



Department
for Transport



Driver & Vehicle
Licensing
Agency

Driver and Vehicle Licensing Agency Non-Executive Chair Candidate Information Pack





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Welcome note from **Mark Harper** Secretary of State for Transport



Dear Applicant

Thank you for your interest in the position of Non-Executive Chair of the Board of the Driver and Vehicle Licensing Agency (DVLA).

DVLA plays a vital role in ensuring that the right drivers and vehicles are taxed and on the road. From maintaining more than 49 million driver records and more than 40 million vehicle records, to collecting over £7 billion in Vehicle Excise Duty (VED), DVLA's work affects a huge number of motorists' everyday lives.

With rapid progress in the development of new technologies, we expect that the way in which people travel will change substantially in the coming years. DVLA will play a vital role in this revolution as the hub for motoring, ensuring that the agency continues to provide excellent digital services to its customers as the organisation continues to transform its services.

In the role of Non-Executive Chair, you would have the opportunity to help guide DVLA through this changing landscape. If you are excited by the opportunity to contribute to the DVLA's work, I encourage you to apply.

Mark Harper
Secretary of State for Transport

Welcome note from **Richard Holden** Minister of Roads and Local Transport



For the boards of our public bodies to effectively serve the public, they should also be representative of the public. We need our public appointments to be open to fresh talent, expertise and perspectives, to help us better understand the needs of the public they serve. That is why the government is committed to making our public appointments as broad as possible.

I want our public appointments to benefit from the strongest possible field of candidates. That means we need more candidates from a variety of backgrounds who can bring their experience and ideas to our boards.

If you are new to the DfT family or to public appointments, I would like to encourage you to apply for our public appointment opportunities and join a department that is forward thinking and transforming Britain's transport system.

Our dedicated DfT Public Appointments Team would be happy to answer any queries you may have on the process, including how you can improve your application. They can be contacted at DfTPublicAppointments@dft.gov.uk

You will also find a candidate guide on public appointment application hints and tips to help you with your application on all DfT roles advertised on the Cabinet Office Public Appointments website.

We look forward to receiving your application.

Richard Holden
Minister of Roads and Local Transport

01 ➤

Why join us at DVLA?

“Thank you for your interest in this role. This is a unique opportunity to help shape the strategic direction for services to DVLA’s 49 million customers.”

Bernadette Kelly
Permanent Secretary, Department of Transport



DVLA’s role is to get the right drivers and vehicles taxed and on the road, as simply, safely and efficiently as possible and we are a leader in UK government for providing modern, digital services.

You would be joining DVLA at a crucial and exciting time, with the opportunity to help shape the future and contribute to its continued success.

We are part way through an ambitious transformation programme, making our services more flexible and responsive to better meet the needs of our customers, and supporting cross-government strategies such as the reduction in UK air pollution.

As Chair of the DVLA board, you will be able to inspire, support and oversee the executive team and the wider organisation in achieving challenging and innovative strategic and business plans, developing best in class digital services, using flexible, scalable, cutting edge technology with exemplar levels of security to protect the data of DVLA customers.

This role provides a unique opportunity to influence digital services at incredible scale and reach. Our services are used by most households and many businesses of all types throughout the UK.

We would like to draw on a diverse pool of talent. You will be joining a high calibre and high performing Board team. As a seasoned Non-Executive, this is your opportunity to play a key role in ensuring DVLA’s continued success by providing both support and challenge to the senior team. You will receive a full induction and ongoing training and support and will regularly engage with all aspects of DVLA through department visits, stakeholder engagement meetings, attendance at key DVLA events and participation in DfT Chair Meetings.

As Chair of DVLA’s board, you will be a committed team player and a corporate leader for the whole organisation, including the 6,000 people who make up the DVLA family. This position offers the right candidate a rewarding role in a fast paced, successful and award-winning organisation.

The motoring world is on the cusp of huge change, with big advances in autonomous vehicles on the horizon, and I hope you will consider joining us to help take DVLA forward on the next stage of our transformation.

Best wishes,

Bernadette

02 ➤

What we do

We are a multi-award winning executive agency of the Department for Transport (DfT).



We are proud to be based in Birmingham, and in Swansea for over 50 years, between the Brecon Beacons and the Gower Peninsula. We are one of the biggest employers in South Wales with more than 6,000 staff. We are responsible for maintaining over 49 million driver records and more than 40 million vehicle records. Our main purpose is to keep complete, accurate registers of drivers and vehicles and make them as accessible and flexible as possible to those who use them.

These registers are important to DVLA, the police and others and help keep the UK's roads some of the safest in the world. Our registers are also used to provide many services delivered by other government departments including traffic management and helping reduce carbon emissions.

Last year we handled 3.5 billion digital enquiries and customer applications. Our aim is to provide the most

efficient and effective services to meet the needs of a diverse but ever-growing digitally aware customer base, while recognising the needs of the important minority through assisted digital services.

The many digital services we provide are a simpler, better and more secure way of transacting with us. We work hard to make sure our services are quick and easy to use and can be accessed at a time and place that suits our customers.

We are responsible for the collection of Vehicle Excise Duty, with on average over £7 billion collected every year. We also offer personalised registrations for sale and collect more than £140 million every year on behalf of the Treasury.

We are constantly looking for new ways to improve our services and we embrace and encourage the use of the latest developing technologies to allow us to do that.



About the DVLA Board

The Chief Executive Officer is the Accounting Officer of DVLA, and the Board is an advisory Board.

As DVLA Chair, you will both support and challenge the executive team to achieve its strategic and business plans, and to optimise the performance and efficiency of the agency.

You will be part of a network of Chairs across DfT and its agencies, sharing experience and best practice.

Current DVLA Non-Executive Board members



Lesley Cowley OBE
Non-Executive Chair



Matt King
Non-Executive
board member

DVLA Executive Team



Julie Lennard
Chief Executive



Tony Ackroyd
Operations and Customer
Service Director



Andrew Falvey OBE
Commercial Director



Tracy Nash
Finance Director



Brian Sullivan
Chief Technology Officer



Lynette Rose
Strategy, Policy and
Communications Director



Louise White
HR and Estates Director



DVLA Strategic Plan

The strategic plan for 2021 to 2024 sets out how DVLA focuses on being:

- **customer-centric** – we will develop our services around helping to meet our customers’ needs, whether they are individuals, businesses or other public sector organisations
- **a dynamic, digital organisation** – we will continue to accelerate the redesign and re-platforming of our services, building on the foundations of what we have already delivered and being ambitious about the future
- **data driven** – our priority is and will always remain to protect the data we hold. Our services will be secure by design and our culture will ensure that our responsibility to protect data, especially personal data, is at the core of the organisation
- **a great place to work** – we want DVLA to be a great and inclusive place to work, investing in the skills of our local community and offering good-quality, rewarding jobs for the talented people who want to work here

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Role description



DVLA is seeking a Non-Executive Chair to join its Board.

The successful candidate, through their membership of the Board, which is an advisory board, will provide challenge and support to the DVLA Executive Team. They will play a vital role in the effective strategic and operational leadership of the DVLA. The Chair provides guidance, experience, opinion and governance scrutiny, and support to the Chief Executive Officer to deliver DVLA's strategic and business plans.

The successful candidate will be expected to:

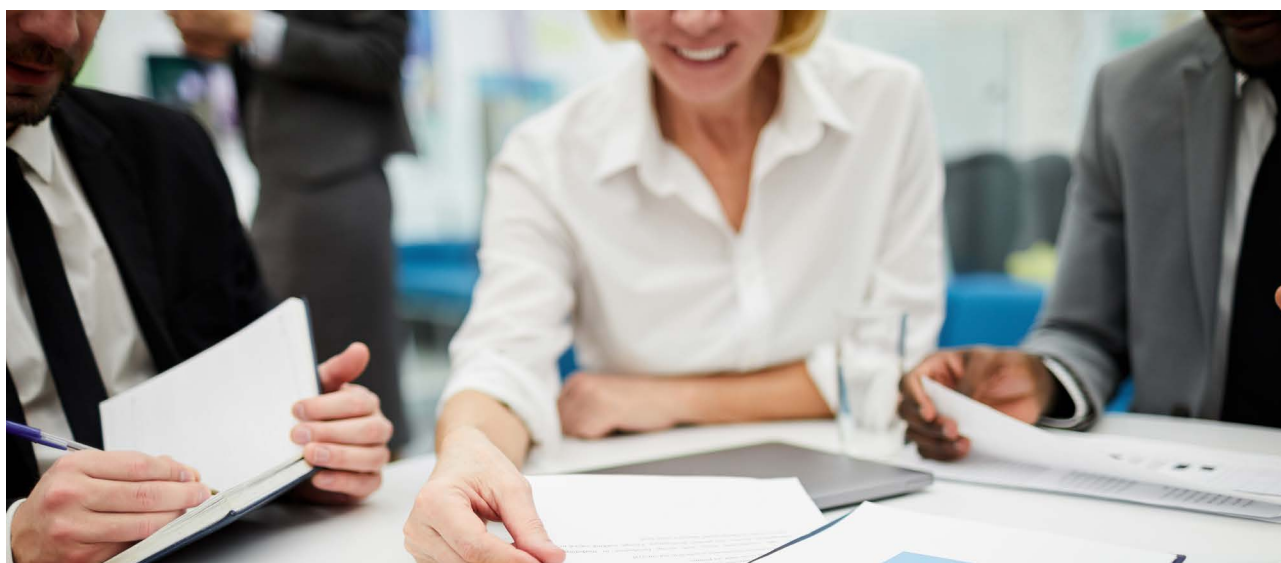
- set the board agenda and chair the board every month
- review the performance of the non-executive directors and review the effectiveness of the board
- act as a coach to the CEO and the executive team, bringing a breadth of cross sector experience
- act as an ambassador for DVLA to promote its work
- be able to dedicate time to stakeholder engagement and specific projects within DVLA
- maintain appropriate links to the DfT as part of effectively discharging the duties and responsibilities of a non-executive chair

- work proactively with the Board and objectively with government to:
 - provide sound advice to the CEO and executive team
 - provide strong and constructive challenge to the executive team to ensure that policy delivery follows strategic direction
 - ensure that decisions made by the Board follow proper procedures and are supported by sufficient high quality information
 - support the executive team in discharging their leadership responsibilities to the DVLA
 - ensure high standards of corporate governance and financial management and control are observed at all times
 - work closely with, and hold to account, the executive team for delivery of the Agency's business plan and budget
 - build strong relationships with DVLA board colleagues

The post is based in Swansea, but the role may require occasional visits to other locations across Great Britain, and to DfT headquarters in London. The DVLA board work hard to build a strong team ethos, so some overnight stays will be required to give time for the team to come together outside of the formal monthly Board meeting.

04 ➤

Person specification



The successful candidate will possess a good appreciation of the role of a Non-Executive Chair, and they will understand and be committed to the pivotal role that the Board plays in the effective and efficient delivery of DVLA services.

They will clearly demonstrate independence of judgement and an ability to communicate with impact to provide constructive support and challenge.

Applications are welcomed from all candidates who can evidence the desired but not essential criteria below:

- experience of working at board level in non-executive roles, ideally with experience in a Chair role, although this is not essential
- ability to challenge the DVLA to ensure that it is a truly customer focused organisation, based on proven experience in delivering excellent customer service to external customers including through the use of digital technologies
- experience and knowledge of effective governance at a senior level in complex organisations in the private/public/voluntary sectors

- excellent interpersonal and communication skills, and the ability to challenge effectively and constructively
- the ability to lead and successfully deliver change: experience of leading change in a complex transformational digital environment using new technologies
- ability to make sound, open, and impartial decisions and to employ complex problem solving, analysis and evaluation skills
- a solid commitment to high ethical standards of integrity and honesty, and an understanding of the value and importance of the Seven Principles of Public Life
- demonstrable interest in the work of the DVLA and the challenges it faces would suggest this is included in the candidate pack but not as a criteria given it is difficult to mark against in an objective way.
- strong track record of confidently engaging and working with senior stakeholders

All candidates will be required to demonstrate in their written applications and at interview how they meet the requirements of the post. Please give examples in your application showing how in previous activity you have demonstrated the requirements.

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Terms of appointment

Title:

Non-Executive Chair

Reports to:

Permanent Secretary, DfT

Duration:

An initial term of three years, with the possibility of re-appointment.

Fee:

£75,000 per annum. The fee is taxable through payroll but the appointment is not pensionable. Board members can claim reimbursement for reasonable travel and subsistence costs necessarily incurred at rates set centrally by the Department for Transport. Applicants should note that the successful candidate cannot be remunerated for this role if they are being paid for an existing full-time role from the public purse.

Time commitment:

The anticipated time commitment is on average 7 days per month per annum. The role involves attendance at Board meetings, providing specialist advice as required, preparation time for meetings, travel, and work outside of meetings.

Location:

The role will be based at the DVLA in Swansea.

Your appointment as a Non-Executive Chair of the DVLA will be made by the Secretary of State. It should be noted that this post is a public appointment; Non-Executive Board members are not employees of the Crown, the Department for Transport or the DVLA. Such appointments are not normally subject to the provisions of employment law. Appointments may be ended prior to the conclusion of the period of appointment.

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 candidate's declared political activity must be published by appointing departments when the appointments are publicised.

The Political Activity Declaration contained with the supporting documentation 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.

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Application instructions

If you wish to apply, please use the following link www.gatenbysanderson.com/job/GSe83748.1

You will be required to submit the following:

- a comprehensive CV setting out your career history and including details of any professional qualifications. It needs to be font size 11 and two sides of A4
- a short supporting statement (maximum two sides A4, minimum size 11 font) giving evidence of your ability to meet the essential criteria for the role. Please provide specific examples to demonstrate how you meet the areas identified in the person specification

Further information

If you have any questions about the role or would like to confidentially discuss the post further, please contact Michael Dobson on Michael.Dobson@gatenbysanderson.com

Equal opportunities monitoring

The Department for Transport and its agencies are committed to providing equal opportunities for all, irrespective of race, age, disability, gender, marital status, religion, sexual orientation and transgender.

As part of the application process we ask candidates to complete equal opportunities monitoring information. This will help us to monitor selection decisions to assess whether equality of opportunity is being achieved and identify where we can improve in this area. 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 disabled people. Would you consider yourself to be disabled or neurodiverse? If yes, you are guaranteed an interview if you meet the minimum criteria for the appointment, as outlined in the role description. Declaring a disability for the purposes of a guaranteed interview is your decision and is entirely voluntary. A copy of the form can be found here: [Guaranteed Interview Scheme](#). Whether you choose to apply under the Guaranteed Interview 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.

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.

Indicative timeline

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.

Closing date	8 May
Longlist meeting	w/c 15 May
Gatenby Sanderson interviews	w/c 22 May
Shortlist meeting	w/c 5 June
Final panel interviews	w/c 19 June

Selection process

This role is being advertised in accordance with the Governance Code for Public Appointments, which sets out the regulatory framework for public appointments processes. The Code is based on three core principles – merit, openness and fairness www.gov.uk/government/publications/governance-code-for-public-appointments

Interviews will take place in Swansea, Wales. Candidates are asked to note the above timetable, exercising flexibility through the recruitment and selection process. The decision to appoint to this role rests with the Secretary of State. The appointable candidate may be invited to meet with the Secretary of State or another Department for Transport Minister, before a final decision is made.

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: Public Appointments Team Governance Division (Area 2/28) Department for Transport Great Minster House 33 Horseferry Road London SW1P 4DR 45. We will reply to your complaint within 20 days.

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Appendix

Appendix A: Seven Principles of Public Life

The principles of public life apply to anyone who works as a public office-holder.

This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the civil service, local government, the police, courts and probation services, NDPBs, and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also have application to all those in other sectors delivering public services.

Selflessness Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the public interest clearly demands.

Honesty Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership Holders of public office should promote and support these principles by leadership and example.

Department for Transport
Great Minster House
33 Horseferry Road
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