



Department for
Business & Trade



Gatenby
Sanderson

Appointment of two Non-Executive Directors for Companies House

Role 1 - Digital and Technology (GSe116248)
Role 2 - Data and AI (GSe116338)

Briefing pack for applicants

Closing date for applications:

Monday 4 November 2024 @ 8.00am

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Companies House

About Companies House

Companies House (CH) is an executive agency of the Department for Business and Trade (DBT) which plays a critical role in supporting the economy and ensuring that the UK is the best place to start and grow a business. The Companies Register has around 5 million companies incorporated and its data continues to be a rich source to support business decisions – accessed over 14 billion times in 2022-23.

Following the introduction and Royal Assent of The Economic Crime and Corporate Transparency Act, Companies House is undergoing an exciting and extensive transformation. The enhanced powers that this Act has introduced allow Companies House to play a far greater role in disrupting economic crime and preventing abuse of the register.

The core powers came into force on 4 March 2024, with Companies House putting them into immediate effect to start cleaning up the register. But this is just the first step in a major implementation programme. Over the coming years new capabilities and requirements will be introduced and new partnerships developed, alongside a wholesale transformation of Companies House to address both challenges of infrastructural legacy, as well as exploit the full value of our data, our ability to integrate with other government bodies, and harness technology to better perform core objectives.

With these opportunities in mind we are looking for two new non-executive directors to join the Board and to bring expertise and experience in digital and data-led transformation.

Headed by the Non-Executive Chair, the Board current comprises a mix of Executive and Non-Executive Directors. The Board is advisory rather than fiduciary and its principal roles are to ensure challenge of the executive team on behalf of ministers and DBT, to set the organisation's strategic direction and to oversee its operational effectiveness.

Please see Annex A for the current Board composition.

The role and person specification

The roles

We are looking to recruit two Non-Executive Directors.

The Non-Executive Directors will have the following responsibilities:

- Provide advice, guidance and challenge to the Chief Executive Officer and Executive Directors to support sound strategic and collective decision making at Companies House.
- Support the delivery of the strategic priorities and contribute to developing and deciding long-term strategies, using personal and professional skills, experience and judgment to scrutinise the short and long-term performance of the organisation.

Role 1: Digital and Technology

In light of the substantial digital modernisation and reform programme that Companies House is delivering, we are particularly looking to bring in one NED with a background in leading, developing and implementing holistic digital and technology led change in an organisation.

Essential Criteria

- A proven track record in leading and implementing large-scale digitally enabled transformation initiatives within similar complex public or private sector environments, to deliver service improvements and cost savings for customers, including impacts on people, process and technology.
- Proven ability to develop and lead overarching strategy across an organisation, particularly in the context of digital transformation and innovation.
- Good communication skills and the ability to work effectively in a Board context, including coaching and acting as a critical friend to senior leaders, to constructively challenge and support.
- Independence of judgment, and the capacity to bring a fresh, external view to decision-making through the analysis of complex information to reach practical decisions.

Desirable Criteria

- Previous experience of delivering regulatory transformation or working in or with any of the following is desirable:
 - economic crime, fraud detection or intelligence led businesses
 - small businesses in a regulatory environment
- Familiarity with the Government Digital Service Standard and/or other examples of benchmarking good practice in digital service delivery.
- Recent familiarity with any of the following robotic process automation (RPA) solutions, complex systems integration programmes, addressing legacy, with a focus on continuous improvement.

Role 2: Data and AI

In light of the substantial data assets that Companies House manages we are particularly looking to bring in one NED with a background in developing and exploiting data assets, including through the use of technologies such as AI.

Essential Criteria

- Leadership experience of overcoming - at an enterprise level - the technical and delivery challenges in implementing data governance, advanced analytics capabilities and cybersecurity programmes as well as the associated data and security cultural change.
- A track record of strategic leadership within an organisation and an ability to exercise that strategic thinking at Board level. In the context of this role we would particularly be interested to see experience in integrating data quality, data analytics, and cybersecurity target outcomes with wider business goals and innovation.
- Good communication skills and an ability to provide constructive and independent challenge and support working as part of a team on the Board
- Independence of judgment, and the capacity to bring a fresh, external view to decision-making through the analysis of complex information to reach practical decisions.

Desirable Criteria

- Good understanding of relevant laws, regulations and industry standards relating to data protection, AI and AI ethics, in addition to cybersecurity frameworks, threat landscapes, and risk management practices to ensure robust protection of sensitive data and digital assets.
- Previous experience of delivering regulatory transformation or working in or with any of the following is desirable:
 - economic crime, fraud detection or intelligence led businesses
 - financial services
- Familiarity with the Government Digital Service Standard and/or other examples of benchmarking good practice in digital service delivery.

Terms of Appointment

Appointment Term

An initial period of 3 years

Remuneration:

£13,000 per annum

Time Commitment:

24 days per annum.

Location:

Cardiff. Meetings will sometimes take place virtually.

Nature of Appointment:

This is a Ministerial Appointment by the Secretary of State for Business and Trade. The post holder would be an officeholder and not an employee of the Department for Business and Trade nor Companies House.

Availability:

Successful candidates will be encouraged to take up their appointment as soon as possible, following the successful completion of pre-appointment checks and security clearance.

Conflicts of Interest

You must inform Department of Business and Trade and Companies House if you have any conflict of interest that might affect your ability to undertake this role. You should disclose information on any relevant business interest, public appointment or position of authority, including other connections with commercial, public or voluntary bodies. This information will be collected as part of the online application process.

Application process

How to apply

GatenbySanderson, an executive search agency, has been appointed to support Department of Business and Trade on these appointments.

If you wish to apply for these posts, please visit:

Role 1: Digital and Technology <https://www.gatenbysanderson.com/job/GSe116248>

Role 2: Data and AI <https://www.gatenbysanderson.com/job/GSe116338>

Please ensure that you provide the following:

- a Curriculum Vitae (CV) - (no longer than two pages) which provides your contact details, details of your education and qualifications, employment history, directorships, membership of professional bodies and details of any relevant publications or awards.
- a supporting statement - (no longer than two pages) setting out how you meet each of the criteria for appointment, as set out in the person specification for the role. Please note that the Supporting Statement is an important part of your application and is as much the means by which you will be assessed as your CV.
- equality information.
- information relating to any outside interests or reputational issues.
- contact telephone numbers as well as your personal email address.

Please note that equality and interests information will be collected as part on the online application process.

You will also have the opportunity to advise us of any reasonable adjustment requirements or apply under the Disability Confident Scheme before you submit your application.

If you do not receive an acknowledgement of your application within 48 hours, please contact Toria Lorman-Connolly on 0113 205 6062 or Toria.Lorman-Connolly@gatenbysanderson.com

The closing date for applications is **Monday 4 November 2024 at 8.00am.**

Once submitted, GatenbySanderson will acknowledge your application.

Application guidance

Please ensure your CV includes:

- your full name, title, contact number and your personal email address.
- maximum two sides A4, minimum 11 Arial black font, setting out your career history in chronological order, and including the dates you occupied those roles.
- does not include any information that can identify children or your Sensitive Personal Data.

Guidance on supporting statement format

- The supporting statement is your opportunity to demonstrate to the Advisory Assessment Panel how you can demonstrate the skills and experience required for the role and that you meet the criteria set out in the person specification.
- Please provide subheading and separate paragraphs in relation to how you meet each criterion.
- Write all acronyms in full when first used.
- Ensure your full name and the title of the post are clearly noted at the top of your supporting statement.
- The maximum page limit for your supporting statement is two sides A4, minimum 11 Arial font black.
- Do not include any information that identify children or any of your Sensitive Personal Data.

The Advisory Assessment Panel reserves the right to only consider applications that contain all of the elements listed above, and that arrive before the published deadline for applications.

Contact information

For a confidential discussion about these roles, please do contact our recruitment advisers at GatenbySanderson who will be delighted to speak to you:

- Martyn Brereton, 07586 715531, martyn.brereton@gatenbysanderson.com
- Sarah Luxford, 07812 150 386, sarah.luxford@gatenbysanderson.com
- Julie Myers, 07595 779915, julie.myers@gatenbysanderson.com

GatenbySanderson will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

Indicative timeline

The anticipated timetable is as follows:

Closing date for applications	Monday 4 November 2024 (08:00)
Longlist meeting	w/c Monday 11 November 2024
Preliminary Interviews with GatenbySanderson (Virtual)	w/c Monday 18 November 2024 & w/c Monday 25 November 2024
Shortlist meeting	w/c Monday 9 December 2024
Final Panel Process <ul style="list-style-type: none">• Informal Meetings• Due Diligence• References	w/c Monday 16 December 2024
Final Panel Interviews (expected to be in London)	w/c Monday 6 January 2025 or w/c Monday 13 January 2025

*Please note that these dates could be subject to change. If you are unable to meet this timeframe, please let us know in your application letter.

Overview of the selection process

Public appointments are made on merit following a fair and open competition process which is conducted in accordance with the [Governance Code for Public Appointments](#). We will deal with your application as quickly as possible and will keep you informed at key stages. We aim to conclude the appointment process within three months of the deadline for applications – this is in accordance with the Governance Code.

Advisory Assessment Panel (AAP)

The members of the Advisory Assessment Panel are:

- Eoin Parker - Panel Chair / Director for Company Law and Governance, DBT
- John Clarke - Chair of Companies House
- Sue O'Brien OBE - Non Executive Chair, People Advisory, UK & Vice Chair, Teneo

Advisory Assessment Panels (AAP) are chosen by ministers to assist them in their decision-making. These include a departmental official and an independent member. For competitions recruiting non-executive members of a board (apart from the Chair), the panel will usually include a representative from the public body concerned.

AAP's perform a number of functions, including agreeing an assessment strategy with ministers, undertaking sifting, carrying out interviews in line with the advertised criteria and deciding objectively who meets the published selection criteria for the role before recommending to ministers which candidates they find appointable. It is then for the minister to decide who to appoint to the role.

The assessment process

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 appointed by Ministers to assist them in their decision making. The role of the Panel is to decide, objectively, which candidates meet the eligibility criteria for the role.
3. At the longlisting meeting, the Advisory Assessment Panel will determine the candidates who will be invited for initial interview, taking account of the evidence provided by the candidates in their CVs and supporting statements. If successful, you will be invited to a preliminary discussion with GatenbySanderson. If you have applied under the Disability Confident Scheme and you meet all the essential criteria, then you will also be invited for an interview.
4. At the shortlisting meeting the Panel will assess applications against the eligibility criteria and decide which candidates have best met the criteria, who should be recommended for interview. Ministers will then be consulted on the Panel's recommended shortlist.

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5. Once the shortlist has been agreed by Ministers, you will be advised whether you have been shortlisted. Those shortlisted will be invited to an interview.
 6. The Panel will meet again to interview candidates and determine who is appointable to the role. The Panel may invite you to make a brief presentation at the start of the interview and will go on to question you about your skills and experience, including asking specific questions to assess whether you meet the criteria set out for the post. The Panel will also explore with you any potential conflicts of interest or any other issues arising from your personal and professional history which may impact on an appointment decision.
 7. Details of the panel's assessment of interviewed candidates are provided to Ministers, including whether they have judged a candidate to be appointable to the role. It is then for Ministers to determine merit and decide who should be appointed. In some circumstances, Ministers may choose not to appoint any candidates and re-run the competition.
 8. Ministers may choose to meet with candidates before deciding the outcome. Candidates should therefore be prepared for a short time gap between interview and a final appointment decision being made. Candidates who have been interviewed will be kept informed of progress.
 9. Once the decision on the appointment has been made, interviewed candidates will be advised of the outcome of their application, including whom they may approach for feedback. Successful candidates will be issued with their Terms & Conditions and a letter of appointment should they agree to take up the position.

Further information about appointments, including tips on applying, can be found on [guidance pages](#) on gov.uk.

Eligibility criteria

In general, you should have the right to work in the UK to be eligible to apply for a public appointment.

The Government expects all holders of public office to work to the highest personal and professional standards.

You cannot be considered for a public appointment if:

- you are disqualified from acting as a company director (under the Company Directors Disqualification Act 1986);
- have an unspent conviction on your criminal record;
- 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

When you apply, you should declare if:

- you are, or have been, bankrupt or you have made an arrangement with a creditor at any point, including the dates of this;
- you are subject to a current police investigation.

You must inform the Department if, during the application process, your circumstances change in respect of any of the above points.

When you apply you should also declare any relevant interests, highlighting any that you think may call into question your ability to properly discharge the responsibilities of the role you are applying for. You should also declare any other matters which may mean you may not be able to meet the requirements of the [Code of Conduct of Board Members](#) (see Outside interests and reputational issues section below) If you need further advice, please contact martyn.brereton@gatenbyanderson.com.

Security clearance

The successful candidate will be required to undertake Baseline Personnel Security Standard checks in line with the Civil Service guidelines.

Demystifying Vetting

For further information on National Security Vetting please visit the following page <https://www.gov.uk/government/publications/demystifying-vetting>

These short videos address common concerns and preconceptions which applicants may have about national security vetting.

Further information on National Security Vetting can be found on the Gov.uk website [here](#).

Additional information for candidates

Equality and diversity

We encourage applications from talented individuals from all backgrounds and across the whole of the United Kingdom. Boards of public bodies are most effective when they reflect the diversity of views of the society they serve and this is an important part of the Government's agenda.

We collect data about applicants' characteristics and backgrounds, including information about people's educational and professional backgrounds, so that we can make sure we are attracting a broad range of people to these roles and that our selection processes are fair for everyone. Without this information, it makes it difficult to see if our outreach is working, if the application process is having an unfair impact on certain groups and whether changes are making a positive difference.

When you submit your application, your responses are collected by the Cabinet Office and the government department(s) managing your application. The data is used to produce management information about the diversity of applicants. You can select "prefer not to say" to any question you do not wish to answer. The information you provide will not be seen by the Advisory Assessment Panel who review applications against the advertised criteria and conduct interviews.

Disability confident

We are a member of the Government's Disability Confident scheme. We use the Disability Confident scheme symbol, along with other like-minded employers, to show our commitment to good practice in employing people with a disability. The scheme helps recruit and retain disabled people.

As part of implementing the scheme, we guarantee an interview for anyone with a disability whose application meets the essential criteria for the role, set out in the advert, and who has asked that their application is considered under the scheme. Indicating that you wish your application to be considered under the scheme will in no way prejudice your application. By 'essential criteria', we mean that you must provide evidence which demonstrates that you meet the level of competence required under each of the essential criteria, as set out in the job advert.

When you apply you will have the opportunity to select if you would like your application considered under this scheme.

Reasonable adjustments

We are committed to making reasonable adjustments to make sure applicants with disabilities, physical or mental health conditions, or other needs are not substantially disadvantaged when applying for public appointments. This can include changing the recruitment process to enable people who wish to apply to do so.

Some examples of common changes are:

- ensuring that application forms are available in different or accessible formats;
- making adaptations to interview locations;
- allowing candidates to present their skills and experience in a different way;
- giving additional detailed information on the selection / interview process in advance to allow candidates time to prepare themselves;
- allowing support workers, for example sign language interpreters;
- making provision for support animals to attend.

When you apply you will have the opportunity to request reasonable adjustments to the application process.

Principles of public life

The Seven Principles of Public Life (also known as the Nolan Principles) apply to anyone who works as a public office-holder.

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

Code of conduct for board members

The Government expects all holders of public office to work to the highest personal and professional standards. In support of this, all non-executive board members of UK public bodies must abide by the principles set out in the Code of Conduct for Board Members of Public Bodies. The Code sets out the standards expected from those who serve on the boards of UK public bodies and will form part of your terms and conditions of appointment.

Management of outside interests and consideration of reputational issues, Hide
Holders of public office are expected to adhere and uphold the Seven Principles of Public Life and the Code of Conduct for Board Members of Public Bodies. Before you apply you should consider carefully:

- any outside interests that you may have, such as shares you may hold in a company providing services to government;
- any possible reputational issues arising from your past actions or public statements that you have made;
- and/or - any political roles you hold or political campaigns you have supported; which may call into question your ability to do the role you are applying for.

You will need to answer relevant questions in relation to these points when making an application. Many conflicts of interest can be satisfactorily resolved and declaring a potential conflict does not prevent you from being interviewed. If you are shortlisted for an interview, the panel will discuss any potential conflicts with you during that interview, including any proposals you may have to mitigate them and record that in their advice to ministers.

Alongside your own declaration, we will conduct appropriate checks, as part of which we will consider anything in the public domain related to your conduct or professional capacity. This may include searches of previous public statements and social media, blogs or any other publicly available information. The successful candidate(s) may be required to give up any conflicting interests and their other business and financial interests may be published in line with organisational policies.

Details of declared political activity will be published when the appointment is announced, as required by the Governance Code (political activity is not a bar to appointment, but must be declared).

If you have queries about this and would like to discuss further, please contact martyn.brereton@gatenbysanderson.com

Status of appointment

As this is an office holder appointment, you will not become a member of the Civil Service. You will not be subject to the provisions of employment law.

Appointment and tenure of office

Appointments are for the term set out in this advert, with the possibility of re-appointment for a further term, at the discretion of Ministers. Any re-appointment is subject to satisfactory annual appraisals of performance during the first term in the post. There is no automatic presumption of reappointment; each case should be considered on its own merits, taking into account a number of factors including, but not restricted to, the diversity of the current board and its balance of skills and experience. In most cases, the total time served in post will not exceed more than two terms or ten years in any one post.

Remuneration, allowances and abatement

Remuneration for this role is treated as employment income and will be subject to tax and National Insurance contributions, both of which will be deducted at source under PAYE before you are paid.

You can claim reimbursement for reasonable travel and subsistence costs which are properly and necessarily incurred on official business, in line with the travel and subsistence policy and rates for the organisation to which you are applying. However these payments are taxable as earnings and will be subject to tax and national insurance, both of which will be deducted at source under PAYE before you are paid.

Pension and redundancy

This is an office holder appointment and does not attract any benefits under any Civil Service Pension Scheme. You will not be eligible for redundancy pay as you are not an employee. No other arrangements have been made for compensation upon the end of your term of appointment because an office holder who is appointed for a limited duration would have no expectation of serving beyond that period.

How to complain

We aim to process all applications as quickly as possible and to treat all applicants with courtesy.

Please contact GatenbySanderson in the first instance if you would like to make a complaint regarding your application at toria.lorman-connolly@gatenbysanderson.com. They will acknowledge your complaint upon receipt and respond within 15 working days.

Data protection

The Cabinet Office will use your data in line with our [privacy policy](#).

The Department for Business and Trade will use your data in line with their departmental [privacy notice](#) for candidates applying for a public role at DBT.

ANNEX A – Current Board composition

Main board

The main board:

- consists of the chair, the chief executive, executive directors and non-executive board members
- handles all aspects of our organisation, including performance, finances and strategic direction
- reports to the Department for Business and Trade on our governance, strategy, priorities and progress

Main board members

- **John Clarke** (Chair)
- **Louise Smyth** (Chief Executive and Registrar)
- **Martin Swain** (Director of Intelligence and Law Enforcement Engagement)
- **Sarah Whitehead** (Director of Strategy, Policy and External Communications)
- **Rohan Gye** (Director of Digital and Technology)
- **Charlie Boundy** (Chief Data Officer)
- **Aimee Symonds** (Director of People)
- **Michelle Wall** (Director of Finance and Commercial)
- **Jill Callan** (Director of Customer Delivery)
- **Martin Spencer** (Non-executive Director)
- **Carol Shutkever** (Non-executive Director)
- **Emir Feisal** (Non-executive Director)
- **Tim Burt** (Non-executive Director)
- **Eoin Parker** (Director for Company Law and Governance, Department for Business and Trade)