

**UK Shared Business Services (UK SBS)  
Non-Executive Director  
Candidate Pack  
Closing Date: 31st July 2023**

**audeliss**  
executive search

**X**

**UKSBS**  
*Shared Business Services*

If you have any questions, require further information, or would like this candidate pack in an alternative format, please contact Jamie Williams at [jamie@audeliss.com](mailto:jamie@audeliss.com)



# Contents

3. Ministerial Foreword
4. A message from the Chair
5. About UK SBS
6. The Role
9. Person Specification
10. Terms of Appointment
11. How to Apply
12. Assessment Panel, Process and Timeline
13. Equality, Diversity and Inclusion
14. Annex A: Conflicts of Interest and Due Diligence
15. Annex B: The Seven Principles of Public Life
- 16: Annex C: Complaints Procedure



# Ministerial Foreword

Dear Candidate,

Thank you for your interest in the role of Independent Non-Executive Director (NED) to the UK Shared Business Services Ltd (UK SBS) Board.

This is an exciting, interesting, and challenging time for UK SBS as the Company implements its transformation strategy to become a cloud-enabled organisation that delivers greater value and user experience for multiple clients. We are especially looking for candidates with senior experience of leading significant change and transformation across people, processes and technologies.

My Ministerial colleagues and I are committed to fair and open recruitment processes across all public appointments that we make. We proactively welcome applications from individuals of all backgrounds, including those from under-represented groups.

Should you need any further assistance, my officials would be happy to talk to you about this significant role and the impact it can have.

If you believe you have the experience and qualities we are seeking to help define the future of UK SBS and provide strategic challenge, we very much look forward to hearing from you.

**Viscount Camrose**  
**Parliamentary Under Secretary of State**



# A message from the Chair

Can you help us seize the opportunity of the changing landscape of shared services across Government? In 2021 Ministers launched a new Shared Services Strategy for Government asking Departments to align their ERP system and shared services arrangements into five shared services centres. UK SBS already supports three Departments who are working with a number of other Departments through the Matrix Programme, to deliver shared corporate services technology and related business processes to over c.40,000 Civil Servants.

This is a bold and exciting strategy, driving collaboration, standardisation of processes, better user experience and providing economies of scale for the Departments. With UK Research and Innovation, our founding owner, UK SBS is already implementing a new cloud-based ERP and is aiming to leverage this experience to ensure the Company is the partner of choice for the Matrix Programme propelling UK SBS to the forefront of delivering shared services across UK Government.

As a Board we are committed to support the executive leadership of UK SBS to achieve this goal and more, focusing on developing the Board to be an exemplar of strong and effective governance and delivering a transformative shared service digital experience.

We welcome applicants who would like to support the UK Government's ambitious strategic shared service goals, adding value to the UK economy and society. We pride ourselves on having a Board that is open and inclusive and able to bring out the best in each other.

**John Clarke**  
**Non-Executive Chair, UK SBS**



# About UK Shared Business Services (UK SBS)

UK Shared Business Services Ltd (UK SBS), a private company limited by shares, was established in 2007 by the UK Research Councils as part of the drive for greater efficiency.

UK SBS currently provides HR and Payroll, Finance, Procurement and IT services to its public sector owners and clients including the Department for Science, Innovation and Technology, UK Research and Innovation, the Department for Business and Trade, the Department for Energy Security and Net Zero and a number of partner organisations.

It is recognised by the Cabinet Office as a government shared service provider and forms part of the [Shared Services Strategy for Government](#).

The unique owner / client relationship allows for a partnered approach to maximise the benefit of shared services. To enable this potential, two multi-year programmes are underway to implement new transactional shared service solutions for existing and future new clients, requiring significant end-to-end process and organisational transformation over the next few years.

This is an exciting and challenging time for UK SBS; the newly appointed Independent Non-Executive Director will provide significant Board level guidance and oversight to ensure delivery of leading-edge shared services to multiple clients in the most effective and efficient way, providing end-users with the high-quality experience they've become accustomed to in the digital age.



# The Role

UK SBS is seeking a Non-Executive Director with experience supporting a board and the executive leadership in transforming operations and services, with a particular focus on stakeholder engagement and taking owners and customers on a transformational journey. Understanding how to leverage people, processes, and technology within the current ownership structure and previous experience within a multi-organisation shared service environment would be a considerable advantage, particularly where technological and operational changes have delivered significant benefits. Understanding cloud systems and their impact on governance and audit would also be desirable. This role will include appointment to the UK SBS Audit Committee.

As a Non-Executive Board Director of UK SBS, you will be responsible for ensuring that the Company is successful – in terms of its effectiveness as a service provider and employer. Non-Executive Directors play a key role in setting the organisation's strategic direction and plan, as well as ensuring continuous organisational improvement, high-performance management, excellent customer focus, service delivery, accountability and effective corporate governance. You will provide constructive challenges and scrutinise the performance of the Chief Executive and other executives in meeting the Company's objectives, in addition to providing appropriate guidance and support.

UK SBS is committed to Equality, Diversity and Inclusion and is an equal opportunities employer, which means we treat people fairly. We welcome applications from all suitably skilled persons regardless of age, sex, race or ethnic background, disability, religion or belief, sexual orientation, gender reassignment or marital/family status.



## Main duties and responsibilities:

### *Strategy*

- Help set the strategic vision, priorities and objectives for the Company and construct a Business Plan to deliver them, regularly review performance against those objectives.
- Help assess the plan and implementation of initiatives to deliver on the transformational goals of UK SBS.
- Hold the Chief Executive to account for the effective management and delivery of the Company's strategic aims and objectives.
- Ensure that strategies and actions approved by the UK SBS Board are implemented effectively by the Chief Executive and the Executive Management team.
- Ensure continuous financial viability and long-term sustainability of the Company.
- Analyse and contribute to the strategic development of the business plan of the Company.
- Build and maintain close relations between the Company and its clients to promote the effective operation of the Company's activities.
- Ensure the UK SBS Board sets challenging objectives for improving performance and monitoring effectively.

### *Compliance*

- Be an active member of the Audit Committee providing constructive challenge.
- Ensure that the Company complies with its constitution and has a comprehensive framework of governance in place.
- Ensure that financial controls and risk management systems are robust and that the Board is fully informed through timely and relevant information.
- Participate in the appointment of the Chief Executive and other Executive Directors, as appropriate.
- Promote appropriate standards of corporate governance in compliance with the UK Code of Corporate Governance and any other legislative or regulatory requirements.
- Uphold the Company's values by example and ensure that the organisation promotes equality, diversity and inclusion for all its customers, employees and other stakeholders.

## *Delivery*

- Participate fully in the work of the Board, ensuring the legal responsibility of the Board for the stewardship of the Company is met.
- Attend and actively participate in all meetings of the Board and its Committees where appointed, providing constructive challenge, advice, and support as appropriate.
- Work with the Non-Executive Directors and the Chief Executive of the Company.
- Participate in Board induction, and any necessary training identified to fulfil the role at Board and Committee level.
- Contribute to the annual performance evaluation of the Chair, led by the Chair of the Audit Committee.
- Undergo an individual and Board performance appraisal, and attend any additional training highlighted due to the evaluation process.
- Uphold the highest standards of integrity and probity.
- Safeguard and promote the reputation of the Company as appropriate.

# Person Specification

It is essential that the Non-Executive Director demonstrates the following:

- Strong business acumen gained within a large corporate environment at Executive or Board level.
- Proven experience in adapting at pace, with experience in managing significant change and transformation and the ability to take all stakeholders on the journey.
- A good working knowledge and digital and technological awareness at an Executive or Director level of shared services, the associated challenges and opportunities and the ability to use the experience to solve associated problems.
- Exhibit strong interpersonal, emotional IQ and relationship-building abilities.
- Demonstrate tact and diplomacy with effective communication and influencing skills, including an ability to maintain a sense of perspective and to listen sensitively, value diverse opinions, and debate constructively with the ability to listen and engage effectively.
- Politically astute, able to grasp relevant issues and understand relationships between interested parties.
- Ability to understand complex strategic issues quickly and analyse and resolve difficult problems.
- Sound, independent judgement, objectivity and diplomacy.
- Demonstrate a commitment to the Company's values and behaviours.

## *Desirable*

- The ability to maximise key networks whilst being an advocate of the Company.
- Experience working with or within the public sector.
- Operational transformation of a shared service company.

## *Additional Information:*

The above list is indicative and not exhaustive. The Non-Executive Director will be expected to perform all such additional duties as are reasonably commensurate with the role.

# Terms of Appointment

- Between 12-15 days per annum to include a minimum of six Board meetings, five Audit Committee meetings and one or two strategic away days. £300 per day (to a maximum of 15 days per annum) i.e. to attend Board / Committee meetings or training events, paid monthly in arrears through PAYE. Reasonable travel and subsistence costs incurred in the line of UK SBS business and in accordance with UK SBS travel and subsistence policy will be reimbursed.
- Meetings and events are primarily held in Swindon and London.
- The successful candidate will be appointed for a three-year term of office, subject to annual review, to be eligible for re-appointment for up to one additional term.
- The post-holder must demonstrate a high standard of corporate and personal conduct and should particularly note the requirement to declare any conflict of interest that arises in the course of the office's operations and the need to declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies.
- UK SBS is committed to providing equal opportunities for all, irrespective of race, age, disability, gender, marital status, religion, sexual orientation, transgender and working patterns and to the principle of appointing on merit with independent assessments, openness and transparency of process.

# How to Apply

**Applications** must be submitted by **23:00 on 31st July 2023**. Applications received after this date will **not** be considered. Please submit the required documentation as below to: [applications@audeliss.com](mailto:applications@audeliss.com) and include 'UK SBS Non-Executive Director' as the subject line of your email.

1. Curriculum Vitae (maximum 2 pages). Include your education, professional qualifications, and full employment history.
2. An accompanying Supporting Letter (maximum 2 pages). Please tailor setting out your suitability for the role and how you meet the Selection Criteria. We suggest you use specific examples to demonstrate how you meet the Criteria. Please also include the details of two referees who we could contact should you be successful after interview stage.
3. Application Form and Diversity Information. See link below. You should declare any potential issues including conflicts of interest (perceived, potential or actual), this includes your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment to the UK SBS, DSIT or HM Government, or cause public confidence in the appointment to be jeopardised. The Panel will explore your declarations during the interview process. Failure to disclose such information could result in an appointment either not being made or being terminated.
4. Biography. Please could you provide as part of the application form a short biography that you would be happy to be shared with the panel, Ministers, and with officials. (max 250 words). This information will not be assessed, the panel will assess your suitability using your CV and Covering Letter. Please provide a brief career history set out as follows: your name; current or most recent role(s); board appointments (if any) and any highlights or significant achievement.

[UK SBS NED application form](#)

We are unable to process incomplete applications so please ensure you include all requested documentation when you apply.

# Assessment Panel, Process and Timeline

Candidates will be sifted and interviewed by an Advisory Appointment Panel (AAP). The AAP will determine which candidates are appointable.

The Secretary of State endorses the appointment.

Date	Actions
31/07/2023	Application Deadline
w/c 14/08/2023	Shortlisting
w/c 11/09/2023	Interviews
October 2023	Successful candidate notified and security checks commence
October 2023	Appointment announced

The members of the AAP are:

**Panel Chair and Departmental Representative:** Freya Guinness, Chief Operating Officer, Department for Science, Innovation and Technology

**Partner Organisation Representative:** John Clarke, Non-Executive Chair, UK SBS Board

**UK SBS Owner Representative:** Katrina Nevin-Ridley, Non-Executive Director, UK Research and Innovation

**Independent Panel Member:** Alison Walker-Fraser

# Equality, Diversity and Inclusion

We are committed to increasing the diversity of our boards and bringing in talent, regardless of its origins. We encourage applications from all candidates, regardless of ethnicity, religion or belief, gender, sexual orientation, age, disability or gender identity. We particularly welcome applications from people with ethnicity, gender and disability characteristics currently underrepresented on our Boards.

## Arrangements for candidates with a disability:

As a Disability Confident employer, we guarantee to interview anyone with a disability whose application meets the essential criteria for the post. More details on the criteria can be found in this pack. If you wish to apply through the Disability Confident scheme, you will need to tick the option on the Diversity Monitoring form that you will submit alongside your application.

## Adjustments:

All candidates are entitled to request reasonable adjustments at any stage of the application process. If you would like to discuss adjustments prior to submitting your application, please contact [applications@audeliss.com](mailto:applications@audeliss.com)

# Annex A: Conflict of Interest and Due Diligence

Public Appointments require the highest standards of propriety, involving impartiality, integrity and objectivity, in relation to stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable or political interest that might be material and relevant to the work of the body concerned should be declared.

It is important that those appointed as members of public bodies maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the Assessment Panel and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media. The Panel may explore issues with you before they make a recommendation on the appointment.

As part of our due diligence checks we will consider anything in the public domain related to your conduct or professional capacity. This will include us undertaking searches of previous public statements and social media, blogs or any other publicly available information. This information may be made available to the Panel, and they may wish to explore issues with you, should you be invited to interview.

If you have any queries or would like to discuss further, please contact [applications@audeliss.com](mailto:applications@audeliss.com)

# Annex B: The Seven Principles of Public Life

In 1995 the Committee on Standards in Public Life defined seven principles for public life. All candidates for are expected to demonstrate a commitment to, and an understanding of, the value and importance of the principles of public service which are:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

Further information on the principles of public life can be found [here](#).

# Annex C: Complaints Procedure

If you feel you have reason to complain you should direct your concerns in the first instance to Jamie Williams, Senior Delivery Consultant who will make every effort to deal with these and respond to you within 48 hours.