



Ministry  
of Defence



DREADNOUGHT  
ALLIANCE

BAE SYSTEMS



Submarine  
Delivery Agency



# Dreadnought Alliance Leadership Board Independent Chair

Reference: 2312-005L

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# Introduction

## A note from Madelaine McTernan – Chief Defence Nuclear (CDN), Ministry of Defence

Thank you for expressing interest in the role of Dreadnought Alliance Leadership Board Independent Chair.

The UK's independent nuclear deterrent is essential to our nation's security. Since 1969, the Royal Navy has maintained the Continuous At Sea Deterrent (CASD) with at least one nuclear-armed submarine on patrol at all times.

Dreadnought is a programme of national importance; it will deliver four new digital submarines to replace the Royal Navy's Vanguard class through the 2030's to maintain and sustain CASD.

Working as part of and within the Defence Nuclear Enterprise, the build

programme is being delivered through a joint MOD and industry Alliance established in 2018 between the MoD, BAE Systems and Rolls-Royce. With a total budget of £31Bn (plus £10Bn contingency) it is also one of the largest Government-funded capital investment programmes.

I am looking for an exceptional senior leader to drive the Alliance over the next 5 years. You'll Chair and lead the Alliance Leadership Board (ALB): the ALB is the most senior governance body in the Dreadnought Programme. As ALB Chair you will ensure the effectiveness of the ALB and scrutinise decision-making by all representatives for alignment with the Alliance Principles and programme objectives, recognising the national priority to maintain CASD. In your capacity as ALB Chair you will also attend the Alliance Owner' Council (AOC): the AOC is a CEO-level body, overseeing the performance of the Alliance and

ensuring the right conditions for success are maintained. You will drive productive and constructive relationships and cohere effort through all the parties in the Alliance to deliver the build programme to schedule, ensure rigorous cost control and be vigilant to both near and long-term risk. You'll need to build credibility quickly with a wide range of industry, military and government stakeholders. You'll drive a complex, highly sensitive, high-profile programme and you'll need to be able to think laterally when evaluating options and impacts.

If you're interested in being part of Defence's highest priority and to deliver one of the most complex machines the UK will build and operate, then this is the job for you.

**Madelaine McTernan CB**



# Introduction

## About the Dreadnought Alliance (DNA)

**We are delivering the largest and most complex submarine ever delivered to the Royal Navy.**

- A groundbreaking Defence Alliance between public and private sectors
- Established in 2018 – 5 years of operation and learning from experience
- Defined by a legally binding Dreadnought Alliance Agreement (DAA) and bi-lateral contracts
- Defined budget of £31Bn (plus £10Bn contingency)
- Defined Vision, Mission and Ambition
- Please see Annex A *About the Dreadnought Alliance* for more information



# The Role

## The Independent Chair will:

- Provide leadership to and deliver an effective Alliance to drive performance of the submarine build programme.
- Chair meetings of the Alliance Leadership Board (ALB) - scrutinising decision-making to ensure alignment with the Alliance Principles, Vision, Mission and Ambition.
- Ensure parties are surfacing visions and ensuring appropriate actions taken, identifying risk and ensuring mitigation strategies, testing opportunities to drive performance.
- Produce an Annual Report of the effectiveness of the Alliance submitted to the core members: BAE Systems, Rolls-Royce and the Ministry of Defence.
- Act as a leading interlocutor between the Alliance and the senior leaders of all three parties to deliver on a best for programme basis.
- Promote collegiate and collaborative working and facilitate optimum decisions and actions on strategic issues and risks.
- Assure the performance of the Alliance against its objectives set out in the Dreadnought Alliance Agreement.
- Hold the Alliance Managing Director to account.
- Maintain a coherent approach with the wider submarine acquisition portfolio, highlighting challenges as necessary.



# The Role

**As key responsibilities, you will, on behalf of CDN and in support of the CEO of the Submarine Delivery Agency (SDA) and Senior Responsible Owner (SRO) of the Dreadnought programme:**

## Leadership of the Alliance

- Chair the ALB and facilitate collegiate discussion and resolution on key programmatic issues
- Ensure decisions made by the ALB are 'Best for the Dreadnought Programme' - recognising 'Every Day Counts'
- Ensure the scope of ALB discussions embraces strategic issues – both near and long term that might impact on programme success and delivery to schedule
- Ensure the programme learns from experience (LFE) both internally and externally and seeks to embed continuous improvement and best practise
- Escalate issues outside the direct control of the Alliance for action/resolution

## Continued development of an effective Alliance

- Provide advice and maintain strategic direction within the Alliance and support the Alliance Managing Director (AMD) on the continued development of the Alliance
- Shape the culture of the Alliance and help to embed the Alliance principles across the entire enterprise (including the extensive Supply Chain)
- Represent the Alliance and its values to senior external stakeholders
- Coach the Alliance leadership team and act as a sounding board/mentor for the AMD

## Assuring Performance of the Alliance

- Constructively challenge the AMD and Alliance partners at the ALB to validate and test the recommendations they make
- Attend Enterprise-wide meetings with senior level representatives of each of the three parties as appropriate, especially where improvement is required and obtain buy-in
- Assure and drive compliance with the Dreadnought Alliance Agreement (DAA)

# The Role

## Location

Hybrid working with travel to Alliance locations as and when required including MOD Main Building London, BAE Systems Barrow-in-Furness, Rolls-Royce Derby & SDA Bristol.

## Time Commitment and Remuneration

The post requires a time commitment of 2-4 days per month, for which the day rate would be £1.5K, negotiable depending on experience. The appointment is not pensionable. Candidates should demonstrably have the time available to fulfil the role.

The Chair will be entitled to claim for travelling and reasonable related expenses which are incurred in attending committee meetings or making any other visits that may be required.

## Contract Type

As this is an office holder appointment, you will not become a member of the Civil Service. You will not be subject to the provisions of employment law.

The intention would be to appoint the successful candidate for a five-year fixed term, starting approximately in Summer 2024. There may be a possibility of re-appointment, subject to satisfactory delivery performance assessed by Chief Defence Nuclear and at Ministerial discretion.

## Security Clearance

Please note that the successful candidate will need to hold, or be prepared to apply for, Security Check (SC) Security Clearance and sign The Official Secrets Act.

## Person Specification

It is important that in your application you provide evidence and examples of proven experience of these selection criteria. These responses will be developed and discussed with those candidates invited for interview.



**The successful candidate must be able to demonstrate their experience and skills against the following essential criteria:**

- Strong track record as a business leader, preferably with experience as a Chair or CEO of a major organisation.
- Industrial delivery leadership experience ideally within complex, regulated environments where timely delivery is the absolute imperative.
- A proven ability to innovate and drive improvements across a complex and diverse industrial supply chain.
- Experience driving operational and cultural transformation across major organisations.
- Leadership experience across organisations forging collaborative relationships that drive best for programme outcomes.

### Eligibility Criteria:

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



# Application Process

## Application

Russell Reynolds Associates have been retained to support this recruitment process. To apply for this role, please submit your full application by email to [responses@russellreynolds.com](mailto:responses@russellreynolds.com). All applications will be acknowledged.

All applications must include the following:

- Please quote the **role title** and reference number: **2312-005L** in the subject heading of the email.
- A **CV** (no more than 2 pages) setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years.
- A **Personal Statement** (no more than 2 pages) explaining how your personal skills, qualities and experience provide evidence of your suitability for the role.
- A **Diversity Information Form**: To assist with monitoring the recruitment process, candidates are asked to complete some diversity monitoring information and to declare any potential conflicts of interest. This form is available to complete [here](#).

*If you do not wish to provide a declaration on any of the particular characteristics, you will have the option to select 'prefer not to say'. Any data collected in this section will be reported in an anonymous and aggregate format and will not be seen by anyone assessing your application. The information you provide when submitting your application will help The Commissioner for Public Appointments monitor progress against its ambition to encourage greater diversity on the boards of public bodies.*

## Selection Panel

Madelaine McTernan CB, Chief of Defence Nuclear will chair the process.

In addition to Madelaine, the other panel members will be:

- Admiral Sir Ben Key KCB CBE ADC, First Sea Lord
- Charles Woodburn, BAE Systems Chief Executive Officer
- Chris Cholerton, Rolls-Royce Group President
- John Manzoni, Chairman of the Atomic Weapons Establishment (AWE) Board, Chairman of the SSE Board and Diageo Board Non-Executive Director

## Shortlist

The panel will assess your application to select those demonstrating the best fit with the role by considering the evidence you have provided against the criteria set out in the 'Person Specification' section. Failure to address any or all of these may affect your application.

The timeline later in this pack provides an indicative date by which decisions are expected to be made, and shortlisted candidates will be advised of the outcome as soon as possible thereafter.

# Application Process

## Assessment

You will be asked to attend a panel interview in order to have a more in-depth discussion of your previous experience and professional competence in relation to the criteria set out in the Person Specification.

Full details of the assessment process will be made available to shortlisted candidates.

## Conflict of Interest

If you have any interest that might be relevant to the work of the Dreadnought Alliance, and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in the Diversity Information Form. This includes other government or MOD Boards and Committees on which you are already appointed.

If you have queries about what constitutes a conflict, please contact the application address:  
[responses@russellreynolds.com](mailto:responses@russellreynolds.com).

## Due diligence checks

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 undertaking searches of previous public statements and social media, blogs etc. Any information found may be made available to the Advisory Assessment Panel 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.

## Offer





Regardless of the outcome, we will notify all candidates as soon as possible after the final interview.



## Expected Timeline

We will try and offer as much flexibility as we can, but it may not be possible to offer alternative dates for assessments or interviews. You are therefore asked to note the below timetable, exercising flexibility through the recruitment and selection process, to meet the dates given. Please note that these dates may be subject to change. If you anticipate any difficulties attending, please advise of this in your application.

The anticipated timetable is as follows:

	<b>Advert closing date</b>	<b>18 March</b>
	<b>Shortlist</b>	<b>W/C 01 April</b>
	<b>Stakeholder Conversations</b>	<b>W/C 08 April</b>
	<b>Panel interviews</b>	<b>Mid-Late April</b>

It is expected that interviews will be conducted in-person, however this will be confirmed during the shortlisting process and successful candidates will be informed accordingly.

## 7 Principles of Public Life

Holders of public office are expected to adhere to and uphold the [Seven Principles of 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 material 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 a way that protects the public interest.

**LEADERSHIP** – Holders of public office should promote and support these principles by leadership and example.

# About Defence

**We work for a secure and prosperous United Kingdom with global reach and influence. We will 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.**



## Responsibilities

The Ministry of Defence has 8 defence tasks:

- Nuclear deterrence and the defence nuclear enterprise
- Defence, security and resilience of the UK and its overseas territories
- Contribute to improved understanding of the world through strategic intelligence and the global defence network
- Influence through international defence engagement
- Overseas defence activity
- Promote UK prosperity and civil society
- Direct defence strategic base and enabling functions
- Strategic base and enabling functions

## Priorities

Our priorities are to:

- Protect the UK
- Project the UK's global influence
- Promote UK prosperity

## Who We Are

The Ministry of Defence has permanent and casual civilian personnel, including Royal Fleet Auxiliaries, Trading Funds and locally engaged civilians. The UK regular forces comprise personnel in the:

- Royal Navy
- British Army
- Royal Air Force
- Strategic Command



# Diversity and Inclusion

## **The Ministry of Defence value and welcome diversity.**

The appointment will be governed by the Principles of Public Appointments based on merit with independent assessment and transparency of process.

The successful candidate will need to demonstrate that they meet the criteria for this appointment. We encourage applications from talented individuals from all backgrounds and experience across the whole of the United Kingdom.

Boards of public bodies/Advisory Committees are most effective when they reflect the diversity of views of the society they serve and this is an important part of the Government's levelling up agenda.

We collect data about applicants' characteristics and backgrounds, including information about people's educational and professional backgrounds, so that we can make sure we are attracting a broad range of people to these roles and that our selection processes are fair for everyone. Without this information, it makes it difficult to see if our outreach is working, if the application process is having an unfair impact on certain groups and whether changes are making a positive difference.

## **Disability Confident**

We are a member of the Government's Disability Confident scheme. We use the Disability Confident scheme symbol, along with other like-minded employers, to show our commitment to good practice in employing people with a disability. The scheme helps recruit and retain disabled people. As part of implementing the scheme, we guarantee an interview for anyone with a disability whose application meets the minimum criteria for the role and who has asked that their application is considered under the scheme.

Indicating that you wish your application to be considered under the scheme will in no way prejudice your application. By 'minimum criteria,' we mean that you must provide evidence which demonstrates that you meet the level of competence required under each of the essential criteria, as set out in the job-advert. When you apply you will have the opportunity to select if you would like your application considered under this scheme.

## **Reasonable Adjustments**

Government departments are committed to making reasonable adjustments to make sure applicants with disabilities, physical or mental health conditions, or other needs are not substantially disadvantaged when applying for public appointments. This can include changing the recruitment process to enable people who wish to apply to do so.

Some examples of reasonable adjustments are:

- Ensuring that application forms are available in different or accessible formats
- Making adaptations to interview locations
- Allowing candidates to present their skills and experience in a different way.
- Giving detailed information on the selection / interview process in advance to allow candidates time to prepare themselves.
- Allowing support workers, for example sign language interpreters
- Making provision for support animals to attend.

When you apply you will have the opportunity to request reasonable adjustments to the application process.



## FAQs

### 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 might be relevant to the work of the public body concerned should be declared.

### Will the role involve travel?

Regular travel to sites within the UK and occasionally internationally will be required.

Unfortunately, relocation costs will not be reimbursed.

### **Surely a perceived conflict is not a problem, as long as I act impartially at all times?**

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.

### 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 Advisory Assessment Panel 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.

### What reasonable adjustments can be made if I have a disability?

We are committed to making reasonable adjustments in order to support disabled candidates and ensure that you are not disadvantaged in the recruitment and assessment process.

If you feel that you may need a reasonable adjustment to be made, or you would like to discuss your requirements in more detail, please contact:

[responses@russellreynolds.com](mailto:responses@russellreynolds.com) in the first instance.

### How will my personal data be managed?

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 Defence Business Services (DBS) [Privacy Notice](#) on the way the DBS Civilian Personnel, Resourcing processes your data in line with the charter.

If you have any queries about Data Privacy or retention, please contact the application address: [responses@russellreynolds.com](mailto:responses@russellreynolds.com)

## FAQs

### Pre-Employment Screening

Prior to a formal offer of employment, the successful candidate will be subject to pre-employment screening checks. These will include confirmation of your identity, employment history over the last three years (or course details if in full time education), nationality and immigrations status, and criminal record (unspent convictions only).

### Cabinet Office Fraud Checks

Candidates who are successful at interview will be, as part of the pre-employment screening, subject to a check on the Internal Fraud Database (IFD). This check will provide information about employees who have been dismissed for fraud or dishonesty offences. This check also applies to employees who resign or otherwise leave before being dismissed for fraud and dishonesty had their employment continued. Any candidate whose details are found to be held on the IFD will be refused employment.

### Appointment Duration

The intention is to appoint the successful candidate for a five-year term, starting approximately in Summer 2024. There may be a possibility of re-appointment, subject to satisfactory performance assessed by Chief of Defence Nuclear and at Ministerial discretion.

### This job is only open to the following group:

- Sole UK National

**For further information on whether you are eligible to apply, please visit [Gov.UK](https://www.gov.uk)**

## Contact Us

If you have any further queries in relation to this process, please contact the Russell Reynolds team at [responses@russellreynolds.com](mailto:responses@russellreynolds.com).