-guidance/what-happens-after-you-have-submitted-your-application/#contents-list>

The design of funding competitions is a significantly more complex process, with the responsibility for both programme and competition design sitting across Growth Sector Directors and Innovation Leads, supported by Impact Performance Managers. Together, these roles contribute to the development and implementation of IUK competitions.

As explained in our most recent clarification, due to the number of Innovation Lead positions and the substantial number of supporting roles within these Directorates, a detailed organogram showing the full structure of these areas would be a document of considerable size and complexity. It would also include many supporting roles that have no direct involvement in the design and delivery of competitions.

Therefore, as you confirmed would be acceptable, we have instead provided the structure of these Growth Sector Directors and indicated the number of Innovation Leads and Impact Performance Managers currently employed within each sector, in *"IUK Directors, ILs and IMPs_Redacted"*.

We are exempting the names and working locations of individuals under section 40(2) of the FOIA. Disclosing this information would contravene the first Data Protection Principle as defined under Section 86 of the Data Protection Act 2018 and Article 5 of UK General Data Protection Regulation (UK GDPR). Section 40(2) is an absolute exemption and does not require a public interest test.

Please note, IUK considers there to be key differences between a funding programme, and a funding competition.

A funding programme is the broader strategic framework that supports a particular policy objective, technology area, sector, or theme over a period of time and typically:

- Has a defined strategic purpose and budget allocation.
- May run for several years.
- Can contain multiple funding competitions.
- Is used to organise investment and measure long-term impact.

A funding competition is a specific funding opportunity and typically:

- Opens and closes on defined dates.
- Has a specific scope and eligibility criteria.
- Has a fixed budget and assessment process.
- Results in a set of funded projects.

For part 2 of your request, we have provided the key role profiles that are contained in each of the above organograms.

From *"IUK Operations – Pre Award"* these are:

- *Head of Pre Award*
- *Customer Relationship Manager*
- *Competition Lead (general profile)*
- *Competition Manager (general profile)*

A role profile for the Resource Demand Manager under the new IUK structure is not held. However, we have identified a comparable role from the previous structure and have therefore provided the role profile for a *Resource and Planning Manager*.

From *"IUK Directors, ILs and IMPs"* the role profiles provided are:

- *Managing Director*
- *Director Clean Energy*
- *Director of Advanced Manufacturing*
- *Director of Innovation as a Service*

- *Director of Life Sciences*
- *Director of Defence*
- *Innovation Lead - Medicines (example profile)*
- *Impact and Performance Manager (general profile)*

A role profile reflecting the *Executive Director Digital & Technologies* position within the new IUK structure is not held. However, we have provided the role profile for this position from the previous IUK structure, dating from 2022.

In response to part 3, IUK colleagues have identified process documents that are relevant to designing, delivering and assessing competitions. The following processes are attached:

- *20.10.10 Create and Develop a Business Case*
- *30.0 End to End Summary - Operations Delivery to Invest*
- *30.10.12 Attending Planning Meetings_Redacted*
- *30.10.13 Preparing First Version of Competition Brief for Collaborative Meeting_Redacted*
- *30.10.20 Approve Assessor Guidance_Redacted*
- *30.10.50 Run Applicant Briefing Events Online_Redacted*
- *30.20.10 Check Applicant Eligibility and Scope_Redacted*
- *30.20.35 Managing a Portfolio Review_Redacted*
- *30.20.40 Allocate Assessors_Redacted*
- *30.20.50 Run Assessor Briefing Events_Redacted*
- *30.30.10 Approval of the Line Draw_Redacted*
- *30.30.50 Finalise Funding Decision_Redacted*

Documentation for each process consists of a process summary, a standard operating procedure (SOP), and a process model, with the exception of '20.10.10 Create and Develop a Business Case' and '30.0 End to End Summary – Operations Delivery to Invest'. For these two processes, UKRI holds only the process model; no process summary or SOP is held.

As explained above, Section 40(2) has been applied to the names of individuals in these documents. We have also redacted links to internal process maps and documents from within the process summaries and SOPs. These have been redacted as we consider that releasing this information would prejudice the prevention or detection of crime, as per Section 31(1)(a) of the FOIA. However, we believe these redactions do not detract from the content or understanding of the information provided. Where these relate to a process map, we have included a copy of the relevant map.

Section 31(1)(a) is a qualified exemption and therefore subject to a public interest test. UKRI applied the Public Interest Test to this request as set out below:

Public interest in favour of disclosure

- There is a public interest in favour of release of the information, to uphold the principles of transparency and accountability.

Public interest test in favour of withholding the information

- The release of this information would make UKRI more vulnerable to crime, specifically a malicious attack on UKRI's computer infrastructure and systems.
- There is an overwhelming public interest in keeping public authority computer systems secure, which would be served by non-disclosure.
- We believe that disclosing this information would not provide any material benefit or greater insight into the information already being disclosed in this response.

UKRI has concluded that, on balance, the public interest is better served by withholding the selected information under Section 31(1)(a).

Your rights

If you have any queries regarding our response please do let us know. If you are dissatisfied with the handling of your request, you have the right to ask for an internal review, explaining which elements of this decision you disagree with and why. Internal review requests should be submitted within 40 working days of the date of our response and should be addressed to:

Head of Information Governance

Email: foi@ukri.org

Please quote the reference number above in any future communications.

If you are still not content with the outcome of the internal review, you may apply to refer the matter to the Information Commissioner for a decision. Generally, the ICO cannot make a decision unless you have exhausted the review procedure provided by UKRI. The Information Commissioner can be contacted at: www.ico.org.uk.

If you wish to raise a complaint regarding the service you have received or the conduct of any UKRI staff in relation to your request, please see [UKRI's complaints procedure](#)².

Yours sincerely,


Information Governance
Information Rights Team
UK Research and Innovation
foi@ukri.org | dataprotection@ukri.org

² <https://www.ukri.org/who-we-are/contact-us/make-a-complaint/#skipnav-target>