Submarine
Delivery Agency

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Candidate Brief

Corporate Operations Director

Submarine Delivery Agency

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Welcome Message



Welcome message from Ian Booth, Submarine Delivery Agency Chief Executive Officer

Thank you for expressing an interest in our Corporate Operations Director role at the Submarine Delivery Agency (SDA).

The Submarine Delivery Agency is central to the UK Government's £178 billion equipment plan for the British Armed Forces, and is responsible for the commissioning, building and in-service support of the new "Dreadnought" class of submarines that will carry the UK's nuclear deterrent, as well as the remainder of the Astute class. It will also provide in-service support to current and future classes. This is a national endeavour and one of the largest UK investment programmes in existence, of critical strategic importance.

We are currently seeking to appoint a Corporate Operations Director, who will be a key enabler to the delivery of governance, ensuring that the SDA works effectively as an Executive Agency, managing services including; communications, information management and business management systems essential to effective day-to-day running of the Agency. The role also has a key part to play in leading change – both ensuring coherence with wider MOD initiatives and shaping the Agency to become a high-performing organisation. This is a role that can make a real difference to the future of the SDA.

We are interested to hear from applicants who are experienced strategic thinkers, able to work with a wide range of stakeholders in a collaborative way, manage a diverse portfolio of work and lead change effectively, ensuring staff are engaged and the organisation continues to develop and mature. Candidates are expected to have operated in complex, and unionised environments, with demonstrable leadership and management experience.

I would like to take this opportunity to emphasise my commitment to increasing the diversity of my senior leadership team. If you have the right skills and experience for this challenging role, then I hope you will consider the opportunity and submit an application.

I look forward to receiving your application.

Ian Booth
SDA Chief Executive Officer

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SDA History

The Submarine Delivery Agency (SDA) was formed as an Executive Agency of the MOD in April 2018, operating alongside Defence Equipment & Support (DE&S) as its own standalone entity, acknowledging that changes were required to improve the MOD's acquisition performance. All submarines business is now led by the Submarine Delivery Agency, which includes c.1,200 highly qualified staff with significant subject matter expertise and a total annual spend of c.£3 billion with a c.£140 million operating budget.

The Submarine Delivery Agency has been created to design, shape, procure and support in-service nuclear submarines in the UK. This is work of unparalleled strategic importance nationally and internationally, ensuring the security of the UK's continuous at-sea nuclear deterrent. As the organisation responsible for this substantial and wide-ranging programme of work, the Submarine Delivery Agency will be accountable to the MOD for the procurement of new submarines and to the Royal Navy for in-service support provision. This 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 Submarine Delivery Agency will also represent the MOD in any future arrangements with industry.

The SDA 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 and its follow on (MUFC), in-service support, and the decommissioning and disposal of initially, the Trafalgar class submarines and in the longer term other submarines taken out of service.

The 2015 Strategic Defence and Security Review, which outlines the context for the creation of the Submarine Delivery Agency, can be read here:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/555607/2015_Strategic_Defence_and_Security_Review.pdf

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.

SDA Governance

The SDA Executive Committee operates as the Executive forum for the management of the SDA and is accountable to the SDA Board and its Committees, through the SDA CEO. The Committee has strategic responsibility for the continuing development of the organisation to be confident,

commercially agile and deliver outstanding procurement and support and is also responsible for the day-to-day running of the business and the review of performance, people and strategy to be able to assure the CEO of the operation of the organisation.

The Executive Committee's monthly performance report includes updates from across the business and reports from its Sub-Committees, including a review of performance data, such as the organisation's Key Performance Indicators (KPIs).

Transformation

Using the operating freedoms afforded to the SDA, the key elements of the transformation have been:

- Establishing a bespoke HR function and the introduction of a performance and reward regime that is designed to help attract, develop and retain the talent the SDA needs to better deliver the Equipment Programme
- Introducing a balanced matrix management system, which allows the SDA to move people more flexibly to task, in line with customers' requirements
- Standardising ways of working to improve efficiency
- Introducing a range of management information and IT tools.

The changes so far have already delivered improvement including major financial efficiencies. Having achieved the initial transformation goals, the focus now is on ensuring momentum, maturing new ways of working and embedding new tools and processes.

The Role

The purpose of the Corporate Operations Director role is to be responsible for the day-to-day running of the SDA. They will lead a diverse team in the delivery of key enabling services to the Agency: Chief Information Officer; Infrastructure, Security, Business Resilience, Corporate Communications, Board Support, Corporate Governance and Corporate Planning; Transformation and the Human Resources Directorate. In leading this team, they will own and deliver key Agency documents such as the Corporate Plan and Business Plan, setting the agenda for Agency business and ensuring agreement of delivery targets with our Customers, Navy Command and the Defence Nuclear Organisation. The post holder will be a member of the SDA Executive Committee and the Executive Sponsor for a number of functions within the Agency.

The role also has responsibility for leading change across the Agency, ensuring coherence of all transformation initiatives - both alignment with wider MOD/DE&S changes as well as those required to deliver a more efficient and effective submarine programme. Not only will this role need to ensure that changes are delivered effectively, but also that they achieve planned benefits and that a culture of continuous improvement is embedded into the Agency. A key outcome is that the Agency runs as a high-performing organisation.

Background

Previous work has been completed to establish key services that enabled the SDA to be established in April 2018. The current focus is now about ensuring all policies, processes and ways of working are effectively embedded and continuously improved to ensure the Agency delivers its promises to ensure cost-efficient delivery of the UK's nuclear programme. This will require engagement across the entire organisation and with key external stakeholders. The Agency will continue to evolve as it matures, requiring the Corporate Operations Director to continue to manage change and build the reputation of the SDA as an organisation that delivers on its programme and is a great place to work.

Responsibilities

The following responsibilities, whilst not an exhaustive list, are required for successful execution of the role:

- Creation of the Corporate Plan, Business Plan, and Annual Report.
- Creation and maintenance of corporate governance structures
- Acting as the Functional Sponsor for the functions of Corporate Services, Information Management & Information Technology, Business Processes & Assurance and Occupational Health, Safety & Environment within the SDA
- Managing key relationships with the SDA's Sponsor, the Defence Nuclear Organisation as well as MOD Head Office, the Cabinet Office, DE&S, and other key organisations
- Developing, implementing and maintaining a robust corporate governance framework, including associated boards and committees, and supporting policies and processes
- Delivering all secretariat and communications outputs on behalf of the SDA
- Overseeing the effective operation of the Business Management System (BMS)
- Driving a coherent change agenda across the SDA to deliver the organisation's corporate strategy and continuous improvement activity
- Managing the reputation of the SDA, providing oversight of and compliance with existing policy, legislative and regulatory requirements
- Ensuring the effective operation of the SDA's people model, including the balanced matrix
- Delivery of Information Management (IM) strategy through the Chief Information Officer (CIO)

What might you be doing now?

Wherever you are now, you will be a trusted and reliable senior team member, highly valued for your strategic and tactical contributions, possibly in a broad company secretary or central operations support role, managing the operations of the business. You will be part of a complex organisation, possibly an agency, dealing with conflicting priorities on a day-to-day basis.

You may have a mix of experience of the private and public sector, as long as you can appreciate the complexities of public sector business. You will be an excellent communicator, creating trusted relationships with a varied group of stakeholders who value you for your high standards of professionalism and ethical behaviour.

Person Specification

The successful Director of Corporate Operations at the SDA will demonstrate experience against the following essential criteria:

- Relevant and recent senior leadership experience in similarly complex environments in either public or private sector
- A deeply experienced operational leader well versed in dealing with day-to-day operational issues and problem solving whilst also able to focus on strategic direction and ensuring business plan objectives and deliverables are met
- Cross-functional management experience with a strong collaborative mind-set
- First-rate stakeholder management skills, managing and engaging across a diverse and demanding range of partners and stakeholders at group and strategic level
- Highly principled and trusted adviser at all levels of the organisation, with the ability to uphold policy and process and challenge leadership
- A proven track record of leading people through a transformational change process

The following desirable attributes will be tested throughout the selection process:

- Personal gravitas and credibility to instil confidence and engage effectively
- Intellectual capacity to quickly understand information, interpret and deliver guidance to others
- Exceptional leadership skills with the ability to inspire with vision, cultivate change and challenge and develop performance, inspiring others through their daily actions and behaviour and being supportive of continuous personal development
- Communication skills that show exceptional influencing and negotiating ability across a broad spectrum of stakeholders
- Experience operating in a quasi-public organisation
- Subject matter expertise, enabling successful delivery of Business Management, Secretariat, Information Management and Information Technology, Infrastructure, Security, Human Resources and Communication Services

How to apply:

All applicants are required to provide a **CV and a Supporting Statement (maximum 2 A4 pages)** giving specific evidence and examples of the **essential criteria** for the post.

You will also need to complete the following forms with your application:

- Diversity Form
- Conflict of Interest Form
- Referees Form
- Guaranteed Interview Scheme Form but ONLY if you are disabled and would like to apply under the Guaranteed Interview Scheme.

Applications must be submitted by 12 midnight on 5th July 2018 to DESHR-SCSManagement@mod.uk.

The point of contact for this post is Deborah Hooper (deborah.hooper669@mod.gov.uk 030 679 87230). Late applications will NOT be accepted.

Timeline

The following is an indicative timetable for this recruitment campaign. These dates are subject to change. Candidates are asked to note the timetable below, exercising flexibility throughout the recruitment and selection process.

Closing Date	**5th July 18**
Stakeholder Meetings	**Late July 18**
Final Interview	**Early August 18**

Overview of the Process

All applications will be reviewed by the selection panel who will consider the evidence provided by candidates against the essential criteria for the role detailed above.

The strongest candidates will be invited to an interview in Abbey Wood, Bristol. 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 shortlisting has been completed.

DE&S, on behalf of SDA, reserves the right to make any offer of appointment conditional upon references and satisfactory conclusion of security enquiries. Due to the volume of the applications we receive we cannot guarantee feedback in relation to the shortlist or interview results.

By applying for this role, you agree that SDA (or DE&S) will also consider your application for other suitable roles within the organisation for a 12-month period from the closing date of the original campaign, unless you tell us otherwise.

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Civil Service Recruitment Principles

Selection for appointment to the Civil Service is on merit, on the basis of fair and open competition, as outlined in the Civil Service Commission's Recruitment Principles.

The Civil Service Commission has two primary functions:

- Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the competition.
- Hearing and determining appeals made by civil servants under the Civil Service Code, which sets out the Civil Service values – Honesty, Integrity, Impartiality and Objectivity – and forms part of the relationship between civil servants and their employer.

More detailed information can be found at the Civil Service Commission website http://civilservicecommission.independent.gov.uk/wp-content/uploads/2015/04/RPApril2015.pdf

In the event that you feel that your application has not been treated in accordance with the Commission's Recruitment Principles and you wish to make a complaint you should, in the first instance, contact Gabrielle Pratten at the Ministry of Defence on gabrielle.pratten100@mod.gov.uk. If you are not satisfied with the response you receive from the department you can contact the Civil Service Commission at info@csc.gov.uk

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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.

This is a Senior Leadership Group role within the Submarine Delivery Agency.

Location
Abbey Wood Bristol

Duration
Permanent

Compensation
Salary: Up to £125,000 dependent on skills and experience and performance at interview.

The bottom of the range for this post is £80,000. DE&S policy concerning the appointment of existing civil servants will apply and individuals will receive a *minimum* of 90% of the bottom of the range (£72,000). Existing civil servants should seek advice from the SLG Recruitment Team on the salary available.

Bonus: You will be eligible to earn a non-pensionable, non-consolidated performance related award according to current DE&S policy (the SDA complies with this policy).

Pension: You are entitled to membership of a Civil Service Pension Scheme. More information can be found at www.civilservicepensionscheme.org.uk

Annual Leave: 25 days in the first year, rising by one day per year to a maximum of 30 days.

Other Benefits: MOD endeavours to support a work/life balance for all staff. Other benefits include: access to nursery places, a childcare voucher scheme, flexible working arrangements, remote access to systems to allow for remote working and enhanced maternity, paternity and adoption allowances.

Relocation: Financial assistance may be available for suitable candidates. Please contact the Recruitment Team for more information.

All employees joining DE&S or SDA who are new to the Civil Service will be subject to a 6-month probation period effective from the employment start date.

Nationality
This is a reserved post and as such you must be a UK National in order 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 Developed Vetting (DV) clearance. 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.

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 may 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 must complete a conflict of interest form and return it with their application.

Equal Opportunities
The MOD is an Equal Opportunity employer, aiming for the widest possible diversity in its workforce, drawing recruits from every part of the community. We particularly welcome applications from underrepresented groups – women, BAME candidates and those with a disability. Our policy is to provide equal opportunities for employment, career development and promotion to all eligible personnel on the basis of ability, qualifications and fitness to work. Under the Equalities 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. Please complete a Diversity Monitoring questionnaire and submit it with your application.

Guaranteed Interview Scheme
The Department operates a Guaranteed Interview Scheme for disabled people (as defined by the Disability Discrimination Act 1995), who meet the minimum essential criteria for this appointment. Applicants who wish to apply for consideration under this scheme are asked to complete the Guaranteed Interview Scheme form and return it with their application. In addition, please state this clearly in your letter of application, ensuring that your application sets out your credentials, in particular with regard to the essential criteria. Please also advise us of any special arrangements for interview you will require, enabling us to make the appropriate arrangements.

General Data Protection Regulation (GDPR)

We take our responsibilities under the General Data Protection Regulation, launched on 25th May 2018, 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 12 months. If you are successful, data will be held by DE&S HR.

Civil Service Code

All Civil Servants are subject to the provisions of the Civil Service Code, which details the Civil Service values, standards of behaviour and rights and responsibilities. For further information, visit https://www.gov.uk/government/publications/civil-service-code/the-civil-service-code