



High Speed Two Ltd Chair Appointment: *Candidate brief*

March 2018

Reference P1701-087L



Department
for Transport

Doc#901133



FOREWORD FROM

The Secretary of State for Transport, Rt Hon Chris Grayling, MP



Thank you for your interest in this crucial leadership position. On the following pages you will find information about the role of the Chair of HS2 Ltd and the selection process.

Good strategic links are central to the economic success of our country and HS2 is part of this. It will form the backbone of the national rail network, with services running from London and Birmingham to cities in the north of England, including Manchester, Leeds, Liverpool, and Newcastle and onto Scotland. It will not only make journeys quicker, but also provide more seats and better connections.

The project is on course, with legislation well-advanced and contracts issued. Now outstanding leadership will be required to enable HS2 to be built on budget and to schedule.

After reading the application pack I hope you feel inspired to apply. I look forward to the prospect of welcoming you to the Board of HS2 Ltd.

The Organisation

High Speed Two Limited (HS2 Ltd) began its operations in January 2009 and is a company limited by guarantee, wholly owned by the Secretary of State. HS2 Ltd is classified as an Executive Non-Departmental Public Body (NDPB) under the Government Resources and Accounts Act 2000 and operates within a Financial Framework agreed with the DfT. This Framework requires HS2 Ltd to follow the Government Financial Reporting Manual, HM Treasury's Managing Public Money and International Financial Reporting Standards.

HS2 Ltd's Strategy & Vision

HS2 will help to consolidate Britain's position as a leading, forward-looking economy. It will be a catalyst that will generate new business opportunities, open up capacity on our crowded railways and play a major role in building on Britain's proud engineering and design legacy.

Our vision is that HS2 will be an engine for growth. It will integrate with Britain's transport networks to provide the capacity and connectivity we need to drive national and regional competitiveness. It will unlock the potential of our cities by connecting them with fast, frequent and reliable train services.

The HS2 project will set the standard for the delivery of transport systems and infrastructure by:

- engaging with all our stakeholders fairly and meaningfully;
- delivering value through effective management of the design and build programme; and
- building and operating a safe, sustainable and reliable system to provide exceptional levels of service to passengers.

Background to Role

This is an exciting opportunity to play a key part in the future success of what will be the largest infrastructure project in Europe. At a time when building a stronger economy in an environmentally sustainable way is increasingly important, the future of rail as a key strategic element of the transport network is becoming ever more central.

HS2 is a once in a generation project to build a new railway which will transform travel in Britain and reshape the economic geography of the nation, bringing our cities closer together, helping to rebalance growth and opportunities. Linking eight of Britain's 10 largest cities, it will allow our city economies to work more closely together and be more globally competitive.

HS2 will provide the new transport capacity we need to compete and grow in the 21st century. It will be a fully integrated improvement that will benefit all parts of the existing network north of London. It will allow existing lines to be used for more freight and local traffic and help take the strain off our roads. This is your chance to be part of a uniquely important and complex investment in the future of transport in Britain and in Europe.

HS2 Ltd is an Executive Non-Departmental Public Body (NDPB) of the Department for Transport and is also established as a Companies Act company, limited by guarantee.

During the term of this appointment, the Chair of HS2 Ltd can expect to oversee:

- The first phase of construction works for HS2 expected to last until 2026;
- Passage of the Phase 2a Bill through Parliament and launch of the Phase 2b Bill;
- The delivery of spend of circa. £4bn per year;
- The highest levels of political and other key stakeholder engagement;
- The operating vision for HS2 and key decisions around rolling stock, stations and depot procurement and delivery;
- Development and regeneration opportunities at the new HS2 stations and surrounds;
- The biggest land assembly programme since World War II.

The Role

The Chair the HS2 Ltd Board will be responsible for shaping, challenging and directing the strategy for HS2 Ltd in delivering the requirement, and ensure that the Board, the executive and the organisation operate effectively and responsibly.

He/she will:

- Lead the Board in holding the executive to account for the effective and efficient delivery of the programme, for building the organisation, and for the overall performance of HS2 Ltd, including: ensuring the Company has robust risk management, internal controls and assurance processes; ensuring efficient and effective use of staff and other resources.
- Lead on being a passionate advocate for the High Speed Rail Project and carry that message to the UK's political and business leadership, and wider public, and on the national stage. The role will be of high political and public profile and the successful candidate will be expected to appear in the media, be the advocate for the programme and Company, and interact with a wide range of influential stakeholders, including Ministers.
- Lead discussions between HS2 Ltd and the Secretary of State, reporting on progress and raising issues of concern as necessary.
- Lead by example and encourage high standards of regularity and propriety: ensure that HS2 Ltd does nothing to bring the Secretary of State into disrepute.
- Account to the Secretary of State for Transport in his role as the sole owner of HS2 Ltd who is, in turn, accountable to Parliament for the activities and performance of HS2 Ltd; and to the Department for Transport Permanent Secretary in her role as Principal Accounting Officer for HS2 Ltd.

Person Specification

Essential Criteria – all candidates must be able to demonstrate the following:

- An outstanding record of achievement throughout their professional career; someone with a significant profile and gravitas, with strong personal credibility who has wide business/organisational leadership experience, across large sectors.
- Experience in the transport, construction and regeneration / development sectors would be highly desirable and particularly relevant. However, we are very open and keen to receive applications from leaders across a range of other sectors who can demonstrate the appropriate skills and qualities for the role.
- Strategic leadership and change management experience of one or more large and complex organisations, undergoing substantial evolutionary change.
- Excellent leadership, stakeholder management and communication skills with the ability to manage complex partnerships, bring stakeholders together, and build consensus around high priority interventions, supported by a strong evidence base; being politically astute in maintaining relationships with a range of stakeholders and political persuasions.
- The ability to cope with ambiguity, credibility and persuasiveness in dealings with elected members and officials, and display energy and resilience in championing a long term project through inevitable challenges.
- The ability to demonstrate media handling skills and being comfortable in the media spotlight.
- Comprehensive experience at Board-level and the ability to lead a Board of a very large organisation in supporting, challenging and holding to account a strong executive team, conveying confidence in the organisation's capability to deliver to time, cost and quality.
- The ability to harness the knowledge and experience of a strong Board and able to complement the skills and experience of the CEO and other NEDs.
- The capability to be a mentor and sounding Board for management, and the ability to look beyond the horizon and plan ahead.

Desirable:

- Experience of leading on large infrastructure projects and a successful record of applying commercial strategies to major projects or initiatives.
- An understanding of the transport infrastructure environment in the Midlands and the northern regions.

- The ability to advise the UK Government on issues relating to the programme; ensuring solutions are effectively brokered so that outcomes and benefits are delivered according to requirements.
- Commercial ability and financial acumen exercised at Board level, for example funding and costs, and the legal and contractual framework in which an organisation operates and delivers; and an understanding of managing public money principles.

Application and Selection Process

Russell Reynolds Associates (RRA) has been appointed to support this requirement. To request an informal discussion with Patrick Johnson about the role, please contact fiona.birkmire@russellreynolds.com

Indicative Recruitment Timetable

Proposed Dates	Actions
Noon on Monday 23 April 2018	Advert closing Date
Target week of 16 April 2018	Long List Review
Target during week of 30 April	Short List Review
Target during week of 7 or 14 May	Interviews
August 2018	Chair takes up post

How to Apply

Applications should be sent by email to Responses@RussellReynolds.com quoting reference P1701-087L in the subject line.

Alternatively, they may be sent by post to:

Fiona Birkmire
 Reference P1701-087L
 Russell Reynolds Associates
 Almack House
 28 King Street
 London SW1Y 6QW

The closing date for applications is Noon on Monday 23 April 2018

- You **must** enclose with your application:

- The completed Candidate Summary Form. The Register of Interest and Political Activity Forms and Equal Opportunities Monitoring Sheet, which are detachable from this document.
- A full CV.
- A covering note of not more than 2 pages in total summarising the evidence of your ability to meet the person and job specification.
- The names of at least two referees who may be contacts at short list stage, i.e. before final interviews.
- Confirmation that you are happy for DfT or Russell Reynolds Associates to undertake any necessary career and background checks.
- Notification of any dates you are unable to accommodate within the indicative timetable above, or within proximity of the indicative timetable.

Terms of Appointment

Remuneration Package & Time Commitment

The annual remuneration for this post will be in the range of £230-250k for a 3 day a week time commitment.

Contract

Appointments are made by the Secretary of State from among a shortlist of appointable candidates for a period of three to five years. Appointments may be renewed once, subject to satisfactory appraisal and ministerial approval, but this is not automatic.

Location

Board meetings are held at HS2 Ltd's registered office in 2 Snow Hill, Queensway, Birmingham and (until mid-2018) at 1 Canada Square, London E14 5AB (with all meetings moving to Birmingham in the course of 2018) but with occasional travel around the UK.

About the selection process

This recruitment is being carried out under the New Governance Code 2016.

Advisory Assessment Panel Membership

The members of the Advisory Assessment Panel will comprise of Bernadette Kelly Chair (DfT, Permanent Secretary); John Cridland (Chair, Transport for the North); Baroness Jo Valentine (HS2 Ltd, Non-Executive Director); Ian King (Lead DfT, Non-Executive Director) and Mark Addison (Senior Independent Panel Member)

All applications will be considered by the Advisory Assessment Panel.

Note: The appointment will be subject to a pre-appointment public scrutiny hearing from the Transport Select Committee of the House of Commons.

Equality and diversity

The Department for Transport and HS2 Ltd are committed to promoting equal opportunities and diversity. Applications are positively encouraged and welcomed from suitably qualified individuals irrespective of race, ethnic or national origin, nationality, gender, gender identity, disability, age, sexual orientation, religion, beliefs, and marital status or preferred working patterns. We want the organisations to be as diverse as the community it serves.

Transparency

The Secretary of State is committed to public appointments based on merit, independent assessment, openness and transparency of process.

Data Protection Act 1998

Information provided by you as part of your application will be used in the recruitment process. Any data about you will be held securely by DfT with access restricted to those involved in dealing with your application and in the recruitment process. Once this process is completed the data relating to unsuccessful applicants will be stored for a maximum of 12 months and then destroyed by DfT. If you are the successful candidate, your application form will be retained and will form the basis of your personal record. Any equal opportunities information provided by you will be used to monitor DfT's diversity policies and practices. By submitting your completed application you are giving your consent to DfT for your data being stored and processed for the purpose of the recruitment process, equal opportunities monitoring and your personal record if you are the successful candidate.

Complaints

If you have a complaint about the recruitment and selection procedure, you should write in the first instance to Marie Sarsah, Department for Transport, 5/28 Great Minster House, 33 Horseferry Road, London, SW1P 4DR, or email marie.sarsah@dft.gsi.gov.uk

If after receiving a comprehensive response, you are still concerned, you can contact the Commissioner for Public Appointments. Details of the Commissioner's complaints procedure can be found at:

<http://publicappointmentscommissioner.independent.gov.uk/whatwedo/complaintsandinvestigations/index.html>

Commissioner for Public Appointments survey

The Commissioner for Public Appointments would like to find out what you think of the public appointments process. When you have completed the process, the Commissioner would appreciate a few minutes of your time to complete this survey: <http://publicappointmentscommissioner.independent.gov.uk/candidate-survey/>

Your response will be anonymous and will inform the Commissioner's ongoing work with Government Departments to improve the public appointments process.

STRICTLY CONFIDENTIAL

Candidate Summary Form

POSITION APPLIED FOR Chair , High Speed Two (HS2) Ltd			
SURNAME	FIRST NAME	INITIAL(S)	TITLE
ADDRESS FOR CORRESPONDENCE			
CONTACT TELEPHONE NUMBER(S)		EMAIL ADDRESS	
LATEST EMPLOYER (ORGANISATION)	LATEST JOB TITLE	SALARY	

This process is being run in accordance with the **Two Ticks scheme**, under which disabled applicants can request a guaranteed interview provided that they meet the minimum criteria for the role.

Please tick here if you would like to be considered under the scheme.....

REFERENCES

Please give below the name and contact details of two people who may be asked to act as referees for you. They will be expected to have authoritative and personal knowledge of your achievements / competencies. The referees will be approached only if you are invited for interview and before the interview takes place.

Referee 1

Name:

In what capacity, and over what period of time, has this individual known you?

Phone:

Email address:

Referee 2

Name:

In what capacity, and over what period of time, has this individual known you?

Phone:

Email address:

Additional Information

This section is for you to note any additional information, including any Ministerial and/or public appointments you currently hold.

Name and Address of Employer or Organisation	Title / Positions Held	Details (Including Nature of Work and Time Commitment)	Dates From and To

Register of Interest Form

Please register any links and relationships with organisations, individuals or bodies that may give rise to a **potential conflict of interest**.

Company/Name of Individual	Role/Position held/Relationship (delete as appropriate)	Possible Links to Government Departments	Date Joined	Date Left

I certify that the information included within this register is, to the best of my knowledge and belief, true, accurate and complete.

Political Activity Question

It is important that all public appointees uphold the standards of conduct set out in the Committee on Standards in Public Life's Seven Principles of Public life can meet these standards and have no conflicts of interest that would call into question their ability to perform this role.

Political activity is no bar to appointment. This information is for monitoring purposes only. **All** applicants for a public appointment should complete the question below.

Please indicate which of the following activities you have undertaken during the past five years by ticking the appropriate box and by providing details of your involvement. Name the party or body for which you have been active. If you have been, or are, an Independent or have sought or obtained office as a representative of a particular interest group, you should state this. You should tick all relevant categories.

Obtained office as a Local Councillor, District Councillor, MP, MEP, MLA etc.

Stood as a candidate for one of the above offices

Spoken on behalf of a party or candidate

Acted as a political agent

Held office such as Chair, Treasurer, or Secretary of a local branch of a party

Canvassed on behalf of a party or helped at elections

Undertaken any other political activity which you consider relevant

Made a recordable donation to a political party*

None of the activities above apply

Name of Party for which activity undertaken

Conservative

Liberal Democrats

Labour

Independent

Other

Please specify

Details of involvement:

* The Political parties, Elections and Referendums Act 2000 requires the Electoral Commission to publish a register of recordable donations (donations from any individual totalling £5000 in any calendar year, or more than £1000 if made to a subsidiary accounting unit such as a constituency association, local branch, women's or youth organisation). These provisions became effective from 16 February 2001.

Equal Opportunities

All Government Departments aim to provide fair and equal access to public appointments. Questions on ethnic origin, gender/age and disability will help the Department to monitor the effectiveness of its strategy through information from those applying for and obtaining appointments. This form will not be seen by the selection panel. Your answers will be treated confidentially and will not affect your application in any way.

Alternatively, the form can be returned uncompleted if you do not wish to have these details recorded.

These categories are not about nationality, place of birth or citizenship. They relate to broad ethnic group categories as recommended by the EHRC. When you have read them all please tick the box that most accurately describes you.	Asian or Asian British;	Indian	
		Pakistani	
		Bangladeshi	
		Other	
	Black or Black British;	Caribbean	
		African	
		Other	
	Chinese or Other ethnic group	Chinese	
		Other	
	Mixed;	White and Black Caribbean	
		White and Black African	
		White and Asian	
		Other	
	White;	British	
		English	
		Welsh	
		Irish	
		Any other white background	
	Other Ethnic Origin (please describe)		

Disability

Definition: Any physical or mental impairment which has a substantial and long-term adverse effect on an individual's ability to carry out normal day-to-day activities.

Do you consider yourself disabled? Yes No

Religion or Belief

What is your religion or belief? Christian Muslim

- | | |
|-----------------------------------|---|
| <input type="checkbox"/> Buddhist | <input type="checkbox"/> Jewish |
| <input type="checkbox"/> Hindu | <input type="checkbox"/> Sikh |
| <input type="checkbox"/> Other | <input type="checkbox"/> Prefer not to say. |
| <input type="checkbox"/> Female | <input type="checkbox"/> Male |

Gender

Age

- | | | | |
|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| <input type="checkbox"/> 16 – 24 | <input type="checkbox"/> 25 – 29 | <input type="checkbox"/> 30 – 34 | <input type="checkbox"/> 35 – 39 |
| <input type="checkbox"/> 40 – 44 | <input type="checkbox"/> 45 – 49 | <input type="checkbox"/> 50 – 54 | <input type="checkbox"/> 55 – 59 |
| <input type="checkbox"/> 60 – 64 | <input type="checkbox"/> 65+ | | |

Personal Consent

Please put your name in and sign the box below to acknowledge that you have read and understood the declaration of personal consent.

I declare that the information given in this application form is complete and correct. I understand that if any of the information provided in this form is untrue I may be removed from office. I certify that I will immediately inform the department of any changes in circumstances that affect the answers I have given.

This information will be handled in line with the Data Protection Act 1998 and will be used solely for the purposes of assessing suitability for this role.

Name:	
Signature:	
Date:	

The Seven Principles of Public Life

The ORR is a transparent organisation, which seeks to meet the highest standards. Board members are therefore required to understand and comply with the seven principles of public life.

The principles are:

- **Selflessness** - holders of public office should take decisions 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 obligation to outside individuals or organisations that might 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 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