



Ministry  
of Defence

de&s

# Candidate Brief

*Defence Equipment & Support,  
Director General Core Delivery*



# Contents

Message from the CEO	3
About DE&S	4
How We Operate	5 - 6
About the Role	7 - 8
Main Objectives of the Role	9
Key Responsibilities & Deliverables	10
Relevant Experience	11
Process	12
Detailed Terms	13
How to apply	14



# Message from the CEO

We are living in more dangerous times. The global order has shifted dramatically in recent years, with the peace dividend of the post-Cold War era giving way to a world marked by increased conflict and ever more capable adversaries, focused on ripping apart the international rules-based order.

The need to maintain a military force that deters our adversaries and protects our nation, allies and interests is the principal driver underpinning significant changes happening across UK Defence. The Government has launched the MOD's Defence Reform programme to greatly improve the operations of our Defence enterprise. By re-evaluating the structures within the MOD, Defence Reform will give the Department and our Armed Forces clear priorities and strategic direction. It will enable the necessary broader changes to enhance our ability to equip our Armed Forces with operational excellence, which is crucial – now more than ever. Defence Reform will position the UK favourably to support NATO and implement the recommendations of the ongoing Strategic Defence Review. As an integral part of the Ministry of Defence, Defence Equipment & Support (DE&S) will play a crucial role in driving forward the necessary changes to deter our adversaries and protect our nation.

Our mission is to equip the UK's armed forces with the edge they need to protect our nation. This means delivering everything from sophisticated new defence equipment including fighter jets, ships, tanks, and drones, to the essential supplies that needed to protect the UK, every day, all over the world. We support the Royal Navy, British Army, Royal Air Force, Strategic Command and MOD Head Office to identify the UK's defence equipment requirements, then work with industry to deliver them, together with the in-service support that will maximise their effect.

Over the last year we have changed how we operate to ensure we have an organisation built for the shifting world order. With less waste, greater insight, and more agility than ever before, we are now wholly focussed on delivering more, faster, for our Armed Forces. This shift is ensured through a programme of cultural change that aims to create a diverse, empowered, and high performing organisation, characterised by high trust, inclusivity, and servant leadership.

I'm looking for an experienced, inspiring, collaborative, and empathetic leader, who blends real delivery experience with an ability to optimise organisational effectiveness. They will be a trusted leader of leaders who has a career history of operating at scale, with the ability to tackle one of the world's most complex and diverse delivery portfolios. They will be highly experienced in driving delivery and cultural change to elevate operations. They will have the commercial acumen to be able to manage and navigate through multi-layered and complex issues associated with Defence procurement. They will have the experience of managing senior stakeholders, using diplomacy to deliver an equipment plan with a 'One Defence' mindset.

DG Core will be required to maintain and increase both morale and delivery across the biggest area in our new operating model. The scale and scope of the role, makes it a key role in Defence and offers an immense opportunity for the right person. For this challenge, you will need an enterprise mindset to recognise that success in this role lies in ensuring the Core delivery area pivots successfully into the new DE&S operating model, fosters a culture of continuous improvement whilst constantly striving for Operational Excellence. I value diversity of people and thought, hence I encourage you to apply regardless of your personal background. Defending our nation requires our best and brightest.

Writing here that we face the most dangerous times in living memory is not an overstatement. This role represents a career-defining moment to lead at the heart of delivering and supporting the necessary warfighting apparatus needed to ensure our freedoms and our very way of life. You no doubt recognise the existential importance of this mission; if you have the skills to play your role in this most important of national endeavours, I strongly encourage you to apply.



**Andy Start, Chief Executive DE&S**  
*Delivering the edge for our Armed Forces through people, technology, and innovation*

**To hear further from the Chief Executive on this role, please watch this short video:**  
[Message from the CEO.](#)

# About DE&S

## Who we are

The UK and our allies face increasing threats to our security and way of life. Our armed forces protect us from these threats, but they can only do that if they have the right equipment and support to carry out their duties. That's where we come in.

**Our Mission - *We equip our armed forces with the edge to protect our nation and help it prosper.***

Defence Equipment & Support (DE&S) is proud to deliver world-class equipment and support services to the Royal Navy, British Army and Royal Air Force. We play a critical role in keeping our nation safe and prosperous, making sure the front-lines have the right kit at the right time.

## What we do

As an arm's length body of the Ministry of Defence, we negotiate and manage defence contracts on behalf of the UK Armed Forces.

From fighter jets to food deliveries, from patrol boats to protective clothing, we deliver effective and innovative kit to our front-line forces, swiftly and safely. Our teams make sure every item is properly sourced, stored and maintained, and every contract represents value for money for the taxpayer.

We are also responsible for decommissioning and disposal when equipment reaches the end of its service life. We provide critical services to support operational outputs such as Defence Munitions sites across the UK, the British Forces Post Office, and Salvage and Marine Operations.



# How We Operate

## OUR NEW EXECUTIVE LEADERSHIP TEAM



**DE&S is an arm's length body of the Ministry of Defence, governed by our Board of Non-Executive Directors and managed by our CEO and Executive Committee.**

We have a separate governance structure and use these freedoms to manage our outputs and workforce within an operating cost budget.

### Our Board of Non-Executive Directors

The DE&S Non-Executive Board is responsible for the strategic governance of DE&S, under the leadership of the DE&S Chair, Mark Russell. The Board provides a forum for independent, support, advice, and constructive challenge to the Chief Executive Officer (CEO) and Executive Committee.

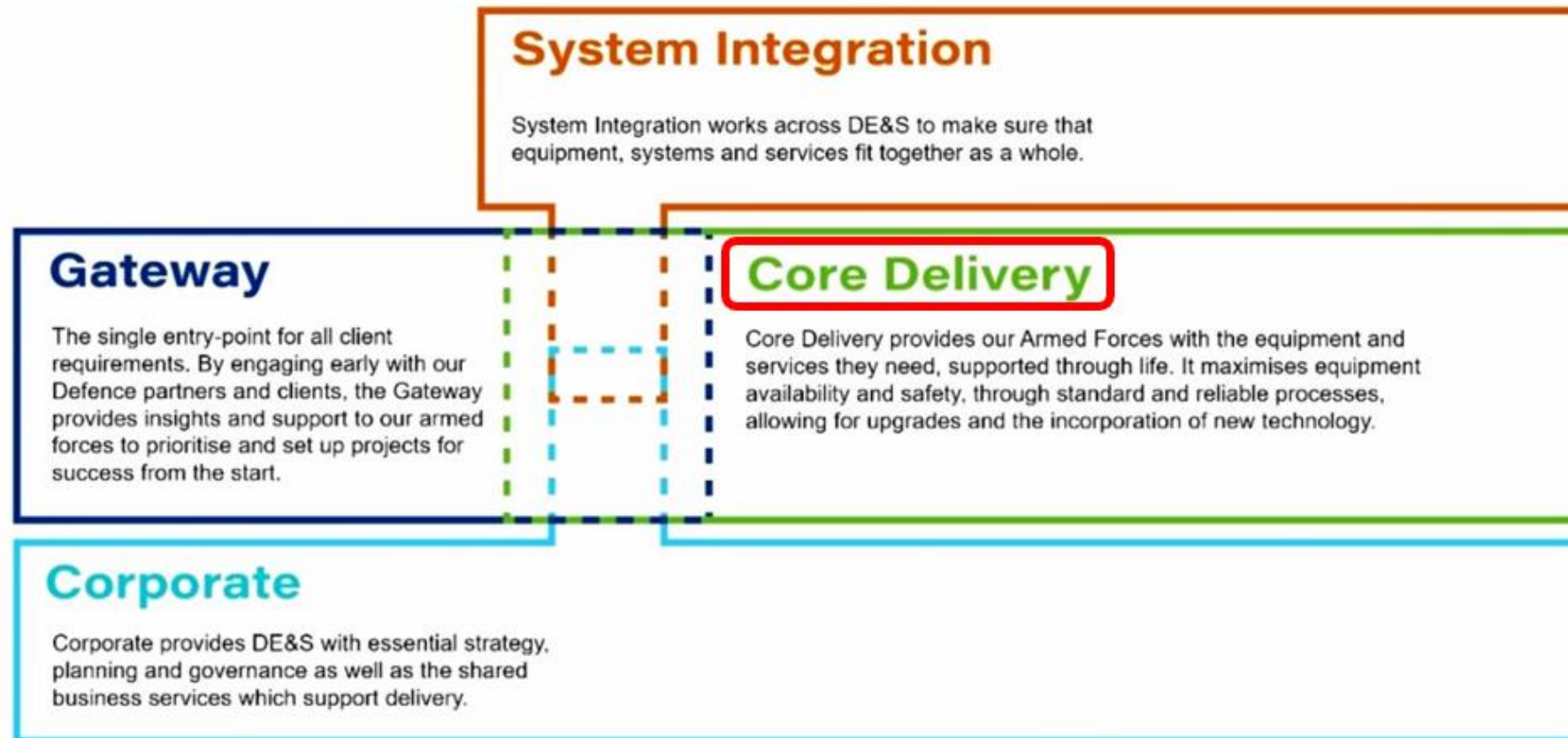
### Our CEO and Executive Committee

The CEO is appointed by the Ministry of Defence Permanent Secretary, subject to agreement by the Minister for Defence Procurement and considering advice from the DE&S Chair. As a senior post, the appointment also requires the agreement of the Head of the Civil Service and the Government's Senior Leadership Committee.

The Board delegates the day-to-day running of DE&S to the CEO. The CEO is directly responsible to Parliament for the stewardship of DE&S' resources, with delegated authority to lead and manage DE&S.

The CEO delegates to a team of executive directors, who form the Executive Committee and are responsible for implementing strategic decisions and delivering corporate objectives.

# How We Operate



For the DE&S 2024-2027 Corporate Plan, including details on the new management construct, please click [here](#).



# About the Role

As DG Core, you'll be taking on a unique challenge at the heart of UK Defence. The role is fundamental to ensure that the equipment our Armed Forces need to defend our country and its Allies is procured effectively – and is safe to operate wherever and whenever operations demand, in peace and in conflict.

This role is one of the most complex roles in Government and across the UK. It is responsible for almost a thousand projects, with a lifetime value of over £100bn. It includes more major programmes than any other organisation in the whole of the UK. It leads an internal team of over 8,000 specialists, who drive delivery across a Defence-Industrial base of over 150,000 people.

It also manages over £13bn of defence procurement spend per annum on behalf of the Front-Line Commands through contracts across the UK and Allied defence industries. This role ensures DE&S operates in the most operationally efficient manner possible, whilst delivering 100s of millions of inventory items to frontline users around the world for the UK and its Allies each year.

DG Core will strive to deliver operational excellence through challenging inefficiency, embedding new processes, standardising best practice and developing key cultural change throughout the Core organisation. The Core Delivery portfolio reaches across all the Armed Forces and Strategic Programmes to deliver an agenda that is not only vital to our nation, but is also increasingly vital in the role we play globally with our NATO allies.

This is a role for an inspiring, driven leader; one that has the ability to create and maintain a culture that is agile, efficient, and highly motivated.



# About the Role Continued



Reporting directly to the CEO, this role leads the delivery of the Armed Forces Equipment and Support requirements for today and into the future, covering the full contractual lifecycle of all in-service equipment and support to the Armed Forces and our Allies to deliver against the UK's strategic defence priorities. Defence procurement and support is complex by nature and the role manages an approved equipment plan with multiple conflicting priorities for new equipment whilst maintaining support for that which exists. In essence, DG Core makes the day-to-day decisions on the best way to deliver the equipment to enable our Armed Forces to operate safely, with the necessary support to protect our nation and its allies.

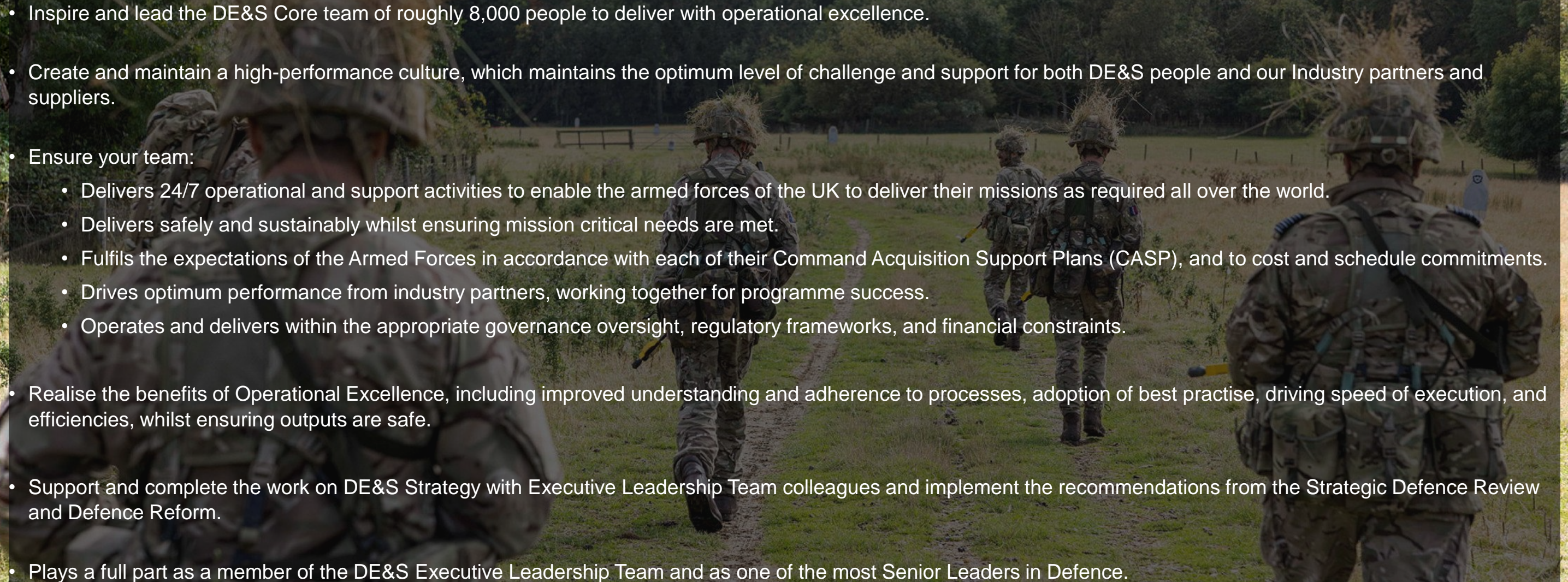
Director General Core is the single point of accountability for successful and safe delivery of existing military equipment, products, and services to the front-line Commands. It is accountable to CEO DE&S and the Ministry of Defence, and at times through to the House of Commons Defence Committee where defence procurement is scrutinised. DG Core will represent decisions DE&S has taken to support the enhancement of Defence capabilities as efficiently as possible, while securing the best possible value for money for the UK taxpayer.

The role is responsible for driving through continuous improvement of the existing equipment, enabling increased availability and further optimisation for use by the front-line Commands. Accountable for equipment, ensuring it is 'safe and secure to operate by design' and has a whole life support service in place. It holds joint accountability with DG Gateway for agreeing and setting the delivery parameters for DE&S with the Armed Forces and through existing and new commercial arrangements with Industry Partners.

Internally the role influences the strategic direction and work with DG Gateway, DG Solution Integration and DG Corporate, and through to Industry partners and the Armed Services to ensure that the programme prioritisation schedule for Operational Delivery is efficient and maximised to deliver across the whole equipment and support portfolio to the Armed Forces.



# Main Objectives of the Role

- Inspire and lead the DE&S Core team of roughly 8,000 people to deliver with operational excellence.
  - Create and maintain a high-performance culture, which maintains the optimum level of challenge and support for both DE&S people and our Industry partners and suppliers.
  - Ensure your team:
    - Delivers 24/7 operational and support activities to enable the armed forces of the UK to deliver their missions as required all over the world.
    - Delivers safely and sustainably whilst ensuring mission critical needs are met.
    - Fulfils the expectations of the Armed Forces in accordance with each of their Command Acquisition Support Plans (CASP), and to cost and schedule commitments.
    - Drives optimum performance from industry partners, working together for programme success.
    - Operates and delivers within the appropriate governance oversight, regulatory frameworks, and financial constraints.
  - Realise the benefits of Operational Excellence, including improved understanding and adherence to processes, adoption of best practise, driving speed of execution, and efficiencies, whilst ensuring outputs are safe.
  - Support and complete the work on DE&S Strategy with Executive Leadership Team colleagues and implement the recommendations from the Strategic Defence Review and Defence Reform.
  - Plays a full part as a member of the DE&S Executive Leadership Team and as one of the most Senior Leaders in Defence.
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- A group of soldiers in camouflage uniforms are walking away on a dirt path in a rural setting. The soldiers are seen from behind, and the path leads into a field with trees in the background. The image is slightly blurred, giving a sense of movement and depth.

# Key Responsibilities & Deliverables

- Ensure future Defence programmes identified through DE&S Gateway and any advancements and opportunities for greater efficiency and harmonisation identified through System Integration are factored into the acquisition and procurement process, suitably prioritised and delivered to the benefit of the UK taxpayer in support of a prosperous, safe and stable UK Economy.
- Ensure that our position as the procurement and acquisition specialist is recognised and valued at the highest levels within MOD and the UK Government.
- Develop a fit-for-purpose organisation with delivery at its core, whilst maintaining key aspects of safety and integration into its programmes, all whilst achieving operational excellence.
- Deliver all programmes to performance, cost, and time in line with Armed Forces expectations.
- Role modelling our values of:

## ***Excellence***

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

## ***Inclusivity***

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

## ***Collaboration***

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

## ***Integrity***

We are trusted. We hold ourselves accountable for outcomes - good and bad.

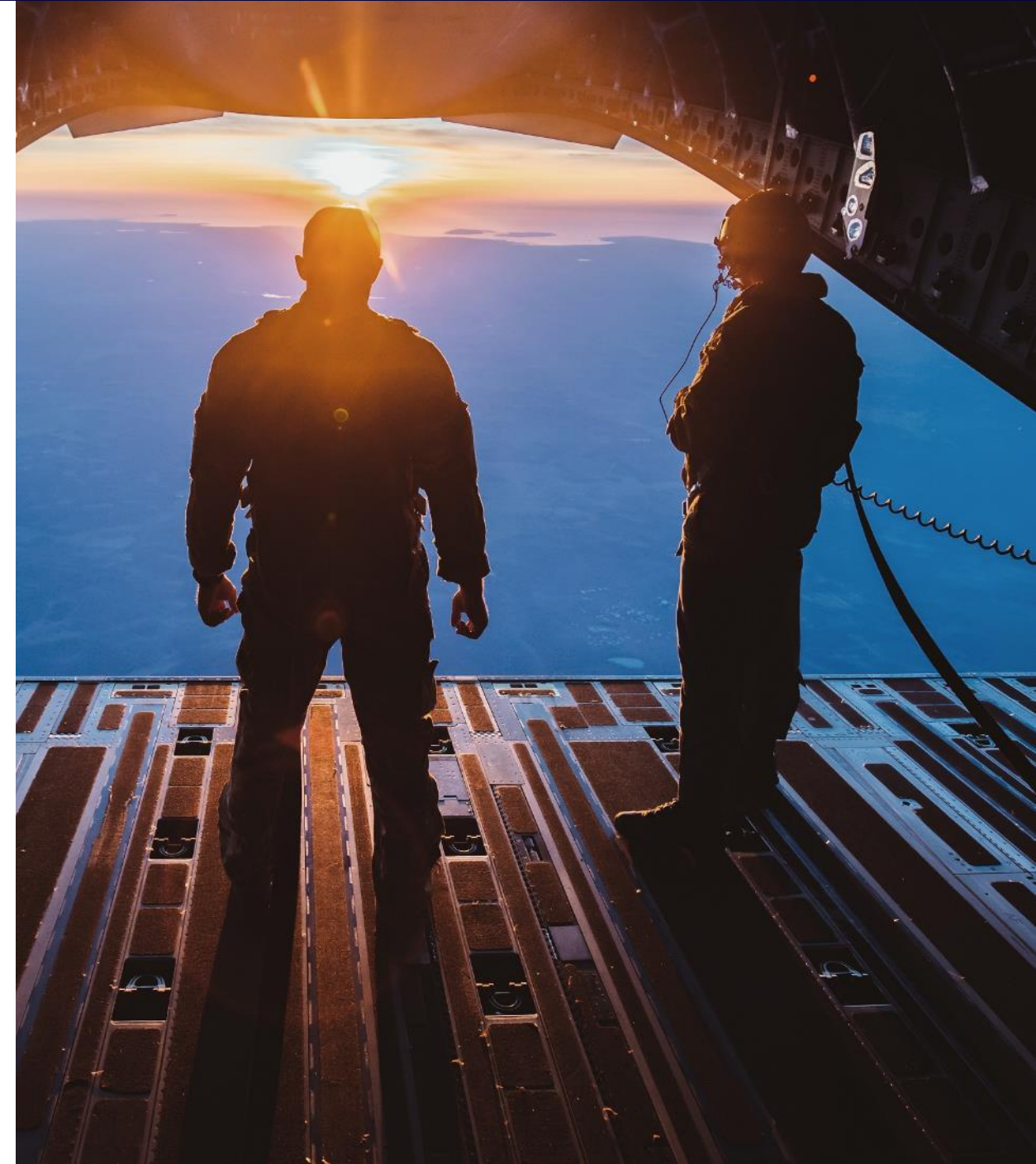
# Relevant Experience

DE&S is a part of the Civil Service and is open to talented people from any background and we seek to identify transferable skills from an individual's experience. However, first and foremost, we are looking for an experienced leader who is inspiring, collaborative, and empathetic and who can blend real delivery experience with an ability to optimise organisational effectiveness.

They will challenge and drive agility and operational excellence in all aspects of our delivery. We constantly strive to bring in fresh ideas and innovation to our organisation. In everything we look for in our leaders, diversity of background is essential; however just as important is diversity of thought.

The core requirements of the role include:

- A proven track record of **delivering major capital and labour-intensive programmes** in a complex environment, with a background of working in safety-critical sectors;
- Credibility to **operate and lead at executive committee and board level**; both nationally and internationally;
- **High levels of IQ and EQ**, with a history of building relationships across government and Industry, as well as with international partners;
- A proven **track record of succeeding in a high-pressure environment**, with experience of working in intensely scrutinised organisations and environments;
- A track **record of senior leadership and accountability at comparable scale**, with experience driving staff engagement and performance management of a broad, varied and sizeable workforce.



# Process

Civil Service recruitment processes at Director General level are regulated by the [Civil Service Commission](#), and we follow clear guidelines to ensure that our recruitment is fair and open. We also design our processes to reflect our values-based approach to and to ensure that shortlisted candidates have the opportunity to meet key stakeholders for the role before they join us. We expect the process for this role to be as follows:

- The **closing date** for applications will be **23:55, Sunday 26 January 2025**.
- Longlisted candidates will be invited to preliminary interviews with Russell Reynolds
- A shortlist will take place in February 2025
- During early March shortlisted candidates will then:
  - Undertake an **individual leadership assessment** with psychometrics;
  - Participate in a **staff engagement exercise** with a selection of people from DE&S;
  - **Meet with key stakeholders**, potentially including the Minister for Defence Procurement.
- Inputs from all these steps will then form the basis of a **panel interview**, chaired by **Sarah Pittam** a Civil Service Commissioner. If you are invited for interview, you may be asked to give a prepared opening presentation or you may be asked to respond to a scenario-based exercise that you will be given shortly before your interview.

Other panel members at the interview will include but may not be limited to **Andy Start** (Chief Executive Officer, DE&S to whom this role reports; **Tony Meggs** (Non-Executive Director, DE&S) and; **General Dame Sharon Nesmith DCB ADC** (Vice-Chief of the Defence Staff).

Please note that character references and open-source due diligence checks (including into social media accounts) will be undertaken for all short-listed candidates. DE&S reserves the right to make any offer of appointment conditional upon references and satisfactory conclusion of security enquiries.

Full details will be provided to shortlisted candidates and recognising that there are a number of steps in the process, we will do our best to arrange the sessions in a way that works for you. If you need any adjustments do let us know.

*To ensure the integrity of the judgements and decisions they make every day, all civil servants must make sure that no conflict arises - or could be perceived to arise - between their public duties and their private interests. This is a requirement of our [Civil Service Code](#) and is designed to protect both individual civil servants and their employing departments. If you believe you have any interests that might be relevant (or be perceived as relevant) to your ability to undertake this role, please contact Russell Reynolds early in the process. Such interests may be financial or may be related to the relationships you or your immediate family have with specific individuals, organisations, or employers. You may also have certain restrictions on political activities during your time in post. Russell Reynolds will be able to discuss those with you and help work through potential next steps.*

# Detailed Terms

- This role is being offered on **permanent** basis
- If you are successful and are from outside of the Civil Service, you can expect your **salary** on appointment to be **between £170,000 - £200,000 per annum**, with more potentially available for an exceptional candidate depending on your skills and experience. In addition, up to 50% as a non-contractual, non-consolidated Annual DE&S Performance Award is available. If you're an existing Civil Servant, your salary will be agreed in line with the Civil Service pay rules in place on the date of your appointment – you will remain eligible to earn up to 50% non-pensionable, non-consolidated performance related award according to current DE&S policy. For military candidates, your terms and conditions (including salary) will be set by your respective Service authority
- This is a **full-time role**, but flexible working arrangements are welcomed and will be considered. You will be **based in Bristol** although realistically this role will frequently require you to travel in and around the UK - Your team are located in Bristol and at numerous sites across the UK, from the South Coast to Scotland as well as a number of overseas locations so you will need to be prepared to spend time across some of these sites.

## Please note that:

- **Civil Service pension** arrangements will apply, and you will have the option of joining the Civil Service Alpha Pension Scheme, a defined benefit (DB) pension scheme. The current employer contribution rate for this salary level is in excess of 30% of salary as explained in the Civil Service Pension Scheme
- MOD endeavours to **support a work/life balance** for all staff and you will have access to nursery places, remote access to systems to allow for remote working and enhanced maternity, paternity, and adoption allowances
- The role includes **25 days annual leave**, increasing on a sliding scale to 30 days after 5 years' service (this is in addition to 8 public holidays and one privilege day)
- If successful you must hold, or be willing to obtain, **security clearance up to Developed Vetting** level, meaning candidates will need to have at least 10 years' residency in the UK in the past 10 years. More information about the vetting process can be found [here](#)
- You will need to hold the right immigration status and nationality requirements for this role as it is a **reserved post** - please ask Russell Reynolds if you have any questions.

# How to Apply

The recruitment process is being undertaken by Russell Reynolds Associates on behalf of DE&S. Please submit your full application by email to [responses@russellreynolds.com](mailto:responses@russellreynolds.com). Please quote the role title and assignment code **P2411-164L** in the subject heading of the email. All applications will be acknowledged.

**The closing date for applications is 23:55 on Sunday, 26 January 2025.**

## Your submission should include:

- Your **CV**, with educational and professional qualifications and full employment history, including an explanation of any gaps in your employment history, and details, where possible, of budgets and numbers of people for which you have been responsible;
- A **short covering statement** of no more than two A4 sized pages explaining why this appointment interests you and how you can evidence your suitability for the role, with particular reference to the criteria in the 'relevant experience' section
- A **diversity monitoring form** ([available here](#));
- A **declaration of interest form** ([available here](#)).

This vacancy is part of the **A Great Place to Work for Veterans** initiative. For further information on whether you are eligible to apply under this scheme please see [here](#). We also run a **Disability Confident Scheme** for candidates with disabilities who meet the minimum selection criteria. Please state in your application whether you would like to submit your application under this scheme.

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



