



Ministry  
of Defence



Submarine  
Delivery Agency

**Non-Executive Director – Submarine  
Delivery Agency**

**Information pack for applicant**

**Closing date: 14th January 2022**

**Reference: *GSe80544***



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## **Equal opportunities**

MOD is committed to be an equal opportunities employer. We value and welcome diversity. The appointment(s) will be governed by the Principles of Public Appointments based on merit with independent assessment and transparency of process. Candidates may come from a wide range of backgrounds and experience although the successful candidate(s) will need to demonstrate that they meet all the criteria for this appointment(s). Applications from women, ethnic minorities and disabled people will be welcomed.

## **Disability Confident Scheme (DCS)**

MOD actively encourages applications from disabled people. As part of this, MOD along with several departments have committed to the Disability Confident Scheme (DCS). One of our commitments is to offer an interview to all disabled applicants who meet the minimum criteria for the role(s). This gives them the opportunity to demonstrate their abilities at the interview stage. To be eligible for DCS the candidate must have a disability, as defined by the [Equality Act 2010](#). Further definition can be found on the [Cabinet Office website](#).

## Message from the Director General Nuclear and Interim Chair of the Submarine Delivery Agency

Thank you for expressing an interest in the role of Non-Executive Director 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 (CASD) 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 2021 Integrated Review and Defence Command Paper reaffirmed the UK's commitment to the nuclear deterrent as a key part of Global Britain.

The SDA manages the delivery of the UK's new submarines and supports the operation of the in-service fleet. We are seeking exceptional individuals to play key roles on the board to strengthen the SDA's position as a world-class delivery organisation. The Board works closely with the SDA's customers (Royal Navy and Defence Nuclear Organisation (DNO)) and the Director General Nuclear. A key task of the Board has been the shaping of the SDA to deliver effectively for its customers and an essential part of this has been leading the business in the delivery of submarine programmes in what is a complex stakeholder environment.

To be successful you will need to have an excellent track record in one or more areas critical to the SDA's success. These include delivery of high-value programmes, experience of handling complex commercial issues, engineering and maintenance support to bespoke high-hazard assets, and strategic leadership of organisational development. You will need to inspire the SDA's Executive Team to make the changes 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.



***Vanessa Nicholls***  
***Director General Nuclear***



***Jonathan Simcock***  
***Interim Chair, Submarine Delivery Agency***

## The Role and Person Specification

The SDA Board's principal role is to hold the SDA Chief Executive and their Senior Management Team to account. The SDA Board comprises:

- An independent non-Executive chair;
- A maximum of three Government non-Executive Directors (NEDs);
- At least three independent NEDs;
- The SDA Chief Executive;
- The SDA Chief Finance Officer (CFO); and
- Additional Executives as deemed necessary by the SDA Chair, subject to maintaining a majority of NEDs on the Board.

The SDA Board will provide challenge and support to the SDA CEO and CFO on resource and business decisions. The Corporate Plan sets the medium and long-term strategic direction of the organisation and will be reviewed and agreed on an annual basis.

The SDA Board will require a quorum of two independent NEDs, a Government NED and the Chair for all decisions to be ratified.

SDA Board appointments should follow principles of the Governance Code on Public Appointments.



### **The SDA Board will:**

- Endorse the strategy of the SDA in line with its purpose to deliver support to in-service submarines and new submarine programmes; ensure that strategy is reflected in the SDA's Corporate and Business Plans; and recommend approval of the Corporate Plan by the Departmental Sponsor and Responsible Minister;
- Provide advice and insight, challenge and support to the SDA Chief Executive and their Senior Management Team in their delivery of the Corporate and Business Plans, achievement of the SDA's KPIs, and the SDA's financial performance;
- Identify and endorse the SDA's KPIs, and agree these with the Departmental Sponsor;
- Assure itself that the SDA has sufficient competence and depth of resources to conduct its nuclear and operational-related activities safely;

- Ensure the SDA develops successful relationships with its Customers, enabling them to be strong, intelligent and informed, well-advised by the SDA and have confidence in the SDA and in its cost and programme estimates and forecasts; likewise oversee development of successful relationships with other key stakeholders and major suppliers;
- Oversee the financial and operating controls in the SDA and its programmes, and ensure they are compliant with the delegations afforded to the SDA and the SDA Chief Executive's scope of responsibilities as Accounting Officer for operating expenditure of the SDA; oversee risk management strategies in the SDA and ensure they are adequate; oversee the generation of accurate financial, management and programme reports and production of financial statements, consistent with the requirements of Managing Public Money, the SDA Chief Executive's obligations as Accounting Officer, and other applicable government requirements;
- Report to the Departmental Sponsor on the [Framework Document](#), associated delegations and other governance arrangements for the SDA, and on the funding arrangements for the SDA and its programmes, as to 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;
- Review the SDA's succession planning including in relation to senior nuclear qualified and experienced personnel; recommend the appointment and if necessary the removal of the SDA Chief Executive and other senior leadership positions to the Departmental Sponsor;
- Review the remuneration policies and incentive policies of the SDA to fulfil the objectives of the SDA (within the freedoms and delegations afforded to the SDA); and
- Agree, based on the recommendation of the SDA Remuneration & Nominations Committee, Chief Executive remuneration for approval by the Permanent Secretary through the Sponsor.

All members of the SDA Board are expected to act in line with high standards of corporate governance to ensure that the SDA complies, where appropriate, with the Code of Good Practice for Corporate Governance in Central Government Departments.

The successful candidate must abide by the Seven Principles of Public Life (Annex A) and the Code of Conduct for Board Members<sup>1</sup>.

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<sup>1</sup> <https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>

## Essential criteria

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

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

- delivery of high-value programmes, especially very large, multi-year megaprojects
- handling complex procurement and commercial issues
- engineering and maintenance support to bespoke high-hazard assets of an appropriate scale in a relevant industry sector
- strategic leadership of organisational development in a complex environment
- Finance and audit, in a relevant context, with the capability to chair an audit committee

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.

Candidates should have a strong track record of excellent leadership skills, with proven ability in leading organisations and supply chains through transformational change; leading high performing senior teams and instilling a results-focused culture.

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
- Collaborative team-working and interpersonal skills
- Integrity and discretion
- Experience and understanding of good governance, organisational effectiveness and public propriety

## Terms and Conditions of Appointment

This is a ministerial appointment and not an offer of employment. Such appointments are not normally subject to the provisions of employment law.

### **Time commitment and remuneration**

The role of Non-Executive Director is expected to take 24 days per annum so candidates should demonstrably have the time available to fulfil the role.

Remuneration for the post will be £25,000 per annum. In addition, NEDs will be entitled to claim for travelling and reasonable related expenses which are incurred in attending committee meetings or making any other visits that may be required.

This appointment is not pensionable.



**Appointment term**

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. NEDs may be reappointed for a further term, subject to mutual agreement and meeting required performance standards.

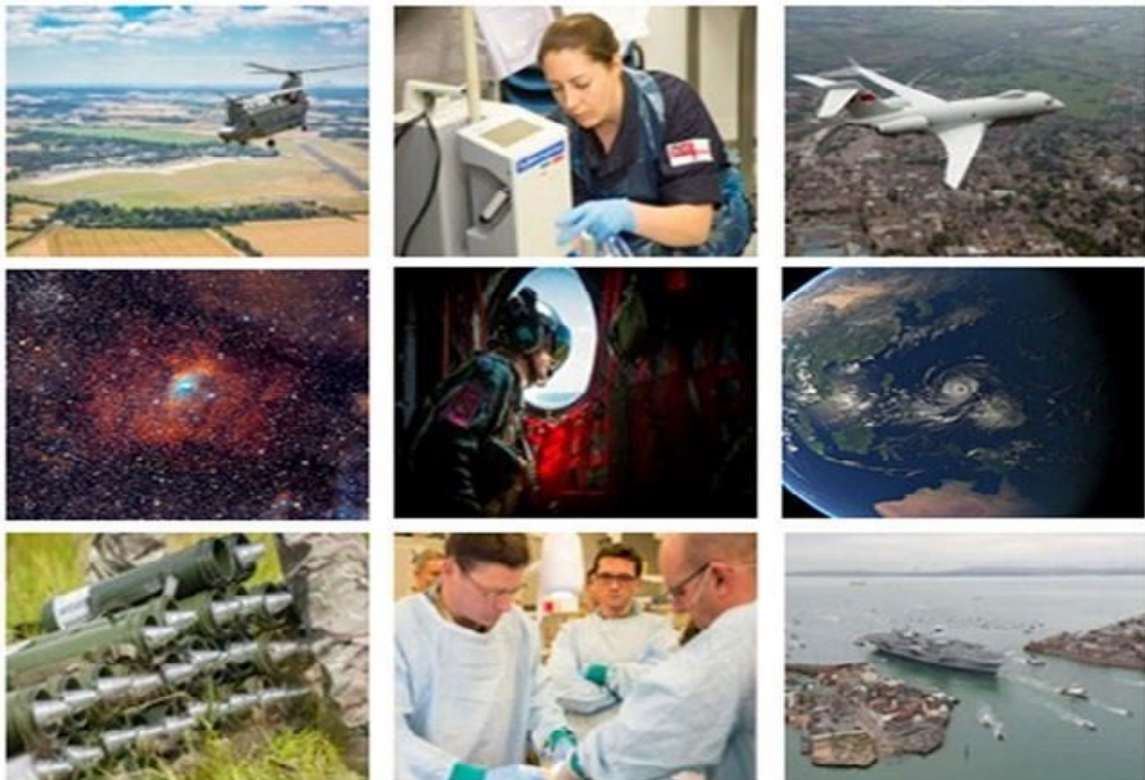
The appointment will be on a fee earner basis and nothing in any agreement shall be construed as forming, or intending to form, a contract of employment between the candidate and the department.

**Location**

Meetings are usually held at MOD Main Building, London. Occasional travel to other locations may be required.

**Confidentiality**

You will be subject to the provisions of the Official Secrets Act and required to exercise care in the use of official information acquired in the course of official duties, and not to disclose information which is held in confidence.



## Who we are

The Ministry of Defence (MOD) is made up of 18 organisations: Head Office, four Military Commands, the Defence Nuclear Organisation and 12 Enabling Organisations. Head Office provides the Department of State function and political and military strategic direction for the Department.

There are four Military Commands that generate military capability and operate in accordance with Defence policy objectives as directed by Head Office. These are the Royal Navy, the British Army, the Royal Air Force and Strategic Command.

The Defence Nuclear Organisation manages the portfolio of Defence nuclear programmes. There are 12 Enabling Organisations that deliver activities to support Defence. Further information can be found on [WWW.GOV.UK](http://WWW.GOV.UK).

### Purpose

The Defence Purpose is to protect the people of the United Kingdom, prevent conflict, and be ready to fight our enemies. To **Mobilise** to make the most of existing capabilities; **Modernise** to embrace new technologies to assure our competitive position and **Transform** to radically improve the way Defence does business.





## The Role of the Submarine Delivery Agency

In supporting the MOD to meet its overall purpose, the SDA has key areas of delivery. These are set out in the 'Our Purpose' section of the SDA's [Corporate Plan](#) which are to:

- maintain CASD by safely delivering available, capable and reliable in-service submarines and systems;
- lead the design and construction of all new UK submarines and, working with our customers and suppliers, bring them into service as effectively and efficiently as possible;
- manage the delivery of the nuclear infrastructure needed to support the submarine fleet including maintenance operations and new construction;
- safely dispose of the UK's submarines that are no longer in-service;
- ensure that we retain and develop the submarine technology base such that it meets our future requirements and retains our capability advantage;
- support and fulfil our roles in international partnerships; and
- develop a sustainable industrial base for the Submarine Enterprise that is able to support all requirements efficiently, sustainably, safely and securely.

The SDA will deliver value for money across all of its programmes through achieving an optimal balance of safety, time, quality and cost.

## The recruitment process

- ❖ The Assessment Advisory Panel (AAP) will sift and assess each application against the criteria, to produce a shortlist to invite to interview.
- ❖ Subject to Ministerial agreement, the AAP will then conduct interviews to ascertain which candidates are appointable to the role.
- ❖ Interviews are expected to take place either virtually or in MOD Main Building, London. Further details about the format will be provided to you in advance.
- ❖ The AAP's composition along with the indicative timetable for the recruitment can be found at the next page.
- ❖ The decision to appoint to this role rests with the Secretary of State.
- ❖ Candidates considered appointable by the AAP may be invited to meet with the Secretary of State before a final decision is made. As a result, there may be a delay in informing candidates of the outcome of the competition.
- ❖ The successful applicant will be required to sign the Official Secrets Act and go through the appropriate security checks for this position.
- ❖ Our recruitment advisors, GatenbySanderson will acknowledge receipt of your application and keep you updated on the progress of the competition. All candidates will be notified of the outcome of their application.

**Please note:** Candidates will be able to claim for reasonable expenses incurred travelling to and from the interview. Claim forms will be provided with invitations to interview.

### Indicative Timetable

Please note that these dates may be subject to change.

Closing date	Midday 14 <sup>th</sup> January 2022
Long-listing meeting	w/c 24 <sup>th</sup> January
Candidate interviews by GatenbySanderson	w/c 31 <sup>st</sup> and 7 <sup>th</sup> February
Short-listing meeting	w/c 14 <sup>th</sup> February
Final Panel	w/c 21 <sup>st</sup> February
Start/provisional date:	To be confirmed

### Advisory Assessment Panel composition

Chair:	Interim Chair, SDA
Member:	Director Submarine Capability
Independent:	To be confirmed

**Applications should be submitted online at: [www.gatenbysanderson.com/GSe80544](http://www.gatenbysanderson.com/GSe80544)**  
**This will enable you easily to download and access the supporting documents referred to below.**

**If you are unable to apply online, please contact GatenbySanderson's Christina Pipe, Project Co-ordinator on 020 7426 3371 or [christina.pipe@gatenbysanderson.com](mailto:christina.pipe@gatenbysanderson.com)**

## How to apply and submit your application

If you wish to apply for this appointment, please supply the following:

- ❖ A **CV** (*maximum two sides A4, minimum font 12*) setting out your career history and including details of any professional qualifications.
- ❖ A **short supporting statement** (see below) (*maximum two sides A4, minimum font 12*) explaining how you meet the essential criteria (page 4). Make sure you refer to the contents of this information pack and provide specific examples which demonstrate proven and demonstrable expertise or ability. Please ensure your full name and the reference number are clearly stated at the top of your CV and additional papers.
- ❖ Complete the **Expression of Interest form** including your supporting statement; contact details for two referees (by providing their details you are giving consent for us to contact them should you be successful at the shortlisting stage) and any conflict of interest (see further information below and Annex B).
- ❖ Complete the **Diversity Monitoring form**, including stating any political activity. Once you have completed your application, you will be sent an automatically generated email asking you to complete a Diversity Monitoring Form. Your Diversity Monitoring Form will be stored separately from your application and will play no part in the selection process.
- ❖ Note References will only be taken up if candidates are successful at shortlisting. You should ensure that they have given you their permission to share their names with us and for us to contact them when you include them in the EOI.

If you are applying under the **Disability Confident Scheme** you will need to meet the minimum criteria for the role as determined by the AAP at sift. This will guarantee an invite to an interview. To ensure fairness, the AAP will not be informed of who has applied under the DCS until they have set the minimum criteria at the start of the sift meeting.

### Please complete the Disability Confident scheme declaration form.

- ❖ If you have a disability and require **reasonable adjustments** to enable you to attend for interview, please advise us when you return your application.
- ❖ If you **cannot apply online\***, please post your application marked for the attention of Darra Power-Mooney, Consultant, GatenbySanderson, 8 Devonshire Square, London EC2M 4PL

**Please note:** it is your responsibility to ensure we receive your application by the closing date.

### Further information

If you have queries about any aspect of this role or the recruitment process, or you wish to have an informal discussion, then please contact :

Peter Guilder, Research Principal  
E: peter.guilder@gatenbysanderson.com  
M: 07545 441127

James Payne, Principal Consultant  
E: james.payne@gatenbysanderson.com  
M: 07384 818170

Darra Power-Mooney, Consultant  
E: darra.power-mooney@gatenbysanderson.com  
M: 07595781609

Michael Dobson, Partner  
E: michael.dobson@gatenbysanderson.com  
M: 07891 142 325

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## Eligibility criteria

**To be eligible for consideration the candidate will need to be a sole UK National.**

The candidate is expected to inform the Secretary of State if they intend to accept a prominent position in any political party and to understand that the appointment may be terminated if it is felt that the position is incompatible.

There are circumstances in which an individual may not be considered for appointment. If:

- ❖ You have received a prison sentence or suspended sentence of 3 months or more in the last 5 years;
- ❖ You are the subject of a bankruptcy restrictions order or interim order, or a debt relief order or interim debt relief order under Schedule 4ZB to the Insolvency Act 1986;
- ❖ You are disqualified from acting as a company director under the Company Directors Disqualification Act 1986;
- ❖ You have been removed from trusteeship of a charity.

## Conflict of interest and due diligence

If you have any interest that might be relevant to the work of the Submarine Delivery Agency and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in the **Expression of Interest form**. (Annex B in this information pack should help you to evaluate whether you have a potential conflict.)

This includes other MOD Boards and Committees on which you are already appointed. If you have queries about this and would like to discuss further, please contact

Darra Power-Mooney, Consultant  
E: darra.power-mooney@gatenbysanderson.com  
M: 07595781609

Given the nature of public appointments, it is important that those appointed as members of public bodies / Committees maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the AAP and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media.

As part of our **due diligence** checks we will consider anything in the public domain related to your conduct or professional capacity. This will include us undertaking searches of previous public statements and social media, blogs etc. Any information found may be made available to the AAP who may wish to explore further with you should you be invited to an interview. The information may also be shared with Ministers and the Cabinet Office.





# Data Protection and Privacy Notice

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.

The [MoD Personal information charter](#) contains the standards you can expect when we ask for, hold or share your personal information and your rights under the law. Further information can be found in the [DBS Privacy Notice](#) on the way the DBS Civilian Personnel, Resourcing processes your data in line with the charter.

Our data protection policy is in line with the requirements of the General Data Protection Regulation and Data Protection Acts. Our data protection officer can be contacted by writing to [cio-dpa@mod.gov.uk](mailto:cio-dpa@mod.gov.uk).

Your initial contact details, including your name and address will be held by the DBS for a period of up to two years.

If you submit an application, that and any supporting documentation, will be retained by DBS for up to two years. Information held electronically, will also be held for up to two years.

If you would like these details to be removed from our records as soon as this recruitment campaign is completed, please write or email to DBS Non-Standard Appointments Team:

Defence Business Services (DBS) NSAT  
Oak level 2 # 6030-8  
West Wing  
Abbey Wood North  
New Road  
Stoke Gifford  
Bristol  
BS34 8QW

## Dealing with your concerns

We aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you feel that you have any complaints about the way your application has been handled, please contact GatenbySanderson's Christina Pipe, Project Co-ordinator on 020 7426 3371 or [christina.pipe@gatenbysanderson.com](mailto:christina.pipe@gatenbysanderson.com)

## Annex A: The Seven Principles of Public Life

The candidate is expected to adhere and understand the standards of probity required of public appointees outlined below in the “Seven Principles of Public Life” drawn up by the Committee of Standards in Public Life.

### **Selflessness**

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

### **Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

### **Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

### **Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

### **Openness**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

### **Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising, in order to protect the public interest.

### **Leadership**

Holders of public office should promote and support these principles by leadership and example.

The candidate is also expected to adhere to the [Code of Conduct for board members of public bodies](#).

## Annex B: Conflict of Interest

### Q1. What is a conflict of interest?

Public Appointments require the highest standards of propriety, involving impartiality, integrity and objectivity, in relation to the stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable or political interest which material might be relevant to the work of the public body concerned should be declared.

There is always the possibility for real or perceived conflicts of interest to arise. A perceived inference of a conflict may, on occasions, be as damaging as the existence of a real conflict. It is important, therefore, that you consider your circumstances when applying for a public appointment and identify any potential conflicts of interest, whether real or perceived.

### Q2. Surely a perceived conflict is not a problem, as long as I act impartially at all times?

The integrity of the individual is not in question here. However, it is necessary for the standing of the individual and the Board that members of the public have confidence in their independence and impartiality. Even a perceived conflict of interest on the part of a Board member can be extremely damaging to the public body's reputation and it is therefore essential that these are declared and explored, in the same way as an actual conflict would be. The fact that a member acted impartially may be no defence against accusations of potential bias.

### Q3. If I hold another Ministry of Defence appointment will it be considered a conflict of interest?

It will depend on the nature of the role you have and the one you are applying for. In some circumstances the relationship between the two may make it too difficult to put in place arrangements to manage the conflicts. In such circumstances you would have to decide which role you would want to step away from. To allow the Advisory Assessment Panel (AAP) to consider fully you should provide details of other MOD roles you have or may be applying for in the **Expression of Interest** form.

### Q4. What should I do if I think I have a conflict of interest?

You will find a section on conflicts of interest in the **Expression of Interest** form for you to complete. This asks you to consider and declare whether or not you have a real, or perceived, conflict. If you are unsure of your circumstances constitute a possible conflict, you should still complete this section, in order to give the AAP as much information as possible. You might also find it helpful to discuss it with recruitment advisor/sponsor/ public body/Committee contact shown in the information pack

### Q5. If I declare a conflict, does this mean I will not be considered for appointment?

No - each case is considered individually. If you are short listed for interview, the AAP will explore with you how far the conflict might affect your ability to contribute effectively and impartially on the Board and how this might be managed, if you were to be appointed. For example, it may be possible to arrange for you to step out of meetings where an issue is discussed, in which you have an interest. However, if, following the discussion with you, the AAP believes that the conflict is too great and would call into question the probity of the

Board or the appointment they may ask you to withdraw your application from the competition.

**Q6. What happens if I do not declare a known conflict, which is then discovered by the Department after my appointment?**

Again, each case would be considered on its merits, but the Department may take the view that by concealing a conflict of interest, you would be deemed to have breached the Seven Principles of Conduct of Public Life and we may terminate your appointment.

**Q7. What happens if I do not realise a potential conflict exists?**

This situation may arise where the applicant is not familiar with the broad range of work which a Body covers and therefore does not realise that a conflict might exist. In some cases, the AAP, with their wider knowledge of the public body, might deduce that there is a potential conflict issue, based on the information on employment and experience provided by the candidate in the application form. They will then explore this at interview with the candidate.

**Q8. What happens if a conflict of interest arises after an appointment is made?**

This could arise for two main reasons. The first is that the member's circumstances may change, for example, they may change jobs and in doing so, a conflict with their work on the Board becomes apparent. The second is where a member is unfamiliar with the range of the work of the public body, but after appointment, it becomes clear that a conflict exists where none had been envisaged during the appointment process.

In both cases, the issue should be discussed with the Chair of the Board, and the Chief Executive of the public body (if applicable) concerned, in consultation with the Department, to decide whether or not the member can continue to carry out their role in an appropriate manner and each case would be considered individually.

It may be that the conflict is such that it would be impractical for the member to continue on the Board, if they would have to withdraw from a considerable amount of the public body's routine business. In such cases, the member may be asked to stand down from the public body.

**Q9. Areas where a conflict could arise**

There are five main issues, which could lead to real, or apparent, conflicts of interest. These are:

- Relevant pecuniary or other interests outside the organisation.
- Relationships with other parties/organisations which could lead to perceived or real split loyalties.
- Pending Government policy could give unfair personal advantage to people with allied business interests – for example access to privileged information – trade secrets.
- Perception of rewards for past contributions or favours
- Membership of some societies or organisations.