



Department
for Transport

NATS

NATS HOLDINGS LIMITED
NON-EXECUTIVE DIRECTORS x2

Candidate Information Pack

FEBRUARY 2020



Contents

Welcome Note from Grant Shapps, Secretary of State for Transport	3
Welcome Note from Baroness Vere, Ministerial Diversity Champion	4
About NATS	5
Role Description	7
Person Specifications	7
Terms of Appointment	9
How to Apply	11
Indicative Timetable	12
Appendix A – Seven Principles of Public Life	14
Appendix B – Privacy Notice for Non-Executive Director and Public Appointment Applicants	15



Welcome Note from Grant Shapps Secretary of State for Transport

Dear Applicant,

Thank you for your interest in the role of a Non-Executive Director on the Board of NATS.

NATS, formerly known as National Air Traffic Services, is the UK's leading provider of air traffic control services, handling over 2 million flights and 250 million passengers in UK airspace each year. In addition to providing services to 13 UK airports, and managing all upper airspace in the UK, NATS provides services around the world spanning Europe, the Middle East, Asia and North America.

The Government owns 49% of the group and we are looking for 2 Non-Executive Directors (known as Partnership Directors) to join the board. Specifically, we seek a candidate with a financial background and a candidate with a background in human resources. This pack contains information about the roles and requirements.

If you are excited about the opportunity to shape a nationally important company and have an interest in airspace, I encourage you to apply for one of these roles.

Grant Shapps
Secretary of State for Transport



Welcome Note from 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 NATS

Be part of the future of air travel in the UK.

If you have ever been on a flight in UK airspace, then you have benefitted from the service that NATS provides 365 days of the year. NATS, formerly known as National Air Traffic Services, is a world leader in the provision of air navigation services, providing Air Traffic Control (ATC) services to aircraft flying in airspace over the UK and the eastern part of the North Atlantic, and at 13 UK airports.

The NATS Group of companies comprises NATS Holdings Ltd and three main subsidiaries – NATS (En Route) plc, NATS (Services) Ltd and NATS Ltd.

NATS (En Route) plc is the regulated monopoly provider of en route air traffic control and related services to aircraft operating in UK controlled airspace and approach services to aircraft flying to and from the principal airports in the London area. The company operates under the terms of a licence awarded by the Government under the Transport Act 2000 and is subject to economic and safety regulation by the Civil Aviation Authority (CAA), and with oversight and direct regulation from the European Commission.

NATS (Services) Ltd is the unregulated business providing commercial air traffic control and aviation related services to a variety of customers in the UK and overseas. Its main business is the provision of ATC services at 13 UK airports plus Gibraltar under competitive contract to the airport operator. Airports served include Heathrow, Stansted, Luton and Manchester.

NATS' purpose

Advancing aviation, keeping the skies safe.

NATS' values

- ✓ We are safe in everything we do.
- ✓ We rise to the challenge.
- ✓ We work together.

NATS' objectives

- ✓ Deliver a safe, efficient and reliable service every day.
- ✓ Deliver new technology to transform the business for the future.
- ✓ Win and retain commercial business.

This is an exciting time to join the board. The focus of the board and business presently is on maintaining and enhancing the quality and safety of the operational service, meeting tough regulatory targets whilst delivering a strong financial performance for shareholders, delivering technological change and UK airspace change, growing new business, maintaining strong employee relations, and managing the risks and obligations of a historical pension scheme.

A copy of the latest annual report as well as more information about the company can be found on the NATS website which is www.nats.co.uk

Ownership Structure

NATS is a public private partnership between the Government which holds 49%, and a golden share, The Airline Group, a consortium, (42%), NATS staff (5%), and the UK airport operator, LHR Airports Limited (4%). A shareholders' agreement governs the relationship between shareholders.

NATS Holdings Board

The Board of NATS Holdings Ltd is the company's primary decision-making forum and is responsible for guiding NATS through its major strategic and operational challenges. The Board normally meets bi-monthly at the end of the month, with an additional meeting in June to approve the Annual Accounts.

The Government, through the Secretary of State for the Department for Transport (DfT), currently appoints three Non-Executive Directors, known as Partnership Directors, to the NATS board.

Role Description

- Title:** Two Non-Executive Directors (known as Partnership Directors), referred to for convenience in this pack as: 'People Partnership Director' and 'Finance Partnership Director'
- Appointed by:** Secretary of State for the Department for Transport
- Duration:** An initial term of up to three years, with the possibility of re-appointment.
- Remuneration:** £36,900 per annum for approximately 2 days a month, plus an additional £8,200 per annum if chairing either the Audit or Remuneration Committee.

Key Responsibilities

Your role will be to provide challenge and support to the executive team as they deal with a wide variety of strategic and operational issues, to contribute to the strategic and operational leadership of NATS and to develop effective relationships in a complex group of stakeholders.

Appointed by Secretary of State for the Department for Transport, you will be responsible for protecting Government's financial interest in NATS (not its policy or regulatory interests), and for ensuring that NATS retains an identity independent of the private sector shareholders.

The **People Partnership Director** will provide a strong contribution to the Board's consideration of employee relations matters, discussions with trade unions and executive remuneration. They chair the board of the Employee Share Trust (which holds the 5% staff shareholding in NATS). They will sit on the Remuneration Committee and be capable of chairing it.

The **Finance Partnership Director** will provide a strong contribution to the Board's consideration of finance, strategic direction, business planning and risk in order to deliver sustainable and profitable growth against the regulatory backdrop. They will sit on the Audit Committee and be capable of chairing it.

Partnership Directors also sit on the Nomination Committee and the Transformation Review Committee.

Person Specification

Candidates will be asked to demonstrate in their written applications and at interview their suitability for the role. The criteria that will be used to assess whether candidates have the required qualities, skills and experience are listed below. **Please give examples to support your application.**

Professional Skills & Qualities

- **good communication skills**, including an ability to offer challenge in a constructive, straightforward and open manner;
- the **ability to challenge and support** the development of management and strategic policies by applying relevant private sector approaches and/or experience in a public sector context;
- **effective stakeholder management skills**, including the ability to work effectively in a complex stakeholder context and to lead on managing different stakeholder interests

- the **ability to drive delivery and successfully deliver change**: experience of project delivery, including effective external handling when delivering complex change, and transforming business operations to improve service and efficiency at lower cost.
- a **good understanding of large and complex organisations** operating in a changing environment
- a **good understanding of corporate governance**, including the skills to chair meetings effectively and a good understanding of a director's duties under the Companies Act 2006
- a **commitment to high ethical standards of integrity and honesty**, and an understanding of the value and importance of the Seven Principles of Public Life.

Professional Experience

- **Knowledge and experience of the UK airspace, aviation sector and/or transport or another infrastructure sector**
- **Senior-level management experience and knowledge of effective governance** at a senior level in complex organisations in the private or public sector – including at Board level;

The People Partnership Director will ideally demonstrate experience in:

- employee and trade union relations,
- remuneration
- pensions strategy, particularly with regard to defined benefit schemes
- promoting diversity & inclusion within organisations
- succession planning

The Finance Partnership Director will ideally demonstrate experience in:

- corporate finance, strategic and business planning
- audit and risk assurance
- economic regulation
- assessing and managing risks, including high risk and high value projects and risks with a public interest element
- generating revenues from commercial services

Successful candidates will also have **one or more** of the following:

- Experience of working, engaging and/or managing relationships with the UK Government and/or European policy-makers
- Experience and knowledge of working within a regulated environment and/or of managing relationships with regulators
- Experience of complex stakeholder management
- Experience of delivery of critical, high profile, projects such as infrastructure, technology transformation or other change programmes

Successful candidates do not need to have an aviation background but will need to demonstrate a broad understanding of the aviation industry and/or airspace. You must have the willingness and skills to develop a good understanding of the NATS business and the environment in which it operates

Terms of Appointment

Appointment Term

- Your appointment as a Partnership Director will be made by the Secretary of State for the Department for Transport.
- The appointment will be for an initial term of up to three years, with the option of re-appointment for up to a further three years by mutual agreement.
- It should be noted that this post is a public appointment; Partnership Directors are neither employees of the Crown nor the Department for Transport. Such appointments are not normally subject to the provisions of employment law.

Time Commitment

The anticipated time commitment is approximately 2 days per month. The role involves attendance at Board meetings, providing specialised advice as required, preparation time, travel and work outside of meetings.

Remuneration

- Remuneration will be £36,900 per annum, non-pensionable plus an additional £8,200 if the individual acts as a committee Chair.
- The Partnership Directors are entitled to claim travelling and other out of pocket expenses incurred on NATS business.

Exclusions

Individuals cannot be Partnership Directors if they are, or become, employees of the Crown, the CAA, or of a material customer or competitor of NATS.

Location

NATS Board meetings are generally held at the Group's London office. Some travel within the UK will be required.

Availability

The successful candidates 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 Security Check (SC) 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 reserved post and therefore only open to UK Nationals. 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. If appointed, you will be expected to abide by the “Seven Principles of Public Life” set out by the Committee on Standards in Public Life (Appendix A).

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. 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.

How to Apply

If you wish to apply for these positions, please supply the following **by 23.59 on Thursday 26th March 2020**:

- A **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 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.
- **Please clearly indicate which position you wish to apply for ('People Partnership Director' or 'Finance Partnership Director')**,
- In addition, please also download, complete and return via email the **Data Monitoring Form**, relating to referees, diversity, nationality, political activity and conflicts of interest.

Completed applications should be emailed to **ib@warrenpartners.co.uk**

If you cannot apply online, please post applications to:

Iain Brockbank
Warren Partners
Octagon Point, St Paul's
5 Cheapside
London
EC2V 6AA

Further Information

If you have any queries about this role, please contact Iain Brockbank on 0845 261 0600 or email ib@warrenpartners.co.uk

Equal Opportunities Monitoring

We 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. 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 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

Within government, this campaign is being managed by UK Government Investments (UKGI) on behalf of the Secretary of State for the Department for Transport. UKGI takes its obligations under the Data Protection Act seriously. Any data we hold on 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 relevant sections 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. A copy is attached at Appendix B to this form.

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 Iain Brockbank.

Indicative Timetable

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

Advert Closing Date	23.59 on Thursday 26 th March 2020
Short List Meeting	Thursday 30 th April 2020
Final Panel Interviews	w/c 1 June 2020
Meeting with Secretary of State or other Minister (if required)	To be advised

Selection Process

The competition panel will be chaired by **Kamal Patel, Director, Corporate Finance Directorate**, **DfT**, and consist of Kamal Patel, **Paul Golby, Chair of NATS Holdings Limited** and **Claire Hollingsworth, Chairman of The Go-Ahead Group plc and Non-Executive Director at UK Government Investments Limited.**

Warren Partners will acknowledge your application and keep you updated on the progress of the competition.

At the shortlisting meeting the selection panel will assess each application against the criteria and decide who to invite for interview.

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

The decision to appoint to these two roles rests with the Secretary of State for the Department for Transport. 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 Warren Partners

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.

Appendix B

PRIVACY NOTICE FOR NON-EXECUTIVE DIRECTOR AND PUBLIC APPOINTMENT APPLICANTS

This notice sets out how UKGI will use your personal data for the purpose of this recruitment campaign and explains your rights under the General Data Protection Regulation. UKGI is committed to being transparent about how it collects and uses personal data and to meeting its data protection obligations.

1. Data Subject categories

As part of any recruitment process conducted on behalf of any Government Department or any Arm's Length Body (ALB) of any Government Department, UK Government Investments Ltd (UKGI) collects and processes personal data relating to individuals who apply for public appointments.

2. What categories of information does UKGI collect?

UKGI collects a range of information about you. This may include:

- your name, address and contact details, including email address and telephone number;
- date of birth;
- references;
- details of your qualifications, skills, experience and employment history;
- information about your current level of remuneration, including benefit entitlements;
- whether or not you have a disability for which UKGI needs to make reasonable adjustments during the recruitment process (where applicable);
- information about your entitlement to work in the UK (where necessary); and
- equal opportunities monitoring information, including information about your ethnic origin, sexual orientation, health and religion or belief and socio-economic data; and
- results from due diligence searches.

This list of data categories is not exhaustive and may vary depending on the appointment you are applying for.

UKGI collects this information in a variety of ways. For example, data might be contained in application forms and letters, CVs or resumes, obtained from your passport or other identity documents or those that give proof of address, or collected through interviews or other forms of assessment which may include online tests.

Data will be stored in a range of different places, including on your application record, in HR management systems and on other IT systems (including email).

3. Why does UKGI process personal data and what is the legal basis for doing so?

UKGI may work with suitably selected partners to carry out certain activities for this application process. Where it is necessary to use third parties to do this, these third parties should contact you separately with regard to the way in which they will process your personal data for the purpose of the recruitment process.

These activities include, but are not limited to:

- processing your application;
- advising candidates of the outcome of their application;
- arranging interviews for successful candidates; and
- equality and diversity monitoring.

If your application is unsuccessful, UKGI will keep your personal data on file for 24 months to allow it to provide feedback on request and to defend itself against any legal challenge, as well as to allow it to evidence its fulfilment of its obligations to the relevant instructing Minister/Department.

UKGI may also keep your personal data on file in case there are future roles for which you may be suited. UKGI will ask for your consent before it keeps your data for this purpose, and you are free to withdraw your consent at any time.

4. Recipients of Personal Data

Personal data of applicants will only be made available to those in the appointments process and to the organisations listed below.

The organisations with whom this information will be shared will vary depending on the position being applied for. They include, but are not limited to, the following:

- The Office of the Commissioner for Public Appointments
- Cabinet Office
- relevant appointing Arm's Length Body and/or Sponsor Department
- HM Treasury
- Office of the Prime Minister

The legal bases for the sharing of this personal data with these relevant organisations are the same as those set out in section (3) above.

5. Protection of Personal Data

UKGI takes the security of your data seriously. It has internal policies and controls in place to ensure that your data is not lost, accidentally destroyed, misused or disclosed, and that it is not accessed except by our employees in the proper performance of their duties.

6. Retention of Personal Data

If your application is unsuccessful, UKGI will keep your personal data on file for 24 months to allow it to provide feedback on request and to defend itself against any legal challenge, as well as to allow it to evidence its fulfilment of its obligations to the relevant instructing Minister/Department. At the end of that period, your data will be deleted or destroyed. A small amount of basic information on the recruitment (candidate name, position applied for, year of application, outcome) will be retained for such time as is required to allow UKGI to properly provide full and comprehensive information to Ministers in respect of ministerial appointments or for [9] years, whichever is shorter.

If your application is successful, personal data gathered during the recruitment process will be shared with the relevant ALB which will retain this information during your appointment. The periods for which your data will be held will be notified to you by the ALB in a new privacy notice. UKGI will also retain this information for the period of your appointment.

7. Your data protection rights

You have the right to request:

- information about how your personal data is processed and to request a copy of that personal data;
- that any inaccuracies in your personal data are rectified without delay; and
- that your personal data is erased if there is no longer a justification for it to be processed.

You also have the right:

- in certain circumstances (for example, where accuracy is contested) to request that the processing of your personal data is restricted; and
- to object to the processing of your personal data where it is processed for directing marketing purposes.

8. To submit a Data Subject Access Request

To request access to personal data that UKGI holds about you, contact the UKGI Data Protection Officer:

Email: Privacy@ukgi.org.uk

9. Complaints

If you are dissatisfied with the handling of your personal data, you have the right to ask for an internal review. Internal review requests should be submitted to the UKGI Data Protection Officer:
Email: Privacy@ukgi.org.uk

If you still consider that your personal data has been misused or mishandled, you may make a complaint to the Information Commissioner, who is an independent regulator. The Information Commissioner can be contacted at:

Information Commissioner's Office

Wycliffe House

Water Lane

Wilmslow

Cheshire

SK9 5AF

0303 123 1113

Any complaint to the Information Commissioner is without prejudice to your rights to seek redress in the courts.