



# Invitation to Quote

**Invitation to Quote (ITQ) on behalf of the Department for Business,  
Energy and Industrial Strategy (BEIS)**

**Subject UK SBS PS17082 Executive search for Land Registry NED  
Roles**

**Sourcing reference number PS17082**

**UK Shared Business Services Ltd (UK SBS)**  
[www.uksbs.co.uk](http://www.uksbs.co.uk)

Registered in England and Wales as a limited company. Company Number 6330639.  
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**UKSBS**  
  
*Shared Business Services*

## Table of Contents

Section	Content
1	<a href="#"><u>About UK Shared Business Services Ltd.</u></a>
2	<a href="#"><u>About our Customer</u></a>
3	<a href="#"><u>Working with UK Shared Business Services Ltd.</u></a>
4	<a href="#"><u>Specification</u></a>
5	<a href="#"><u>Evaluation model</u></a>
6	<a href="#"><u>Evaluation questionnaire</u></a>
7	<a href="#"><u>General Information</u></a>
Appendix A	Land Registry NED Job Specs

# Section 1 – About UK Shared Business Services

## Putting the business into shared services

UK Shared Business Services Ltd (UK SBS) brings a commercial attitude to the public sector; helping our customers improve efficiency, generate savings and modernise.

It is our vision to become the leading provider for our customers of shared business services in the UK public sector, continuously reducing cost and improving quality of business services for Government and the public sector.

Our broad range of expert services is shared by our customers. This allows our customers the freedom to focus resources on core activities; innovating and transforming their own organisations.

Core services include Procurement, Finance, Grants Admissions, Human Resources, Payroll, ISS, and Property Asset Management all underpinned by our Service Delivery and Contact Centre teams.

UK SBS is a people rather than task focused business. It's what makes us different to the traditional transactional shared services centre. What is more, being a not-for-profit organisation owned by its customers, UK SBS' goals are aligned with the public sector and delivering best value for the UK taxpayer.

UK Shared Business Services Ltd changed its name from RCUK Shared Services Centre Ltd in March 2013.

## Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business, Energy and Industrial Strategy (BEIS) transition their procurement to UK SBS and Crown Commercial Services (CCS – previously Government Procurement Service) agree a Memorandum of Understanding with UK SBS to deliver two major procurement categories (construction and research) across Government.

UK SBS currently manages £700m expenditure for its Customers.

Our Customers who have access to our services and Contracts are detailed [here](#).

## Section 2 – About Our Customer

### Department for Business, Energy & Industrial Strategy (BEIS)

The Department for Business, Innovation & Skills (BEIS) is the department for economic growth. The department invests in skills and education to promote trade, boost innovation and help people to start and grow a business. BEIS also protects consumers and reduces the impact of regulation.

BEIS is a ministerial department, supported by 47 agencies and public bodies.

Our priorities for 2016 to 2017 include:

- business and enterprise
- competitiveness and exports
- science and innovation
- apprenticeships and skills
- higher education
- labour markets

We have around 2,500 staff working for BEIS plus around 500 people working for UK Trade & Investment in the UK.

Our partner organisations include 9 executive agencies employing around 14,500 staff.

We have BEIS offices in London, Sheffield, Billingham, Cardiff, Darlington, Glasgow, Manchester, Nottingham, Runcorn and Watford.

### Department for Business, Energy & Industrial Strategy achievements include:

- Funding 457,000 apprenticeship starts in 2010-11 Academic Year
- Committing £75 million to support innovation in technology-based SMEs
- Helping 25,000 UK businesses (mainly SMEs), employing over 13 million people, to make the most of opportunities for growth in overseas markets; Growth Accelerator is a new Department for Business funded-service to help up to 26,000 small and medium enterprises (SMEs) grow as much as they can over three years. Working with an experienced coach, businesses will receive a personalised growth plan, training and workshops, networking and peer to peer support. SMEs can also learn how to develop their leadership and management capability.
- With the Cabinet Office, leading the review of 1,200 regulations across Government as part of the Red Tape Challenge, more than half of which will be scrapped or improved.

<http://www.beis.gov.uk>

## Section 3 - Working with UK Shared Business Services Ltd.

In this section you will find details of your Procurement contact point and the timescales relating to this opportunity.

Section 3 – Contact details		
3.1	Customer Name and address	Department for Business, Energy and Industrial Strategy, 1 Victoria Street, London, SW1H 0ET
3.2	Buyer name	Ben Osborne
3.3	Buyer contact details	<a href="mailto:Professionalservices@uksbs.co.uk">Professionalservices@uksbs.co.uk</a>
3.4	Estimated value of the Opportunity	Maximum contract value is £90,000.00 excluding VAT
3.5	Process for the submission of clarifications and Bids	<b>All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available <a href="#">here</a>. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.</b>

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	21/04/2017 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	27/04/2017 14:00pm
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	28/04/2017 14:00pm
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	08/05/2017 14:00pm
3.10	Date/time Bidders should be available if face to face clarifications are required	Not Required
3.11	Anticipated rejection of unsuccessful Bids date	16/05/2017
3.12	Anticipated Award date	16/05/2017
3.13	Anticipated Contract Start date	22/05/2017
3.14	Anticipated Contract End date	31/08/2017

3.15	Bid Validity Period	60 Days
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## Section 4 – Specification

### **Introduction**

HM Land Registry registers the ownership of land and property in England and Wales and operates as an executive agency, a trading fund and non-ministerial department. Its running costs are covered by the fees paid by the users of its services. HM Land Registry employs around 4,000 full time staff, working in 14 locations. Its primary responsibilities are to:

- Provide a reliable record of information about ownership of and interests affecting land and property
- Provide owners with a land title, guaranteed by the government.

### **Background**

At the Autumn Statement the Government announced its intention to transform HM Land Registry in the public sector into a modern, digitised and data-driven registration business. HM Land Registry's non-executive Board has responsibility to:

- Advise and agree the long-term vision, medium-term business strategy, the annual budget and key performance indicators.
- Review financial and operational performance.
- Monitor market developments for opportunities and consider any strategic risks faced by the business, ensuring adequate systems and controls are in place.
- Ensure compliance with all statutory requirements.
- Ensure the business employs best practice in respect of corporate governance.
- Ensure that effective relationships are maintained with shareholders, customers, suppliers, employees and government departments.

### **Aims and Objectives**

In order to deliver HM Land Registry's transformation programme effectively, the current Chair is looking to build capability and is working to create strong Board oversight and support of the executive team. Active engagement of specialist skills Non-Executive Directors (NEDs) is going to be crucial for this to be a success. HM Land Registry is therefore looking to appoint three (3) specialist NEDs to the Board with legal, financial and digital/transformation backgrounds respectively, who will be able to provide independent and objective advice to the Board and Executive team on their areas of expertise as the organisation goes through the transformation. We have not been able to identify a wide pool of potential candidates with these specialist skills and require an executive search firm that has access to potential candidates in the relevant sectors. It is also important for the search firm to identify and deliver a diverse range of applicants for these roles.

- To provide a cost effective and professional service in delivering search and recruitment for the campaign
- To provide targeted search that ensures applicants have the relevant skills and ability as set out in the role description and selection criteria;
- Applicants' diversity monitoring data and political questionnaire submitted to Central Appointments Team.
- Of those who have declared their diversity information, the diversity profile of the candidates should meet the Government's aspirations of diversity: 50% male and 50 % female; 10 % BAME.
- Success will be determined wholly by the appointment of high calibre candidates to the posts, drawing on a wide and diverse pool of applicants that ensures the Minister has a choice of whom to appoint.

- Payment for the fixed cost for successfully appointing each of the Land Registry Non Executive Directors (Price per Role) shall not be paid if the role is not successfully appointed. The appointment is compliant with the *Governance Code on Public Appointments*.

### **Scope**

The appointed search and recruitment firm will be required to deliver search requirements and assist the Central Appointments Team and UKGI in BEIS with the selection process for the vacancies in order for the successful applicants to take up posts as soon as possible. Appointable candidates must be recommended to the minister allowing sufficient time for a decision on whom to appoint to the roles to be made within three months of the advert closing. This post is regulated by the Commissioner for Public Appointments and the campaign must follow best practice according to the appointment principles.

Further details on the roles are set out in the Appendix A - Land Registry NED Job Specs.

### **The Requirement**

The successful supplier will be required to undertake the following work:

- Attend planning meetings and discuss search and campaign requirements with the Central Appointments Team and other key stakeholders, including UKGI.
- Provide creative search and selection services ensuring a strong and diverse field of candidates.
- Provide the Central Appointments Team with a regular update on search activity to include at least a two line biography for each candidate.
- Give support and advice on the preparation of documents and ensure applicant packs are made available in alternative formats if requested.
- Advise on advertising text and negotiating with media on prices for placing external adverts, plus placing advert; and bringing the adverts to the attention of names of potential applicants.
- Managing expressions of interest, applications and handling enquiries.
- Produce search report including diversity monitoring data and where applications originate.
- Carry-out pre-sift process (grading candidates according to fit against agreed selection criteria, prepare panel packs etc. for longlist and shortlist sifts and attend meetings with selection panel (as required).
- Arrange and carry-out initial interviews with long listed candidates.
- Take up references.
- Arrange 1:1s with senior colleagues as required.
- Stand down candidates and liaise with successful candidates in all stages following advice from the Central Appointments Team.
- Provide feedback to candidates on request.
- Arrange interviews with candidates and prepare the selection panel for interviews including providing a panel pack.
- Carry out post-interview arrangements with successful candidates as required.

### **Deliverables**

- Through executive search, suitably qualified, high calibre applicants are identified and drawn from a strong field applying for the vacancies.
- Advertising is proportionate and relevant to attract high calibre applicants for the vacancies.
- Through executive search, of those applicants which declare their diversity

information, we expect the diversity profile of candidates to meet the Government's aspirations of diversity: 50% male and 50% female; 10% Black, Asian and Ethnic Minority (BAME).

- Recommendations and referrals followed up with individuals applying for the vacancy.
- All recruitment documents are accessible and professional.
- All contact made with applicants and potential applicants by the consultants is delivered professionally.
- Pre-sift results are accepted by the selection panel members as accurate against the agreed criteria.
- Strong field of applicants recommended for interview.
- Diversity data accurately recorded and applicants completed forms submitted to the Central Appointments Team.
- The service provided is delivered on time and to a high standard with key stakeholders providing positive feedback on the consultant's added value.

Expectation that the search firm will:

- Keep in touch on a regular basis with key contacts in the Central Appointments Team throughout the process, and if any issues arise to get in touch without delay so these can be resolved together.
- Update Central Appointments Team contact on a regular basis throughout the search period.
- Attend meetings when required.
- Supply a list of applicants approached and provide a report on search activities and outcome. When undertaking the search, and following up recommendations, ensure that potential applicants understand that this is an open competition and that appointments are based on merit.
- Deliver the stages covered in programme of work, in partnership with the Central Appointments Team's campaign contract manager ensuring all recruitment documents have had the necessary clearance before they are used.
- Participate in an evaluation review at the end of the appointments process to share what went well and any areas identified for improvement.
- Be familiar with the Commissioner for Public Appointments Code of Practice April 2012 and the Cabinet Office Governance Code on Public Appointments December 2016.
- Retain key documents for the competitions, as required under the Commissioners Code and forward to the Central Appointments Team.
- Handle sensitive personnel data securely. Note that personnel working on this assignment should not hold any data of a personal nature relating to applicants on an unencrypted laptop, drive or memory stick.
- Ensure quality of standards, as set out in their proposal, are delivered throughout the assignment.

#### **Estimate Timetable**

- The digital/transformation NED is a new role and should be in post as soon as possible
- The legal NED aim to be in place early September 2017.
- The finance NED aim to be in place early September 2017.
- Campaign to go live in early May 2017 at the latest.
- Sift and interviews through July/ early August.
- No.10 approval required by end of August.

**Terms and Conditions**

Bidders are to note that any requested modifications to UK SBS Terms and Conditions on the grounds of statutory and legal matters only, shall be raised as a formal clarification during the permitted clarification period.

## Section 5 – Evaluation model

The evaluation model below shall be used for this ITQ, which will be determined to two decimal places.

Where a question is 'for information only' it will not be scored.

The evaluation team may comprise staff from UK SBS, the Customer and any specific external stakeholders UK SBS deem required. After evaluation the scores will be finalised by performing a calculation to identify (at question level) the mean average of all evaluators (Example – a question is scored by three evaluators and judged as scoring 5, 5 and 6. These scores will be added together and divided by the number of evaluators to produce the final score of 5.33 ( $5+5+6=16\div3=5.33$ ))

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	SEL1.2	Employment breaches/ Equality
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Quality	AW6.1	Compliance to the Specification
-	-	Invitation to Quote – received on time within e-sourcing tool

Scoring criteria			
<b>Evaluation Justification Statement</b>			
In consideration of this particular requirement UK SBS has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. UK SBS considers these weightings to be in line with existing best practice for a requirement of this type.			
Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	AW6.2	Demonstrating expertise and resources to deliver the requirement.	30%
Quality	AW6.3	Methodology and Approach	50%

## Evaluation of criteria

### Non-Price elements

Each question will be judged on a score from 0 to 100, which shall be subjected to a multiplier to reflect the percentage of the evaluation criteria allocated to that question.

Where an evaluation criterion is worth 20% then the 0-100 score achieved will be multiplied by 20.

**Example** if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation: Score/Total Points available multiplied by 20 ( $60/100 \times 20 = 12$ )

Where an evaluation criterion is worth 10% then the 0-100 score achieved will be multiplied by 10.

**Example** if a Bidder scores 60 from the available 100 points this will equate to 6% by using the following calculation: Score/Total Points available multiplied by 10 ( $60/100 \times 10 = 6$ )

The same logic will be applied to groups of questions which equate to a single evaluation criterion.

The 0-100 score shall be based on (unless otherwise stated within the question):

0	The Question is not answered or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the question.
20	Very poor response and not wholly acceptable. Requires major revision to the response to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40	Poor response only partially satisfying the selection question requirements with deficiencies apparent. Some useful evidence provided but response falls well short of expectations. Low probability of being a capable supplier.
60	Response is acceptable but remains basic and could have been expanded upon. Response is sufficient but does not inspire.
80	Good response which describes their capabilities in detail which provides high levels of assurance consistent with a quality provider. The response includes a full description of techniques and measurements currently employed.
100	Response is exceptional and clearly demonstrates they are capable of meeting the requirement. No significant weaknesses noted. The response is compelling in its description of techniques and measurements currently employed, providing full assurance consistent with a quality provider.

All questions will be scored based on the above mechanism. Please be aware that the final score returned may be different as there may be multiple evaluators and their individual scores will be averaged (mean) to determine your final score.

### Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 40

Evaluator 4 scored your bid as 40

Your final score will  $(60+60+40+40) \div 4 = 50$

**Price elements** will be judged on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100.  
All other bids shall be scored on a pro rata basis in relation to the lowest price. The score is then subject to a multiplier to reflect the percentage value of the price criterion.

For example - Bid 1 £100,000 scores 100.

Bid 2 £120,000 differential of £20,000 or 20% remove 20% from price scores 80

Bid 3 £150,000 differential £50,000 remove 50% from price scores 50.

Bid 4 £175,000 differential £75,000 remove 75% from price scores 25.

Bid 5 £200,000 differential £100,000 remove 100% from price scores 0.

Bid 6 £300,000 differential £200,000 remove 100% from price scores 0.

Where the scoring criterion is worth 50% then the 0-100 score achieved will be multiplied by 50.

In the example if a supplier scores 80 from the available 100 points this will equate to 40% by using the following calculation: Score/Total Points multiplied by 50 ( $80/100 \times 50 = 40$ )

The lowest score possible is 0 even if the price submitted is more than 100% greater than the lowest price.

## **Section 6 – Evaluation questionnaire**

Bidders should note that the evaluation questionnaire is located within the **e-sourcing questionnaire**.

Guidance on completion of the questionnaire is available at <http://www.uksbs.co.uk/services/procure/Pages/supplier.aspx>

**PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY**

## Section 7 – General Information

### What makes a good bid – some simple do's 😊

#### DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions.
- 7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.
- 7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission we may reject your Bid.
- 7.5 Do ensure you utilise the Emptoris messaging system to raise any clarifications to our ITQ. You should note that typically we will release the answer to the question to all bidders and where we suspect the question contains confidential information we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution
- 7.6 Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.
- 7.7 Do consider who your customer is and what they want – a generic answer does not necessarily meet every customer's needs.
- 7.8 Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.
- 7.9 Do provide clear and concise contact details; telephone numbers, e-mails and fax details.
- 7.10 Do complete all questions in the questionnaire or we may reject your Bid.
- 7.11 Do check and recheck your Bid before dispatch.

## What makes a good bid – some simple do not's 🙄

### DO NOT

- 7.12 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.13 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.
- 7.14 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.15 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Customer to discuss your Bid. If your Bid requires clarification the Buyer will contact you.
- 7.16 Do not contact any UK SBS staff or Customer staff without the Buyers written permission or we may reject your Bid.
- 7.17 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.18 Do not offer UK SBS or Customer staff any inducement or we will reject your Bid.
- 7.19 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.20 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.21 Do not exceed word counts, the additional words will not be considered.
- 7.22 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.

## Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool may be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 We do not guarantee to award any Contract as a result of this procurement
- 7.28 All documents issued or received in relation to this procurement shall be the property of UK SBS.
- 7.29 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.30 If you are a Consortium you must provide details of the Consortiums structure.
- 7.31 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.32 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.33 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.34 Bidders may only amend the Contract terms if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract and UK SBS fail to accept your legal or statutory reason is reasonably justified we may reject your Bid.
- 7.35 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.36 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.37 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.
- 7.38 Bidders should note that if they are successful with their proposal UK SBS reserves the right to ask additional compliancy checks prior to the award of any Contract. In

the event of a Bidder failing to meet one of the compliancy checks UK SBS may decline to proceed with the award of the Contract to the successful Bidder.

- 7.39 All timescales are set using a 24 hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through Emptoris.
- 7.40 All Central Government Departments and their Executive Agencies and Non Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

For these purposes, UK SBS may disclose within Government any of the Bidders documentation/information (including any that the Bidder considers to be confidential and/or commercially sensitive such as specific bid information) submitted by the Bidder to UK SBS during this Procurement. The information will not be disclosed outside Government. Bidders taking part in this ITQ consent to these terms as part of the competition process.

- 7.41 From 2nd April 2014 the Government is introducing its new Government Security Classifications (GSC) classification scheme to replace the current Government Protective Marking System (GPMS). A key aspect of this is the reduction in the number of security classifications used. All Bidders are encouraged to make themselves aware of the changes and identify any potential impacts in their Bid, as the protective marking and applicable protection of any material passed to, or generated by, you during the procurement process or pursuant to any Contract awarded to you as a result of this tender process will be subject to the new GSC from 2nd April 2014. The link below to the Gov.uk website provides information on the new GSC:

<https://www.gov.uk/government/publications/government-security-classifications>

UK SBS reserves the right to amend any security related term or condition of the draft contract accompanying this ITQ to reflect any changes introduced by the GSC. In particular where this ITQ is accompanied by any instructions on safeguarding classified information (e.g. a Security Aspects Letter) as a result of any changes stemming from the new GSC, whether in respect of the applicable protective marking scheme, specific protective markings given, the aspects to which any protective marking applies or otherwise. This may relate to the instructions on safeguarding classified information (e.g. a Security Aspects Letter) as they apply to the procurement as they apply to the procurement process and/or any contracts awarded to you as a result of the procurement process.

## **USEFUL INFORMATION LINKS**

- [Emptoris Training Guide](#)
- [Emptoris e-sourcing tool](#)
- [Contracts Finder](#)
- [Tenders Electronic Daily](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)

## **Appendix A - Land Registry NED Job Specs**

### **Finance Non-Executive Director**

#### **Overview**

HM Land Registry is a critical component of national infrastructure. Every time a residential or commercial property is sold or leased Land Registry is involved. This is because Land Registry is legally responsible for keeping a register of land ownership throughout England and Wales and a sale or lease requires Land Registry to change the register for these to be valid.

Charges, like mortgages, are also registered so making it possible for financial institutions to lend against property knowing their collateral is safe. And, almost uniquely around the world, Land Registry provides a state-backed guarantee of property ownership and other information held on the register instead of requiring property owners to take out title insurance.

Land Registry is a Trading Fund and an Executive Agency of the Department for Business, Energy and Industrial Strategy (BEIS). It employs around 4,500 staff and operates from 14 locations. The skills of its people are vital in maintaining the integrity of the registry and quality of data.

The Government has recently committed to making Land Registry "the world's leading land registry for speed, simplicity and an open approach to data". This is a hugely ambitious objective which will require Land Registry to undertake the most substantial and far-reaching transformation in its 150-year history.

In order to meet Government commitments, Land Registry will need to become more digitised and customer-centric. Later this year, we expect Land Registry will begin a live test of a "Digital Street" which would enable the ownership of property to be changed close to instantaneously. The Digital Street would also allow Land Registry to hold more granular data than is possible at present. Blockchain is one of the underlying technologies that will be trialled. The Digital Street, if successful, would be a world first and transform not just the Land Registry but the property market itself.

Land Registry is looking for a Non-Executive Board member (NEBM) with an accounting background who will provide independent and objective advice to the Board and the Executive team on accounting and finance matters as it goes through the transformation. Although the provision of such advice will represent the core of the role, there will be wider responsibilities, including:

- Contributing to the maintenance of an effective Board together with appropriate corporate governance in line with best practice;
- Acting as a source of advice and support to the Executive management team;
- Chairing the Land Registry's Risk and Audit Committee; and
- A particular focus on providing challenge and guidance on Land Registry's transformation into a digitised and data-driven registration business and contributing to the monitoring of the transformation.

Headed by the Non-Executive Chair, Michael Mire, the Board currently comprises a mix of Executive and Non-Executive Directors. The Board is collectively responsible for the oversight of the operation of Land Registry, with particular emphasis on its strategic direction, management control, and corporate governance. All NEBMs are expected to

contribute substantially to decisions covering the strategy for the organisation and the overall direction of the business, adding value by offering wise counsel, advice and challenge.

The Board meets up to ten times a year, both at the London HQ and in its other offices across England and Wales.

### **Key responsibilities and accountabilities**

### **Person specification**

It is **essential** that the successful candidate will bring:

- Ability of developing strategy at a senior level across all areas of a business, challenging assumptions and decision-making as appropriate and providing financial analysis and guidance on all activities, plans, targets and business drivers;
- Ability to interpret complex financial information;
- Ability to manage the effectiveness of systems of internal control and risk management systems;
- Strong technical background in internal audit and control;
- Ability to operate at senior Board level; and Strong communications and stakeholder management skills, including the ability to mentor senior executives as appropriate.

It is **desirable** that the successful candidate will bring:

- An understanding and appreciation of the role of Land Registry in upholding property integrity for the UK economy; and
- An understanding of the public sector.

We would welcome applications from candidates that demonstrate the essential criteria above from a diversity of backgrounds, whether that be through board-level leadership or through strong relevant experience.

## Legal Non-Executive Director

### Overview

HM Land Registry is a critical component of national infrastructure. Every time a residential or commercial property is sold or leased Land Registry is involved. This is because Land Registry is legally responsible for keeping a register of land ownership throughout England and Wales and a sale or lease requires Land Registry to change the register for these to be valid.

Charges, like mortgages, are also registered so making it possible for financial institutions to lend against property knowing their collateral is safe. And, almost uniquely around the world, Land Registry provides a state-backed guarantee of property ownership and other information held on the register instead of requiring property owners to take out title insurance.

Land Registry is a Trading Fund and an Executive Agency of the Department for Business, Energy and Industrial Strategy (BEIS). It employs around 4,500 staff and operates from 14 locations. The skills of its people are vital in maintaining the integrity of the registry and quality of data.

The Government has recently committed to making Land Registry "the world's leading land registry for speed, simplicity and an open approach to data". This is a hugely ambitious objective which will require Land Registry to undertake the most substantial and far-reaching transformation in its 150-year history.

In order to meet Government commitments, Land Registry will need to become more digitised and customer-centric. Later this year, we expect Land Registry will begin a live test of a "Digital Street" which would enable the ownership of property to be changed close to instantaneously. The Digital Street would also allow Land Registry to hold more granular data than is possible at present. Blockchain is one of the underlying technologies that will be trialled. The Digital Street, if successful, would be a world first and transform not just the Land Registry but the property market itself.

Land Registry is looking for a Non-Executive Board member (NEBM) with a legal background who will provide independent and objective advice to the Board and the Executive team on legal matters as it goes through the transformation. Although the provision of legal advice will represent the core of the role, there will be wider responsibilities, including:

- Contributing to the maintenance of an effective Board together with appropriate corporate governance in line with best practice;
- Acting as a source of advice and support to the Executive management team; and
- A particular focus on providing challenge and guidance on Land Registry's transformation into a digitised and data-driven registration business and contributing to the monitoring of the transformation.

Headed by the Non-Executive Chair, Michael Mire, the Board currently comprises a mix of Executive and Non-Executive Directors. The Board is collectively responsible for the oversight of the operation of Land Registry, with particular emphasis on its strategic direction, management control, and corporate governance. All NEBMs are expected to contribute substantially to decisions covering the strategy for the organisation and the overall direction of the business, adding value by offering wise counsel, advice and challenge.

The Board meets up to ten times a year, both at the London HQ and in its other offices across England and Wales.

### **Key responsibilities and accountabilities**

#### **Person specification**

It is **essential** that the successful candidate will bring:

- Broad legal advisory experience at a senior level, in either the private or public sector;
- The ability to think strategically and creatively, see legal issues in their wide context and advise accordingly;
- Excellent legal judgement and appreciation of legal risk;
- Ability to operate at senior Board level; and,
- Strong communications and stakeholder management skills, including the ability to mentor senior executives as appropriate.

It is **desirable** that the successful candidate will bring:

- A good working knowledge of, and experience in, land law or litigation;
- An understanding and appreciation of the role of Land Registry in upholding property integrity for the UK economy; and
- An understanding of the public sector.

We would welcome applications from candidates that demonstrate the essential criteria above from a diversity of backgrounds, whether that be through board-level leadership or through strong relevant experience.

## Transformation/Digital Non-Executive Director

### Overview

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Accordingly we are looking for a Non-Executive Board Member (NEBM) with significant transformation and digital experience who will provide oversight and challenge in order to give the programme strategic direction and support.

The NEBM's responsibilities would include:

- Contributing to the maintenance of an effective Board together with appropriate corporate governance in line with best practice;
- Acting as a source of advice and support to the Executive management team; and
- A particular focus on providing challenge and guidance on Land Registry's transformation into a digitised and data-driven registration business and contributing to the monitoring of the transformation.

Headed by the Non-Executive Chair, Michael Mire, the Board currently comprises a mix of Executive and Non-Executive Directors. The Board is collectively responsible for the oversight of the operation of Land Registry, with particular emphasis on its strategic direction, management control, and corporate governance. All NEBMs are expected to contribute substantially to decisions covering the strategy for the organisation and the overall direction of the business, adding value by offering wise counsel, advice and challenge.

The Board meets up to ten times a year, both at the London HQ and in its other offices across England and Wales.

## **Key responsibilities and accountabilities**

### **Person specification**

It is **essential** that the successful candidate will bring:

- Demonstrable and practical experience in the public or private sector, of delivering transformational change in order to deliver service improvements and cost savings for customers;
- Ability to deliver major change across most or all transformation disciplines – including people, process and technology;
- Proven ability to challenge existing practices and identify new and better ways of working to deliver business outcomes;
- An ability to successfully link boardroom to frontline execution;
- Ability to operate at senior Board level; and, strong communications and stakeholder management skills, including the ability to mentor senior executives as appropriate.

It is **desirable** that the successful candidate will bring:

- Knowledge of information technology developments, in particular the delivery of digital services to customers and in data-rich organisations;
- An understanding and appreciation of the role of Land Registry in upholding property integrity for the UK economy; and
- An understanding of the public sector.

We would welcome applications from candidates that demonstrate the essential criteria above from a diversity of backgrounds, whether that be through board-level leadership or through strong relevant experience.