



Candidate brief for
the position of
Non-Executive
Directors
Driver and Vehicle
Standards Agency

March 2020



Department
for Transport



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Welcome messages



Rt Hon Grant Shapps, MP
Secretary of State for Transport

Dear Applicant

Thank you for your interest in the position of Non-Executive Director on the Board of the Driver and Vehicle Standards Agency (DVSA).

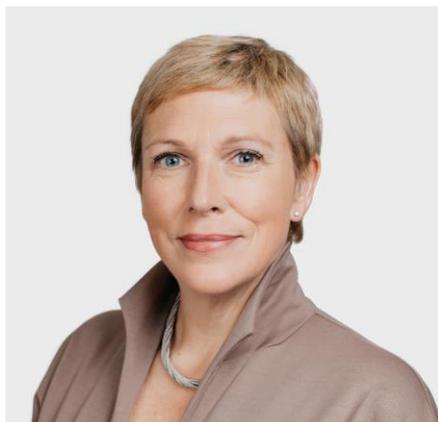
The DVSA plays a vital role in ensuring that the roads of Great Britain are kept safe. From carrying out driving practical and theory tests, to ensuring that MOTs are executed efficiently, the DVSA's work affects a huge number of motorists' everyday lives.

With rapid progress in the development of new technologies, we expect to see more changes to transportation in the next 10 years than there have been in the previous 100 years. It is anticipated that the way in which people travel will change substantially. The DVSA will play a vital role in this revolution, ensuring that the changing needs of drivers, cyclists and vehicles are upheld, and that our road network remains one of the safest in the world.

In the role of Non-Executive Director, you would have the opportunity to help guide the DVSA through this changing landscape. If you are excited by the opportunity to contribute to the DVSA's work, I encourage you to apply.

Grant Shapps
Secretary of State for Transport





Baroness Vere Ministerial Diversity Champion

For the boards of our public bodies to effectively serve the public, they should also be representative of the public. We need our public appointments to be open to fresh talent, expertise and perspectives, to help us better understand the needs of the public they serve. That is why the Government is committed to making our public appointments more diverse in terms of ethnicity, gender, life experience and background. As Ministerial Diversity Champion for the Department for Transport (DfT), I want our public appointments to benefit from the strongest possible field of candidates. That means we need more candidates from a variety of backgrounds who can bring their experience and ideas to our boards.

If you are new to the DfT family or to public appointments, I would like to encourage you to apply for our public appointment opportunities and join a Department that is forward thinking and transforming Britain's transport system. Our dedicated DfT Public Appointments Team would be happy to answer any queries you may have on the process, including how you can improve your application. They can be contacted at DfTPublicAppointments@dft.gov.uk. You will also find a candidate guide on public appointment application hints and tips to help you with your application on all DfT roles advertised on the Cabinet Office Public Appointments website.

We look forward to receiving your application.

Baroness Vere
Parliamentary Under Secretary of State for Transport



About the DVSA

Driving supports every aspect of modern life for everybody, every day, whether it is getting to a destination or delivering goods for consumption. Safe and reliable driving is essential for public wellbeing and we expect to be on the roads with other safe drivers. As a society, we expect to drive motor vehicles that are safe and compliant. We look to the DVSA to play this vital role in ensuring that people are kept safe on the roads of Great Britain. From carrying out driving practical and theory tests, to ensuring that MOTs are executed efficiently, the DVSA's work affects a huge number of motorists' everyday lives.

DVSA's aim is to help people stay safe on Britain's roads, by:

- helping drivers through a lifetime of safe driving;
- helping drivers keep their vehicle safe to drive;
- protecting the public from unsafe drivers and vehicles.

The DVSA's responsibilities include:

- carrying out theory tests and driving tests for people who want to drive cars, motorcycles, lorries, buses and coaches, and specialist vehicles;
- approving people to be driving instructors and motorcycle trainers, and making sure they provide good-quality training;
- approving people to be MOT testers, approving the centres they work in, and testing lorries, buses and coaches;
- carrying out roadside checks on commercial drivers to make sure they follow safety rules and keep their vehicles safe to drive;
- monitoring recalls of vehicles, parts and accessories to make sure that manufacturers fix problems quickly;
- approving training courses for qualified drivers, such as Driver Certificate of Professional Competence courses for lorry, bus and coach drivers, and drink-drive rehabilitation courses;
- working in partnership with other government departments and agencies to improve road safety and deliver wider government policies.

2020 DVSA Priorities

In 2019 to 2020, the DVSA's main priorities are to:

- offer 80% of candidates a car driving test appointment within 6 weeks of their preferred date;
- honour 98% of confirmed reservations at authorised testing facilities;



- increase the number of MOT cases where we act on the most serious fraud, dishonesty and negligence by at least 5% compared to 2018 to 2019;
- detect 28,000 serious roadworthiness defects and traffic offences;
- make efficiency savings of £1 million;
- reduce the average number of working days lost due to sickness per full-time equivalent member of staff by 0.2 days (compared to what we achieved in 2018 to 2019).

As a Trading Fund, the majority of the DVSA's outgoings are met by its receipts. DVSA is required to maximise its efficiencies and increase the dividend to HM Treasury, and/or reduce fees to customers and business.

DVSA's main headquarters is in Bristol, with further offices based in Newcastle, Nottingham and Swansea, as well as test centres and enforcement facilities based in other locations around the country.

For more information about DVSA, please see the [Agency's Business Plan 2019-20](#) and [Annual Report 2018-2019](#).



Our Governance and People

The Department for Transport (DfT) delivers the Government's transport strategy. Operational delivery of services is provided by a number of arm's length bodies, ranging from Network Rail to individual trust ports. Services for drivers and vehicle owners are provided by the Department's Executive Agencies, of which the Driver and Vehicle Standards Agency (DVSA) is one. The Chief Executive leads the agency with the support of the Driver and Vehicle Standards Agency (DVSA) directing board, committees and groups.

DVSA directing board

The directing board sets our strategic direction. Every month, the board meets to discuss the most important issues for the agency.

The board is made up of five executive members and four non-executive directors. The Non-Executive Directors and Chief Executive are as follows:



[Gareth Llewellyn](#)
Chief Executive



[Bridget Rosewell](#)
Non-Executive Chair



[Ian Baulch-Jones](#)
Non-Executive
Director



[Matthew
Campbell-Hill](#)
Non-Executive
Director



[Shrin Honap](#)
Non-Executive
Director and Audit
Committee Chair

The executive members on the board are as follows:

- [Peter Hearn](#), Director of Operations (North)
- [Richard Hennessy](#), Director of Operations (South)
- [Adrian Long](#), Director of Corporate Affairs
- [Helen Milne](#), Director of Finance and Corporate Services



Executive committee

The executive committee works closely with the DVSA directing board. The committee influences how we take forward our work, makes policy decisions and asks other committees and groups to consider how things can be done. The committee is made up of:

- Gareth Llewellyn, Chief Executive
- Peter Hearn, Director of Operations (North)
- Richard Hennessy, Director of Operations (South)
- Marian Kitson, Director of Enforcement
- Adrian Long, Director of Corporate Affairs
- Helen Milne, Director of Finance and Corporate Services
- Paula Pitcher, Director of People
- Becky Thomas, Director of Strategy, Policy, Digital and Technology



The Role

The DVSA board wishes to appoint two non-executive directors to the board with the necessary skills to help drive innovation and support DVSA's mission to transition their businesses to become a player in the digital world. The successful candidate, through their membership of the Board, will provide challenge and support to a wide variety of management and operational matters. They will play a vital role in the effective strategic and operational leadership of the DVSA. The NEDs provide guidance, experience, opinion and governance scrutiny, and support the Chief Executive Officer to deliver DVSA's business plan.

We expect the incoming board member to demonstrate the following skills, capabilities & behaviours:

- provide sound advice to the Chair and Chief Executive;
- prepare for and make an effective contribution to the DVSA Board and executive/ NED meetings;
- attendance at appropriate meetings such as DVSA Boards, strategy day and staff events; be able to dedicate time to specific projects within DVSA (such as organisational development, future skills requirements, responding to emerging technology) to provide valuable input and advice to an executive team;
- maintain appropriate links to the DfT as part of effectively discharging the duties and responsibilities of a NED;
- provide strong and constructive challenge to the executive team to ensure that it delivers the approved strategy, and support the executive team in discharging their leadership responsibilities to the DVSA;
- collectively ensure that decisions made by the Board follow proper procedures and are supported by sufficient high-quality information;
- ensure high standards of corporate governance and financial management and control are observed at all times.

The successful candidates will possess a good appreciation of the role of a Non-Executive Director, and they will understand and be committed to the pivotal role that the Board plays in the effective and efficient delivery of DVSA services. They will clearly demonstrate independence of judgement and an ability to communicate with impact to provide constructive support and challenge.

The Board enjoys an open, direct and collegial culture in which every director is offered an opportunity to have their say. The DVSA board seeks quickly to identify challenges and opportunities facing the business, offering practical support and constructive challenge to the executive team. It seeks candidates who are decisive, practical, pragmatic and capable of engaging in frank debate.

DVSA is mindful of the value that diversity brings to the board. The Board is looking to appoint members from different backgrounds who bring the diversity of thinking, experience, skills and competence to enable DVSA to fulfil its purpose and achieve its goals, whilst following a policy of ensuring it appoints on merit.

DVSA is seeking two Non-Executive Directors to join the Board to succeed long-standing colleagues who are stepping down at the end of their terms. Ofwat is particularly looking for Non-Executive Directors who will bring strong and relevant experience in one of the following areas: emerging technology and financial management.

Further information on the essential criteria is provided on page 10.



Person Specification

We welcome applications from either first-time or experienced Non-Executive Directors. Candidates must be able to demonstrate all of the following essential criteria:

Essential criteria

- A clear understanding of and passion for modern and forward-thinking technology enabled, customer-centric businesses;
- True entrepreneurial spirit and strong business acumen;
- An ability to drive and ensure continuous improvement across highly specialised functions for organisations of comparable scale and complexity;
- A supportive team-player, with an approachable style, strong influencing skills, who will be constructively challenging and not hesitate to show independence of view, whilst having the ability to establish collaborative relationships;
- An ability to develop and sustain constructive relationships with senior-level stakeholders, including fellow Board members, Government, other public bodies and agencies;
- 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;
- Ability to challenge the DVSA to ensure that it is a truly customer focused organisation, based on proven experience in delivering excellent customer service and satisfaction;
- Demonstrable interest in the work of the DVSA and the challenges it faces.

In prioritising the financial management and innovation and technology aspects of the brief, the board is open minded regarding the sector(s) from which the successful candidate is drawn, albeit those with some prior knowledge and understanding of DVSA's activities, or tangentially relevant sectors including, for example, its customer base, gaming, technology, retail, manufacturing or broader industrial markets experience might be best placed to contribute. There is not a requirement that candidates have to have a background in the automotive industry, or more broadly in the transport sector.

For this recruitment exercise, we are seeking Non-Executive Directors who have experience in one or more of the following areas:

- Expertise and ability to command credibility across stakeholder groups, having worked in a senior executive role at board level delivering transformative results through technology/digital transformation;
- Operating at a digital leadership position within a corporate environment with a background of advising, architecting and executing digital transformation strategies;
- Board level experience with considerable, practical post-qualification experience of budgeting, financial control, financial and management accounting and risk management. The new Audit Committee Chair will have worked closely with a board and an audit committee;
- Risk management and experience from a business of scale and complexity;



- The ability to successfully deliver change: experience of transforming business processes to improve efficiency and effectiveness at significantly lower cost.

Candidates will need to have demonstrable credibility on topics relevant to their skill sets such as:

- Digital strategy & transformation;
- Customer engagement strategies;
- Multi-channel & Omni-channel implementation excellence;
- Emerging technologies and platforms which are transforming business operations;
- Effective innovation management;
- Risk assessment and mitigation;
- The effective use of real-time analytics, big data & automation, AI etc in operational transformation;
- Ability to focus the agenda on the important issues: quality financial accounting, corporate reporting and effective internal controls;
- A highly respected and experienced board member with strong financial literacy skills, and has excellent working knowledge of audit committee practices and risk management frameworks.

Should you also be asked to Chair the Audit Committee, you will be expected to carry out the following duties:

- Monitor the integrity of financial statements and announcements on financial performance, reviewing significant financial reporting judgments;
- Monitor and review the effectiveness of internal audit;
- Review and monitor the external auditor's independence, objectivity and the effectiveness of the audit process;
- Effectively Chair Audit and Risk meetings, operating as an effective conduit between Committee and Group Board;
- As Chair, ensure the Committee focuses on high level scrutiny, with a real focus on business assurance, controls and risk – both for financial robustness and operational resilience;
- Oversight of the relationship with internal and external auditors.

Whilst a financial qualification is not essential, the right candidate will have the required technical knowledge to chair the audit committee effectively. Candidates must have board level experience and be able to demonstrate a thorough understanding of the role of a non-executive director, including a commitment to good corporate governance, financial reporting and risk management.



Appointment Process

The Appointments Panel will comprise:



Shrin Honap
Panel Chair



Richard Thomas
Deputy Director, Motoring Services
Agencies Sponsorship, DfT



Lesley Cowley
DVLA Chair and Independent Panel Member

This role is being advertised in accordance with the Governance Code for Public Appointments, which sets out the regulatory framework for public appointments processes. The Code is based on three core principles – merit, openness and fairness.

Applications will be sifted after the closing date. During the search phase and after the longlist meeting, a number of candidates will be selected for first round interviews with Odgers Berndtson. Those who are unsuccessful at this stage will be notified in writing.

A shortlist meeting will then be held at which a list of candidates will be selected for interview in May 2020.

Subject to the required approvals and clearances, the successful candidate will be expected to take up the post no later than July 1st 2020. These dates are accurate at the time of writing but are subject to change, and the clearance process for these appointments can take longer than anticipated.

Assessment

- In advance of the interview date, shortlisted candidates will be invited to meet Gareth Llewellyn (DVSA Chief Executive Officer) to discuss the role further. Appointable candidates may also be invited to meet with the Secretary of State, or another Department for Transport Minister, before a final decision is made. You will be given further details about this after the shortlist meeting. The decision to appoint to this role rests with the Secretary of State.
- Shortlisted candidates will be asked to attend a panel interview which will involve a more in-depth discussion of their previous experience and professional competence in relation to the criteria set out in the Person Specification. There may also be a presentation topic.



- Two professional references will be required in advance of the final interviews for shortlisted candidates. Please be assured we will not contact your referees without your permission to do so.

Conduct and Probity

We must ensure that any individual appointed is committed to the principles and values of public service. The Seven Principles of Public Life are: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership and are set out in the Code of Conduct for Board Members of Public Bodies most recently updated in July 2019 ([here](#)).

Applicants must disclose on a Political Activity Form any information on personal connections which, if they were appointed, could lead to a conflict of interest or be perceived as such. If it appears from the information provided on the form that a possible conflict might exist, or arise in the future, this will be fully explored with the applicant with a view to establishing whether it is sufficiently significant to prevent the individual from carrying out the duties of the post. The panel will do this at interview stage.

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 2/28)
Department for Transport
Great Minster House
33 Horseferry Road
London
SW1P 4DR

The public appointments team will reply to your complaint within 20 days.



Recruitment Timetable

The following dates are indicative and may change. Candidates will be advised of the dates as they are confirmed.

ACTIVITY	DATE
Campaign closes	Tuesday 14 April 2020 at 12:00
Preliminary interviews with Odgers Berndtson	w/c 27 April and w/c 4 May 2020
Final panel interviews	w/c 1 June 2020
Start date	1 July 2020

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.



Terms of Appointment

Appointment Term

- Your appointment as a Non-Executive Board member of DVSA will be made by the Secretary of State.
- The appointment will be for an initial term of two and a half or three years.
- It should be noted that this post is a public appointment; Non-Executive Board members are not employees of the Crown, the Department for Transport, or DVSA. 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 around 36 days per annum. The role involves attendance at Board meetings, providing specialist advice as required, preparation time for meetings, travel, and work outside of meetings.

Remuneration

- £15,000 per annum for up to 36 days attendance, plus an additional £3,000 per annum should you be invited to chair a sub-committee. The fee 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 centrally by the Department for Transport.
- Applicants should note that the successful candidates cannot be remunerated for this role if they are being paid for an existing full-time role from the public purse.

Location

- The post is based in Bristol, but the role may require visits to other DVSA sites across Great Britain, such as Nottingham and Newcastle, and to DfT headquarters in London. Some overnight stays may be necessary.

Availability

- If successful, we will require you to begin by 1st July 2020. Your start date will be subject to the successful completion of pre-appointment checks.



Confidentiality

- You will be subject to 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.

Registrations of Interest

- 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.
- The Political Activity Declaration contained with the supporting documentation 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.



Equal Opportunities Monitoring

- The Department for Transport and its agencies are 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 and identify where we can improve in this area. 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 Disabled Persons

- As a member of the Employers Forum on Disability, we are committed to actively encouraging applications from disabled people.
- Would you consider yourself to be disabled or neurodiverse? If yes, you are guaranteed an interview, if you meet the minimum criteria for the appointment, as outlined in the role description. Declaring a disability for the purposes of a guaranteed interview is your decision and is entirely voluntary. A copy of the form can be found on the Odgers Berndtson application site.
- Whether you choose to apply under the Guaranteed Interview 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 General Data Protection Regulation (GDPR) 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 diversity 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 GDPR 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 two 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 Alice Perciato at alice.perciato@dft.gov.uk.



How to Apply

The application deadline is 12:00 on Tuesday 14 April 2020.

For candidates with strong technology expertise - the preferred method of application is online at: www.odgers.com/76089

For candidates with strong financial management expertise - the preferred method of application is online at: www.odgers.com/76270

If you are unable to apply online please email: 76089@odgersberndtson.com OR 76270@odgersberndtson.com

Any postal applications should be sent direct to Anne Neill, Odgers Berndtson, 20 Cannon Street, London EC4M 6XD.

In order to apply, please submit the following:

- 1 A Statement of Suitability (no longer than two pages) - this should explain how you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the nine criteria highlighted in the Person Specification on p.8. Please note that the Statement of Suitability is an important part of your application and is as much the means by which you will be assessed as your CV.
- 2 A CV.
- 3 All candidates are required to complete an online Equal Opportunities Monitoring Form which you will receive an email prompt to complete during the application process. This will assist the department in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.
- 4 All candidates are also requested to complete a Conflicts of Interest and Political Activity form.

Applications **will not be considered complete** until the Equal Opportunities Monitoring Form **and** Conflicts of Interest and Political Activity form are submitted.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember not to mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

Contact details

We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process. Reasonable adjustments could include; allowing extra time during selection tests; ensuring that information is provided in an accessible format or; by providing training.

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 us in the first instance. If you wish to receive a hard copy of the information, or in an alternative format e.g. Audio, Braille or large font then please contact: 76089@odgersberndtson.com / 020 7529 1008

For a conversation in confidence, please contact:

Rebecca Meredith
0207 529 1019
rebecca.meredith@odgersberndtson.com



Annex I

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.





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