



Candidate brief for
the position of
Chair
Defence
Equipment and
Support (DE&S)

March 2019



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About Us

We are an arm's length body of the Ministry of Defence. We manage a vast range of complex projects to buy the equipment and support services that the Royal Navy, British Army and Royal Air Force need to operate effectively. We work closely with industry, negotiating deals with FTSE 100 companies and equivalents, including through partnering agreements and private finance initiatives.

The Defence Equipment and Support (DE&S) organisation is an Executive Agency owned by the UK Ministry of Defence (MOD), with responsibility for equipping and supporting the UK's armed forces. It has an operating budget of around £1 billion per annum and last year delivered a £13.5 billion programme of work to purchase new military equipment and provide the ongoing support that the Royal Navy, British Army and Royal Air Force need to operate effectively.

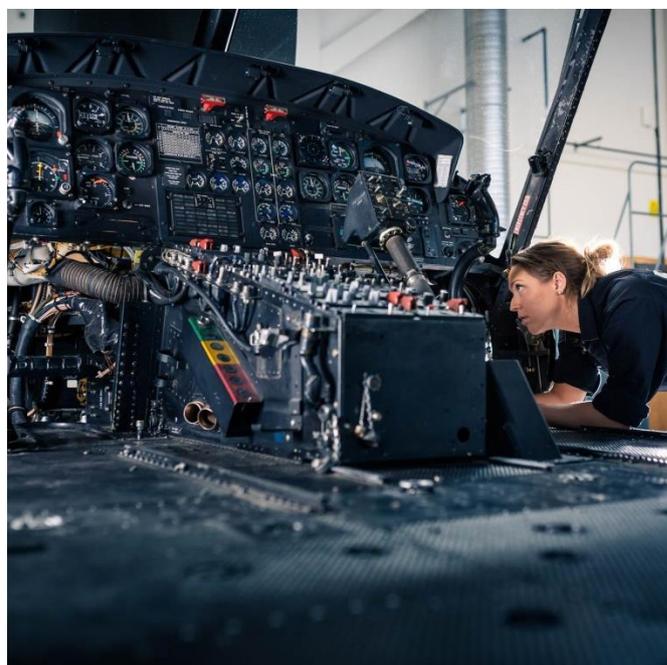
DE&S delivers some of the most complex projects and programmes in the world, which often involves innovative technologies, sophisticated supply chains and a mix of market sourcing strategies and outputs. It works closely with industry, in the UK and overseas, including through partnering agreements and private finance initiatives. DE&S employs around 11,400 people - both civilian and military - who are employed across 11 professional functions including project management, project controls, engineering, finance, logistics and commercial. The organisation has locations around the UK and abroad, with its main headquarters in Bristol.

On behalf of its military customers, DE&S is responsible for:

- The procurement and support of ships, aircraft, vehicles, weapons and supporting services.
- Delivering other general requirements including food, clothing, medical supplies and temporary accommodation.
- Decommissioning and disposal when equipment reaches the end of its service life.

Current DE&S' priorities include:

- Providing equipment and support for operations now and in the future, including meeting urgent operational requirements.
- Acting as an objective decision maker and adviser on the right equipment and services.
- Embedding its transformation programme initiatives, designed to improve the delivery of equipment and support to the UK's armed forces.



Challenges facing DE&S

In addition to improving the delivery of its significant programme of work, DE&S has been embarking upon a comprehensive process of transformation since 2014, delivering one of the largest change programmes in government. Launched under the Materiel Strategy programme, a range of transformation initiatives have been designed and implemented to ensure that DE&S could operate differently to become more effective and efficient. Having achieved its initial transformation objectives in April 2017, DE&S has focused on maturing its new ways of working and rolling out a range of new tools and processes. Significant progress has been made and DE&S is committed to doing more. It will continue to embed wholesale change, driving continuous improvement across the organisation and pursuing further financial benefits and efficiencies. DE&S has a challenging but clear vision of a confident commercial organisation that by 2021, can be defined as:

- Customer and performance focused.
- Tech-enabled supporting it to be agile in delivery.
- Forward looking and results orientated.
- Offering an employee value proposition that attracts, builds and develops a skills base to underpin better performance.

The DE&S Board

On behalf of the MOD, the DE&S Board provides the strategic leadership for DE&S in delivering its objectives. As such it enables Non-Executive approval of the Corporate Plan for submission to the MOD Chief Operating Officer and oversight of the delivery of DE&S business, its resourcing and its strategy. The DE&S Board provides a forum for independent, Non-Executive support and constructive challenge to Chief Executive Officer and DE&S Executives; it will adjust its approach over time as necessary, to meet the needs of the organisation as it evolves. To strike the right balance of skills, experience and objectivity, the Chair will agree the size and composition of the Board with the Departmental Sponsor, taking into account guidance and best practice on Boards in the public and private sectors.

The DE&S Board is currently comprised as follows:

- Independent, Non-Executive, Chair.
- Five independent Non-Executive Directors.
- An MOD Non-Executive Director.
- DE&S Chief Executive Officer.
- DE&S Chief Financial Officer.
- Deputy Chief of the Defence Staff (Military Capability).

Other senior Executives may be invited to attend the Board for specific agenda items as required where they are not members of the Board.



The MOD formally manages its relationship with DE&S through regular engagement with the Head Office sponsor, and quarterly Performance and Risk Review meetings between the Chair and Departmental Sponsor and other MOD stakeholders as required. The main focus of these meetings is on the delivery of the DE&S corporate plan and the achievement of its various delivery, reform and financial objectives as well as confirming that the Board itself is operating effectively within the overall governance framework to protect the interests of MOD.

The Chair would be a member of the selection panel should the need to appoint a new Chief Executive Officer or new Non-Executive Directors arise. The Chair may also be asked to be a member of the selection panel for other senior appointments.

Role Specification

The Role

The Chair is the lead independent Non-Executive Director (NED) and accountable to MOD for the performance of the DE&S Board and ensuring its effectiveness in all aspects of its role. The Chair will provide an important oversight role in a unique organisation with freedoms and flexibilities that are unparalleled in government. The role ensures that an effective framework for corporate governance is in place within DE&S to protect the interests of the MOD. This includes ensuring that there is an effective process for scrutinising business strategies, plans and performance and the appropriate application of DE&S' bespoke freedoms and flexibilities. We envisage a time requirement of around 2-3 days per week will be necessary to carry out the role.

The Chair has a key personal role in ensuring that the DE&S independent Non-Executive Directors act to protect the interests of the Department and reinforce the principles of accountability which apply to organisations within the public sector. In addition, the Chair will ensure that the Non-Executive Directors provide challenge and scrutiny to the DE&S Executive. The Chair is also expected to be a source of personal advice and support on business issues to the DE&S Chief Executive Officer (and other senior Executives as necessary) in a guiding and mentoring role.

The Chair will be specifically responsible for:

- Leading and managing the DE&S Board, providing clear direction and focus as well as creating an open and cooperative relationship with MOD.
- Ensuring the Board has sufficient information to review the performance of the organisation, including future trends, risks and opportunities and that Key Performance Indicators are effectively monitored.
- Providing advice to the MOD on DE&S' strategic direction, objectives and risks, business performance and governance.
- Supporting and advising the Chief Executive on all material issues, including engagement with industry.
- Helping to steer the organisation through a period of significant change during a challenging period for Defence, and while maintaining a focus on organisational delivery.



- Providing an important oversight role in ensuring that the DE&S' independent Non-Executive Directors act to protect the interests of the Department and reinforce the principles of accountability which apply to organisations within the public sector.
- Advising MOD on the performance of the Chief Executive.
- Ensuring there is a Board Operating Framework in place consistent with the Government Code of Good Practice for Corporate Governance and a code of practice for board members, consistent with the Cabinet Office Code of Conduct for Board Members of Public Bodies.
- Ensuring that the Board is supported by effective and properly constituted Subcommittees (Remuneration, Nomination and Audit, Risk and Assurance).
- Determining and agreeing the composition of the Board with the MOD Chief Operating Officer and Chief Executive Officer, taking into account its diversity and ensuring a balance of relevant expertise and experience.
- Managing the frequency and agenda, content and conduct of board meetings, ensuring that systems are in place to provide members with accurate and timely information of good quality to enable the Board to consider properly all matters before it.
- Ensuring that the Board as a whole is effective, including assessing the performance of the Board and of individual Non-Executive Directors, and making recommendations on areas for development.
- Ensure that all Non-Executive Directors are effective in the support and challenge they provide to the DE&S Executive team, acting to protect the interests of the Department and reinforcing the principles of accountability which apply to organisations within the public sector.
- Encouraging all Board Members to express their views frankly and challenge constructively to improve the standard of discussion in Board meetings.
- The Chair will have regular dialogue with the MOD Head Office and will also have a standing right of access to the MOD Permanent Secretary.
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- On behalf of the Board, the Chair will be responsible for escalating to the MOD Sponsor material matters where agreement between the DE&S Chief Executive and a majority of the Board's Non-Executive Directors cannot be reached. If it is not possible to resolve the issue at this stage, the route for escalation is through the Permanent Secretary, and ultimately to the Responsible Minister.

Terms of Appointment

- The role of the Chair is expected to take 2 to 3 days per week. This is a significant time commitment so candidates should demonstrably have the time available to fulfil the role.
- Remuneration for the post will be £150,000 per annum. There will be no separate travel and subsistence allowances.
- The successful candidate will be appointed for a fixed term, normally up to three years, following a process of open competition managed by the MOD following the principles of the Code of Practice for Public Appointments. The Chair 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.
- The appointment 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.
- This appointment is not pensionable.



The Individual

The DE&S Chair should have a strong reputation as a business leader with experience in the governance of a large and complex commercial organisation, and an appreciation of the importance of Defence to the UK's national security interests. They will have the authority to command the respect and confidence of the DE&S Board, MOD and other stakeholders, and the resilience to challenge and support a high calibre executive team. Candidates must have the time available to commit to the role.

Skills and Abilities

- A track record as an effective Non-Executive or Chair achieving successful outcomes. An excellent professional reputation gained at a senior level managing major programmes of work.
- Demonstrable strategic, analytical, commercial and intellectual thinking skills.
- A reputation for building strong multi-stakeholder relationships.
- An understanding of Government and the ability to engage with senior officials and Ministers in a politically sensitive environment.

Experience

- Delivering major transformational, culture and operational change in an organisation of scale, perhaps from procurement, engineering or major infrastructure programme environment, and operating in a safety and security critical environment.
- Supporting and challenging the executive team to drive organisational priorities.
- A strong understanding of corporate governance best practice, Nolan principles, diversity and equal opportunities.

Eligibility

- This post is reserved for UK nationals only.
- The Board will routinely meet in Bristol or London. However, travel to other locations may be required.
- The successful candidate must hold or be willing to initiate the process to obtain the appropriate security clearance before taking up post. More information is available here: <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 DE&S. 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 spouse/partner.



How to Apply

The recruitment process is being undertaken by Odgers Berndtson on behalf of DE&S. If you wish to apply for this position, please supply the following:

- A comprehensive CV setting out your career history, with responsibilities and achievements.
- A covering letter (maximum two sides) highlighting your suitability and setting out how you meet the person specification. Please note that the covering letter is an important part of your application and is as much the means by which you will be assessed as your CV.
- Equal Opportunities Monitoring Form – All candidates are also requested to complete an Equal Opportunities Monitoring Form. Your Equal Opportunities Monitoring Form will be stored separately from your application and will play no part in the selection process.
- Political Activity/Conflicts of Interest Questionnaire – This can be found by visiting www.odgers.com/70075. Please download the form and return to anne.neill@odgersberndtson.com
- Guaranteed Interview Scheme Form (if relevant) - This can be found by visiting www.odgers.com/70075. Please download the form and return to anne.neill@odgersberndtson.com

The preferred method of application is online at www.odgers.com/70075

If you are unable to apply online please email your application to: 70075@odgersberndtson.com

The closing date for applications is 28th March 2019

Any postal applications should be sent to:

Government Practice
70075
Odgers Berndtson
20 Cannon Street
London EC4M 6XD

All applications will receive a response.

Further Information

If you would like an informal conversation about this role, please contact Odgers Berndtson: Simon McDonald on +44 207 529 6359; Laura Spurgin on +44 207 529 1072; Rebecca Meredith on +44 207 529 1019.

Due Diligence

Please note that due diligence will be carried out on shortlisted candidates. Candidates should expect this to include searches of previous public statements and social media, blogs or any other publically available information.



Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

Equal Opportunities Monitoring

All candidates are also required to complete an online Equal Opportunities Monitoring Form.. Due to public appointment requirements the form must be completed.

If you do not wish to have these details recorded please return the form with the 'prefer not to say' options selected. 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. This will assist DE&S in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.



Recruitment Process

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 for the Chair will be offered the opportunity for an informal one to one meeting with the MOD Chief Operating Officer and the DE&S Chief Executive. Candidates will also be provided with the 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.

Equal Opportunities

The MOD is committed to equal opportunities for all. We value and welcome diversity. We aim to develop all our staff to enable them to make a full contribution to meeting the MOD's objectives, and to fulfil their own potential on merit. We will not tolerate harassment or other unfair discrimination on grounds of sex, marital status, race, colour, nationality, ethnic origin, disability, age, religion or sexual orientation. We promote and support the use of a range of flexible working patterns to enable staff to balance home and work responsibilities, and we will treat people fairly irrespective of their working arrangements. Whilst this is role is an appointment and not an employment we will treat all applications fairly and equally and would expect a successful appointee to uphold MOD values.

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.

Guaranteed Interview Scheme

MOD operates a guaranteed interview scheme for disabled people, as defined in the Equality Act 2010, who meet the essential criteria for this appointment as outlined in the person specification. Applicants who wish to apply for consideration under the scheme are asked to state this in their letter of application. The selection panel will assess applications on merit and will employ open and transparent processes in determining candidates most suitable for this appointment.





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