

## Candidate Brief (Long)

Non-Executive Director(s), High Speed Two Ltd

Reference 1706-044L

01 August 2017

Doc#870014

## Foreword from Sir David Higgins, Chairman HS2

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Thank you for your interest for the role of Non-Executive Director to the Board of HS2 Ltd. The following pages will give you further information about the role and the selection process.

Infrastructure and connectivity are the essential enablers of growth and productivity, of jobs and of prosperity in what is now a global economy.

The problems on our rail network are twofold. Firstly, an overheated network is under increasing and competing demand. Space for passenger services and rail freight will be completely used up if we do not take action. Secondly, our networks are overwhelmingly London-centric. Our cities must be connected with each other as well as with London; not just north to south, but east to west. The lack of connections between cities is hampering their prosperity.

I firmly believe HS2 is a catalyst for, and a crucial part of, this universal approach. HS2 should be the spark for better connections everywhere. Existing services will improve as space is released. Better regional connections – developed in conjunction with HS2, and with its associated benefits in mind – will boost productivity and prosperity. A faster, more reliable, less congested rail network will bring cities and regions closer to markets, whether local, national or international, making them more attractive places for businesses and people to locate.

The challenge facing HS2 Ltd now is to set new standards in everything we do. This, necessarily, begins with building the railway. We are effectively starting from scratch. There are lessons to learn from the construction of high speed rail all over the world, and we need to demonstrate that they can be applied here. We must innovate, and challenge others to do so. We must make people confident that we can build HS2 to budget and on schedule. This inevitably invites scrutiny, particularly as we near the first tangible stages of construction, when the hard work undertaken by teams across HS2 Ltd will be realised for the first time. We will continue to respond to this scrutiny, not least over the clarity and effectiveness of our work with communities and residents.

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

David Higgins  
Chairman

## **BACKGROUND**

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### **The Organisation**

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

### **HS2 Ltd's Remit**

In December 2014, HS2 Ltd signed a Development Agreement (DA) with the DfT. This document is written as a contract between the Secretary of State and HS2 Ltd. It seeks to clarify the specific roles, responsibilities and obligations of each party. It has specific sections which deal with, inter alia: delivery, governance, funding and change. It also sets out the Strategic Goals and Objectives for HS2, the Sponsor's Requirements, and the Functional Response of HS2 Ltd. It is commonly regarded as the key document in terms of DfT's role as sponsor in HS2 Ltd. The DA also establishes the principles for our budget envelope and cash funding. Aspects of the overall HS2 Programme, such as property acquisition and property management, continue to be the financial responsibility of the DfT, but are managed on its behalf by HS2 Ltd.

The DA sets out more specifically a number of requirements for both HS2 Ltd and the DfT.

Under the Agreement, the DfT will:

- set the scope of the project;
- provide the necessary funding to HS2 Ltd;
- be held accountable for both the business case and delivery of the benefits of the wider programme as defined in the Business Case;
- be responsible for gaining the necessary acts of Parliament;
- the relationships with Ministers and Government bodies; and
- decide how the railway will be operated, including future franchise arrangements.

HS2 Ltd will:

- deliver an operational high speed railway to the specification, cost and timetable set by the DfT;
- provide support functions to the DfT, including policy development, Bill design, and stakeholder engagement and communications; and
- trade as the proxy operator and, eventually, the infrastructure manager of the railway.

The DA is an important step in creating the right framework under which the Department for Transport and HS2 Ltd can work together to deliver a nationally important infrastructure project.

The DA was revised in 2017, and the link to the current published version is provided in the link below:

<https://www.gov.uk/government/publications/hs2-development-agreement-july-2017>

### *Framework Document*

It is a requirement of Managing Public Money for all NDPBs to have framework agreements with their Departmental parent. 'The Framework Document' sets out the broad corporate framework within which HS2 Ltd operates. It is a kind of manual of good corporate governance, setting out corporate governance requirements and controls. It covers such issues as, inter alia: responsibilities and accountability, planning and controls, financial responsibilities and processes. It is commonly regarded as the key document in terms of DfT's role as shareholder in HS2 Ltd.

The most recent/first published edition of the document was in December 2014: [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/389375/High Speed Two HS2 Ltd framework document December 2014 .pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/389375/High_Speed_Two_HS2_Ltd_framework_document_December_2014_.pdf)

It is expected that the Framework Document will be updated periodically. The next update is expected in late 2017.

### **HS2 Ltd's Strategy and Vision**

HS2 Ltd is responsible for developing and promoting the UK's new high speed rail network. The network is to be delivered in two phases: Phase One between London and the West Midlands and Phase Two between the West Midlands, Crewe, Manchester and Leeds.

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

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

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

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

We have developed a clear Delivery Strategy that provides evidence of our capability to deliver and provide high levels of reporting and assurance to the DfT. As such, it applies not just to the delivery of Phase One and Phase Two, but also to our obligations in delivering the benefits of the Wider Programme – such as city regeneration, the development of the UK skills base and the National College for High Speed Rail – and providing advice and guidance on high speed rail to the Secretary of State.

The Delivery Strategy begins with a blueprint of what the future operating railway will look like. It describes how we will manage the necessary organisational changes to achieve our key decisions and detailed strategies. It covers all stages of activity, from organisational development and design through to full operations and maintenance. It also enables us to identify and assess all significant risks, including risks that may not emerge for five, 10 or 20 years. In turn, it enables us to monitor and respond to each risk, as appropriate, on an individual basis.

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

HS2 will form the new backbone of our national rail network, providing new capacity and better connecting our major cities, while creating more space for commuter and freight trains on our busiest lines. HS2 will drive economic growth, create jobs, investment and the next generation of engineers the UK needs. This is your chance to be part of a uniquely important and complex investment in the future of transport in Britain and in Europe.

## THE ROLES

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### Background to the Roles

HS2 Ltd is an Executive Non-Departmental Public Body (NDPB) of the Department for Transport and is also established as a Companies Act company, limited by guarantee. It is charged with developing proposals for and promoting HS2. HS2's key objectives in the near future are:

- To support taking forward the Phase 1 construction programme efficiently and cost effectively following approval by Parliament; and to ensure good liaison with communities and wider stakeholder organisations;
- To support the passage of the Phase 2a Bill through Parliament to authorise construction of the second phase of the route from the West Midlands to Crewe;
- To support the Secretary of State in developing the Phase 2b hybrid Bill and the Environmental Assessment of the Phase 2b Scheme.
- To support the development and procurement strategy for Stations, Rolling Stock & Depots; and
- To support Euston Station and Oversight Development.

### The Roles

HS2 Ltd is at a pivotal point in its development, transitioning from an advisory and project planning organisation to becoming the delivery body that will build and ultimately operate the railway. The Secretary of State for Transport is seeking to appoint two new Non-Executive board members to the HS2 Ltd Board, with specific experience of delivering very large infrastructure projects and/or property development and regeneration, with the aim of increasing the level of commercial expertise, challenge and Board knowledge of a very large project delivery.

HS2 Ltd's Equality, Diversity and Inclusion Strategy sets the organisational goal of having the most diverse workforce and leadership in the infrastructure sector. We are positive about encouraging diversity and are seeking the broadest pool of suitably qualified candidates to assess for the two Non- Executive Director Roles.

#### *Key responsibilities:*

- Provide scrutiny and guidance to the executive team and support HS2 Ltd in exercising its responsibilities;
- Ensure that the DfT's requirements are adhered to throughout the development of the project;

- Ensure that high standards of corporate governance are observed and high standards of regularity and propriety are maintained in line with best practice and statutory requirements;
- Ensure that stakeholder relationships with partner organisations are developed and improved; and
- Sit on sub-committees of the HS2 Ltd Board, as required.

## CANDIDATE PROFILE

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The successful candidates for these specialist posts will possess the following characteristics:

### Experience

- Instantly recognizable commercial experience i.e. has led or is leading the delivery of very large scale infrastructure projects (so called Megaprojects) including, but not exclusively, in Transport (Highways, Railways, Airports & Seaports) and Energy (Power Plants, Natural Gas extraction & Hydro Electric Plants) to share their expertise in this challenging environment; and/or
- Substantial operational experience gained in property development and regeneration.
- An outstanding record of achievement throughout their professional career;
- Experience of successful operational leadership;

Some exposure to railway operational concepts would be helpful but not essential.

In addition, successful candidates will be able to demonstrate the following skills and knowledge:

### Skills

- Leadership, collaborative team-working and inter-personal skills to promote effective Board working;
- Commercial ability for example, an understanding of funding and costs, or in application of commercial strategies to major projects;
- The ability to scrutinize and question complex data sets including finance and risk data;
- The ability to advise the UK Government;
- The ability to contribute to and constructively scrutinise the programme, ensuring the Department for Transport and HM Treasury continue to have strong confidence in HS2 Ltd's ability to deliver to time, cost and quality.

### Knowledge

- Understanding of the economic, social and environmental importance of transport;
- Understanding of good governance & organisational effectiveness;
- Understanding of public propriety including integrity and discretion.

Russell Reynolds Associates has been appointed to assist with this recruitment. If you need further information *about these roles*, please contact:

Steven McCord	steven.mccord@russellreynolds.com   +44 (0) 20 7343 3625
Patrick Johnson	fiona.birkmire@russellreynolds.com   +44 (0) 20 7830 8052
Hetty Pye	hetty.pye@russellreynolds.com   +44 (0) 20 7343 3604

## **TERMS OF APPOINTMENT**

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### **Time commitment and salary**

The role is for two days a month. The salary will be £950/day (plus reasonable expenses) for an average commitment of 2 days per month (approximately £23k/annum).

### **Contract**

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

### **Location**

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

## SELECTION AND APPLICATION PROCESS

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### Selection Process

This recruitment is being carried out under the new Governance Code (Dec 2016).

The appointments will be made by the Secretary of State for Transport from a shortlist of appointable candidates submitted by the Advisory Assessment Panel. The Secretary of State may wish to meet the appointable candidates before making a decision.

The members of the Advisory Assessment Panel will be:

- Michael Hurn (Acting Director General, DfT, High Speed Rail Group);
- Sir David Higgins (Chair, HS2 Ltd);
- Patricia Hayes (Director General, Roads, Devolution & Motoring, DFT)
- Baroness Jo Valentine, Non – Executive Member, HS2 Ltd Board);
- Richard Brown (Non- Executive Member, DFT Board)
- Terry Morgan (Chair, Crossrail);
- Tony Poulter (Non- Executive Member, DFT Board)

All applications will be considered by the Advisory Assessment Panel.

### *Indicative Recruitment Timetable*

Close advertisement	Friday 15 September 2017
Long Listing Meeting	Monday 2 October 2017
Short Listing Meeting	Monday 13 November
Final Interviews	Thursday 21 December 2017

## Application Process

The closing date for applications is **Friday, 15 September 2017**.

Your application documentation will include the following:

- The reference number 1706-044L in the subject line.
- The completed Appendix 1 including your preferred contact details including the diversity monitoring forms. All monitoring data will be treated in the strictest confidence and will not affect your application in any way. *Note: When applying for the role it is mandatory to complete a diversity form provided in the application pack. Applications received without the completed diversity form will not be accepted.*
- A short covering letter of no more than two A4 sized pages explaining why this appointment interests you, your suitability for the role outlining how you meet the criteria set out in this candidate profile.
- A current CV, with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details where applicable, of budgets and numbers of people managed, highlighting relevant achievements in recent posts, together with reasons for absence within the last two years.
- The names of at least two referees who may be contacted at short list stage (i.e. before final interview) describing in what capacity and over what period of time they have known you. Please be assured that referees will not be contacted without your consent.
- Confirmation from you that you are happy for Russell Reynolds Associates or its client to undertake any necessary background checks, including career, regulated health or social care activity where roles involved children or vulnerable adults, credit and qualifications, or similar, post short list stage.
- Notification of any dates you are unable to accommodate within the indicative timetable set out in the previous section.

Please submit your full application by email to [Responses@RussellReynolds.com](mailto:Responses@RussellReynolds.com) quoting reference 1706-044L in the subject line, from which you will receive confirmation of safe receipt within 2 days.

Alternatively, documents may be sent by post to:

Fiona Birkmire  
Reference 1706-044L  
Russell Reynolds Associates  
Almack House  
28 King Street  
London SW1Y 6QW

If you need assistance regarding your application, please email

[Fiona.Birkmire@RussellReynolds.com](mailto:Fiona.Birkmire@RussellReynolds.com)

## **Equality and diversity**

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

HS2 Ltd is committed to promoting equality and diversity.

## **Data Protection Act 1998**

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

## **Complaints**

If you have a complaint about the recruitment and selection procedure, you should write in the first instance to Anis Chowdhury, Sponsorship Manager, Department for Transport, Great Minster House, 33 Horseferry Road, London, SW1P 4DR, or email [anis.chowdhury@dft.gsi.gov.uk](mailto:anis.chowdhury@dft.gsi.gov.uk) If after receiving a comprehensive response, you are still concerned, you can contact the Commissioner for Public Appointments.

Details of the Commissioner's complaints procedure can be found at: <http://publicappointmentscommissioner.independent.gov.uk/whatwedo/complaintsandinvestigations/index.html>

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**Appendix 1 – Non-Executive Director(s), High Speed Two (HS2) Ltd**

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**Strictly Confidential**

**Candidate Summary Form**

Please cross this box if you are content for us (as the appointing Department) to retain your CV and contact details and to share these with the Centre for Public Appointments in the Cabinet Office. Your details will be kept on file and you may be contacted about other opportunities that may arise in the future. All information will be handled in accordance with the Data Protection Act.

*To be completed and returned with your application*

POSITION APPLIED FOR <b>Non-Executive Director(s), High Speed Two (HS2) Ltd</b>			
SURNAME	FIRST NAME	INITIAL(S)	TITLE
ADDRESS FOR CORRESPONDENCE			
CONTACT TELEPHONE NUMBER(S)	EMAIL ADDRESS		
LATEST EMPLOYER (ORGANISATION)	LATEST JOB TITLE	SALARY	

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

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

**REFERENCES**

Please give below the name and contact details of two people who may be asked to act as referees for you. They will be expected to have authoritative and personal knowledge of your achievements / competencies. The referees will be approached only if you are invited for interview and before the interview takes place. Referees will not be contacted without your prior agreement.

**Referee 1**

Name:

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

Phone:

Email address:

**Referee 2**

Name:

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

Phone:

Email address:

**Ministerial and Public Appointments currently held.**

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

Is this your first ministerial appointment  Yes  No

Do you hold any other Ministerial appointments made by or on behalf of Ministers  Yes  No.

If yes, provide details below:

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

**Conflict of Interest Form**

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

Please check box the statement which applies. Either

I declare that to the best of my knowledge and belief, neither I nor my spouse/partner/immediate family have any business or financial interests, share holdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies which might conflict, or be perceived to conflict, with my official duties for this role.

I declare private interests below for consideration and have also set out the action I am taking to minimize the risk of these interests coming into conflict or perceived conflict with my official duties for this role. I certify that the information included within this register is, to the best of my knowledge and belief, true accurate and complete.

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

### Political Activity Question

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

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

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

Obtained office as a Local Councillor, District Councillor, MP, MEP, MLA etc.	<input type="checkbox"/>
Stood as a candidate for one of the above offices	<input type="checkbox"/>
Spoken on behalf of a party or candidate	<input type="checkbox"/>
Acted as a political agent	<input type="checkbox"/>
Held office such as Chair, Treasurer, or Secretary of a local branch of a party	<input type="checkbox"/>
Canvassed on behalf of a party or helped at elections	<input type="checkbox"/>
Undertaken any other political activity which you consider relevant	<input type="checkbox"/>
Made a recordable donation to a political party*	<input type="checkbox"/>

None of the activities above apply

*Name of Party for which activity undertaken*

Conservative

Liberal Democrats

Labour

Independent

Other

Please specify

Details of involvement:

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

## Equal Opportunities

Public appointments are made on merit in accordance with the Cabinet Office Governance Code and the Public Appointments Order in Council. However, all Government Departments aim to provide fair and equal access to public appointments. Questions on ethnic origin, gender/age and disability will help the Department to monitor the effectiveness of its strategy through information from those applying for and obtaining appointments. This form will not be seen by the selection panel. Your answers will be treated confidentially and will not affect your application in any way.

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

**Disability**

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

Do you consider yourself disabled?  Yes  No

**Gender**  Female  Male

**Age**

16 – 24  25 – 29  30 – 34  35 – 39

40 – 44  45 – 49  50 – 54  55 – 59

60 – 64  65+

**Personal Consent**

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

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

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

Name:	
Signature:	
Date:	

## The Seven Principles of Public Life

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

The principles are:

- **Selflessness** - holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.
- **Integrity** - holders of public office should not place themselves under any financial obligation to outside individuals or organisations that might influence them in the performance of their official duties.
- **Objectivity** - in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability** - holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness** - holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **Honesty** - holders of public office have a duty to declare any private interests relating to their public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership** - holders of public office should promote and support these principles by leadership and example