

Private and Confidential

## **Position Specification**

Submarine Delivery Agency, Ministry of Defence

Non-Executive Director(s)

Reference 1706-048L

**FINAL**

Doc#870069

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## INTRODUCTION

### Welcome message from Stephen Lovegrove, Permanent Secretary – Ministry of Defence



Thank you for expressing an interest in playing a role on the Board of the Submarine Delivery Agency (SDA).

The UK's independent nuclear deterrent is essential to our nation's security. Since 1969, the Royal Navy has maintained Continuous At Sea Deterrence with at least one nuclear-armed submarine on patrol at all times. Sustaining that critical capability is the most significant and wide-ranging of all the major defence tasks. The 2015 Strategic Defence and Security Review concluded that we should establish a new body – the SDA – to strengthen our arrangements for the procurement and in-service support of nuclear submarines.

Having recently recruited the Agency's first Chair and Chief Executive – an appointment to be announced shortly – we are now seeking exceptional individuals to play key roles on the board to help ensure the SDA is a world-class client delivery organisation – establishing structure, shaping the team to deliver and transforming its capabilities for the long-term.

The Board will work closely with the SDA's key customers – the Director General Nuclear organisation in the MOD and the Royal Navy. A key task for the Board will be the shaping of the SDA to deliver for its customers in an effective manner. An essential part of this will be leading the business and culture changes needed in the delivery of submarine programmes in a complex stakeholder environment and negotiating with industry to deliver value for money for Defence and the taxpayer.

To be successful you will need to have an excellent track record in delivering high-value programmes and considerable experience of handling complex commercial issues. You will need to inspire the newly established SDA to make the step-change necessary for the future, have the personal resilience to work on very high-profile issues, and the personal integrity to deal with highly sensitive information.

If you find the challenge set out here an exciting one, and have the skills and experience we are looking for, we hope you will follow up this opportunity.

**Stephen Lovegrove**

Permanent Secretary, Ministry of Defence

## POSITION SPECIFICATION

### Background

With a national investment of comparable scale to Crossrail or HS2, the Submarine Delivery Agency is being created to design, shape, procure and support in-service nuclear submarines in the UK. This is work of unparalleled strategic importance both nationally and internationally, ensuring the security of the UK's on-going at-sea nuclear deterrent.

A standalone entity within the Ministry of Defence, the new Submarine Delivery Agency will be a high-performing organisation, bringing together existing expertise with heightened managerial, commercial and procurement capability to ensure the excellence and cost-efficient delivery of the UK's nuclear submarine assets for decades to come. In addition to procuring the replacement of the current Vanguard class with its successor, Dreadnought, the organisation will also manage the bringing in to service of the Astute class submarines, in-service support, and the decommissioning of submarines taken out of service.

The 2015 Strategic Defence and Security Review outlines the context for the creation of the Submarine Delivery Agency:

<https://www.gov.uk/government/publications/national-security-strategy-and-strategic-defence-and-security-review-2015>

As the organisation responsible for this substantial and wide-ranging programme of work, the Submarine Delivery Agency will be accountable to the Ministry of Defence for the procurement of new submarines and to the Royal Navy for in-service support provision. The organisation will shape and advise on the scope, terms and commercial parameters of the programme, manage the procurement approach, and both place and manage contracts with industry partners, working with them to ensure successful, timely, cost-effective delivery. The Agency will also represent the MOD in any future arrangements with industry.

The Submarine Delivery Agency was formed on 3 April 2017 from the Submarine Operating Centre within the MOD's Defence Equipment & Support (DE&S) organisation in Bristol. It will be created formally as an Executive Agency of the MOD alongside DE&S no later than April 2018. It includes c1,200 highly qualified members of staff with significant subject matter expertise and total annual spend of c£3 billion.

The Nuclear Submarine Programme comprises submarines in service, in production and future submarines, as well as the nuclear propulsion, nuclear warhead (which will not be managed by the SDA) and Trident missile programmes. It is extremely complex and involved, covering the entire lifecycle from concept and design of submarine platforms to their decommissioning and final disposal. This is in addition to supporting related infrastructure activity in base ports with significant safety requirements. The programme stretches out to 2070 and beyond.

Rob Holden has been appointed Chair he is now working with the Ministry of Defence to appoint the remainder of the Board. This will be made up of two Ministry of Defence appointees and three non-executive directors appointed through this open competition.

## The Role

We envisage that the Board will:

- Set the strategy of the SDA to deliver its in-service and procurement programmes; reflect this strategy in the SDA's Corporate and Business Plans and recommend approval of the Plans to the SDA's Sponsor.
- Review and approve the plans for acquisition and support of submarines agreed with Director General Nuclear and Navy Command, and take responsibility for their delivery, reviewing and approving material change requests in relation to these plans as required.
- Provide advice, challenge and support to the Chief Executive and their Senior Leadership Team, holding them to account for delivery of the Corporate and Business Plan, achievement of the SDA's KPIs, and the SDA's financial performance.
- Report to the Sponsor on governance arrangements for the SDA and whether they are fit-for-purpose for the effective operation of the SDA.
- Assure itself that the SDA is operating in full compliance with all safety and security requirements.

The recently appointed independent non-executive Chair of the SDA Board will be accountable to the Director General Nuclear, as the Sponsor for the organisation, for leading the SDA Board and ensuring its effectiveness in all aspects of its role.

The Chair will have a particular focus on ensuring the Board undertakes an active role with respect to challenging the SDA's Executive function on SDA performance and decision making on those matters within the Board's remit.

The Chair, together with other non-executive members of the Board as appropriate, will act as the 'ambassador' of the SDA Board to the SDA's customers (Navy Command and DG Nuclear) and the Sponsor. The principal purpose of this ambassadorial role is to oversee the effectiveness of the SDB's relationships and communication with its customers and Sponsor, and provide a channel of communication between the Board and these parties on any matters of significant concern.

This position specification is not exhaustive. There will be other accountabilities not specified here that would be expected from the Non-Executive Director(s).

## Person Specification

We are seeking candidates with a diverse range of backgrounds and experience to support delivery of the Board's responsibilities.

You should be able to demonstrate relevant expertise and experience in **one or more** of the following areas:

- Operational management of an appropriate scale, in a relevant industry sector
- Capital projects delivery, especially very large, multi-year megaprojects
- Finance and audit, in a relevant context, with the capability to chair an audit committee
- Experience in procurement, especially major projects, programme management, and project control would all be relevant

In all cases, prior experience of working with or on boards dealing with very large scale, highly complex issues will be important. Some experience of dealing with government would be helpful but is not essential.

In addition, you should be able to demonstrate:

- An appreciation of the importance and complexity of the SDA's programme
- An outstanding record of achievement through your professional career
- Leadership, collaborative team-working and interpersonal skills
- Integrity and discretion
- Experience and understanding of good governance, organisational effectiveness and public propriety

## Terms of Appointment

- The role of a Non-Executive Director is expected to take up to **2 days per month**.
- Remuneration for these posts will be **£25,000 per annum**.
- Successful candidates will be appointed for a fixed term, normally **up to three years**, following a process of open competition managed by the Ministry of Defence following the principles of the [Code of Practice for Public Appointments](#).
- Candidates may be reappointed for a further term, subject to mutual agreement and meeting required performance standards, but the total appointment should not normally exceed six years.
- Appointments will be on a fee earner basis and nothing in any agreement shall be construed as forming or intending to form a contract of employment between the candidate and the department.
- **These appointments are not pensionable.**

## Location

The Board will routinely meet in London or Bristol. However, travel to other locations may be required.

## Eligibility

- These posts are reserved for **UK Nationals only**.
- The successful candidate must be hold or be willing to obtain security clearance to **Developed Vetting** clearance level before taking up post. For further information please follow this link <https://www.gov.uk/guidance/security-vetting-and-clearance>
- Candidates must note the requirement to declare any interests that they may have that might cause questions to be raised about their approach to the business of the Submarine Delivery Agency. They are required to declare any relevant business interests, shareholdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for themselves and for their spouses/partners.

If you believe you have a conflict of interest, please contact Russell Reynolds Associates before submitting your application.

## SELECTION AND RECRUITMENT PROCESS

### Recruitment Process

The Ministry of Defence has appointed Russell Reynolds Associates to support this recruitment.

- The selection panel for this role will assess applications on merit and will employ open and transparent processes in determining the candidate considered most suitable for this appointment.
- Candidates for final interview will be offered the opportunity for an informal 1:1 meeting with the Permanent Secretary and with the Chair, together with an opportunity to visit Abbey Wood, Bristol.
- The Ministry of Defence reserves the right to make any offer of appointment conditional upon references and satisfactory conclusion of security enquiries.
- The provision of false or misleading information by a candidate who is appointed will be grounds for termination without notice.

### Likely Interview Panel

- Rob Holden Chair, SDA
- Julian Kelly, Director General Nuclear, Ministry of Defence
- Vice Admiral Jonathan Woodcock, Second Sea Lord, Royal Navy
- Danuta Gray, Non-Executive Director, Ministry of Defence

### Indicative timetable (subject to change)

Close advertisement	Noon, Wednesday 13 September 2017
Short List Meeting	w/c 18 September 2017
Stakeholder engagement	From 25 September 2017
Final Interviews	w/c 9 October 2017
Appointment(s) announced	Mid-October 2017

If you need further information *about this role*, please contact one of the following:

Patrick Johnson	Email: <a href="mailto:fiona.birkmire@russellreynolds.com">fiona.birkmire@russellreynolds.com</a>
Sarah Galloway	Email: <a href="mailto:sarah.galloway@russellreynolds.com">sarah.galloway@russellreynolds.com</a>

## Application Instructions

The closing date for applications is **Noon, Wednesday 13 September 2017.**

All applications must include the following:

- The reference number **1706-048L** in the subject line.
- A short covering letter of **no more than two A4 sized pages** explaining why this appointment interests you, your suitability for the role outlining how you meet the criteria set out in the Person Specification
- A current CV, with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details where applicable, of budgets and numbers of people managed, highlighting relevant achievements in recent posts, together with reasons for absence within the last two years.
- The names of at least two referees who may be contacted at short list stage (.e. *before* final interview) describing in what capacity and over what period of time they have known you. Please be assured that referees will not be contacted without your consent.
- Confirmation from you that you are happy for Russell Reynolds Associates or its client to undertake any necessary background checks, including career, regulated health or social care activity where roles involved children or vulnerable adults, credit and qualifications, or similar, post short list stage.
- Notification of any dates you are unable to accommodate within the indicative timetable set out in the previous section.
- The completed **Appendix 1** giving your preferred contact details which will be used for all correspondence between us.
- The completed diversity monitoring form **Appendix 2**. All monitoring data will be treated in the strictest confidence and will not affect your application in any way.

Please submit your full application by email to [Responses@RussellReynolds.com](mailto:Responses@RussellReynolds.com) from which you will receive confirmation of safe receipt within two working days.

If you need assistance regarding your application, please email [Fiona.Birkmire@RussellReynolds.com](mailto:Fiona.Birkmire@RussellReynolds.com)

If you wish to receive a hard copy of the information, or in an alternative format e.g. Audio, Braille or large font then please contact Russell Reynolds Associates on 020 7830 8052.

If you cannot apply online, please post applications to:

Russell Reynolds Associates  
c/o Fiona Birkmire  
1706-048L (on the envelope)  
Almack House  
28 King Street  
London SW1Y 6QW

Please read the below **before** completing your application:



## Equality and Diversity

We are committed to being an equal opportunities employer, aiming for the widest possible diversity in our workforce, drawing from every part of the community we serve. We particularly welcome applications from ethnic minority people, women and people with disabilities, who are currently under-represented. Our policy is to provide equal opportunities for employment career development and promotion.

Under the Equality Act 2010 we are legally required to consider making reasonable adjustments to ensure that disabled people are not disadvantaged in the recruitment and selection process. We are therefore committed to meeting, wherever possible, any needs you specify in your application. We will also consider any reasonable adjustments under the terms of the Act to enable any applicant with a disability (as defined under the Act) to meet the requirements of the post.

## Standards in public life

It is important that all public appointees uphold the standards of conduct set out in the Committee on Standards in Public Life's Seven Principles of Public Life (Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership) and are expected to adhere to the Code of Conduct for board members of public bodies.

- **The 7 Principles of Public Life**

<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

- **Cabinet Office Code of Conduct for Board Members of Public Bodies**

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/409604/code-of-conduct\\_tcm6-38901.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/409604/code-of-conduct_tcm6-38901.pdf)

## Complaints

If you feel your application has not been treated in accordance with the Governance Code on Public Appointments and you wish to make a complaint, you should email Kate Boyle: [People-CivHR-StratSCSMgmtDHd@defence.gsi.gov.uk](mailto:People-CivHR-StratSCSMgmtDHd@defence.gsi.gov.uk) in the first instance.

If you are not satisfied with the response you receive for the Department, you can contact the Commissioner for Public Appointments

<https://publicappointmentscommissioner.independent.gov.uk/regulating-appointments/complaints-and-investigations/>

### **Data Protection**

We take our responsibilities under the Data Protection Act seriously. Any data about you will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process. Data may be used for the purposes of monitoring the effectiveness of the recruitment process but in these circumstances, all data will be kept anonymous. The ethnic monitoring form is used for monitoring the selection process only. If you do not wish to have these details recorded please return the form uncompleted. If you are unsuccessful, personal data relating to your application will be destroyed after 12 months. If you are successful, data will be held by central HR in the Department.

### **Reserve Lists**

If we receive applications from more suitable candidates than we have vacancies for at this time, we may hold suitable applicants on a reserve list for 12 months, and future vacancies in the Civil Service requiring the same skills and experience could be offered to candidates on the reserve list without a new competition.

## APPENDICES – Ministry of Defence, Non-Executive Director(s), SDA

### Appendix 1: Personal Details

<b>Surname:</b>	<b>Forename(s):</b>	<b>Title:</b>
<b>Address for correspondence:</b>		
<b>Postcode:</b>		
<b>Contact Telephone Number (including national or international dial codes):</b>		
<b>Mobile Telephone Number:</b>		
<b>E-mail address:</b>		

## **Appendix 2: Diversity Monitoring Form**

(Separate attachment).