



Ministry  
of Defence



National  
Shipbuilding  
Office

**NSO Senior Independent NED  
Information pack for applicant**  
**Closing date: 05/02/2023 at 23:59 hrs**  
**Reference: 53513\_NSO\_NED**  
*please quote on all correspondence*

  **disability**  
  **confident**

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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 Principle of Public Appointment 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.

### **Disable Confident Scheme (DSC)**

MOD actively encourages applications from disabled people. As part of this, MOD along with several departments have committed to the Disable Confident Scheme (DCS). One of our commitment 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](#).

## National Shipbuilding Office Sponsor team message to candidates

We are seeking to recruit a Senior Independent Non-Executive Director (Senior Independent NED) for the National Shipbuilding Office (NSO). This is an exciting opportunity for the post-holder to shape the future of the NSO.

The creation of the NSO was announced by the Defence Secretary in September 2021. The NSO drives transformative change to empower a globally successful, innovative and sustainable shipbuilding enterprise that works for all parts of the UK. The NSO oversees all of the Government's interests in UK shipbuilding, supports growth in the sector, and works with industry to improve productivity and competitiveness.

We are now seeking to appoint an exceptional individual to support the NSO as it delivers the UK's refreshed National Shipbuilding Strategy (NSbS) which was published on 10 March 2022<sup>1</sup>. This role will help to maximise the opportunities as the NSO works across government and industry to deliver its objectives.

## The Role and Person Specification (use role and person spec from the first submission)

We are looking to appoint a Senior Independent NED to the NSO

The overall role of the Senior Independent NED:

The Senior Independent NED of the NSO is accountable to the Shipbuilding Tsar for ensuring the NSO is effective in all aspects of the delivery of the NSbS. They will also have the personal role of advising the Sponsor about the high-level business issues affecting the NSO, both directly and as a member of the NSO Sponsor Board (the Performance and Risk Review mechanism).

The main responsibilities will be to:

- Encouraging and supporting the NSO's drive for continuous improvement through objective, constructive challenge, and scrutiny of the NSO's performance.
- To act as a source of advice and guidance to the Chief Executive.
- Providing an independent perspective to the strategic direction of NSO's work and the development of its Corporate Plan.
- Building effective relationships with the NSO Senior Executive, internal and external stakeholders.
- Sharing their knowledge and expertise with the individual members of the NSO Executive meeting as appropriate.
- Making a creative contribution by questioning existing ways of working and encouraging innovation and new thinking.

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<sup>1</sup> [Refresh to the National Shipbuilding Strategy - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/national-shipbuilding-strategy)

## OFFICIAL-SENSITIVE PERSONAL

- Actively communicating the NSO's role to internal and external stakeholders, and to understand any challenges/concerns.
- Role modelling NSO's guiding principles and charters.
- Advising on the appointment of the NSO Chief Executive, including sitting on the selection panel.

The successful candidate must abide by the Seven Principles of Public Life (Annex A) and the Code of Conduct for Board Members<sup>2</sup>.

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<sup>2</sup> <https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>

## Essential and Desirable criteria

### Essential criteria

Candidates must demonstrate all of the following essential criteria:

- highly credible leaders with the ability to form positive, effective, and trusted relationships with people at a high level within Government and industry.
- ideally have proven experience in working in industry, or a large complex delivery organisation, and of developing a business strategy and turning this into delivery.
- have an appreciation of the principles and governance arrangements underpinning the public sector.

### Desirable criteria

Previous experience as a Non-Executive Director is desirable, but not essential.

Candidates should also be able to demonstrate an understanding of the role of the Senior Independent NED. In addition, it is desirable that candidates demonstrate they have:

- Outstanding leadership, people and influencing skills at the highest level.
- Excellent interpersonal skills and the ability to manage and develop diverse stakeholder relationships.
- Strong judgment, analysis, and decision-making skills and with the ability and experience to provide a challenging and supportive role to the Chief Executive and senior Executives.
- Understanding of corporate governance frameworks, preferably in a public-sector environment.
- Experience of delivering / supporting organisational change programmes.

## 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 post requires a time commitment of approximately 20 days a year, for which a £20,000 remuneration fee. The appointment is not pensionable.

Reasonable travel and subsistence expenses will be reimbursed in line with MOD's policy.

### Appointment term

The appointment will be for a period of three years. There may be a possibility of re-appointment, subject to a satisfactory annual appraisal of performance assessed by the NSO MOD Sponsor and at Ministerial discretion. Likely start date 1 April 2023.

### **Location**

The NSO Executive meetings are normally held in London or via Microsoft Teams. However, travel to other locations, including Edinburgh, may be required.

### **Termination of Appointment**

The successful candidate may resign at any time by notice in writing to Secretary of State for Defence. Subsequently, the Secretary of State for Defence 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 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.

## **The Role of the National Shipbuilding Office**

### **About the National Shipbuilding Office**

The NSO is a newly established Office of Department made up of civil servants from across Government and secondees from industry. It is hosted by the Ministry of Defence with an outward focus on other Government departments. It also works closely with key industry stakeholders across the entire breadth of the shipbuilding enterprise.

### **In summary:**

The goals of the NSO feed into, and draw from, the Government's top priorities, including Levelling Up, Strengthening the Union, and meeting Net Zero obligations.

The NSO:

- Aims to drive transformative change in the shipbuilding enterprise, creating a strategic focus in government for delivering national ambition.
- Oversees all of government's interests in shipbuilding, optimising government's approach to growing the industry and realising the benefits of coordinated procurement, investment and engagement across the enterprise.
- Owns the National Shipbuilding Strategy Refresh and is empowered to align Departmental activity and investments with its ambition and approach.

## **The Role of the NSO Executive**

The NSO Executive Meeting provides strategic leadership and oversight for the NSO in delivering its objectives, including developing the NSO Corporate Plan for endorsement by the NSO Sponsor. The Senior Independent NED will be accountable to the Shipbuilding Tsar (Defence Secretary) for the provision of advice and guidance to the NSO CEO to ensure the effectiveness in all aspects of the NSO role. They will be expected to work closely with the NSO Sponsor and their officials who act on behalf of the Shipbuilding Tsar.

## 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 in 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 for Defence.
- ❖ Candidates considered appointable by the AAP may be invited to meet with the Minister 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.
- ❖ The DBS Public 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.

### Indicative Timetable

Please note that these dates may be subject to change.

Closing date	5 February 2023
Short-listing meeting	13 February 2023
Candidate interviews	27 February 2023
Start/provisional date:	1 May 2023

### Advisory Assessment Panel composition

Chair:	Lt Gen Robert Magowan DCDS MilCap
Member:	Joanne Hamer Deputy Director
Independent:	Petra Wilkinson Director

**Completed applications should be emailed to [DBSCivPers-ResPublicAppts@mod.gov.uk](mailto:DBSCivPers-ResPublicAppts@mod.gov.uk) by 05 February at 23:59 hrs.**

## 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** in the Expression of Interest form (see below) (*maximum two sides A4, minimum font 12*) explaining how you meet the essential and desirable criteria. 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 **Disable 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 GIS until they have set the minimum criteria at the start of the sift meeting. **Please complete the Disable 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

**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 you wish to have an informal discussion, then please contact Rod Paterson - rod.paterson122@mod.gov.uk

If you have queries about the recruitment process, please contact Defence Business Services by email:

[DBSCivPers-ResPublicAppts@mod.gov.uk](mailto:DBSCivPers-ResPublicAppts@mod.gov.uk)

## Eligibility criteria

To be eligible for consideration the candidate(s) will need to be a reserved UK National.

The candidate(s) are/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 Ministry of

Defence 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 the Ministry of Defence

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 email the DBS Public Appointments Team:

[DBSCivPers-ResPublicAppts@mod.gov.uk](mailto:DBSCivPers-ResPublicAppts@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)

## 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 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.