

CANDIDATE BRIEFING PACK

Non-Executive Chair

Prepared for Make UK

September 2024



Penna

FIND | EXCITE | SECURE

Contents

1. Advertisement
2. Candidate Brief
3. How to Apply

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. A Chair who is impactful at the highest levels of Government is essential to further Make UK's agenda.

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.

As Chair you'll prioritise the needs of our members and bring considerable leadership experience to provide robust governance and coordination of the Board. You will have previously chaired similarly diverse organisations, with a focus on balancing commercial and wider strategic objectives and be politically aware. You will work closely with, support and challenge the CEO and Executive Team to prioritise business delivery and development while ensuring the organisation's continued effectiveness and sustainability. You will have a strong network across Government and business with a national and international reach, acting as an ambassador for our brand and our sector amongst our key audiences and stakeholders, including with Government Ministers, Trade Unions and in the media.

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.

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

Charles Wilson on 07801 880420 charles.wilson@penna.com or

Aaron Thomas on 07379 285 167 aaron.thomas@penna.com

Closing date 10th October 2024



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 CHAIR

MAKE UK is recruiting for its next Non-Executive Chair of the Board of Directors and seeks candidates with extensive board experience, proven business acumen, a high media and political profile and who can demonstrate a clear passion for the manufacturing 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.

MAKE UK's next Chair will prioritise the needs of our members. Working closely with the CEO and executive team, the Chair will be a part of an outward facing team to both raise public awareness and influence government at the highest levels. In order to sustain the organisation, the Chair will also chair the governance of business delivery and development, within a framework of prudent and effective controls to assess and manage risk as needed and guide the overall strategy of the organisation. Our Chair will have a strong network across Government and business with a national and international reach and will act as an ambassador for our brand and our sector amongst our key audiences and stakeholders, including with Government Ministers and in the national media.

The Chair will lead the Board in ensuring financial and human resources are in place for the organisation to achieve its strategic ambitions. The Chair will also lead the Board in setting the organisation's values and standards and ensuring that those, along with its obligations to its shareholders and members, are met.

ROLE SPECIFICATION

MAKE UK seeks a Non-Executive Chair with proven commercial, interpersonal and leadership skills capable of steering a diverse, effective and cohesive board that supports the executive team and oversees the development of the strategic direction of the organisation. The Chair's responsibilities include:

Chairing the Board and working in partnership with the Chief Executive

- Lead and manage the business of the board providing clear direction focus.
- Set the agenda, style and tone of board discussions enabling open debate and effective decision making and ensuring the right degree of constructive challenge to the management team, holding them to account for the delivery of business objectives and the needs of the MAKE UK membership.
- Establish a positive, supportive relationship with the Chief Executive and with other senior members of the management team.

Oversight of Board and Executive capability and succession

- Oversee the composition of the Board and ensure that its members have the collective capability appropriate for the needs of the organisation.
- Create an inclusive culture, providing feedback to board members to ensure optimum performance in driving MAKE UK's continued growth and success.
- Appraise the performance of the Board on an annual basis.
- Oversee effective succession planning for non-executive directors and key executives.

Governance

- Ensure board committees are properly structured and supported and the Company is robustly and rigorously governed.
- Ensure that the Board is able to regularly review major risks and associated opportunities and satisfy itself that systems are in place to take advantage of opportunities, and manage and mitigate the risk.
- Ensure that the Board fulfils its duties with robust systems in place for financial accountability and regulatory compliance arrangements.

Ambassadorial role and liaison with members

- In consultation with the Chief Executive, act as an ambassador for MAKE UK maintaining close relationships with key stakeholders in order to build MAKE UK's influence and reputation.

- Proactively liaise with members to understand and canvas support for their business challenges.
- Where required undertake media appearances and membership of senior Government and political policy bodies.

SKILLS AND EXPERTISE

To support MAKE UK achieve its ambitions the Board of Directors seeks a strategic, business leader who will:

- Demonstrate a discernible passion for manufacturing and engineering (with optionally a breadth and depth of sector knowledge and experience).
- Ability to demonstrate their understanding and enthusiasm for MAKE UK's mission and purpose.
- Demonstrate strong communication skills, be politically astute and confident in engaging and building effective internal and external relationships with a wide range of decision makers and opinion formers (that includes Government, Trade Unions, Industry and other industry led membership bodies).
- Be a collaborative team player who secures the confidence of others quickly and has an established reputation.
- Be intellectually robust and highly credible across a range of national settings.
- Demonstrate sound judgement and unquestioned integrity. A champion for excellence in governance.
- Demonstrate effective leadership skills and the ability to facilitate complex discussions with energy and diplomacy.
- Be able to exercise judgement across a broad spectrum of strategy, policy and research issues. The boardroom style of the individual will also be an important consideration in this appointment.

MAKE UK seeks candidates with the following personal qualities:

- The Chair will always put the needs of the Board and the members of MAKE UK ahead of their own.
- Approachable, collegiate and inclusive with excellent communication and people skills; able to represent MAKE UK at the highest level, to communicate with members and other stakeholders; capable of listening sensitively and gaining the trust of board colleagues.
- They will be able to create opportunities for others to express their views inside and outside the boardroom, while also succinctly summarising debate and decisions reached.
- A strong leader of high performing teams with the ability to listen, question intelligently, debate constructively and make decisions dispassionately.
- Decisive and determined but also a team-player, with first-rate interpersonal skills. Will have a collegiate, approachable and diplomatic style.

The candidate must have at least 5 years Board level experience.

It is desirable for the candidate to have significant experience of or a passion for the manufacturing and engineering sector. Potential conflicts of interest should be declared at the first stage of the application process.

TIME COMMITMENT AND REMUNERATION

Corporate Board of Directors meetings are held six days per year plus an annual awayday with an overnight stay. There are also 1-2 hour Committee meetings taking place circa twice monthly (usually via videoconference). Dinners are also arranged once or twice per year. It is critical the successful candidate has the capacity and enthusiasm to be an engaged Chair who takes an active interest in MAKE UK between Board meetings. Occasional evening engagements will be required.

The required time commitment is a minimum of four days per month and proximity to London would be a distinct advantage.

It is expected that in addition to the scheduled meeting schedule there will be various unscheduled meetings particularly with central government where the Chair and CEO may share the responsibility for attending on behalf of Make UK and its members.

The Chair will be appointed for a three year term, which is renewable for one further three year term, with their consent and that of the Board of Directors. We are ideally looking for candidates who indicate their willingness to serve for 2 terms. The Chair receives a fee of £70,000 per annum and is reimbursed for any reasonable expenses incurred.

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 key dates in the recruitment process:

Date	Activity
Closing Date	Midnight, Thursday 10 th October 2024
Longlist Meeting (Candidates are not required to attend)	Thursday 17 th October 2024
Preliminary Interviews	W/c 21 st October 2024
Shortlist Meeting (Candidates are not required to attend)	Tuesday 12 th November 2024
Panel Interviews	Tuesday 19 th November 2024
Board Interviews	Thursday 28 th November 2024
Final Interviews	Friday 29 th November 2024

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

[Non-Executive Chair](#)

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

Charles Wilson on 07801 880420 charles.wilson@penna.com or

Aaron Thomas on 07379 285 167 aaron.thomas@penna.com