



Ministry
of Defence



Defence
Business
Services

**Defence Business Services Non- Executive
Chair of Audit, Risk and Assurance
Committee and Non- Executive Member to
the Defence Business Services Board**

Information pack for applicant

Closing date: 19 June 2023, 1200 noon

**Reference: 7442_DBS_ARAC_CHAIR *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 commitments is to offer an interview to all disabled applicants who meet the minimum criteria for the role(s). This gives them the opportunity to demonstrate their abilities at the interview stage. To be eligible for DCS the candidate must have a disability, as defined by the [Equality Act 2010](#). Further definition can be found on the [Cabinet Office website](#).

Chief Operating Officer message to candidates



Thank you for your interest in becoming an ARAC Chair and Non-Executive Director on the Defence Business Services (DBS) Board.

This is a very exciting time to play a role in supporting the Ministry of Defence. Our purpose is to protect 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.

DBS is in the process of embarking upon a significant transformational journey. This is in the context of tight public sector fiscal constraints and the critical role of delivering the excellent standards of customer service that our Defence and veterans customers expect and deserve. The successful candidate will therefore need to provide vision and strong strategic leadership, whilst working collaboratively with a wide range of stakeholders and partners.

Applications are particularly welcome from people with diverse backgrounds and who can bring experience and knowledge to bear in order to help steer the strategic direction of the organisation and assist it to meet challenging priorities.

This is a fantastic opportunity to help shape the future of DBS. If you think that you can take on this challenging yet rewarding role, then I strongly encourage you to apply.

Nina Cope, Chief Operating Officer, Ministry of Defence

The Role and Person Specification

We are looking to appoint a new Non-Executive who will be a member of the Defence Business Services (DBS) Board and have specific responsibility as Chair of the Board's Audit, Risk and Assurance sub-Committee (ARAC).

The overall role of a Non-Executive member is to provide external advice and expertise in association with independence of thought which informs the decision-making process.

The responsibilities of the DBS ARAC Chair are to:

- ❖ Chair and attend the ARAC sub-committees and provide reports and updates from these to the Board;
- ❖ Support the Board and Chief Executive in their responsibilities for risk control and governance by reviewing DBS's Risk & Assurance framework for comprehensiveness, reliability and integrity;
- ❖ Report and advance matters of interest, as appropriate, to Defence Audit & Risk Assurance Committee (DARAC) on DBS matters;
- ❖ Lead in providing assurance on DBS's role in delivering the Armed Forces Pension Scheme (AFPS);
- ❖ Play a leading part in how the ARAC function can support the wider business in diversity and inclusion in identifying potential biases.

The role will be accountable to the Chair, who will conduct an annual effectiveness review of the NED's performance. NEDs provide assistance to the Board Chair in challenging and holding the DBS executive team to account in delivering against Corporate Plan and Business Objectives. The Board provides meaningful oversight ensuring an effective framework for corporate governance is in place within DBS. The DBS NEDs also play a key role in championing DBS across the wider department whilst fostering closer working with DBS by other MOD officials.

Working with the Chair and other Board members, DBS NEDs are specifically responsible for:

- ❖ Endorsement of DBS's corporate and annual plans, responsibility for corporate performance and holding senior leadership team to account against those plans;
- ❖ Ensuring appropriate processes are in place to monitor and evaluate the implementation of DBS's strategies, policies, business transformation, corporate plans and performance management (including on current operations/service delivery to customers). Therefore, ensuring the business delivers value for money and any risks or issues are mitigated and/or reported and raised as necessary;
- ❖ Providing assurance on all major expenditure and transformation programmes exceeding the authority delegated to the DBS CEO;
- ❖ Forming DBS's future vision and influencing design and delivery of its transformation programme;
- ❖ Understanding and taking into account interests of key partners;
- ❖ Fostering the value and benefits of DBS within wider Defence;
- ❖ Ensuring there is a culture of openness and teamwork between DBS and its Defence partners, and that DBS plans align with customer priorities and needs;
- ❖ Participating in Board discussions frankly and constructively, to inform effective discussion;
- ❖ Providing input into Board Effectiveness reviews, making recommendations for improvements on how the Board should operate;

- ❖ Ensuring that the DBS Board is effective in providing challenge and support to the effective leadership of the organisation;
- ❖ Acting in the interest of the "shareholder" (ultimately Ministers) by providing advice on DBS's strategic direction, performance, risk and governance.

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

The MOD is currently conducting a review of its business operations and DBS governance framework, which could impact on the scope of the role and therefore time commitment / level of remuneration that the post currently being advertised attracts.

The successful candidates must abide by the Seven Principles of Public Life (Annex A) and the Code of Conduct for Board Members¹.

Essential and Desirable criteria

Candidates will need to be highly engaged and credible leaders with the ability to form positive, effective and trusted relationships with people at a high level within DBS, the Corporate Board and in MOD. You should ideally have experience of working in a shared services environment or of reshaping a large-scale delivery organisation. You will also have an appreciation of the principles and governance arrangements underpinning the public sector. MOD is committed to growing the diversity of its Boards.

Essential criteria

Candidates must demonstrate all the following essential criteria:

- ❖ Expertise in accounting, audit and pensions schemes;
- ❖ Experience of the operation and actuarial valuation of Public Sector pension schemes and the requirements of IAS19; and awareness of the Hutton report and its implications for Public Sector Pension schemes;
- ❖ Proficiency in chairing a Board committee or sub-committee;
- ❖ Excellent analytical and intellectual capability, with the ability to analyse and assimilate complex information/ policy proposals and reach sound strategic judgements;
- ❖ Experience of delivering or working with large-scale transformational delivery programmes;
- ❖ Outstanding communication and interpersonal skills with the ability to conduct and develop diverse partner relationships at all levels and challenge constructively;
- ❖ The ability to think strategically and operate at the top levels of an organisation to set direction whilst articulating the vision;

Desirable criteria

- ❖ Experience of being a senior executive in an operational delivery organisation with a broad and challenging customer base, with a focus on developing business transformation whilst sustaining coherent-organisational efficiency.

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

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 the daily fee is £15,000 per annum. The appointment is not pensionable. Appointment will be on a fee earner basis and nothing in any agreement shall be construed as forming or intending to form a contract of employment between the candidate and the department.

Appointment term

The appointment will be for a period of 3 years. There may be a possibility of re-appointment, subject to a satisfactory annual appraisal of performance assessed by the chair and at Ministerial discretion. Likely start date is Autumn 2023.

Location

Meetings are predominantly held at Abbey Wood, Bristol or in MOD Head Office, London. Occasional travel to other locations may be required and reasonable travel and subsistence expenses will be reimbursed in line with MOD's policy.

Termination of Appointment

The successful candidate(s) may resign at any time by notice in writing to MOD Chief Operating Officer. The MOD Chief Operating Officer 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.



Who we are?

The Ministry of Defence (MOD) is made up of 19 organisations: Head Office, four Military Commands, the Defence Nuclear Organisation, UK Space Command and 11 Enabling Organisations. Head Office provides the Department of State function and political and military strategic direction for the Department.

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

The Defence Nuclear Organisation manages the portfolio of Defence nuclear programmes. There are 11 Enabling Organisations that deliver activities to support Defence. Further information can be found on WWW.GOV.UK.

Purpose

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

The Role of Defence Business Services

Defence Business Services (DBS) is a key enabler, providing corporate services across information and technology, finance, procurement and the people function to the whole of Defence and other government departments. DBS also provides additional specialist services such as Military pensions, the Joint Casualty and Compassionate Cell (JCCC), Ilford Park Polish Home (IPPH), Veterans Welfare Service, MOD Library and Records Management.

As part of the Government Shared Services Strategy and Functional Convergence, the Defence Delivery Group have committed to MOD Corporate Services Modernisation and DBS' transformation to MOD's shared service centre of expertise, bringing even greater benefit to Defence. DBS is a key enabler of the MOD's wider transformation programme and is central to the success of the Defence Operating Model.

DBS has an annual budget of circa £170M and a workforce of 1,800 across 9 main sites in the UK. The broad range of Defence customers (including the Secretary of State, Head Office, functional customers, serving personnel (military and civilian), veterans and their families) have high expectations of DBS as their shared services provider.

The new DBS ARAC Chair and Non-Executive Director will play a key role in transforming governance, accountability, and relationships between MOD and DBS, challenging DBS's operational delivery on behalf of the MOD Chief Operating Officer and championing and representing DBS's interests. We are seeking an ARAC Chair and Non-Executive Director to support and challenge DBS through a programme of organisational and digital transformation, working alongside the CEO to ensure excellent HR, pay and pensions services for customers.

The Role of the Defence Business Services Board

The DBS Board provides strategic direction and holds the DBS executive to account on behalf of the MOD Chief Operating Officer for the efficient and effective delivery of its strategic objectives. It provides an important oversight and assurance role, ensuring that an effective framework for corporate governance is in place within DBS, as well as playing a critical role in supporting and endorsing the development of annual and corporate plans and significant business cases.

The Board's functions specifically include:

- On behalf of the **Sponsor**, act as the primary corporate oversight body for DBS, providing assurance to the Sponsor and wider Department that there is:
 - ❖ Clarity on DBS's current and future outputs;
 - ❖ A robust strategy for development/delivery of future DBS outputs;
 - ❖ A 5-year DBS Corporate Plan and associated strategic KPIs by;
 - ❖ A 1-year DBS Business Plan
 - ❖ Oversight of the implementation of DBS corporate/business plans;
 - ❖ Properly assured business controls and risk management
 - ❖ Assurance of business cases that exceed the delegated authority of the Chief Executive.

- On behalf of the **DBS Chief Executive** and **Executive team**, provide:
 - ❖ Challenge, support and advice on activities and proposals brought by the Executive team, working in partnership with DBS for the benefit of DBS and wider Defence;
 - ❖ Champion and support of DBS's purpose and objectives across Defence, Government and beyond.

As DBS is legally part of MOD, the DBS Board is not a fiduciary board. However, it acts as if the Board were fiduciary to the fullest possible degree.

The Role of the Defence Business Services Audit and Risk Assurance Committee

The **DBS Audit and Risk Assurance Committee** (ARAC) is a sub-committee of the DBS Board. The ARAC Chair is responsible for advising the DBS Board and Chief Executive on:

- ❖ The strategic processes for risk, control and governance;
- ❖ The accounting policies and other DBS issues relevant to the MOD departmental accounts and annual report;
- ❖ The planned activity and results of both internal and external audit work,
- ❖ Adequacy of management response to issues identified by audit activity, including external audit's management letter;
- ❖ Assurances relating to the management of risks (including financial, operational themes such as business continuity and health & safety, transformation related) corporate governance requirements for the organisation and the Armed Forces Pension Scheme;
- ❖ Anti-fraud policies, whistle-blowing processes, and arrangements for special investigations;
- ❖ The DBS ARAC will also periodically review its own effectiveness and report the results of that review to the Board.

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 MOD Chief Operating Office.
- ❖ Candidates considered appointable by the AAP may be invited to meet with the MOD Chief Operating Officer 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 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	19 June 2023
Short-listing meeting	4 July 2023
Candidate interviews	18 July 2023
Start/provisional date:	Autumn 2023

Advisory Assessment Panel composition

Chair:	Richard Cornish, DBS CEO
Member:	Fay Sandford, Deputy Director, Enabling Organisation Sponsorship
Independent:	Phil Eskdale-Lord, Deputy Director, Finance Operations and Specialist Services

Applications should be completed online, with the documents detailed below uploaded, by 19 June 2023 12 noon

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).
- ❖ Note References will only be taken up if candidates are successful at shortlisting. You should ensure that they have given you their permission to share their names with us and for us to contact them when you include them in the EOI.

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

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

If you have queries about the recruitment process, please contact the DBS Public Appointments Team via email dbscivpers-respublicappts@mod.gov.uk

Further information

If you have queries about any aspect of this role, or you wish to have an informal discussion, then please contact the MOD NED Fay Sandford fay.sandford102@mod.gov.uk

Eligibility criteria

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

The candidate is expected to inform the MOD Chief Operating 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 Defence Business Services 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 MOD NED Fay Sandford fay.sandford102@mod.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 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.

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 to DBS Public Appointments Team on:

dbscivpers-respublicappts@mod.gov.uk

Dealing with your concerns

If you feel that you have any complaints about the way your application has been handled, please contact: Email: 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.