

UK Shared Business Services Ltd (UKSBS)
Independent Non-Executive Director
Candidate Pack
Closing Date: 23 February 2026



If you have any questions, require further information, or would like this candidate pack in an alternative format, please contact: carmel.bell@gatenbysanderson.com or michelle.atkinson@gatenbysanderson.com



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Ministerial Foreword

Dear Candidate,

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

This is an exciting, interesting, and challenging time for UKSBS 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 business shared services implementation and continuous improvement, and in leading significant change and transformation across people, processes and technologies.

UKSBS plays a key role in supporting the Government's ambition for a modern, digitally enabled public sector that drives efficiency and innovation. This transformation aligns with DSIT's wider mission to harness technology for economic growth and position the UK as a global leader in science and innovation.

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 support UKSBS deliver its transformation strategy and provide strategic challenge, we very much look forward to hearing from you.

Rt Hon Ian Murray MP
Minister of State for Digital Government and Data



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. UKSBS 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, UKSBS has already implemented a new cloud-based ERP and as the partner of choice for the Matrix Programme UKSBS is at the forefront of delivering shared services across UK Government.

As a Board we are committed to support the executive leadership of UKSBS 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, UKSBS



About UK Shared Business Services Ltd (UKSBS)

UKSBS is a leading shared services provider to the public sector. We are a private limited company, owned by our clients, and classed as a Non-Departmental Public Body. UKSBS currently has four owners: UK Research and Innovation, the Department for Science, Innovation and Technology (DSIT), the Department for Energy Security and Net Zero, and the Department for Business and Trade. DSIT is our sponsor department.

We provide a range of efficient, scalable, and expert Finance, HR and Payroll, Procurement and Business IT services, helping the advancement of the UK's economy and society. We are motivated by a desire to deliver high-quality, efficient and reliable service to over 29,000 civil and public servants employed by our clients.

We work closely with our stakeholders to harness the potential of our expertise, evolving technology, and to realise the maximum benefit from shared services. We aim to be a trusted partner, recognised for delivering value and benefits for our owners and to support the work they do for the people of the UK. By 2029, we aim to be the leading UK public sector business service provider, efficiently and securely managing multiple technology platforms and delivering a great user experience for our customers.



About UK Shared Business Services Ltd (UKSBS)

Future Direction

Through the successful implementation of our partners' major programmes, we will deliver service excellence by modernising and transforming end-to-end business processes, enabled by the latest Workday and Oracle SaaS Enterprise platforms and more than doubling our user base. By embarking on our change journey, UKSBS will transform our capacity and capability through clearly articulated activities for each of the five transformation themes, aligned to the Matrix Programme.

This is an exciting and challenging time for UKSBS; 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

As a Non-Executive Director on the UKSBS company Board, you will be responsible for ensuring that the company is successful – in terms of its effectiveness and efficiency as a service provider, and as an employer. The Board sets the direction for the organisation, with a keen focus, for the next five years, on transformation, modernisation and growth.

Non-Executive Directors also play a key role in ensuring continuous organisational improvement, high performance management, excellent customer focus, strong service delivery, scrutiny, challenge, accountability and effective corporate governance. You will provide support to and constructive challenge of the Chief Executive and other executives in meeting the company's objectives.

UKSBS 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

- Analyse and contribute to the development of the Company's strategy and business plan, ensuring that aligns with Government's, owners' and wider stakeholders' intent.
- Implement the strategic vision, priorities and objectives for the Company as outlined within the Business Plan and regularly review performance against those objectives.
- Assist in setting and driving the transformation agenda, ensuring and assuring the organisation's readiness for the future.
- Hold the Chief Executive to account for the effective management and delivery of the Company's strategic aims and objectives.
- Ensure continuous financial viability and long-term sustainability of the Company.
- Build and maintain close relations between the Company and its stakeholders, including across Government and the customer base.
- Ensure the UKSBS Board sets challenging objectives for improving service performance and delivering efficiency, exploiting the opportunities of emerging technology such as AI.

Compliance

- Ensure that the Company complies with its constitution and has a comprehensive framework of governance in place.
- Ensure that financial controls and systems of risk management are robust and that the Board is kept 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 values of the Company by example and ensure that the organisation promotes equality and diversity for all its customers, staff 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 where appointed to its Sub Committees, providing constructive challenge, advice and support as appropriate.
- Work corporately with the Non-Executive Directors and the Chief Executive of the Company.
- Liaise and co-operate with the Board, having due regard to their opinions and recommendations.
- Participate in Board induction and any necessary training identified to fulfil the role at Board and Sub 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 because of the evaluation process.
- Uphold the highest standards of integrity and probity.
- Ensure the Company promotes equality and diversity for all its staff, customers and shareholders.
- Safeguard and promote the reputation of the Company as appropriate.

Person Specification

Essential to all:

- Strategic Leadership and Governance

Proven ability to contribute to strategic direction and exercise sound, independent judgement within a complex organisation, ensuring effective governance and accountability.

- Experience in Shared Services and Transformation

Demonstrable senior experience leading large-scale business transformation or shared services implementation, ideally across digital, HR, finance, or procurement functions.

- Commercial and Financial Acumen

Strong understanding of business performance, financial management, and risk oversight to ensure long-term sustainability and value for money.

- Digital and Technology Insight

Experience of harnessing digital innovation-including cloud-based platforms, AI, or emerging technologies-to improve operational efficiency and customer experience.

- Collaborative Influence and Stakeholder Engagement

Ability to build strong, trusted relationships with diverse stakeholders across government, clients, and partners, bringing constructive challenge and support to the Board and Executive.

- Commitment to Public Service Values and Inclusion

Demonstrates commitment to the principles of public life, equality, diversity and inclusion, and high standards of integrity and corporate responsibility.

Person Specification Continued

Essential mix of individual skills:

Experience of transformational change leadership

Senior experience in operational shared service delivery

Strong business and financial acumen.

Strong understanding of business shared services, digital platforms and service governance

Experience in the delivery of exploiting AI, digital and emerging technology-enabled services

Senior experience in driving operational continuous improvement

Senior experience in the management and oversight of corporate risk, assurance and audit activity.

Desirable mix of individual skills:

Board-level experience in a large/complex/changing organisation.

Experience in Finance, HR, Audit, organisational development and training.

Experience in large-scale IT implementations.

Experience in significant portfolio and programme management

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 12-14 days per annum to include a minimum of six Board meetings and up to two strategic away days. £300 per day (to a maximum of 14 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 UKSBS business and in accordance with UKSBS 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 two to 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.
- UKSBS 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 23 February 2026**. Applications received after this date will **not** be considered. Please submit the required documentation as below to: www.gatenbysanderson.com/job/GSe129511 and include 'UKSBS Independent 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. Conflict of Interest and Equality Information. Please provide equality information and any information relating to any outside interests or potential reputational issues [here](#). In order to do this you will need to [create an account](#) or [sign in](#).
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.

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
23 February 2026	Application Deadline
Week commencing 9 March 2026	Shortlisting
Week commencing 23 March 2026	Interviews
Week commencing 20 April 2026	Successful candidate notified and security checks commence
Late April/early May 2026	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, UKSBS Board

UKSBS Owner Representative: Mike Baker 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 devon.coates-leaning@gatenbysanderson.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: devon.coates-leaning@gatenbysanderson.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 partnerships@dsit.gov.uk who will make every effort to deal with these and respond to you within 48 hours.