



Department
for Transport



Position Specification

The Port of Dover

Non-Executive Chair, Dover Harbour Board (DHB)

Private and Confidential

#790871

Dover Harbour Board

The Port of Dover is Europe's busiest ferry port and a vital international gateway for the movement of passengers and freight for the UK. Dover handles c£100bn of trade each year. The port also handles 13 million passengers travelling in 2.5 million tourist vehicles and 2.5 million freight vehicles.

The port is operated as a commercial entity and as well as handling ferry passengers and trade, Dover is the second busiest cruise port in the UK, hosting some of the world's most prestigious cruise lines. Other successful businesses include a cargo terminal, a top award-winning marina and several other niche activities. The business mix is diverse.

The Port of Dover has international significance in providing a gateway to the UK and its ability to support a resilient cross-Channel service is of both national and international importance. The port also operates as a highly successful commercial enterprise locally, supporting around 22,000 local jobs. It has, through development of its operations and continual investment, been able to future proof its existing facilities and plan for future demand.

The Dover Harbour Board (DHB) is responsible for the continued development of this world class port, including its administration, maintenance and improvement. A major investment programme is underway for the port including the re-development of the existing Eastern Docks Ferry Terminal which is almost complete. In 2014, plans were announced for the Dover Western Docks Revival which will provide a new cargo terminal, a new marina, a waterfront development, create 600 new quality jobs, and safeguard 140 existing port jobs for Dover. This represents the largest single investment the Board has ever undertaken and work is scheduled to start in early 2016.

The Board is focused on further development of the port, growing the business and providing an important and continued contribution to the regeneration of Dover.

Some key facts to note:

- £100bn of trade handled per annum
- One vessel movement every ten minutes
- 2.5m freight vehicles per annum

- 2.5m tourist vehicles per annum
- 13m passengers per annum
- Over 120 cruise liner call per annum.

Role specification

The current Chair George Jenkins is due to retire at the end of June 2016 having served 3 years as the Chair and 10 years in total on the Board.

His successor will have gained wide and relevant business experience at a senior level in an organisation of comparable scale and profile. The new Chair will also be able to demonstrate a track

record at main board level of successful leadership and representing an organisation in an environment which has complex stakeholder groups at international, national and local level. Some interaction is also to be expected with central government at ministerial level so an ability to work at this level with political awareness is sought.

The new Chair will continue to provide the strong leadership needed to lead and develop a cohesive and effective Board, including Non-Executive Directors drawn from the local community, that supports and challenges the executive team in meeting Dover's national role as a strategically important international gateway, ensures the continuing commercial success of the port while contributing to the local economy, and sustains the highest standards of safety and security for the benefit of port customers and users.

In addition, Chair will lead the development of the port's strategy, including developing long term investment plans to meet growing demand while supporting regeneration and economic growth within the town of Dover, and the development of the port's relationship with a wide range of stakeholders at international, national and local level.

The appointment of the Chair of Dover Harbour Board is made by the Secretary of State for Transport and the Chair will meet regularly with Ministers to discuss the port's performance and strategic plans.

Key responsibilities:

- Chairing the Board
- Supporting the Chief Executive and the executive team
- Overseeing business performance
- Ensuring effective governance, including for Health and Safety and security
- Effective relationships with stakeholders including, port customers, port users, the local community and Government

Candidate specification

Candidates must:

- Have the **stature and political awareness** to represent Port of Dover in a complex stakeholder environment, including relationships with international partners, national and local government, local community groups and other interested parties;
- Have previously gained wide and relevant **business experience** at senior levels in an organisation or organisations of comparable complexity, profile and prominence. Those organisations should be of good standing and espouse the principles of good governance;
- Bring a **proven track record of leadership and relevant board experience** at either Chair, non-executive director or chief executive level; and

- Bring an understanding of how business can work and engage in positive dialogue with **stakeholders groups**, including the surrounding community, for the benefit of all.

We will also value additional experience drawn from the following:

- Long term **strategic planning**;
- **Commercial experience** of revenue generation, the creation of fundable business plans and the process of investment-led development;
- Appreciation of the importance of **international trade routes** and their drivers;
- Redevelopment, construction/delivery and operation of **relevant customer facing infrastructure**; and
- Broad understanding of the **planning frameworks** and how such decisions are taken.

Note: Operational experience of running a port is not essential however the Chair should possess or develop an understanding of operational issues and investment issues likely to be faced both by the port and its customers.

For this particular appointment we are seeking candidates with a boardroom style which provides strong leadership to the board and engages with the complex stakeholder groups in a communicative style that takes matters forward. This aspect and other personal attributes more generally applicable to any such senior role can be found in Appendix III.

This opportunity will attract an individual capable and experienced in such matters and with a track record of achievement elsewhere.

Terms of appointment:

- The Chair will lead a board comprising 2 executives and 6 other non-executives, including 2 non-executives drawn from the local community who are about to take up their appointments.
- There are broadly 6 board meetings per year, held in Dover.
- A commitment of approximately 2 days per week is anticipated.
- Remuneration is £79,500 per annum.

The 6 non-executive board members' skills are summarised below.

- Marine/transportation
- Port operations and development of ports businesses
- Finance
- Local partnerships
- Regeneration

Current board members and board meeting dates for 2016 are shown in Appendices I and II.

More information on the Port of Dover and the latest annual report and accounts is available at: www.doverport.co.uk

Russell Reynolds Associates

Russell Reynolds Associates has been appointed to support this recruitment. If you have any questions about the role, please contact the below:

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London, SW1Y 6QW
Direct: +44-20-7830-8006
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fiona.birkmire@russellreynolds.com

If you wish to make an application, please see later section "how to apply".

Appendix I – Current Board Members

George Jenkins, OBE

Chair

Chair of the Cystic Fibrosis Trust and the Professional Standards Authority, he is also a board member of Betteshanger Sustainable Parks. Previously he has chaired a number of NHS organisations, held a number of executive and non-executive positions in the ports industry and was Chair of the Medway Dock Labour Board and Executive Chair and Managing Director of The Transit Group.

Appointed by Secretary of State for Transport. Current term of appointment terminates 30 June 2016. Appointed Deputy Chair 28 January 2010, Chair 1 January 2013 and also chairs the Nomination Committee.

Jeffrey Hume

Deputy Chair

Jeff is the Senior Independent Director of Manx Telecom plc and a Non-Executive Director of the housing association Moat Homes Ltd. He is also a member of the London Stock Exchange's Primary Markets Group. He has previously been the Chair of Hyder Consulting plc and a Non-Executive Director of the insurance broker Heath Lambert. He has been the Finance Director of TDG plc, AWG plc, Alfred McAlpine plc and Howden Group plc, following a number of senior finance and management positions within Hawker Siddeley Group plc. He is a Fellow of the Institute of Chartered Accountants and of the Association of Corporate Treasurers.

Appointed by the Secretary of State for Transport. Date of Appointment 24 May 2010. Current term of appointment terminates 23 May 2016. Chairs the Audit Committee. Appointed Deputy Chair and Senior Independent Director on 3 December 2013.

Timothy Waggott

Executive Member of DHB, Chief Executive & Register

Tim Waggott became Chief Executive of the Port of Dover in 2013 having held a number a number of senior roles within the organisation which he joined in 2007 as Director of Finance and Commercial. He previously held an executive Board position with the Port of Shoreham as Finance Director and Deputy Chief Executive; and has further experience in property, support services, financial services, aviation and tourism.

Tim is a Council Member of the British Ports Association, and a member of the South East Regional Council of the CBI. He also sits on the Kent & Medway Business Advisory Board and is a Kent Ambassador, promoting regional growth and supporting new initiatives and local heritage. Appointed by Dover Harbour Board. Date of appointment 22 May 2012 and appointed Chief Executive May 2013.

Frank Martin DL

Board Member

Frank was Deputy Chair and former Chief Executive at Hornby plc and is a Deputy Lieutenant of Kent, based in East Kent. He is a Governor of Canterbury Christchurch University, Commodore of The Royal Temple Yacht Club, Vice Chair of Royal British Legion Industries and a member of Invest Thanet.

Chairs the Remuneration Committee. Appointed by the Secretary of State for Transport on 13 June 2013. Current term of appointment expires on 12 June 2018.

Bob Lane, OBE

Board Member

Appointed to the Board following a career in regeneration activities across the UK. He has been a Board member of the Ebbsfleet Development Corporation since April 2015 and is also a trustee of the Brooke Weston Partnership. He was a Board member of the Homes and Communities Agency from 2008 to the end of 2015 and has also been the Chair of the London Thames Gateway Development Corporation.

Appointed by the Secretary of State for Transport on 13 June 2013. Current term of appointment expires on 30 September 2016.

Erik Østergaard

Board Member

Erik is currently Chief Executive Officer of Danish Transport & Logistics, an industry leader for the transport and logistics sector in Denmark. He is also Chair of Caledonian Maritime Assets Limited and a board member of Mols-Linien AS. He brings a wealth of shipping, transportation and infrastructure experience, having been Chief Operating Officer for Scandlines AG Group (one of Europe's leading ferry companies).

Appointed by the Secretary of State for Transport on 13 June 2013. Current term of appointment expires on 12 June 2018.

Shaun Pottage, Director of Finance

Shaun is a Chartered Accountant and joined the organisation as Director of Finance in November 2013, having previously been Group Finance Director at Hotchkiss Group and before that a Divisional Finance Director of the technology-led plastics business, Carclo.

Appointed by Dover Harbour Board, date of appointment 22 May 2014.

Sharon Higenbottam
Company Secretary

As Secretary to the Board, Sharon attends all Board meetings. She joined the organisation in 1990 and previously was Assistant Company Secretary to a listed security company. She is a fellow of the Institute of Chartered Secretaries and Administrators.

Appendix II – Calendar of Board Meetings 2016

Monday	25 January
Friday	11 March (Audit and Remuneration)
Tuesday	22 March
Tuesday	24 May
Tuesday	12 July
Tuesday	20 September
Tuesday	22 November

NOTES

- 1) The dates for Board meetings for the following year are usually agreed in July, but are normally the second to last Tuesday in each of January, March, May, July, September and November unless the dates clash with school holidays.
- 2) There is also an annual consultative meeting scheduled for Monday 23 May.
- 3) Board Members can also be expected to be nominated onto various Board Committees, namely the Remuneration Committee, Nomination Committee and the Audit Committee. Meetings are usually organised to coincide with Board Meetings except in March to allow time for the finalisation of the annual report between the Audit Committee meeting and Board meeting. The Chair is presently a member of the Remuneration Committee and is Chair of the Nomination Committee.
- 4) Board members are also invited to attend either the Port User Group and the Port and Community Forum. The Chair usually attends both.
- 5) All Board and Committee meetings are generally held at the head office of DHB in Dover.

Appendix III – Other personal attributes

The following attributes are also thought to be important:

1. Personal commitment and integrity

- Integrity in all personal and business dealings.
- Ability to focus on achievements and outcomes.
- Engenders trust of board colleagues and mentors them.
- As an engaged Board member it is critical that the Chair takes an active interest in the Port business between board meetings and quickly develops empathy for the role of the Port of Dover as custodian of a strategic part of national infrastructure.

2. Governance

- Commitment to corporate governance best practices, including best practice for trust ports as set out in MTP2 and the governance standards of FTSE 350 companies.
- An understanding of the difference between governance and management issues.
- Ability to manage the complexity of governing a port authority operating in a commercial environment, but within statutory guidelines.
- A good understanding of board room dynamics and a good facilitator of effective board meetings.
- Strong commitment to risk management, health and safety, audit and corporate social responsibility, leading from the top.

3. Independence

- True personal independence without conflict of issues with either DHB or stakeholders.
- Ability to establish independence from any single or multiple sets of DHB stakeholders.
- Ability to be objective about what is best for DHB and its business.

4. Communication and Board Room Style

- Approachable, collegiate and inclusive with excellent communications and people skills.
- Possess gravitas to able to represent the organisation at the highest level whilst able to communicate with DHB's workforce and various stakeholders.
- Ability to take an overview of board discussion and to summarise with an intelligent commentary, including giving personal views.
- Political awareness with the ability to recognise the motivations of, and relate to, a wide variety of players including: government bodies, customers, owners, competitors, employees and other groups/port users.
- Ability to influence and persuade others and to build trusted relationships.
- Ability to judge correctly and act on the political impact of actions and statements.
- Possess good listening skills and encourage board colleagues to speak first in debates and discussions.

5. Personal Network

- Ability to build and establish effective relationships and networks at a senior level and with public sector stakeholders.
- Demonstrable ability to build effective relationships with key players and influencers in relation to the development of the strategic options for the Board.

6. Strategic ability

- Ability to set and develop the strategic direction of DHB.
- Ability to see the strengths and weaknesses of DHB and how decisions will impact on the organisation and its potential future.
- Ability to identify and act upon opportunities and threats.

7. Intellect and decision making

- Ability to make informed business, strategic and financial decisions.
- Develop rational and logical positions with the ability to listen, process, understand and contribute articulately to debate.
- Decisive and determined but equally ready to take advice and consider views which may be contrary.

How to apply

Russell Reynolds Associates has been appointed to support this recruitment. A short listing of candidates will be undertaken by the assessment of information provided in application documentation. The **closing date for applications is Noon 27 April 2016** and applications received after that date may not be considered. Applications should be submitted as follows:

By email (preferred): Responses@RussellReynolds.com quoting reference 1602-052L in the subject line

Or, by post:

Russell Reynolds Associates
C/o Merete Christensen
Reference number 1602-052L
Almack House, 28 King Street
London, SW1Y 6QW

Your application should include the following:

- The reference 1602-052L in the subject line.
- A covering note of not more than two A4 sized pages summarising strengths, abilities and proven experience in relation to the role and person specifications. Please also explain why you are interested in this position.
- A current CV with full career history, educational, professional and any other relevant life qualifications. Where applicable, details of budgets and numbers of people managed, relevant achievements in recent posts, together with reasons for absence within the last two years.
- Names of at least two referees who are likely to be contacted *prior* to final interview.
- Confirmation that you are happy for Russell Reynolds Associates or its client to undertake any necessary background checks, including career, credit and qualifications, or similar, post short list stage.
- The willingness and ability to confirm that you are a fit and proper person.
- Your mobile number, and any other useful contact telephone numbers, together with your preferred e-mail address, which will be used for all correspondence between us.
- Completed Personal Details and Diversity Monitoring Questionnaire forms as attached in Appendix IV and V.

If you need assistance, please e-mail Responses@RussellReynolds.com quoting reference 1602-052L in the subject line or call Merete Christensen on +44-20-7830-8081.



Appointments to Boards of Trust Ports

Please complete both pages of this form clearly using black ink and CAPITAL letters and attach your CV and any covering letter.

Closing date for applications:

PERSONAL DETAILS

Title & Initials	First or Preferred Forename	Surname
Age	Date of Birth	Nationality
Address for Correspondence		
Postcode		
Telephone (Daytime)	Telephone (Evening)	
Telephone (Mobile)	e-mail (if applicable)	

CURRENT/MOST RECENT EMPLOYMENT

Position held	
Name of employing organisation	
This employment is current <input type="checkbox"/> or This employment finished (or finishes) on <input type="text"/>	Most recent annual salary (approximate but excluding bonuses and benefits) £ <input type="text"/>
How much time could you make available for this appointment? <input type="text"/> Days per month	

DECLARATION

I have read the information provided about this appointment. In addition to the information requested, I have disclosed in my CV any other information which is relevant to my suitability as a public appointee - for example any convictions or bankruptcies or anything, such as business interests or personal relationships, which might lead to a question of a conflict of interest. I confirm that to the best of my knowledge the information which I have provided whether in this form or in any accompanying papers is accurate and not misleading. I realise that failure to disclose relevant information or the provision of inaccurate or misleading information may result in an appointment being summarily terminated.

Signature

Date



MONITORING INFORMATION

Please help us monitor the effectiveness of our equal opportunities policy by completing the following details, which do not form part of your application and will be treated in strict confidence.

Gender

Male

Female

DISABILITY:

The Disability Discrimination Act defines a person as disabled if they have a physical or mental impairment which has substantial and long term (i.e. has lasted or is expected to last at least 12 months) adverse effect on their ability to carry out normal day-to-day activities. Adverse effects may arise from external barriers experienced by people with impairments.

When you answer the question, you should not take into account the effect of any medication or treatments used or adjustments made (for example at work or at home) which reduce the effects of impairments. Instead, you should think about the effect the impairment would have if these were not being used or made.

Taking this into account, do you consider yourself to be a disabled person?

Yes

No

ETHNIC ORIGIN: Which group do you identify with? Please tick one box.

ASIAN OR ASIAN BRITISH	
Bangladeshi	
Indian	
Pakistani	
Any Other Asian background (specify if you wish)	

CHINESE OR OTHER ETHNIC GROUP	
Chinese	
Any Other (specify if you wish)	

BLACK OR BLACK BRITISH	
African	
Caribbean	
Any Other Black background (specify if you wish)	

MIXED	
Asian and White	
Black African and White	
Black Caribbean and White	
Any other Mixed Ethnic Asian Background (specify if you wish)	

WHITE	
British	
Any Other White Background (specify if you wish)	



To help us monitor the effectiveness of the advertising, we would be grateful if you could indicate where you found out about this appointment by ticking the appropriate box:

- The Sunday Times
- Regional Press (Please specify).....
- Other (Please specify).....