



High Speed Two Ltd
Non-Executive Director Appointment:
Candidate brief

April 2016

RRA #791509



Department
for Transport





Foreword from Sir David Higgins, Chairman

Infrastructure and connectivity are the essential enablers of growth and productivity, of jobs and of prosperity in what is now a global economy. In Britain, our transport investment is too often reactive. As demand soars on the railways, we need to apply the foresight shown by previous generations.

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; the need to improve connectivity beyond the capital is stark. 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. We must take note of the developments further afield, and ensure that we approach these problems with a solution that addresses them all at once, not bit by bit. It must anticipate demand and integrate the local with the national; it must encourage action and ownership, and benefit the whole country. I firmly believe HS2 is a catalyst for, and a crucial part of, this universal approach. It must be a significant step towards a transport strategy that benefits the whole country. 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. Crucially, it is a new railway: the issues that make maintaining the current network so complex and expensive – its age, congestion and limited time for access – do not apply. 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.

David Higgins
Chairman

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

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.

Our Development Agreement with the DfT defines the scope of the work undertaken by HS2 Ltd, sets out our strategic targets and 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.

In December 2014, HS2 Ltd signed a Development Agreement with the DfT which sets out roles and responsibilities for the DfT as project sponsor and for HS2 Ltd as the delivery organisation. It sets a contractual relationship between the DfT and HS2 Ltd that clarifies the part each organisation will play in the delivery of the Programme. Combined with the Delivery Strategy, the Development Agreement outlines how the DfT will set the scope of the project and how HS2 Ltd will deliver it. The agreement provides the capability for HS2 Ltd to become more autonomous, and provides the necessary requirements for HS2 Ltd to acquire decision-making powers to take the Programme forward.

The Development Agreement sets out 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;
- 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 Development Agreement 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.

HS2 Ltd's Strategy & Vision

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.

As we move through the stages of the project, and as HS2 Ltd grows in capability, we will be granted progressive delegations to operate effectively within current government controls. This will happen through a series of Review Points. To pass these Review Points, we have developed a clear Delivery Strategy which provides evidence of our capability to deliver and provide high levels of reporting and assurance to the DfT. The Delivery Strategy is the strategy for delivering all of HS2 Ltd's objectives and meeting our Sponsor's Requirements as stipulated in the Development Agreement.

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 sets out the approach that HS2 Ltd will take to delivering the Programme. It explains our way of working and provides our framework for achieving consistency and integration across the Programme over the next 20 years. It sets out what systems and processes will be established to deliver the project on time and on budget, and how HS2 Ltd will address key issues such as operating model and design, procurement and commissioning.

The Delivery Strategy begins with a model of what the future operating railway will look like, called the 'blueprint'. 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 which 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.

Background to Role

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 is a once in a generation project to build a new Railway which will transform travel in Britain and reshape the economic geography of the nation, bringing our cities closer together, helping to rebalance growth and opportunities. Linking eight of Britain's 10 largest cities it will serve one in five of the UK population and allow our city economies to work more closely together and be more globally competitive.

HS2 will provide the new transport capacity we need to compete and grow in the 21st century. It will be a fully integrated improvement that will benefit all parts of the existing network north of London. It will allow existing lines to be used for more freight and local traffic and help take the strain off our roads. 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 HS2 vision is to be a catalyst for growth across Britain and enhance the lives of future generations. HS2 will provide one of the country's greatest opportunities to showcase a truly integrated and effective approach to design and delivery on an unprecedented scale.

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 the passage of the Hybrid Bill through Parliament to authorise construction of the first phase of the route from London to the West Midlands;
- To prepare for taking forward the construction programme efficiently and cost effectively following approval by Parliament; and to ensure good liaison with communities and wider stakeholder organisations;
- To support the Secretary of State in the ongoing discussions on routes beyond the West Midlands, following formal consultation which closed in January 2014, and to work up the design and conduct the environmental assessment for routes beyond the West Midlands.

The Secretary of State for Transport is seeking to appoint a new non-executive board member to the HS2 Ltd. Board, with the aim of increasing the level of expertise and challenge, specifically regarding design and delivery of extremely large-scale infrastructure investment projects (megaprojects).

The Role

The purpose of the role of Non-Executive Director is to:

- Provide challenge and guidance to the executive team and support HS2 Ltd in exercising its responsibilities;
- Ensure that the Department for Transport's requirements (as set out in the Tripartite Agreement, Framework Document, Sponsor's Requirements and Project Development Agreement, 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
- Act as Champion of design on the HS2 Ltd Board.
- Sit on sub-committees of the HS2 Ltd Board.

In addition to this critical Board role each individual appointed will bring his or her own area of expertise:

Megaproject Design and Delivery

This role will provide challenge and guidance to the HS2 Ltd. Board and senior leadership team as HS2 Ltd. grows in capability and ambition to become a high performing organisation, and is granted progressive delegations through a series of review points to operate effectively within current government controls.

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 plan, design, build and ultimately operate the railway. We are looking for someone with instantly recognisable experience leading on large-scale infrastructure investment projects to share their expertise in this challenging environment.

The role will be expected to provide challenge and guidance to ensure that HS2 Ltd. is fully leveraging the process of designing HS2 to deliver against the HS2 Design Vision. Working closely with the Director of the Built Environment and the Chair of the Design Panel, to ensure that the way we manage the design of HS2 remains at the core of this project and actively works to deliver the social, economic and environmental benefits for future generations.

Person Specification

All candidates will be able to demonstrate:

- an understanding of the economic, social and environmental importance of transport;
- an outstanding record of achievement throughout their professional career;
- leadership, collaborative team-working and inter-personal skills; and
- integrity and discretion.

The successful candidate for this specialist post will demonstrate the following specialist attributes:

Megaproject Design and Delivery – Non Executive Director

- Proven skills and experience leading on large-scale infrastructure investment projects;
- The ability to advise the UK Government and /or negotiating with the UK Government on project management and design issues;
- The ability to contribute and challenge constructively to 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;
- Commercial ability, for example an understanding of funding and costs, or in application of commercial strategies to major projects.
- Demonstrable experience and understanding of good governance, organisational effectiveness and public propriety;
- Evidence of working effectively with leading designers, engineers and architects to achieve acknowledged success and excellence in the design and delivery of major infrastructure including innovation and user experience.

Terms of Appointment

Time commitment and salary

The role is for two to three days a month. The salary is to be confirmed.

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 usually held in HS2 Ltd's office, 1 Canada Square, London E14 5AB but with occasional travel around the UK, including to the regional offices in Birmingham.

About the selection process

This recruitment is being carried out under the *Code of Practice for Ministerial Appointments to Public Bodies* ('the OCPA code') published by the Commissioner for Public Appointments (1 April 2012). The appointments will be made by the Secretary of State for Transport from a shortlist of appointable candidates submitted by the selection panel. The Secretary of State may wish to meet the appointable candidates before making a decision.

The members of the selection panel will be: David Prout (Director General DfT High Speed Rail Group); Sir David Higgins (Chair HS2 Ltd) and Lucy Chadwick (Director General DfT, International, and Security & Environment)

All applications will be considered by the selection panel.

Application and Selection Process

Russell Reynolds Associates (RRA) has been appointed to assist with this requirement. For an informal discussion about the role, please call Fiona Birkmire on +44 (0) 207 830 8052, or e-mail fiona.birkmire@russellreynolds.com

Indicative Recruitment Timetable

Proposed Dates	Actions
Noon, Tuesday 10 May	Advert closing Date
Week of 23 May	Long List Review
May	Target interviews with RRA
Week of 1 June	Short List Review
Week of 20 June	Final Interviews

How to Apply

Applications should be sent by email to Responses@RussellReynolds.com quoting reference 1604-003L in the subject line.

Alternatively, they may be sent by post to:

Fiona Birkmire
Reference 1604-003L
Russell Reynolds Associates
Almack House
28 King Street
London SW1Y 6QW

The closing date for applications is: Noon, Tuesday 10 May 2016

- Please enclose with your application:
- The completed Candidate Summary Form including, Register of Interest Form and Political Activity Form, Equal Opportunities Monitoring Sheet, which are detachable from this document.
- A full CV.
- A covering note of not more than 2 pages in total summarising the evidence of your ability to meet the person and job specification.

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. 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>

Commissioner for Public Appointments survey

The Commissioner for Public Appointments would like to find out what you think of the public appointments process. When you have completed the process, the Commissioner would appreciate a few minutes of your time to complete this survey: <http://publicappointmentscommissioner.independent.gov.uk/candidate-survey/>

Your response will be anonymous and will inform the Commissioner's ongoing work with Government Departments to improve the public appointments process.

STRICTLY CONFIDENTIAL

Candidate Summary Form

POSITION APPLIED FOR Non Executive Director, High Speed Two (HS2) Ltd			
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.

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:

Additional Information

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

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

Register of Interest Form

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

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

I certify that the information included within this register is, to the best of my knowledge and belief, true, accurate and complete.

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	<input type="checkbox"/>

Name of Party for which activity undertaken

Conservative	<input type="checkbox"/>	<input type="text"/>	Liberal Democrats	<input type="checkbox"/>
Labour	<input type="checkbox"/>	<input type="text"/>	Independent	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="text"/>	Please specify	<input type="text"/>

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

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.

Alternatively, the form can be returned uncompleted if you do not wish to have these details recorded.

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.