

Confidential Position Specification

HS2 Ltd

Chair





CONFIDENTIAL POSITION SPECIFICATION

Position	Chair
Company	HS2 Ltd
Location	UK
Reporting Relationship	Secretary of State, Department for Transport
Website	https://www.hs2.org.uk/

MINISTERIAL FOREWORD



Thank you for your interest in applying to be the next Chair of HS2 Ltd – a role that will play a vital part in the development of HS2, a once-in-a-generation investment in our country’s transport infrastructure. This application pack contains information about the role of Chair, and details about the selection process.

In the Chair, exceptional leadership and brilliant communication must go hand in hand with a proven track record in delivery, to help unlock the multiple benefits of HS2 and the great potential of the many people working on this project. The right candidate will have the opportunity to not only lead a project of unprecedented size – but to inspire others as we embrace lasting change for this country.

From boosting productivity to driving decarbonisation, HS2 remains at the forefront of our plans to fire up economic growth. Indeed, the transformational potential of the project is unparalleled. By creating thousands of apprenticeships and tens of thousands of skilled jobs, HS2 is at the heart of our plans to build back better from the pandemic, providing certainty at a time when people need it the most. Ultimately, this railway will bring our biggest cities closer together, providing a low-carbon alternative to cars and planes for many decades to come.

I wish you luck on your application and look forward to welcoming the new Chair to the Board.

Andrew Stephenson
HS2 Minister



WELCOME NOTE FROM BARONESS VERE, MINISTERIAL DIVERSITY CHAMPION



Dear Applicant,

As Ministerial Diversity Champion for the Department for Transport (DfT), I want our public bodies to benefit from a wide variety of ideas, experience and backgrounds. That means we need really diverse candidates who can bring wide experience and dynamic ideas to our boards.

We need our appointments to be open to fresh talent, expertise and perspectives, to help us better understand the needs of the communities we serve. That is why we are committed to making our appointments more diverse in terms of ethnicity, gender, life experience and background.

I would like to encourage you to consider applying for this role if you are interested in public appointments and the work of DfT. Our dedicated DfT Public Appointments Team and Korn Ferry would be happy to talk through the process and answer your questions.

We look forward to receiving your application.

Baroness Vere
Parliamentary Under Secretary of State for Transport

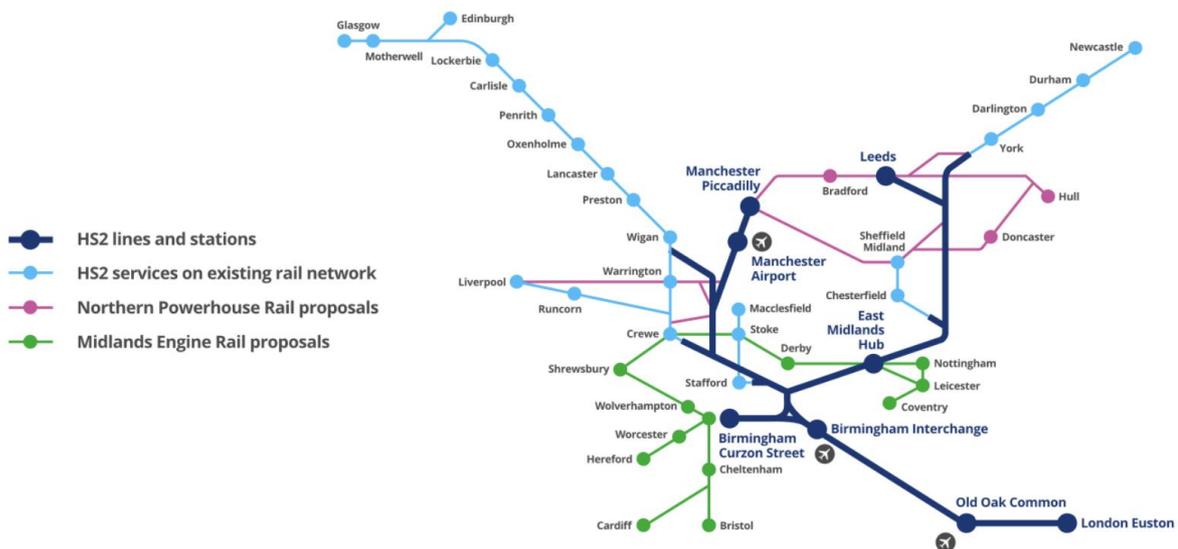
ORGANISATION BACKGROUND

This project is delivered by HS2 Ltd, a company limited by guarantee, wholly owned, controlled and funded by the DfT. The Company has a single shareholder in the Secretary of State for Transport and is classified as a Non-Departmental Public Body (NDPB) by the Cabinet Office.

HS2 Ltd's responsibilities include developing sustainable proposals for the route. It is also responsible for working with the DfT to secure the necessary Parliamentary approvals and powers to undertake the development, construction and operation of the railway.

HS2 is a state-of-the-art, high-speed railway line critical for the UK's low carbon transport future. It will provide much-needed rail capacity across the country and is integral to rail projects in the North and Midlands, thereby helping to rebalance the UK economy.

In linking up London, the Midlands, the North and Scotland, HS2 will serve over 25 stations, including eight of Britain's 10 largest cities and connecting around 30 million people:



. The high speed network is being delivered in the following phases:

- **Phase One**, between London and the West Midlands. The Phase One legislation received Royal Assent in February 2017, and Enabling Works have continued throughout the year including site clearance, ecological surveys and ground investigations.

Phase One has a funding envelope of £35bn-£45bn and will open between 2029 and 2033. Main Works Civils Contracts (MWCC) were awarded to four joint ventures (JVs) in July 2017 and Notices to Proceed were issued to authorise Main Civils Construction Works to commence. Construction partner contracts have also been awarded for the design and construction of Euston and Old Oak Common stations; and

- **Phase Two** infrastructure is being delivered in two parts: the West Midlands to Crewe section (Phase 2a), with timescales to be scheduled to align more closely with Phase One, and the remainder of Phase Two, Crewe to Manchester and the West Midlands to Leeds (Phase 2b), is currently anticipated to open between 2036 and 2040.

The Phase 2a Bill received Royal Assent in February 2021. Government has instructed HS2 Ltd to progress development of a hybrid Bill for the western leg of Phase 2b, connecting Crewe to Manchester.

When the new HS2 railway is finished, it will deliver the necessary infrastructure for the full high speed network and will integrate with the existing rail network to provide a seamless railway experience for passengers travelling beyond HS2 stations.

HS2 will therefore significantly improve connectivity in the North and Midlands and will also integrate the existing network serving stations into Scotland, creating 500,000 extra jobs and 90,000 homes around HS2 stations. The main benefits of HS2 include:

- **Capacity** – taking inter-city trains off the existing rail network will free up more space for commuter and freight services, helping to relieve overcrowding and take lorries off the road;
- **Connectivity** – better transport links between our cities and regions is bringing more investment to the Midlands and North, helping to level up the country; and
- **Carbon** – HS2 will be the low carbon option for long distance travel, emitting 17 times less carbon than the equivalent domestic flight and 7 times less carbon than the equivalent car journey.

More information on the full scope of the important and varied work, as well as the HS2 Ltd's people, can be found here: <https://www.gov.uk/government/organisations/high-speed-two-limited>



KEY RESPONSIBILITIES

The role of Chair of HS2 Ltd is described fully in the HS2 Ltd Framework Document.

In summary, the Chair is responsible for ensuring that HS2 Ltd fulfils the aims and objectives agreed with the Department and the Secretary of State and operates in accordance with HS2 Ltd's constitution and the Development Agreement. The HS2 Ltd Chair advises the Secretary of State on matters relating to HS2 Ltd.

The Chair has the following leadership responsibilities:

- Ensuring that HS2 Ltd delivers its obligations under this Framework Document and the Development Agreement, and has an effective strategy for achieving this;
- Ensuring that its affairs are conducted with probity;
- Ensuring that the HS2 Ltd Board, in reaching decisions, takes account of guidance provided by the Secretary of State and the Department;
- Delivering high standards of regularity and propriety and promoting the efficient and effective use of staff and other resources;
- Representing the views of the HS2 Ltd Board to the general public; and
- Reporting annually on his/her own performance - supported by feedback including peer review - to the Secretary of State and sharing this with the Department's Shareholder Team.

In terms of the effectiveness of the HS2 Ltd Board, the Chair has an obligation to:

- Ensure the Board is working effectively and the work of the HS2 Ltd Board and the performance of its individual members is reviewed annually, and recorded in writing.
- Provide feedback and evidence of any effectiveness review of the HS2 Ltd Board and its members to the Secretary of State and the Department's Shareholder Team;
- Report to the Secretary of State any concerns in relation to the balance of skills appropriate to directing the organisation's business, as set out in the 'Government Code of Good Practice for Corporate Governance';
- Report any concerns over HS2 Ltd Board effectiveness to the HS2 Nominations Committee and (if necessary) to the Secretary of State and the Department's Shareholder Team;
- Ensure all non-executive Board members are fully briefed on their terms of appointment, duties, rights and responsibilities;
- Ensure all Board members receive appropriate training on financial management and reporting requirements and on any differences that may exist between private and public sector practice;
- Ensure the Secretary of State is advised by the HS2 Nominations Committee of Board needs (e.g. in relation to required skills, knowledge, or particular areas for improvement) when non-executive Board vacancies arise;
- Assess the performance of non-executive Board members annually and when they are being considered for re-appointment (bearing in mind re-appointments are not automatic) by providing a formal written performance appraisal to the Department's Shareholder Team;
- Ensure there is a HS2 Ltd Board operating framework in place setting out the role and responsibilities of the Board consistent with the Government Code of Good Practice for Corporate Governance; and
- Ensure there is a code of practice for all HS2 Ltd Board members in place, which is consistent with the Cabinet Office 'Code of Conduct for Board Members of Public Bodies'.



CANDIDATE PROFILE

The Chair of HS2 Ltd is a challenging and unique role. This is a global search for a world-class candidate who will take on leadership of a project that is unprecedented in terms of scale, complexity, speed, and mission. This Role will require someone with the following qualities:

- **Ability to lead a Board of a large organisation to grip major programmes,** developed through comprehensive Board level experience. Maintain an effective and diverse board to support, challenge and hold to account an experienced executive team, ensuring high performance and robust risk management. Foster confidence in the organisation's capability to deliver a culture where delivery to cost and schedule is paramount whilst retaining an unwavering commitment to safety;
- **Politically astute both in managing relationships and in building support amongst a range of diverse stakeholders.** Able to build the confidence of and provide assurance to Government and Ministers in the delivery of a transformational infrastructure programme. Encourage a culture of collaboration, openness and transparency; and
- **Excellent stakeholder engagement and communication skills.** Proven ability to build and maintain complex partnerships, bring stakeholders together and build consensus around high priority interventions. Adept with media handling, comfortable in the media spotlight and an effective advocate for the strategic case for HS2.

Experience in the infrastructure, transport, construction and regeneration / development sectors would be preferred and particularly relevant, however we are very open and keen to receive applications from experienced leaders across a range of other sectors.

It is vital for the programme that HS2 Ltd have a Chair with a blend of these qualities to realise the full benefits that HS2 Ltd will unlock, in particular across levelling-up, skills and jobs, helping to grow the economic prosperity of communities, and driving decarbonisation.

TERMS OF APPOINTMENT

Appointment Term

- Your appointment will be made by the Secretary of State for Transport.
- The appointment will be for an initial term of approximately three years, with the option of re-appointment by mutual agreement.
- 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 and as such 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 3 days per week. The role involves attendance at Board meetings, providing specialised advice as required, preparation time, travel and work outside of meetings.



Remuneration

- £200k per annum.
- Remuneration is taxable through payroll. The appointment is not pensionable.
- Members can claim reimbursement for reasonable travel and subsistence costs necessarily incurred at rates set by HS2 Ltd.
- Applicants should note that successful candidates cannot be remunerated for this role, if they are being paid for an existing full-time role from the public purse.

Location

Board meetings are held at HS2 Ltd's registered office in 2 Snow Hill, Queensway, Birmingham with occasional travel around the UK.

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.

If successful, candidates will be expected to attend Board meetings. Board meetings are usually held on the last Wednesday of each month.

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.
- 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 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 and must declare any party-political activity they undertake in the period of their appointment. Details of the successful candidates 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.



APPLICATION AND APPOINTMENT PROCESS

If you wish to apply for these positions, please supply the following:

- 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 of the role and required specialism(s). Please provide specific examples.
- In addition, you are expected to complete and return via email the **supporting documentation form attached separately**, relating to referees, diversity, nationality, political activity and conflicts of interest.

Completed applications should be emailed to HS2@kornferry.com by the closing date of 5pm on Monday 7th June.

Further Information

If you have any queries about this role, please contact Nick.Rose@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 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.

General Data Protection Regulation

Korn Ferry and the Department for Transport takes their 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.

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 Craig Bryson from Korn Ferry on craig.bryson@kornferry.com

Diversity information

DfT uses this form to gather evidence on DfT's public appointments. This data is collected in the public interest for statistical monitoring and to inform DfT's recruitment policies in accordance with the Department's public sector equality duties. If your answers contain any information that allows you to be identified, DfT will, under data protection law, be the controller for this information.

The diversity information contained in Part A of the Supporting Documentation Form will at no point be shared with selection panels. Anonymised statistical breakdowns may be shared with the Cabinet Office and the Office of the Commissioner for Public Appointments for the purpose of informing public policy on equal opportunities in public appointments.

Diversity information retained in personalised form will be deleted after the regular statistical returns to the Cabinet Office have been completed.

Other personal information collected as part of the application

The remaining information that we collect about you is used to inform decision-making on public appointments, an activity which is carried out in the public interest. This information is not shared outside DfT, except where you have indicated that you are happy for your details to be shared with the Cabinet Office so that you may be contacted about similar future opportunities. If at any time, you would like your CV and contact details to be removed from this database, please email: NED_DFTShareholding@dft.gov.uk

Privacy policy

DfT's privacy policy has more information about your rights in relation to your personal data, how to complain and how to contact the Data Protection Officer. You can view it at <https://www.gov.uk/government/organisations/department-for-transport/about/personal-information-charter>.

To receive this information by telephone or post, contact us on 0300 330 3000 or write to Data Protection Officer, Department for Transport, Ashdown House, Sedlescombe Road North, St Leonards-on-Sea, TN37 7GA.

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.



TIMETABLE AND SELECTION PROCESS

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	Monday 7 th June (5pm)
Short List Meeting	Mid-June
Interviews	Late June

Selection Process

This recruitment is being conducted in accordance with the Government’s Principles of Public Appointments and Governance Code. The Cabinet Office published the Government’s Governance Code in December 2016. This came into effect in January 2017 and replaces the previous Office of the Commissioner of Public Appointments Code of Practice.

The competition will be chaired by Bernadette Kelly (Permanent Secretary, DfT) and consist of Ian King (serving Non-Executive Director, HS2 Ltd Board and Lead Non-Executive, DfT), Charles Roxburgh (Second Permanent Secretary, HM Treasury) and Alison Nimmo as 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 applications against the essential criteria and decide who to invite for interview. Interviews are expected to take place virtually 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 the DfT Public Appointments team either at DfTPublicAppointments@dft.gov.uk or the following address:

Public Appointments Team
Department for Transport
Great Minster House
33 Horseferry Road
London
SW1P 4DR

We will reply to your complaint within 20 working days.

KORN FERRY CONTACTS

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APPENDIX I – THE 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 II – CURRENT HS2 BOARD



Allan Cook
Chair (Outgoing)

Allan Cook CBE DSc is a chartered engineer with more than 40 years' international experience in the infrastructure, automotive, aerospace and defence industries.

His experience includes serving as Co-Chair of the Defence Growth Partnership, Chair of the High Value Manufacturing Catapult, as a director of JF Lehman and Company, and as a former lead non-executive director for the then-Department of Business, Innovation and Skills under the coalition government.

Among his other senior posts, he was also chair of WS Atkins Plc, Leonardo UK, and Deputy Chair of Marshalls Group. He served as the CEO of Cobham Plc from 2000 to 2009.



Mark Thurston
Chief Executive Officer

Mark joined High Speed Two (HS2) as Chief Executive Officer (CEO) in March 2017. With more than 25 years' experience in project and programme management, Mark has worked in both the public and private sectors on some of the UK's largest infrastructure projects.

Previously, Mark was Managing Director for Europe at CH2M and was with the company from June 2008. During his career with CH2M Mark spent a significant amount of time in leadership roles on major programmes, including three years as Strategic Projects Director on Crossrail, leading the Programme Partner joint venture Transcend.

Prior to this Mark was Programme Delivery Manager on the London 2012 Olympic & Paralympic Games, where he led the Power Lines Under Grounding project and the £500 million Structures, Bridges and Highways programme on behalf of the CLM delivery partner consortium.

Mark has a Master's Degree in Engineering Project Management from Loughborough University. He is also a Visiting Professor at the Bartlett School of Construction and Project Management at University College London and is a Fellow of the Institution of Civil Engineers and the Association for Project Management.



Michael Bradley
Chief Financial Officer

Michael Bradley CB joined High Speed Two (HS2) as Chief Financial Officer in November 2018 and brings with him more than 25 years' experience operating at Board level supporting businesses in both the public and private sectors, where he has led Finance, IT and Business wide Transformation in large complex organisations.

Previously, Michael sat on the Board of Defence Equipment and Support (DE&S), an arms-length body of the Ministry of Defence, where he was CFO & Director General Resources from 2012, and more recently acting CEO, responsible for a multi-billion pound organisation of over 11,000 staff.

Prior to this Michael had a successful 7 year stint with leading UK infrastructure maintainer Enterprise, where he led and developed the Finance function through a period of significant acquisition and organic growth within the business.

Michael also spent 9 years with French listed multinational Alstom in their Rail Transport business, latterly as Finance Director for the Group's Traction business. Michael graduated from UCLAN with an honours degree in Business Studies in 1985, qualified as a Chartered Management Accountant in 1987 and spent much of his early career supporting manufacturing businesses.

A proud Lancastrian and committed Burnley fan, Michael is married to a primary school head teacher and has three grown up sons. Outside of work, cricket is his major passion, having recently retired from Lancashire league cricket, where he spent 29 years behind the stumps for his local club Nelson, playing with and against some of the world's leading cricketers. Michael was appointed Companion of the Order of the Bath (CB) in the 2017 New Year Honours.



Mel Ewell
Non-Executive Director

Mel brings a wealth of infrastructure and transport industry experience from the UK and around the world. He led Amey, one of the UK's largest infrastructure support service companies, for 15 years.

During his tenure, the company delivered major road and rail projects, including the maintenance of the iconic Forth Road Bridge. Prior to joining Amey he was Managing Director at ADI group, a provider of transport and aviation services across Europe.



Dame Judith Hackitt
Non-Executive Director

Dame Judith Hackitt was the Chair of the Independent Review of Building Regulations and Fire Safety and is Chair of manufacturing trade body Make UK (formerly EEF).

She also holds non-executive positions at Made Smarter Commission, Imperial College Court, City & Guilds Group, and High Value Manufacturing Catapult. An engineer by profession, Dame Judith holds a degree in chemical engineering from Imperial College, London.



Roger Mountford
Non-Executive Director

Roger is a former member of the Board of the Civil Aviation Authority as well as Chair of The Housing Finance Corporation, which raises long term funds to finance social housing.

He is currently Chairman of HgCapital Trust plc, an independent trustee of several pension schemes, and a member of the Council of the London School of Economics.



Stephen Hughes
Non-Executive Director

Stephen Hughes is a highly experienced local government leader, having served as Chief Executive of Birmingham City Council for nearly 10 years, as well as previously holding an executive role at Brent Council.

An accountant by profession, Stephen is currently a non-executive director for Housing & Care 21 and Big Band Limited, holding a degree in Economics from Cambridge.



Ed Smith
Non-Executive Director

Ed Smith is the Chairman of Assura plc, Pro-Chancellor and Chairman of Council at the University of Birmingham and Chairman of the Advisory Boards of HCA Healthcare UK and Push Doctor.

From January 2015 to October 2017 Ed was the lead non-executive director for the Department for Transport. He was a non-executive director at the Department since 2009. He is the former Chairman of NHS Improvement and Deputy Chairman of NHS England.

Ed was the former Global Assurance Chief Operating Officer and Strategy Chairman of PricewaterhouseCoopers (PwC). Before retiring he had a successful 30-year career with PwC, holding many leading board and top client roles in the UK and globally as a Senior Partner.



Elaine Holt
Non-Executive Director

With 30 years of experience in the transport and service industry, Elaine is highly experienced in working in complex, highly regulated environments which are subject to intense public, political and media scrutiny. In addition to her wide, board level experience in construction and infrastructure she also has extensive railway operations experience and has a successful track record of running large customer operations and managing organisations through periods of significant change.

Elaine has served over 6 years as a Non-Executive Director (NED) of Highways England overseeing the delivery of the largest investment in the country's strategic road network in 40 years. She is currently Senior Independent NED for Bristol Holding Ltd, ensuring that Bristol City Council's investments in new businesses in energy, housing and waste recycling are governed correctly and deliver the social and economic value required of them.

Prior to this, she held a number of senior roles within the UK rail industry including Chairman and CEO of Directly Operated Railways, Chairman of East Coast and Managing Director of First Capital Connect. Elaine was also Executive Vice President Guest Experience at Carnival UK running all operations of P&O Cruises and Cunard.



Tom Harris
Non-Executive Director

Tom Harris is a public affairs consultant and a former Labour MP. After serving as a minister in the Department for Transport he led the Scottish Brexit campaign and founded his own company, Third Avenue Public Affairs.

Tom is a Member of the Expert Challenge Panel supporting the government's independent Rail Review.

Tom studied journalism at Napier College (now Napier University) in Edinburgh. He worked as staff writer on Business Scotland magazine before joining the staff of the East Kilbride News (1986-1988) and then the Paisley Daily Express (1988-1990).



Ian King
Non-Executive Director

Ian King is the lead Non-Executive Director for the Department for Transport.

Ian joined Marconi in 1976 as a graduate entrant, working in defence electronics manufacturing. He served as a Finance Director at Marconi Electronic Systems from 1992 to 1998. Ian was Chief Executive of Alenia Marconi when Marconi and British Aerospace merged in 1999 to form BAE Systems. After the merger, he became Group Strategy and Planning Director for BAE Systems.

In 2008 Ian became the Chief Executive of BAE Systems and held this position until his retirement in June 2017.