



Department
for Transport



THE COMMISSIONER
FOR PUBLIC APPOINTMENTS

HIGHWAYS ENGLAND

CHAIR

Candidate Information Pack

Moving Britain Ahead

July 2019



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About Highways England

With a mandate for operating, maintaining and improving England's motorways and major A roads, Highways England is a Government-owned company with a significant role in the country's society and economy, connecting families and friends and enabling businesses to trade nationally and across the globe. Carrying a third of all traffic by mileage and two-thirds of heavy goods traffic, it is vital that Highways England continues to operate effectively to ensure safe, sustainable and dependable roads.

Highways England develops and commissions major new road projects such as the Smart Motorways programme, monitors and maintains existing infrastructure, and runs operations including its traffic officer and technology systems to keep customers safe and satisfied. With increasing traffic and the demand for more information and traffic updates, as well as the serious threat from carbon emissions, Highways England and the Government responded with a comprehensive and sustainable five-year Strategic Business Plan, supported by a commitment of £11bn in capital funding, to improve capacity and performance of the Strategic Road Network and modernise our motorways in the period 2015-2020.

April 2020 will see the beginning of a new five-year Road Investment Period, with revised and increasingly ambitious delivery expectations increasing spending on operations, maintenance and major projects to some £25 billion over the period, against a backdrop of technological change in the sector.

The Highways England Board currently consists of the Chair, five Independent Non-Executive Directors, and one Non-Executive Director appointed by the shareholder, plus two Executive Directors - the Chief Executive Officer and Chief Financial Officer.

With the incumbent Chair due to step down at the end of March 2020, there is now a need to appoint a new Chair for the organisation.

Role Description

Title:	Chair
Reports to:	Secretary of State
Duration:	An initial term of three years, with the possibility of re-appointment
Remuneration:	£120,000 p.a. (time commitment of 90 days p.a.)

The Chair of Highways England will lead the Board in its role of encouraging and constructively challenging the organisation's executive leadership team in their pursuit of achieving the goals and strategic vision. The core responsibilities of the Chair will be to:

- Play a leading role in Highways England's engagement with its key stakeholders, both within Government (including Ministers and officials in the Department for Transport, HM Treasury and the Infrastructure Projects Authority), and externally, including the Office for Rail and Road (ORR), Transport Focus, suppliers, and major road users.
- Establish a close and effective working relationship with the CEO, maintaining the optimal balance between support and challenge, and ensuring that the Board is effective in holding the executive to account and providing direction.
- Effectively lead the Board, drawing out the skills and experience of other Non-Executive Directors.
- Set the Board's agenda for approval of Highways England's safety, operational and financial strategies.
- Promote the highest standards of integrity, probity and corporate governance, ensuring that Highways England complies with all governance requirements, including relevant elements of the FRC Corporate Governance Code.
- Take a lead role in Highways England's relationship with the Secretary of State for Transport as its sole shareholder as well as client, as well as DfT's Permanent Secretary as Principle Accounting Officer, making sure Highways England's and DfT's priorities and concerns are mutually understood.
- Develop a succession planning strategy for the Board and (in conjunction with other Non-Executive Directors), for key Executive roles. There will also be responsibility for developing the Board as a group, increasing its breadth of skills and overall effectiveness.
- Maintain a focus on promoting equality and diversity through Non-Executive and Executive appointments and throughout the organisation as a whole.

Person Specification

All candidates will be required to demonstrate in their written applications and at interview how they meet the requirements of the post. The criteria that will be used to assess whether candidates have the required qualities, skills and experience are listed below. **You must give examples in your application showing how in previous activity you have demonstrated each of the requirements:**

Professional Skills

The successful candidates will also be able to demonstrate the following attributes:

- **Politically astute and possess strong stakeholder management skills**, with the ability to operate effectively within a complex and diverse stakeholder environment.
- **Strong communication skills**, including an ability to offer challenge in a constructive, straightforward and open manner.
- **A strong strategic leadership track record** with the **ability to foster credibility** on account of both personality and experience.
- **Prior non-executive experience** with a clear understanding of governance and the skills necessary to chair a significant and complex organisation and to harness the knowledge and experience of the Board.
- **The ability to lead the Board of a very large organisation** in supporting, challenging and holding to account a strong executive team, along with the capability and desire to serve as both mentor and sounding board to the CEO and executive leadership team.
- **The ability to provide challenge to an organisation**, its culture and its frame of reference, in the context of incremental change and innovation.
- **Perspectives regarding service provision, customer focus and safety** matters would be advantageous.
- **A solid commitment to high ethical standards of integrity and honesty**, and an understanding of the value and importance of the Seven Principles of Public Life.
- **The ability to adapt to changing political, environmental, social and technological factors**, whilst promoting the continual development of organisational health.

Terms of Appointment

Appointment Term

- Your appointment as Chair of Highways England will be made by the Secretary of State for Transport.
- The appointment will be for an initial term of three years, with the option of re-appointment for up to a further three years by mutual agreement and subject to approvals
- It should be noted that this post is a public appointment; Non-Executive Board members are neither employees of the Crown nor the Department for Transport. Such appointments are not normally subject to the provisions of employment law.
- Appointments may be ended prior to the conclusion of the period of appointment.

Time Commitment

The anticipated time commitment is a minimum of 90 days per annum. The role involves attendance at Board meetings, providing specialised advice as required, preparation time, travel and work outside of meetings.

Remuneration

- £120,000 p.a. for up to 90 days attendance. Remuneration is taxable through payroll but the appointment is not pensionable.
- Members can claim reimbursement for reasonable travel and subsistence costs necessarily incurred at rates set by Highways England.

Location

The role will be based in primarily in London, but travel to Birmingham and other offices will also be required.

Availability

The successful candidate will be encouraged to take up this appointment as soon as possible, subject to the successful completion of pre-appointment checks and security clearance.

Security clearance

The successful candidate will be required to have or be willing to obtain security clearance to Basic Security Check (BC) level. Pre-appointment checks will also be undertaken on immigration and criminal convictions. It usually takes between 4-6 weeks to obtain the security clearance. The role will be offered on a conditional basis until the successful candidate has passed all checks.

Nationality

This is a non-reserved post and therefore open to UK Nationals, British Nationals Overseas, British Protected Persons, Commonwealth Citizens, EEA Nationals of other member states and certain non-EEA family members and Swiss Nationals under the Swiss EU Agreement. There must be no employment restriction or time limit on your permitted stay in the UK. You will not be asked to produce evidence to confirm your eligibility at the application stage, but you will be required to do so should you be invited to the final panel interview.

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.

Disqualification for appointment

There are circumstances in which an individual will not be considered for appointment. They include:

- People who have received a prison sentence or suspended sentence of three months or more in the last five years;
- People who are the subject of a bankruptcy restrictions order or interim order;
- In certain circumstances, those who have had an earlier term of appointment terminated;
- Anyone who is under a disqualification order under the Company Directors Disqualification Act 1986; and
- Anyone who has been removed from trusteeship of a charity.

Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Review Body's "Codes of Practice". Candidates will be expected to abide by the "Seven Principles of Public Life" set out by the Committee on Standards in Public Life (Appendix B).

Registration of interests

The purpose of these provisions is to avoid any danger of Board members being influenced, or appearing to be influenced, by their private interests in the exercise of their public duties.

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 material and relevant to the work of the body concerned should be declared. 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.

There is a requirement to declare any actual or potential conflict of interest you may have in being appointed to the Board in a separate form. Any actual or perceived conflicts of interest will be fully explored by the Panel at interview stage.

Political activity

Members will need to show political impartiality during their time on the Board and must declare any party political activity they undertake in the period of their appointment. Details of the successful candidate's declared political activity must be published by appointing departments when the appointments are publicised.

Your political activity will be kept separate from your application and will only be seen by the Panel prior to interview – the Panel may at that stage explore with candidates any potential for conflict of interest. It is appreciated that political activities may have given you relevant skills, including experience gained from committee work, collective decision making, resolving conflict and public speaking. If, therefore, you have had such experience and you consider it relevant to

your application for this post, you may if you choose include it separately in the main body of your application.

Response Instructions

If you wish to apply for these positions, please supply the following **by 1st September**.

- A **comprehensive CV** setting out your career history and including details of any professional qualifications.
- A **short supporting statement** (maximum two sides A4, minimum 11 font) giving evidence of the strength and depth of your ability to meet the essential criteria for the role. Please provide specific examples to demonstrate how you meet each of the experience, qualities and skill areas identified in the person specification.
- In addition, please also complete and return via email the **Supporting Documentation form at Annex B**, relating to referees, diversity, nationality, political activity and conflicts of interest.

Completed applications should be emailed to HighwaysEngland@KornFerry.com

If you cannot apply online, please post applications to:

Tom Davies
Highways England Chair Appointment Team
Korn Ferry
Ryder Court
14 Ryder Street
London
SW1Y 6QB

Further Information

If you have any queries about this role, please contact Tom Davies of Korn Ferry on +44 (0) 7824844970 or tom.davies@kornferry.com.

Equal Opportunities Monitoring

The Department for Transport is committed to providing equal opportunities for all, irrespective of race, age, disability, gender, marital status, religion, sexual orientation and transgender.

As part of the application process we ask candidates to complete equal opportunities monitoring information. This will help us to monitor selection decisions to assess whether equality of opportunity is being achieved. The information on the form will be treated as confidential, and used for statistical purposes only. The form will not be treated as part of your application.

Interview Access Scheme for People with Disabilities

As a member of the Employers Forum on Disability, we are committed to actively encouraging applications from people with disabilities. Applicants with a disability are guaranteed an interview if they meet the minimum criteria for the appointment, as outlined in the relevant role description. Declaring a disability for the purposes of a guaranteed interview is your decision and is entirely voluntary.

Whether you choose to apply under the Interview Access Scheme or not you can still ask us to make particular arrangements for you when attending an interview. You can also contact us if you want to discuss the criteria for the role or have questions regarding your application.

Data Protection

The Department for Transport takes its obligations under the Data Protection Act seriously. 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. Data may also be used for the purposes of monitoring the effectiveness of the recruitment process, but in these circumstances will be kept anonymous. The ethnic monitoring form is used for monitoring the selection process only. If you do not wish to have these details recorded please return the form uncompleted.

Our data protection policy is in line with the requirements of the Data Protection Act and the requirements of the Commissioner's Code of Practice. The Commissioner's requirements relating to the information we collect about applicants are set out below:

- Your initial contact details, including your name and address will be held by the Department for Transport for a period of at least two years.
- If you submit an application form, the form and any supporting documentation will be retained for at least 2 years.
- Information held electronically, including your contact details and the monitoring information which you provide will also be held for at least two years.

If you would like these details to be removed from our records as soon as this recruitment exercise is complete, please contact Tom Davies from Korn Ferry on 07824844970.

Please note: Expenses incurred by candidates during the recruitment process will not be reimbursed except in exceptional circumstances and only when agreed in advance with the DfT Public Appointments Team.

Indicative Timetable

Please note that these dates are only indicative at this stage and could be subject to change. Please let us know in your application letter if you are unable to meet these timeframes.

Advert Closing Date	1 st September 2019
Short List Meeting	W/C 30 th September 2019
Final Panel Interviews	W/C 21 st October 2019
Meeting with Secretary of State (if required)	Following final panel interviews

Selection Process

This role is being competed in accordance with the Government's Governance Code for Public Appointments (January 2017)¹, which sets out the regulatory framework for public appointments processes. The Code is based on three core principles – merit, openness and fairness.

The Advisory Assessment Panel will consist of:

- Tricia Hayes (Director General for Roads, Places and Environment in the Department for Transport) – Panel Chair
- Roger Lowe (Senior Non-Executive Director, Highways England)
- Tracy Westall (Non-Executive Director, Department for Transport)
- Sir Peter Spencer (Senior Independent Panel Member)

Korn Ferry will acknowledge your application and keep you updated on the progress of the competition.

At the short-listing meeting the selection panel will assess each application against the essential criteria and decide who to invite for preliminary interview.

Interviews are expected to take place in central London and to last for between 45 and 60 minutes. Further details about the format will be provided to you in advance.

The decision to appoint to this role rests with the Secretary of State. Appointable candidates may be invited to meet with the Secretary of State, or another Department for Transport Minister, before they make a final decision.

Complaints

If you are not completely satisfied with the way your application is handled at any stage of the competition, please raise any complaint in the first instance with:

Public Appointments Team
Governance Division (Area 4/32)
Department for Transport
Great Minster House
33 Horseferry Road
London
SW1P 4DR

We will reply to your complaint within 20 days.

<https://www.gov.uk/government/publications/governance-code-for-public-appointments>

Appendix A

Seven Principles of Public Life

The principles of public life apply to anyone who works as a public office-holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the civil service, local government, the police, courts and probation services, NDPBs, and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also have application to all those in other sectors delivering public services.

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 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.