



Ministry  
of Defence



UK Hydrographic  
Office

# Candidate information pack

UKHO Non-Executive Director  
Closing Date: 6 November 2022



**ADMIRALTY**  
Maritime Data Solutions



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## **Equal opportunities**

The Ministry of Defence (MOD) and the United Kingdom Hydrographic Office (UKHO) are committed to being equal opportunities employers. We value and welcome diversity. The appointment will be made following the guidelines of the 2016 Governance Code on 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 all the criteria for this appointment. Applications from women, ethnic minorities and disabled people will be welcomed.

## **Disability Confident Scheme (DSC)**

MOD and UKHO actively encourage applications from disabled people. As part of this, MOD, along with several departments, has 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. 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](#).

# The Role of the UK Hydrographic Office (UKHO)

UKHO is an executive agency and trading fund of the Ministry of Defence (MOD). As a trading fund, UKHO's activities are funded entirely from sales of hydrographic products and services to commercial and military customers through an international network of distributors. It currently employs around 900 staff at its offices in Taunton.

With over 200 years of experience, UKHO is a world-leading centre for hydrography, specialising in marine geospatial data that support defence and global shipping, and helping its customers and partners unlock a deeper understanding of the world's oceans and coastal environments.

UKHO's activities range from the discharging of the UK's hydrographic obligations under the International Convention on the Safety of Life at Sea, by providing hydrographic services for waters of UK national responsibility, to providing hydrographic services to commercial customers. UKHO also advises the UK Government on hydrographic policy matters, representing the UK at international fora, including the International Hydrographic Organization.

UKHO's priorities and strategic objectives are agreed by the responsible defence minister and reviewed regularly. UKHO aims to ensure that current and potential future military tasks are supported by high-quality hydrographic information, products and services, and to drive down the costs to MOD of this support. UKHO is also committed to delivering value to the UK taxpayer in the products and services it provides, by using its assets and capabilities for the benefit of government, the economy, the environment and society in general.



## UKHO's strategic objectives are summarised below:

Objective 1 – Serving defence and wider government: UKHO discharges its responsibilities under the [Integrated Review](#) through the delivery of our vital defence remit and fulfilment of our wider government and coastal state obligations.

Objective 2 – Securing our navigation business: We retain, and where possible, enhance our market share of the global navigation business, thereby ensuring the long-term viability of UKHO and enabling future investments in our business.

Objective 3 – Developing future maritime opportunities: To protect and sustain our leading position in the maritime sector, we will utilise our core capabilities – our people, our data, our relationships and our unrivalled market access – to diversify within the blue economy and reduce our dependence on the core navigation market.

Objective 4 – Building the organisation for the future: To build and develop a high-performing, innovative and responsive organisation fit to enable our strategy, confidently investing in the capabilities we need covering people, processes, technology, data and property.

## The Role of the UKHO continued

### UKHO vision

Our vision is to be a global centre of hydrographic understanding. We have a cultural aspiration to help us achieve our vision: We show pride and passion in meeting the needs of our customers. Working in a supportive environment underpinned by trust, everyone is inspired, confident and empowered to achieve their best every day.

### UKHO products and services

For over 200 years, we've been producing world-leading charts and publications to support the safety of ships, crew and cargo.

Our portfolio of ADMIRALTY Maritime Data offers the most comprehensive range of charts, publications and digital services available, with over 17,000 Electronic Navigational Charts, 3,500 Standard Nautical Charts and 200 Nautical Publications sold through a network of over 140 Chart Agents.

As the needs of the mariner continue to evolve, we are evolving our portfolio so that we can support their safety at sea, as well as wider decision-making across the maritime industry.

### UKHO core values

Everything we do is underpinned by our core values: together, responsibility, excellence, and discovery.

These are the guiding principles that help us work together to achieve our goals.

We show pride and passion in meeting the needs of our customers. Working in a supportive environment underpinned by trust, everyone is inspired, confident and empowered to achieve their best every day.

### Based in the heart of Taunton, Somerset, our office was purpose-built to provide an open and dynamic workplace for our people.

Within it, we foster a culture of creativity and collaboration. We embrace flexible working so that our teams are empowered to deliver – whether working remotely or in one of our collaborative workspaces. Smarter working puts flexible working at the heart of our organisation. We want to encourage a culture focussed on outputs over presence, offer greater flexibility and choice of working location, increasing work-life balance and wellbeing for all our people.

Find out more about the UKHO on our website



## About the Ministry of Defence (MOD)

MOD works for a secure and prosperous United Kingdom with global reach and influence. It protects our people, territories, values and interests at home and overseas, through strong armed forces and in partnership with allies, to ensure our security, support our national interests, and safeguard our prosperity. MOD is made up of 19 organisations: Head Office, four Military Commands, the Defence Nuclear Organisation, UK Space Command and 12 Enabling Organisations. Head Office provides the Department of State function and political and military strategic direction for the Department. [Read more about the Ministry of Defence.](#)

All UK Defence vessels, from ships to submarines, rely on UKHO's navigational products and services. UKHO serves the Royal Navy and the wider UK government and allies by providing operational support and supplying trusted marine data worldwide in support of national security. As part of the MOD, protecting people is central to what UKHO does. UKHO is responsible for working with partners across defence and wider government to improve the effectiveness of UK national defence and security in a number of ways, including:

- Providing geospatial information, products and services to UK armed forces to enhance decision-making, support the protection of Critical National Infrastructure and enable global operations;
- Supporting NATO and wider international defence partnerships by promoting standardisation and best practice, and sharing data and technical knowledge;
- Using its unique international relationships with 71 territories and sovereign states to support economic, social and environmental prosperity, including disaster resilience;
- Supporting the Department for Transport's obligations under the United Nations Safety of Life at Sea (SOLAS) Convention and enabling mariners to operate safely worldwide.

# 90%

Of ships trading internationally  
rely on ADMIRALTY Maritime  
Data Solutions



## The Role of the Board

The role of the UKHO Board is to:

- Challenge and support the executive committee.
- Scrutinise the executive committee's proposals and performance using best governance and risk assessment practice.
- Endorse business investment proposals.
- Provide strategic leadership and oversight for UKHO in delivering its objectives. In particular, endorsing the UKHO Corporate Plan and Annual Business Plan prior to submission to the responsible minister.

## The NED Role

We are seeking an exceptional individual to join the UKHO Board as a Non-Executive Director (NED) and Chair of the Audit & Risk Assurance Committee (ARAC). The successful candidate will support the UKHO in driving forward a pivotal commercial and digital transformation programme in response to significant change in the international market for high-quality hydrographic data. The NED has an important role in supporting and challenging the UKHO executive leadership team to ensure that there is a clear focus on transformation, robust governance, financial sustainability, building partnerships, and continuous improvement. The NED will work in close partnership with the UKHO's Chair and other NEDs, including the UKHO's MOD sponsor.

The role of the ARAC Chair is key to achieving committee effectiveness. The ARAC should support the Board and Accounting Officer (UKHO Chief Executive) by reviewing the comprehensiveness and reliability of assurances on governance, risk management, the control

environment and the integrity of financial statements and the annual report. More information on the role of the ARAC and the ARAC chair can be found on [GOV.UK](https://www.gov.uk)



### The UKHO Board Members:

- Independent Non-Executive Chair.
- Three independent NEDs.
- MOD Senior Civil Servant who is the "Sponsor NED", directly representing the Defence shareholder.
- Defence Customer NED who is a serving Captain of the Royal Navy.
- Chief Executive.
- National Hydrographer and Deputy Chief Executive who is a serving Rear Admiral.
- Director of Finance and Corporate Services.

Other UKHO senior executives on the Executive Leadership Team (Chief Customer Officer, Chief Operating Officer, Chief People Officer and Chief Technology Officer) also attend board meetings, as well as a Trade Union representative.

You will be expected to attend all board meetings, as well as being able to offer reasonable preparation time. Board meetings will be held mainly in Taunton as well as virtually. You will also be expected to dedicate time to understanding and working with specific aspects of the business as part of the leadership team and devote time to committee membership. The Board is supported by both the ARAC and a Remuneration and Nominations Committee.

## The Role continued

<b>Jobtitle</b>	<b>UKHO Non-Executive Director / Chair of the Audit &amp; Risk Assurance Committee</b>
<b>Salary</b>	£18,000 per annum. We expect the successful candidate to spend typically two to three days per month (approx. 30 days per year) on Board and sub-committee business. The appointment is not pensionable.
<b>Vacancy description</b>	<p><b><u>Key Responsibilities:</u></b></p> <ul style="list-style-type: none"> <li>• To provide independent advice to the UK Hydrographic Office Board on behalf of the MOD shareholder.</li> <li>• To chair the UKHO Audit and Risk Assurance Committee (ARAC).</li> <li>• To provide support to the UKHO, for example by involvement in the recruitment and selection of senior staff.</li> <li>• To attend UKHO Board meetings and meetings of Board sub-committees, as appropriate.</li> <li>• The position does not provide the post-holder with specific decision-making responsibility but will demand an input to key business decisions made by the Board. The post-holder will be expected to advise on governance, risk management, the control environment and the integrity of financial statements and the UKHO annual report and accounts. The input will draw on knowledge and experience gained in other business settings including from a commercial perspective.</li> <li>• The role will involve some internal and external stakeholder engagement, as well as the need to understand the UKHO and wider government environment.</li> <li>• This appointment is made in accordance with 2016 Governance Code for Public Appointments. The candidate is expected to adhere to and understand the “The Seven Principles of Public Life” outlined at Annex A. The candidate is also expected to adhere to the <a href="#">Code of Conduct for board members of public bodies</a></li> </ul>
<b>Person Specification</b>	<p><b><u>Essential:</u></b></p> <p><b>Strategic leadership:</b></p> <ul style="list-style-type: none"> <li>• Board-level experience, preferably including experience of chairing a sub-committee in an organisation of a similar scale to UKHO;</li> <li>• Ability to provide a challenging and supportive role to the UKHO Chair, Chief Executive and other senior executives, using sound judgment, analysis and decision-making skills;</li> <li>• An engaging and collaborative working style, demonstrating leadership and influencing skills with a range of stakeholders.</li> </ul>

**Professional expertise:**

- A professional accountancy qualification such as CIPFA, CIMA, ICAEW, ACCA or ICAS.
- A high level of understanding and experience of:
  - Finance, as a chief financial officer, senior finance executive or similar;
  - Audit and risk management with the ability to demonstrate sound financial risk and performance management;
  - Scrutinising and approving the allocation of resources to achieve plans using clear, consistent and comparable performance information;
  - Current corporate governance best practice.

**Desirable:**

- Knowledge of the workings of governmental Arm's Length Bodies and HM Treasury's Managing Public Money

## The Recruitment Process

- The Assessment Advisory Panel (AAP) will sift and assess each application against the criteria (strategic and professional expertise) to produce a shortlist to invite to interview.
- Subject to agreement by the MOD Chief Operating Officer (COO), the AAP will then conduct interviews to ascertain which candidates are appointable to the role.
- Interviews are expected to take place in person at MOD Main Building in Whitehall. Further details about the format will be provided to you in advance.
- The AAP's composition and timetable for the recruitment can be found below.
- The decision to appoint to this role rests with the MOD COO.
- Candidates considered appointable by the AAP may be invited to meet with the MOD COO 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 (OSA) and go through the appropriate security checks for this position.
- The DBS Non-Regulated Appointments Team 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.
- This appointment is made in accordance with 2016 Governance Code for Public Appointments. The successful candidate must abide by the Seven Principles of Public Life (Annex A) and the Code of Conduct for Board Members (<https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>)

The anticipated timeline is as follows:

<b>Advert Closing Date</b>	6 November 2022
<b>Long List Meeting</b>	14 November 2022
<b>Short List Meeting</b>	28 November 2022
<b>Fireside chats</b>	9 January 2023
<b>Interviews</b>	16 January 2023
<b>Advisory Assessment Panel composition (AAP)</b>	Marion Leslie (panel chair): Chair of UKHO Board Tara Usher (MOD sponsor representative): MOD NED on UKHO Board and MOD Head of Enabling Organisations Sponsorship Gurpreet Dehal (independent panel member): Defence Infrastructure Organisation NED and ARAC Chair

## The Application Process

To apply for this post, please submit materials by email to [DBSCivPers-ResPublicAppts@mod.gov.uk](mailto:DBSCivPers-ResPublicAppts@mod.gov.uk) The closing date for applications is 6 November 2022 at 23:59. Late applications will not be accepted.

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** in the Expression of Interest form (see below) (maximum two sides A4, minimum font 12) explaining how you meet the essential and desirable criteria for the role. 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 and return via email the **Diversity Monitoring form**, including stating any political activity.

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. Travel expenses for interview will not be reimbursed.

To ensure fairness, the AAP will not be informed of who has applied under the GIS 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.

### Further information

If you have queries about any aspect of this role, or you wish to have an informal discussion, then please contact [Sarah-Jane.Anderson@UKHO.gov.uk](mailto:Sarah-Jane.Anderson@UKHO.gov.uk)

# Terms and Conditions of Appointment

## Eligibility

To be eligible for consideration the candidate will need to be a UK National. The candidate is expected to inform the MOD Chief Operating Officer (COO) 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.

## Appointment term

The appointment will be for a period of approximately three years. There may be a possibility of re-appointment, subject to a satisfactory annual appraisal of performance assessed by the Chair of the UKHO Board and approval by the MOD COO. Likely start date is March/April 2023 (subject to security clearance).

## Location

Meetings are usually held at the UKHO HQ in Taunton and virtually on MS Teams and, sometimes at the Ministry of Defence, Main Building, London. Occasional travel to other locations may also be required. There will be some travel within the UK associated with the post.

## Termination of Appointment

The successful candidate may resign at any time by notice in writing to the MOD COO. The MOD COO can remove you from office if you fail to perform the duties required in line with the standards expected in public office.

## Confidentiality

You will be subject to the provisions of the Official Secrets Act (OSA) 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.

## Conflict of interest and due diligence

If you have any interest that might be relevant to the work of UKHO 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 [Sarah-Jane.Anderson@UKHO.gov.uk](mailto:Sarah-Jane.Anderson@UKHO.gov.uk).

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 issues 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 the MOD COO, ministers and the Cabinet Office.

## Terms, conditions of appointment continued

### 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. 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, your application and any supporting documentation, will be retained 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 email the DBS Non-Standard Appointments Team: [DBSCivPers-ResNONSTDAPPTS@mod.gov.uk](mailto:DBSCivPers-ResNONSTDAPPTS@mod.gov.uk)

### 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: Email: [DBSCivPers-ResPublicAppts@mod.gov.uk](mailto:DBSCivPers-ResPublicAppts@mod.gov.uk) Tel: 030 679 85048 or 030 679 88997

## Annex A: The Seven Principles of Public Life

The candidate is expected to adhere to and understand the standards of probity required of public appointees outlined below in the “Seven Principles of Public Life” (also known as the Nolan Principles) drawn up by the Committee of Standards in Public Life. The candidate is also expected to adhere to the [Code of Conduct for board members of public bodies](#).

### **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.

## Annex B: Conflicts of Interest

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

Any private, voluntary, charitable or political interest, which might be materially relevant to the work of the public body concerned, should be declared as a possible conflict of interest. The Governance Code on Public Appointments requires 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. 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 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.

## Annex B: Conflict of Interest continued

### 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 or trade secrets;
- Perception of rewards for past contributions or favours;
- Membership of some societies or organisations.