



Candidate Pack

Crown Commercial Service Non-Executive Chair



Crown
Commercial
Service

Ministerial Foreword

Dear candidate

Thank you for showing an interest in the Non-Executive Chair role for the Crown Commercial Service (CCS). You may already have some idea about the important work of CCS and the following pages will tell you more about its purpose and the nature of the Board and this role, as well as the application process.

CCS is the largest procurement organisation in the UK and is also a Trading Fund and Executive Agency of the Cabinet Office. The organisation plays a vital role helping the wider public sector buy common goods and services to deliver maximum value for the taxpayer. CCS uses its commercial expertise to help thousands of public and third sector buyers in the UK to purchase everything from locum doctors and laptops to police cars and electricity. CCS is proud of its contribution to the delivery of effective and efficient frontline services, and you can find details on its website.

CCS works with over 18,000 customer organisations in the public sector and its services are provided by more than 5,000 suppliers. CCS's ambition is to increase the value that it helps the public sector achieve from procurement, by sustainably increasing the depth of its impact and the breadth of coverage. It aims to influence as much common goods and services public sector procurement spend as possible, and target spend through CCS commercial agreements of at least £30bn by 2024. This volume is already in excess of £24bn today, as CCS continues to deliver outstanding and continuously improved commercial benefits, underpinned by excellent public procurement policy. Underpinning this will be continued investment in CCS's capability, ensuring fully engaged and motivated staff and driving its digitisation and transformation plans to make it simple and easy for customers to access and consume its products and services.

We are looking for an exceptional individual to lead the CCS Board as Non-Executive Chair to support its ambitious growth plan and vision to be the provider of choice for public sector organisations seeking commercial and procurement solutions. This is an exciting challenge at an incredibly important time both in the organisation's journey and when significant focus will be given to improving the efficiency and effectiveness of procurement across the entire public sector.

If you believe you have the experience and qualities we are seeking, we very much look forward to hearing from you.

Alex Burghart
Parliamentary Secretary

Introduction

The Crown Commercial Service (CCS) provides commercial services to the public sector, bringing together policy, advice, and direct buying expertise to save money for the taxpayer. CCS is an executive agency, sponsored by the Cabinet Office.

CCS delivers commercial benefits for UK central government, arm's length bodies and the wider public sector, with a vision to be the provider of choice for public sector organisations seeking commercial and procurement solutions. CCS will be trusted and admired by buyers and suppliers for our expertise and the quality of the services we offer and the solutions we provide.

Our purpose is to help the UK public sector get better value for money from its procurement of goods and services. We do this by establishing and managing outstanding customer focused commercial agreements for common goods and services, bringing to bear our category expertise and procurement capability so that our customers can buy as effectively and efficiently as possible.

For 2023/24, our 3 strategic priorities are:

- extending our coverage and influence
- deepening the value CCS adds
- enabling better outcomes

We intend to achieve these goals by significantly increasing the spend through our commercial agreements. To do this we will continuously improve our capabilities through the development of our people, ways of working and use of customer centric digital solutions transforming how buyers and suppliers access and consume our services, through new and innovative channels.

To enable this journey, the organisation must continue to be supported by a high-performing board of directors, who provide counsel, advice and challenge to the executive team. An opportunity now exists to appoint a new Non-Executive Chair. S/he will replace Tony van Kralingen, who will be stepping down as a Board member in Autumn 2023.

Background to the Organisation and the Role

Crown Commercial Service (CCS) is a Trading Fund and Executive Agency of the Cabinet Office. Our offices are in Liverpool, Norwich, Newport, London and Birmingham.

Size and Composition of the Board

The Board currently comprises seven members. Members of the Board are listed below and biographical information for each Board Member can be found on [GOV.UK](https://www.gov.uk).

- Tony van Kralingen (Chair)
- Dr Manuela Gazzard (Non-Executive Director)
- Sara Halton (Non-Executive Director)
- Steve McCrystal (Non-Executive Director)
- Gareth Rhys Williams (Non-Executive Director)
- Steve Weiner (Non-Executive Director)
- Simon Tse (Chief Executive)
- Paul Coombs (Finance Director)

Further information on CCS and its activities can be found on its website:

<https://www.crowncommercial.gov.uk/>

Location

Board meetings are generally held in London with occasional visits (2-3 times per year) to other CCS offices (Liverpool, Norwich, Newport and Birmingham).

The Role

As Non-Executive Chair of CCS you will be responsible for leadership of the Board and ensuring its effectiveness in every aspect of its role.

You will lead and manage the business of the Board to provide clear strategic direction and focus for CCS to deliver the agreed strategy and objectives. You will support the CEO to execute the agreed strategy, and add value by offering independent, constructive challenges towards the strategic direction, performance and management control of CCS. You will bring a successful track record of leadership in complex customer-focused environments by providing scrutiny, governance and strategic leadership grounded in board/executive committee level experience.

Background to the Organisation and the Role /cont...

Key Responsibilities and Accountabilities

- Leading and managing the business of the Board and ensuring that the Board contributes fully in identifying, addressing and agreeing all major strategic and governance issues.
- Ensuring there is a clear structure for the effective operations of the Board and its sub-committees. Ensuring such sub-committees are properly chaired, structured and run, so they operate in a way that is consistent with corporate governance best practice.
- Ensuring that the performance of the Board, its sub-committees and individual Non-Executive Directors is formally evaluated on an annual basis.
- Initiating change to the Board and planning succession on Non-Executive Director appointments.
- Ensuring that the Board maintains compliance with the 'Corporate governance in central government departments: Code of good practice', and that personal compliance with the 'Code of Conduct for Board Members of Public Bodies' is maintained.
- Supporting the Chief Executive and leadership team in the development of strategy and ensuring the leadership team is capable of executing the strategy. More broadly, to support and advise the Chief Executive to develop the organisation's capacity and capabilities to meet its future challenges and responsibilities.
- Leading the Board in assessing the overall performance of the organisation and in monitoring and reviewing the Chief Executive's performance.
- Promoting effective relationships and communications between Non-Executive Directors and the leadership team.
- Ensuring effective communication with stakeholders and that their views are communicated to and understood by the Board.
- Supporting the Chief Executive to further strengthen the relationship with potential partners to champion CCS's ambitious growth objectives.

The time commitment for a Board member is approximately 2-3 days a month.

Candidate Profile

All candidates must demonstrate, in their CV and supporting letter, how they meet the following criteria, through their knowledge, skills and experience.

Skills/Experience Required

We are seeking to recruit an experienced non-executive Board chair who can demonstrate competencies in the following areas:

Essential criteria

- Comprehensive experience at senior Board/executive committee level.
- Strong commercial experience with an understanding of procurement best practice.
- The ability to provide leadership, strong corporate governance and constructive challenge to the executive.
- The ability to think strategically, set clear direction, communicate effectively, challenge assumptions and decision-making as appropriate.
- The ability to engage effectively with diverse and high-profile stakeholders, championing the organisation accordingly.
- Excellent judgement and the ability to assimilate a range of evidence and perspectives.
- Strong communications and stakeholder management skills, including the ability to mentor senior executives.

Desirable criteria

- An understanding of the public sector context.
- Experience of driving organisational improvement through the use of technology.
- A focus on providing challenge and guidance to ensure that CCS is organised to succeed as a customer-focused, digitally enabled and commercially driven organisation.

Candidate Profile /cont...

Leadership Approach

The successful candidate should be:

- A powerful advocate of CCS, the transformation agenda, and value of collective public procurement in the marketplace, and with key Whitehall and public sector stakeholders.
- A collegiate, supportive board member, able to provide appropriate challenge, and guidance to colleagues and the executive.
- Demonstrably aligned to the CCS and civil service diversity and inclusion strategy.
- Aligned to the values of public service.

Disability Confident - minimum criteria

- Comprehensive experience at senior Board/executive committee level.
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- The ability to think strategically, set clear direction, communicate effectively, challenge assumptions and decision-making as appropriate.
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- Strong communications and stakeholder management skills, including the ability to mentor senior executives.



Conditions of Appointment

Remuneration, Allowances and Abatement

- The time commitment for Board members is approximately 2-3 days per month; the non-executive chair role receives a flat rate of £20,000 per annum to cover this.
- Remuneration is taxable under Schedule E of the Income and Corporation Taxes Act 1988 (as amended) and subject to Class I National Insurance contributions.
- Reasonable standard travel expenses will be payable in line with the CCS Travel and Subsistence policy.
- The post is not pensionable.

Appointment and Tenure of Office

- Board members are appointed by the Minister of State for up to three years and may be extended for one further term of three years. Any re-appointment is subject to satisfactory annual appraisals of performance during the first term in the post. If re-appointed, the total time served in post will not exceed more than two terms or serve in any one post for more than ten years.
- It will be important that a member's other commitments do not cast any doubt on their ability to act independently and impartially in discharging the role; any potential conflict of interest must be declared and will be discussed at interview.
- All Board Members are required to adhere to:
 - [The Cabinet Office Code of Conduct for Board Members of Public Bodies](#)
 - [The Seven Principles of Public Life](#).

Performance Appraisal

The Board Chair will be assessed at least once a year against their performance for each year of their appointment, which will be carried out by the Permanent Secretary of the Cabinet Office.

Conditions of Appointment /cont...

Commitment

The Board Member will be expected to commit approximately 30 days each year to:

- Attend meetings which will either be held virtually or in London.
- Travel to attend meetings and visits in other CCS offices (Birmingham, Liverpool, Newport and Norwich).
- Read and consider papers outside meetings.

Security Clearance

The successful candidate will be required to undertake Baseline Personnel Security Standard checks in line with the Civil Service guidelines. Additional Security Clearance may also be required for certain roles. However, where this applies, candidates will be notified during the appointment process. Further information on National Security Vetting can be found on the [Gov.uk](https://www.gov.uk) website.



Diversity and Equality of Opportunity

Diversity of opportunity is something the Crown Commercial Service cares passionately about. The CCS values: Listen, Respect, Collaborate and Trust are just one part of our commitment to creating a culture where staff feel included and valued, regardless of their background. We believe a diverse and inclusive workforce is good for everyone. We are also acutely aware of ensuring our own Board and Executive Team are diverse and as such we are focused on attracting people from different backgrounds and experience to address the balance and make it more representative.

Applications are encouraged from all candidates regardless of ethnicity, religion or belief, gender, sexual orientation, age, disability, gender identity. We particularly welcome applications from women, those with a disability and those from a black or ethnic minority background.

We would also particularly welcome applications from those currently working in, or with experience of, the private sector, and those who have not previously held public appointments. We want to explore the widest possible pool of talent for this important appointment.

We ask all applicants to public appointments to complete a [recruitment monitoring form](#). We hope you will help us by providing this information. This will allow us to see if there are any unfair barriers to becoming a public appointee and whether there are any changes we could make to encourage a more diverse field to apply.

we listen
we respect
we collaborate
we trust



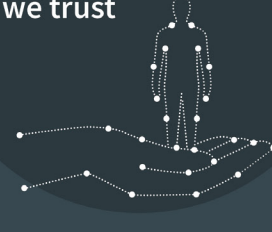
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Disability Confident

Disability Confident is a voluntary scheme which replaced the Guaranteed Interview Scheme or Two Ticks Scheme that was widely used in Britain. Disability Confident supports the Government's commitment to halve the employment gap between candidates who have disabilities and those who do not by encouraging employers to think about disability and to take positive action to improve how they attract, recruit and retain workers with disabilities.

As a Disability Confident employer, we will ensure that a fair and proportionate number of disabled applicants who meet the minimum criteria for this position will be offered an interview. The Equality Act 2010 defines a person as disabled if they have a physical or mental impairment and the impairment has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. For more information please visit the [Public Appointments website](#).

If you wish to indicate that you are disabled or have a long term health condition and you wish to apply under the Disability Confident Scheme, please complete question 6 in the [recruitment monitoring form](#).



The Selection and Recruitment Process

Russell Reynolds Associates (RRA) has been appointed to support this recruitment. CCS is committed to diversity throughout the organisation and welcomes applications from all qualified candidates.

Indicative Timetable

Date	Activity
Closing date for applications	23:59 on 5th June 2023
Longlist Meeting – Advisory Assessment Panel	w/c 12th June 2023
Preliminary interviews with RRA	w/c 19th and 26th June and 3rd July 2023
Shortlist Meeting – Advisory Assessment Panel	w/c 17th July 2023
Informal Fireside conversations	w/c 24th July 2023
Final Panel Interviews	w/c 24th July 2023

It is essential that your statement of suitability gives full but concise information relevant to the appointment, clearly demonstrating how you meet each of the eligibility criteria.

The Advisory Assessment Panel will consist of:

- **Panel Chair:** Alex Chisholm, Civil Service Chief Operating Officer and Cabinet Office Permanent Secretary
- **CCS representative:** Steve Weiner, Non-Executive Director
- **CCS representative:** Sara Halton, Non-Executive Director
- **Independent Panel Member:** Sam Ulyatt, Chief Commercial Officer Home Office

The Selection and Recruitment Process /cont...

At the shortlist meeting the Panel will assess each application against the eligibility criteria and decide who to invite for the final interview.

Interviews are expected to take place in London and will last for approximately 45 minutes. Further details about the format will be provided to you in advance.

This is a Ministerial appointment and candidates who are deemed appointable may be invited to meet with Ministers before a final decision is made.

Reasonable adjustments

As a Disability Confident employer we are committed to ensuring that candidates with disabilities are provided with the adjustments that they require as part of the recruitment process. We are able to facilitate a range of different reasonable adjustments, for example, large print recruitment documents or British Sign Language interpretation at interview.

If you require any reasonable adjustments as part of the recruitment process, please note your requirements on the [recruitment monitoring form](#).



Application Instructions

The closing date for applications is 23:59 on Monday 5th June 2023.

Please submit your full application by email to responses@russellreynolds.com. Please quote the role title and assignment code **P2304-059L** in the subject heading of the email. All applications will be acknowledged. All applications must include the following:

- 1. A Curriculum Vitae** with your education, professional qualifications and full employment history.
- 2. An accompanying Supporting Letter** (maximum 2 A4 pages) – setting out your suitability for the role and how you meet the essential and desirable criteria set out in the person specification – please ensure your full name is clearly noted at the top of your letter.
- 3. Recruitment monitoring form.** Information to help answer these questions can be found on the [Public Appointments website](#). If you experience problems accessing the monitoring form, please contact responses@russellreynolds.com
- 4. Names and contact details of two referees** who may be contacted if you are shortlisted for interview.



Recruitment Monitoring Form

Our Recruitment Monitoring Form comprises of the following sections:

- Diversity monitoring questions.
- Significant political activity declaration.
- Conflict of interest declaration.
- Job advertisement questions.

Diversity monitoring questions

We ask all public appointment applicants to complete a recruitment monitoring form. This will allow us to see if there are any unfair barriers to becoming a public appointee and whether there are any changes that we could make to encourage a more diverse field to apply. This information will not be used as part of the selection process and will not be seen by the interview panel. We hope that you will help us by providing this information.

Significant Political Activity and Conflict of Interest declarations (REQUIRED)

As part of the recruitment process we require all applicants to provide us with a completed Significant Political Activity and Conflict of Interest declaration. For more information on why we collect this information, please see the [Conflicts of interest and due diligence section](#).

Job advertisement questions

The Crown Commercial Service is committed to running diverse and inclusive public appointment campaigns. For this reason, it is important that we are able to advertise our vacancies in a way that reaches a diverse pool of applicants. For this reason, we ask candidates to tell us where they saw our vacancy so that we can measure the overall effectiveness of our advertising strategy. We hope that you will help us by providing this information.

How your application will be handled

This appointment is not regulated by the Commissioner for Public Appointments. However, we remain committed to running public appointments which are made on merit following a fair and open competition process which is conducted in the spirit of the principles contained within the Governance Code for Public Appointments. The public appointments process can be lengthy. However, we aim to conclude the appointment process within three months of the deadline for applications.

The assessment process for a public appointment

- 1.** Ministers are responsible and accountable to Parliament for the public appointments made within their department. As a result, they must be consulted at every stage of the appointments process.
- 2.** An Advisory Assessment Panel (“Panel”) is assembled to assist Ministers in their decision making. The role of the Panel is to decide, objectively, which candidates meet the eligibility criteria for the role.
- 3.** Your application may be “longlisted”, subject to the volume of applications received, before it is passed to the Panel for consideration. You should be aware that in this situation, your application might not be considered in full by the Panel.
- 4.** At the shortlisting meeting the Panel will assess applications against the eligibility criteria and decide which candidates should be recommended for interview. Ministers will then be consulted on the Panel’s recommended shortlist.
- 5.** Once the shortlist has been agreed by Ministers, you will be advised of the outcome of your application. If successful, you will be invited to an interview.
- 6.** The Panel will meet again to interview candidates. Following the interviews, the panel will agree which candidates should be recommended as appointable to the Minister.
- 7.** The Panel’s recommendations will be provided to Ministers in a report which details the assessment method used and the outcome of each interview. They will then be asked to agree on the candidate(s) who should be appointed.

How your application will be handled /cont...

8. In certain cases, the Prime Minister or His Majesty the King may be the designated appointing authority for a particular appointment. In these circumstances, they will need to be consulted once an appointable candidate(s) has been agreed by Ministers. You will be advised on whether this applies to the vacancy that you have applied for during the recruitment process.
9. Once the appointable candidate(s) have been approved by the relevant appointing authorities, you will be advised of the outcome of your application. Successful candidates will be issued with their Terms & Conditions and letter of appointment should they agree to take up the position.
10. If your application is unsuccessful and you would like feedback, please write to the email address to which you sent your application. We regret that we are only able to offer detailed feedback to candidates who have been unsuccessful at interview stage.

Ineligibility criteria

You cannot be considered for a public appointment if:

- You become bankrupt or make an arrangement with creditors.
- Your estate has been sequestrated in Scotland or you enter into a debt arrangement programme under Part 1 of the Debt Arrangement and Attachment (Scotland) Act 2002 (asp 17) as the debtor or have, under Scots law, granted a trust deed for creditors.
- You are disqualified from acting as a company director under the Company Directors Disqualification Act 1986.
- You have been convicted of a criminal offence; the conviction not being spent for the purposes of the Rehabilitation of Offenders Act 1974 (c. 53).
- You become subject to a debt relief order or a bankruptcy restrictions order.
- You fail to declare any conflict of interest.

How your application will be handled /cont...

Conflict of Interests and due diligence

If you have any interests that might be relevant to the work of Crown Commercial Service and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your application. If you have queries about this and would like to discuss further, please contact responses@russellreynolds.com. A potential conflict will not preclude you from being shortlisted or appointed. However, arrangements may need to be put in place to manage the real or perceived conflict.

Given the nature of public appointments, 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 Advisory 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.

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, public registers (e.g. Individual Insolvency Register, Removed Trustee Register, Financial Services Prohibited Individual Register and Disqualified Directors Register) or any other publicly available information. This information may be made available to the Advisory Assessment Panel and they may wish to explore issues with you should you be invited to interview. The information may also be shared with ministers and Public Appointments or Propriety and Ethics colleagues within the Cabinet Office.

Complaints Process

The Crown Commercial Service's recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition as outlined in the [Civil Service Commissioners' Recruitment Principles](#).

If you feel your application has not been treated in accordance with the principles and you wish to make a complaint, you should contact the Resourcing Manager in the first instance by emailing recruitment@crownccommercial.gov.uk

Use of your Personal Information

Russell Reynolds Associates

Russell Reynolds Associates, Inc. and its group companies around the world (collectively “RRA,” “we,” or “our”) take data privacy seriously. This Privacy Notice (“Notice”) explains who we are, how we collect, share, and use personal information, and how you can exercise your privacy rights.

This Notice covers personal information we collect (capitalized terms are defined under Section 1, Key Terms):

- a) in connection with our search, assessment, leadership advisory, CEO succession, board evaluation, and other services (the “Services”), whether we are in the process of recruiting you as a Candidate for a role with a Client, assessing you as an employee of a Client, identifying exceptional Candidates for you as a Client, retaining you as a Vendor, or engaging with you as a Source or Referee in relation to one of our Candidates (see Section 2); and
- b) when you visit our website (<http://www.russellreynolds.com>) (the “Website”) and in the usual course of our business, such as in connection with our events and marketing activities (see Section 3).

This Notice does not cover any other data collection or processing, including, without limitation, data collection practices of other web pages to which we provide links on our website. For full information on [RRA Privacy Notice](#).

Crown Commercial Service

Your personal information will be held in accordance with the General Data Protection Regulations and the [Employee Privacy Notice](#). You will not receive unsolicited paper or electronic mail as a result of sending us any personal information. No personal information will be passed on to third parties for commercial purposes.

Crown Commercial Service’s protection policy is in line with the General Data Protection Regulation and the requirements of the Commissioner’s Code of Practice. The Commissioner’s requirements relating to the information we collect about applicants are set out below:

- Your initial contact details, including your name and address will be held by the Crown Commercial Service for a period of at least 2 years.
- If you submit an application form, the form and any supporting documentation will be retained for at least 2 years.
- Information held electronically, including your contact details and the monitoring information which you provide will also be held for at least 2 years.

If you would like these details to be removed from CCS’s or Russell Reynolds Associates’ records as soon as this recruitment exercise is complete, please inform the Russell Reynolds Associates’ team via the email address responses@russellreynolds.com



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