Terms of reference: Anna Valero

1. **Role**

Anna Valero is appointed as the Chancellor's Industrial Strategy Adviser.

2. **Duration**

The appointment will begin on 23 October 2025 and will conclude on 23 October 2026, with the possibility of extension.

3. **Role specification**

The postholder will work with civil servants and Special Advisers on the delivery of the Industrial Strategy.

This will include enhancing HMG's existing Industrial Strategy engagement with both domestic and international academia, and other expert stakeholders, to support delivery in the following areas:

- IS growth driving sub-sectors
- Driving and supporting innovation
- Monitoring and evaluation
- Capitalising on data

The postholder will also work with Ministers, Special Advisers and officials to strengthen stakeholder relationships as well as engage with the Industrial Strategy Advisory Council and other government departments responsible for industrial strategy sectors or policy levers.

4. **Resources**

The postholder is unpaid and will work in the department for one day a week. They will work closely with civil servants across the relevant parts of the department.

5. **Governance and ways of working**

The postholder will work closely with officials on a confidential basis, having access to relevant official and Ministerial papers.

The postholder will update the Chancellor of the Exchequer as required.

6. **Conflicts of interest**

A full declaration of interest process has been conducted in the usual way for direct ministerial appointments and mitigations have been agreed to minimise any potential, actual or perceived conflicts. As a Special Adviser, Anna was recused from higher education policy and funding and funding and investment decisions in relation to the Royal Economic Society Council. This should continue in her new capacity as a Direct Ministerial Appointment.

The postholder will comply with the measures and mitigations set out by HM Treasury's Permanent Secretary, with support from the Propriety and Ethics Team if required.

Job Description

The postholder will seek to enhance HMG's existing Industrial Strategy engagement with both domestic and international academia, and other expert stakeholders in the following areas:

- **IS growth driving sub-sectors:** Improving HMG's understanding of the strengths, weaknesses and barriers to growth faced by IS sub-sectors. In the first instance, the post hold will bring together academic/international thinking and examine how HMG can maximise the growth benefits of the Clean Energy Mission e.g. within what we are already doing to on CCUS.

- **Driving and supporting innovation:** Identifying where the HMG might go further to support innovation in the IS-8, including in relation to tech adoption. The postholder will focus on boosting HMG's understanding of international best practise with regards to the levers to adoption.

  Monitoring and evaluation: supporting DBT, HMT and other responsible government departments, and the Industrial Strategy Advisory Council, to develop M&E frameworks for the IS and ensure we are properly testing policies' effectiveness.

- **Capitalising on data:** the IS set out plans to capture the value of UK data by treating it as an economic asset, enabling the use of high-quality data across the private and public sectors, extending Smart Data initiatives into relevant Industrial Strategy sectors, and establishing a clear framework to value and license public sector data assets. The postholder could work with sector teams to build out HMG's approach to maximising the opportunities available in the IS-8.