



This  
Ministry  
of Defence



UK Government  
Investments

# Defence Equipment & Support

## Candidate Brief

### NED (Chair of the Remuneration Committee)



## Welcome message



Thank you for your interest in the role of a Non-Executive Director on the Defence Equipment & Support (DE&S) Board.

DE&S is a vital arm's length body of the Ministry of Defence, with responsibility for equipment procurement and support across all the UK's armed forces. The outputs of the organisation enable the UK's armed forces to succeed in their efforts on behalf of the nation and are key in the delivery of the overall defence mission.

Our Board plays a key role in the governance of DE&S, providing strategic advice and direction to the organisation and its executive team. The Board and its sub-committees also provide assurance on behalf of the Ministry of Defence that the organisation is well run and meets the requirements of Government, particularly the stewardship of public funds. The DE&S Board is made up of talented individuals from a variety of backgrounds who all have in common a keen interest in improving the organisation across all levels and areas.

The duties undertaken by DE&S and the scale of the DE&S workforce will provide an interesting scope of work for a Remuneration Committee Chair. DE&S employs over 12,000 people, many of which are based at our headquarters in Bristol. We also have sites throughout the UK and others around the world. As RemCo Chair, the Board will look to you to provide advice, support and challenge to the executive as they deliver for our people.

This is an exciting time to join DE&S. Over the last year, we have focused on improving corporate performance, effectively managing strategic risks and launching DE&S' new Strategy and Operating Model. I have been impressed by the emphasis our people have placed on engaging the DE&S workforce, and the extensive network of wider defence stakeholders, during the design and build phases of our new Operating Model. There has been a great deal of attention given to understanding how we define and develop requirements, strengthen our supply chains, and deliver, maintain and dispose of equipment. This work, taken alongside our involvement in the broader Defence Design programme, will be pivotal to ensuring DE&S becomes a more efficient organisation, able to drive up pace, work in closer collaboration with partners and allies, reduce project delivery times and increase the availability of equipment.

If you are excited about the opportunity to be part of a critical Government body and at the forefront of the UK's defence equipment programme, I encourage you to apply for this role.

**Mark Russell**

**Chair, Defence Equipment & Support**

## **DE&S background**

Defence Equipment and Support (DE&S) is an arm's length body and Executive Agency of the MOD. We work closely with the military commands and the global defence industry, as well as MOD Head Office and Other Government Departments, in support of 'One Defence'. We deliver safe, reliable, and available equipment and support to meet user requirements world-wide. When equipment reaches the end of its life, we undertake equipment decommissioning, sale and disposal. We also provide critical services to support operational outputs such as storage and supply of munitions to the armed forces and provisions of marine salvage and emergency response.

In addition, our range of services include the British Forces Post Office, which delivers mail to defence personnel in the UK and around the world. We are investing more into the research and development of cutting-edge solutions. Following our merger with the former Defence Electronics and Components Agency, we also provide secure access to assured onshore maintenance, repair, overhaul, upgrade, associated Post Design Services, and managed services for an extensive range of electronic and general engineering equipment for air, land and sea platforms.

In 2023/24, DE&S spent £11.7 billion to deliver against an in-year Equipment Plan budget of £12.1 billion, delivering 747 new assets.

DE&S employs over 12,000 permanent military and civilian staff who are employed across 11 professional functions including project management, project controls, engineering, finance, logistics and contracting. The organisation has locations around the UK and abroad, with its main headquarters in Bristol.

## **DE&S history**

DE&S was created in April 2007 through the integration of the Defence Procurement Agency (DPA) and the Defence Logistics Organisation (DLO). This combined DPA responsibilities for buying military capability (material, equipment and services) with those of DLO for supporting the armed forces throughout the lifecycle of an operation or exercise (training and deployment, maintenance and upgrade and supply chain operations).

In 2014 DE&S became a Bespoke Trading Entity (BTE), operating as an arm's length body within the MOD. This new status has given DE&S a strengthened customer-supplier relationship with the military and facilitates a more business-like approach. The organisation also has a set of management freedoms that are unique across Government, which recognise the specialist nature of the organisation and what DE&S delivers. Set within an operating cost envelope designed to drive efficiencies, the freedoms allow changes to be implemented outside of Government norms, particularly around the management of people.

## **DE&S governance**

DE&S is led on a day to day basis by its Executive Leadership Team. This top team is a mixture of civilian and military personnel and is comprised of the Chief Executive Officer, Director General (DG) Core, DG Gateway, DG System Integration, DG Corporate, DG Commercial, Director Finance, Director Human Resources and Chief Defence Logistics and Support.

Accountable to the DE&S Board, the Executive Leadership Team provides collective direction to and oversight of all DE&S activity. They have strategic responsibility for the

continuing development of the organisation to be confident, commercially agile and delivering outstanding procurement and support.

## **Our Values & Culture**

We are proud of our culture – our focus on hitting milestones, the collaborative way we work with our partners and customers, and the professionalism and flexibility with which we deliver.

As we look to the future we will continue to promote a culture that enables people with the right skills and behaviours to thrive and excel. Through embedding our values we will also create a culture which supports our future success – one that drives pace by challenging bureaucracy and delivers innovation through curiosity and diversity of thought – and directly benefits our clients. Our values are below:

**Excellence:** We constantly seek new and innovative ways to be better. We deliver on our promises.

**Inclusivity:** Everyone matters. We feel and offer respect, value and acceptance. We seek out diversity of thought and perspective.

**Collaboration:** Together we are stronger. We deliver more success through shared goals and mutual support.

**Integrity:** We hold ourselves accountable for outcomes – good and bad.

## **DE&S Board**

On behalf of the MOD, the DE&S Board provides the strategic leadership for DE&S in delivering its objectives. It provides oversight of the delivery of DE&S business, its resourcing and its strategy as well as being 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.

The DE&S Board is currently comprised as follows:

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

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

## **Background to the appointment**

DE&S are seeking to recruit a Non-Executive Director (NED). This NED will provide Human Resources (HR) expertise, and will be Chair of the DE&S Remuneration Committee (RemCo). The NED will be hired on an initial three year term with a time commitment of 24 days per year.

## DE&S HR Specialist NED Role Description

The Board is collectively responsible for the oversight of the operation of DE&S, with emphasis on its strategic direction, management control, and corporate governance. All NEDs 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 DE&S Board provides the strategic leadership of DE&S and is a forum for independent, non-executive support, advice, and constructive challenge to the CEO and other DE&S executives. As an Executive Agency, the DE&S Board is advisory to the Chief Executive as Accounting Officer. Directors do not bear fiduciary responsibilities.

Broadly, NEDs are expected to contribute to the work of DE&S in the following areas:

- Independence: provide independent support, guidance and challenge on the progress and implementation of the business plan.
- Strategy: constructively challenge and contribute to the development of strategy and business planning, including the setting and development of key objectives and targets.
- Performance: scrutinise the performance of the organisation in meeting agreed goals and objectives, and monitor the reporting of performance, including financial targets.
- People: develop and encourage appropriate behaviours to maintain or improve the departmental people strategy, including ethical and directional issues such as diversity and senior jobholder moves.
- Governance: satisfy that governance, internal control and risk management systems are effective and capable of delivering relevant, accurate and timely management and financial information to the Board.
- Support: the Board in developing skills and tools to help it engage with strategic issues in ways which have practical resonance.
- Connect: the Board to people and organisations who can provide different perspectives, opinions and expertise which will assist in furthering the business of the Department.

The successful candidate will be a full Board member. They will be a member of the Nominations Committee and may be asked to join other committees depending on their skills and organisational needs. Additionally, they will Chair the Remuneration committee.

The RemCo advises on matters relating to the proper development and application of the DE&S total remuneration strategy and application of its pay and reward structures, as set out in the published Framework Document. It also advises on the remuneration of the CEO, the top civilian executive team and other senior staff as appropriate, while recognising that these are often determined by Senior Civil Service or Departmental guidelines. It meets four times a year and additionally when required.

As the HR specialist on the Board you will provide specific support, challenge and advice to the Executive team on your area of expertise.

## Person Specification

We are seeking someone with the credibility and professional experience to be able to Chair the Remuneration committee as well as contribute fully as a member of the Board.

The following criteria are **essential** for the role:

- Senior HR experience in an executive and / or consultancy role which involved working with a Remuneration Committee of a large scale and/or complex organisation.
- Experience in delivering or overseeing large scale, complex workforce transformation.
- Strategic, independent thinker able to look across a broad range of activity to spot common themes and with an ability to get to grips with and understand large, complex workforces and remuneration schemes across multiple different expertise.
- Excellent interpersonal skills with the proven ability to challenge and mentor senior executives and contribute effectively as part of a Board

It is **desirable** that the successful candidates bring:

- Previous non-executive Board experience, including membership of Remuneration and Nomination Committees (or an equivalent).
- An understanding of public sector remuneration and policy
- Substantial experience working with unionised workforces
- Knowledge and expertise of operating in high-technology industries (not necessarily defence)
- An enthusiasm for challenges of Government and the Defence sector

### **Location**

DE&S headquarters are located at Abbey Wood, Bristol and Board meetings are routinely held in Bristol or London. However, travel to other locations in the DE&S estate may be required.

### **Security Clearance**

The level of security clearance required for this role is Security Check. Candidates may optionally wish to undergo further, Developed Vetting to allow more in-depth briefing on certain sensitive technologies.

### **Duration**

Initial three-year term

### **Compensation**

Salary: £28,000 with an expected time commitment of 24 days per annum

## **How to apply**

All applicants are required to provide a CV and supporting statement (of no more than 2 pages) which can be submitted at the following link:

<https://www.gatenbysanderson.com/job/GSe112126/>

Your statement should explain how you consider your personal skills, qualities and experience provide evidence to your suitability for the role, with reference to the essential criteria laid out in the person specification above.

**Applications must be submitted by 17:00 Monday 21<sup>st</sup> October 2024.**

If you would like to discuss the role in more detail before submitting an application please contact James Payne ([james.payne@gatenbysanderson.com](mailto:james.payne@gatenbysanderson.com)) or Olivia Robinson ([olivia.robinson@gatenbysanderson.com](mailto:olivia.robinson@gatenbysanderson.com))

As part of the application process, you are asked to complete a Diversity Monitoring questionnaire included in this pack. If you do not wish to provide a declaration on any of the characteristics, you have the option to select 'prefer not to say' but completion of the form is an essential part of the process and your application will not be considered complete without it. You will also be asked to declare any potential or actual conflicts.

## Timeline

The following is an indicative timetable for this recruitment campaign. These dates are subject to change, especially given the need to consult ministers at key stages of the campaign given their overall responsibility for Public Appointments. Candidates are asked to note the timetable below, exercising flexibility throughout the recruitment and selection process.

<b>Closing Date</b>	Monday 21 <sup>st</sup> October 2024
<b>Longlist</b>	w/c 21 <sup>st</sup> October 2024
<b>Preliminary interviews with GatenbySanderson</b>	w/c 28 <sup>th</sup> October and 4 <sup>th</sup> November 2024
<b>Shortlist</b>	w/c 4 <sup>th</sup> November 2024
<b>Final Interview</b>	w/c 2 <sup>nd</sup> December 2024

## Overview of the Process

All applications will be reviewed by the selection panel, made up of Mark Russell (DE&S Chair), Carolyn Battersby (Executive Director, UKGI and Shareholder NED, DE&S ) and Ann Cormack (RemCo Chair of National Nuclear Laboratory, Independent Panel Member) . They panel will consider the evidence provided by candidates against the criteria outlined in the person specification. After an initial sift, the a subset of candidates will be selected for interview with Gatenby Sanderson who will report back to the panel. The panel will review this report as well as candidate CVs and cover letters to decide the final shortlist. Candidates selected at shortlist will be invited to interviews in London.

Please note if you are shortlisted for interview we will conduct due diligence. As part of these 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 or any other publicly available information. This information may be made available to the panel and they may wish to explore issues with you, should you be invited to interview. References may also be taken up at shortlist stage.

The assessment process may also involve other forms of assessment to support the panel's decision making. If candidates are required to prepare a presentation for their interview, they will normally be given at least one week's notice of the subject. Full details of the selection and assessment process will be made available to shortlisted candidates once the shortlist stage has been completed. After final interview, the panel will provide advice to Ministers who will make the final decision on who to appoint.

Due to the volume of the applications we receive we cannot guarantee feedback in relation to the longlist or shortlist results.

DE&S reserves the right to make any offer of appointment conditional upon references and satisfactory conclusion of security enquiries.

By applying for this role, DE&S will also consider your application for other similar and suitable roles within the organisation for a 12-month period from the closing date of the original campaign.

## Terms of Appointment

**The information offered in this document is supplied in good faith but does not in itself form part of the contract of employment.**

### Location

DE&S headquarters are located at Abbey Wood, Bristol and Board meetings are routinely held in Bristol or London. However, travel to other locations in the DE&S estate may be required.

### Duration

Initial three-year term. There may be a possibility of re-appointment subject to a satisfactory annual appraisal of performance and at Ministerial Discretion.

### Compensation

- **Salary:** £28,000 with expected time commitment of 24 days per annum

### Nationality

This is a **reserved post** and as such you must be a UK National to be eligible to apply.

### Security and Vetting

If successful, you will have to undergo security vetting as a condition of employment. This post requires Security Check clearance with the option of undergoing **Development Vetting (DV)**. We will carry out criminal records and credit reference checks and a check against security service records.

Please note that individuals should normally have been resident in the UK for 5 years preceding their application for DV clearance. For further information please follow this link <https://www.gov.uk/guidance/security-vetting-and-clearance>.

### Official Secrets Act

This post is covered by the Official Secrets Act.

### Principles of Public Life (Nolan Principles)

All candidates are expected to demonstrate a commitment to, and an understanding of, the value and importance of the principles of public service. In 1995 the Committee on Standards in Public Life defined seven principles for public service. The Seven Principles of Public Life are: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership and are set out in the Code of Conduct for Board Members of Public Bodies (see below).

### Code of Conduct for Board Members of Public Bodies

Selected candidates will be required to comply with the [Code of Conduct for Board Members of Public Bodies](#) including in relation to political activities and the management of conflicts of interest as detailed below.

### Restrictions on political activities

During the period of appointment there will be certain restrictions on political activities.



### **Conflicts of interest**

You will be required to disclose any personal or business interests, including share holdings, which may or may be perceived to be, relevant to or in conflict with working within the MOD. This may involve suspending or relinquishing stock market activity. Candidates should also note that there might be some restrictions placed on their ability to move to some business appointments once they leave this position. These restrictions, under the public appointments rules are to protect individuals from any suspicion of impropriety. Applicants are asked to complete a conflict of interest form and return it with their application.

### **Equal Opportunities**

MOD is committed to be an equal opportunities employer. We value and welcome diversity. The appointment 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 will need to demonstrate that they meet the criteria for this appointment. Applicants are required to complete a Diversity Monitoring questionnaire and submit it with their application.

### **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 with the head-hunters 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 Equalities Act 2010. Further definition can be found on the Cabinet Office website. Please complete the Disability Confident scheme declaration on the Expression of Interest.

### **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 also be used for the purposes of monitoring the effectiveness of the recruitment process but in these circumstances all data will be kept anonymous. The Diversity Monitoring form is used for monitoring the selection process only. If you are unsuccessful, personal data relating to your application will be destroyed after 24 months. If you are successful, data will be held by DE&S HR and UKGI. **Please read UKGI's data privacy notice, which can be found at <https://www.gatenbysanderson.com/job/GSe112126/> before applying.**

