

# CANDIDATE BRIEFING PACK

**2x Non-Executive Directors**

**Prepared for Make UK**

**September 2024**



Penna

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## Advertisement

Make UK is the manufacturers' organisation - the leading voice of UK manufacturing and engineering and a key provider of business services for over 125 years. An influential member of the B5 - the five core business groups engaged by Government – Make UK engages directly with the PM and No10, Cabinet ministers and the opposition parties on the major issues that drive Britain's economy.

At Make UK we value and nurture the contribution the UK manufacturing sector makes in creating jobs, boosting productivity, powering economic growth and delivering shared opportunity across England and Wales. Following the recent general election, this influence will need to grow as the new government seeks swift economic growth.

This is an exciting time for UK manufacturing with a transition to an innovative and more sustainable future. Net Zero, Technology led innovation and the Government shaping a new Industrial Strategy creates a fast-moving agenda for change. Make UK plays a leading role in representing and championing this transition in partnership with its members.

Make UK is also a commercial organisation operating highly successful business services. We provide professional support services (advice, consultancy and training) in HR and Employment Law and Environmental, Health and Safety. With a focus on the sector's future skills base, MAKE UK has established itself as a leading national provider of engineering and manufacturing apprenticeships through its Apprentice Training Centre in Birmingham as well as owning and operating several award-winning conference centres in Warwickshire, London and Bristol.

Make UK is seeking **two** Board members to replace existing NEDs who are stepping down having served their terms. As an active and engaged member of the Board you will monitor, evaluate and challenge the performance of Make UK. You will ensure Make UK abides by the highest standard of transparency and business conduct. You will bring independence and impartiality, with the ability to constructively challenge the Make UK Executive. You will need strong business strategy skills, including the ability to interpret business and management information to determine business performance and improvement. You will have excellent influencing and communication skills as well as the ability to build effective and constructive relationships both internally and externally. You will have a passion for the manufacturing industry.

One of the newly appointed NEDs will chair the Audit & Risk Committee and the Board seeks candidates with experience and expertise of having held similar roles at Board level and ideally knowledge of investment funds. The Board is also interested in NEDs with a background in innovation and entrepreneurship and the impact and opportunities of digital & technology on the manufacturing sector. Experience of membership organisations, an interest in the manufacturing sector or experience of political engagement and advocacy would be advantageous.

This an opportunity to support Make UK in the next stage of its journey – to further enhance our business service offering, anticipate and meet the future skills needs of manufacturers and strengthen our position as the leading advocate for our sector. **Closing date 31<sup>st</sup> October 2024**

For an informal discussion about the role, please contact our colleagues at LHH Penna:

Charles Wilson on 07801 880420 [charles.wilson@penna.com](mailto:charles.wilson@penna.com) or  
Aaron Thomas on 07379 285 167 [aaron.thomas@penna.com](mailto:aaron.thomas@penna.com)



## **MAKE UK the manufacturers' organisation**

MAKE UK is one of the country's most important and prestigious employer associations which has grown its prominence and influence significantly in recent years. As a member of the senior B5 group of representative bodies alongside the BCC, IoD, FSB and CBI, Make UK engages directly with the PM and No10, Cabinet ministers and the opposition parties on the major issues that drive Britain's economy.

Following the recent general election, it is likely that this influence will only grow and take on even more importance as the new government seeks swift economic growth. Make UK's primary role is to represent manufacturing which represents around 12% of the UK economy, although through our relationships with other sectors our total impact is close to 25% of the country's economic might; our influence and reach reflects that breadth. Britain remains one of the global manufacturing powerhouses, and MAKE UK exists to ensure that that its best days are still to come.

With over 125-years of heritage, MAKE UK values and nurtures the contribution the UK manufacturing sector makes in creating jobs, boosting productivity, powering economic growth and delivering shared opportunity in every UK region. As well as our critical Westminster relationships, MAKE UK works closely with devolved administrations, metro Mayors and other senior leaders to ensure that there are local solutions and support, and that national and regional policy is as joined up and effective.

Everything MAKE UK does, from business support to championing manufacturing and engineering in the UK, aims to create and maintain the best possible business environment in which manufacturers and wider industry can innovate, thrive and grow in Britain, Europe and globally. Working closely with manufacturers and policy makers, MAKE UK helps industry to flourish and meet the world's evolving appetite for innovative and responsibly produced manufactured goods. It powers growth through thought leadership, business services, industry intelligence and by representing the sector's interests at the heart of government.

Our strength is driven by the members we represent and the sound financial base we enjoy. Commercial revenue is driven by MAKE UK business support services including advice, consultancy and training in HR and Employment Law, Health, Safety and the Environment.

With a particular focus on the sector's future skills base, MAKE UK has established itself as a leading national provider of engineering and manufacturing apprenticeships through investment in its Apprentice Training Centre in Birmingham. MAKE UK owns and operates three award-winning conference centres in Warwickshire, London and Bristol.

Today, MAKE UK engages actively either directly or through affiliations with around 20,000 companies / organisations within the sector. MAKE UK has a strong balance sheet, with secure assets and is well-placed for future growth and development.

## **MAKE UK NON-EXECUTIVE DIRECTORS**

MAKE UK is recruiting Non-Executive Directors and seeks candidates with board experience, proven business acumen, Audit & Risk Committee experience and ideally investment knowledge for one of the NED roles and entrepreneurial and innovation in the other, covering technology and digital. It is also important that candidates can demonstrate a clear passion for the Manufacturing and Engineering sector. MAKE UK wishes to maintain its excellent service and representation offering to members and continue

to work proactively with the UK government and other parties whilst building on and delivering sustainable financial performance.

The UK is entering a phase which despite recent challenges can provide the manufacturing industry with a significant period of growth and investment. Areas such as Defence spending and technologies which enable us to achieve our net zero objectives such as the EV transition, mass hydrogen deployment, carbon capture and many others will create high value jobs and attract significant investment. Make UK will play a vital role in ensuring Government policies such as the development of a new industrial strategy, the regulation of AI and a national skills plan are aligned to the needs of attracting investment and talent into UK manufacturing.

## ROLE SPECIFICATION

MAKE UK is seeking two Non-Executive Directors to join the Board, replacing those stepping down after completing their terms. These directors will play a crucial role in ensuring the organisation has the necessary financial and human resources to achieve its strategic goals. They will also help set and uphold the organisation's values and standards, ensuring obligations to members are met. As a Non-Executive Director you will have the same general legal responsibilities as all other directors. The board as a whole is collectively responsible for the success of the organisation.

### Key Responsibilities:

- **Board Leadership:** Provide leadership within a framework of prudent and effective controls to assess and manage risk.
- **Strategic Direction:** Assist in setting the company's strategic aims and direction.
- **Values and Standards:** Establish and uphold the company's values and standards, ensuring obligations to members and others are understood and met.

### General Duties:

All directors must act in good faith to promote the success of the company for the benefit of its members. This includes considering:

- Long-term consequences of decisions.
- Interests of the company's employees.
- Fostering business relationships with suppliers, customers, and other stakeholders.
- Impact of operations on the community and environment.
- Maintaining a reputation for high standards of business conduct.

### Specific Duties:

- **Support Leadership:** Assist the Chair and CEO in their responsibilities.
- **Strategy Development:** Contribute to the development of company strategy.
- **Performance Monitoring:** Monitor management performance against agreed goals and objectives.
- **Financial Oversight:** Ensure financial information is accurate and that financial controls and risk management systems are robust.
- **Committee Participation:** Serve on selected Board committees and attend relevant meetings, particularly the Audit & Risk Committee, ensuring financial accountability and regulatory compliance.
- **Investment Oversight:** Evaluate investment opportunities and ensure the organisation manages its assets appropriately and commercially.

This role requires a commitment to high standards of business conduct and the ability to act as an ambassador for the company.

## SKILLS AND EXPERTISE

To help MAKE UK achieve its ambitions, the Board of Directors is seeking Non-Executive Directors who will demonstrate the following:

- **Passion for Manufacturing and Engineering:** Exhibit a strong passion for the manufacturing and engineering sectors.
- **Alignment with Mission:** Show a clear understanding and enthusiasm for MAKE UK's mission and purpose.
- **Communication Skills:** Possess strong communication skills, political astuteness, and confidence in engaging with a wide range of decision-makers and opinion formers, including Government, Trade Unions, Industry, and other membership bodies.
- **Team Collaboration:** Be a collaborative team player who quickly gains the confidence of others.
- **Intellectual Robustness:** Be intellectually robust and highly credible across various national settings.
- **Judgment and Insight:** Exercise sound judgment across a broad spectrum of strategy, policy, and research issues.

### Preferred Experience:

We are particularly interested in candidates with experience in one or more of the following areas:

- **Audit & Risk Committees:** Experience chairing the Audit & Risk Committees of other high-profile Boards.
- **Dynamic Manufacturing Businesses:** Overseeing small, rapidly growing, and dynamic manufacturing businesses where technology and digital innovation are crucial.
- **Future Skills and EDI:** A strong focus on the future skills agenda and Equality, Diversity, and Inclusion.
- **Membership Organisations:** Serving on the Board or holding a senior position in other membership-led organisations.

### Skills and Competencies

- **Leadership and Governance:** Proven track record of successful leadership and governance within a similarly complex organisation.
- **Strategic and Financial Planning:** Strong understanding and experience in strategic and financial planning.
- **Commercial and Political Acumen:** Demonstrable commercial and political know-how at a senior leadership level.
- **Governance Commitment:** Commitment to developing robust and efficient governance mechanisms.
- **Change and Improvement:** Evidence of significant personal achievements in driving and delivering change and improvements in a fast-paced environment.
- **Effective Communication:** Demonstrable experience in effective communication, advising, and influencing others.
- **Government Understanding:** Understanding of or experience with Westminster and the mechanics of government.
- **Commitment to EDI and Future Skills:** Commitment to Equality, Diversity, and Inclusion, and future skills development.

### Specific Requirements:

- **Audit & Risk NED Role:**
  - Evidence of experience at Board level.
  - Investment knowledge to support MAKE UK's commercial success and opportunities.
- **Second NED Role:**
  - Entrepreneurial and innovation experience.
  - Knowledge of digital and technology advancements in the manufacturing sector.

Potential conflicts of interest should be declared at the first stage of the application process.

## TIME COMMITMENT AND REMUNERATION

### Meetings and Engagements:

- **Board Meetings:** Held six times per year, plus an annual awayday with an overnight stay.
- **Committee Meetings:** 1-2 hour sessions approximately twice yearly, usually via videoconference.
- **Dinners:** Arranged once or twice per year.
- **Additional Engagements:** Occasional evening engagements required.

Successful candidates must have the capacity and enthusiasm to be actively engaged Non-Executive Directors, taking an active interest in MAKE UK between Board meetings.

### Time Commitment:

- Up to 15 days per annum.

### Term and Remuneration:

- **Term:** Non-Executive Directors are appointed for a three-year term, renewable for one additional three-year term with mutual consent.
- **Fee:** £16,500 per annum.
- **Expenses:** Reimbursement for any reasonable expenses incurred.

We are ideally looking for candidates willing to serve for two terms.

## How to Apply

This guidance contains important information to help with your application:

- Please apply by submitting a CV and Covering Letter (no more than four sides of A4 in length per document aligned to the person specification). Please also include your contact details.
- Please ensure your full employment history is outlined in your CV; and that where there are essential criteria, competencies and/or qualifications you make clear how you meet these. We may wish to verify this information during the recruitment process.
- Please provide the details of two referees. Note that we will only approach referees for candidates proceeding to final selection and only with your permission. Please clearly indicate whether we can approach each referee before the selection date.
- Please share with us in your supporting statement, the values and behaviours that you bring to your leadership, and how you will transfer your skills and experience into this role.
- Please complete the Equal Opportunities Monitoring Form when you upload your details.
- Please return your application by the closing date – no applications will be accepted once the long listing process has begun.
- Following long listing, you will be contacted directly by a Penna consultant to update you on the status of your application.
- At any point throughout the process our retained consultants at Penna will be happy to help you with information, insight and guidance about the process and our clients.

The following timetable sets out the expected key dates in the recruitment process – they might be subject to change but we will inform candidates in advance if they do:

Date	Activity
<b>Closing Date</b>	Midnight, Thursday 31 <sup>st</sup> October 2024
<b>Longlist Meeting (Candidates are not required to attend)</b>	Tuesday 12 <sup>th</sup> November 2024
<b>Preliminary Interviews</b>	w/c 18 <sup>th</sup> November 2024
<b>Shortlist Meeting (Candidates are not required to attend)</b>	w/c 2 <sup>nd</sup> December 2024
<b>Panel Interviews</b>	w/c 16 <sup>th</sup> December 2024
<b>Final Interviews</b>	w/c 6 <sup>th</sup> or 13 <sup>th</sup> January 2025

To apply for this role, please click the link below:

[2x Non-Executive Directors](#)

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Charles Wilson on 07801 880420 [charles.wilson@penna.com](mailto:charles.wilson@penna.com) or  
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