

Port of Milford Haven Chair

Role and Person Specification
October 2023

Executive Search Services

 GatenbySanderson



Port of Milford Haven

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Introduction

Thank you for your interest in learning more about the role of Chair of Milford Haven Port Authority, which has undergone a remarkable transformation over the last decade. As a Trust Port, we are committed to driving significant positive change in Pembrokeshire, with the well-being of our communities, customers, partners, and staff at the core of our planning and delivery processes.

While our primary function is to ensure safe and efficient navigation on the Milford Haven Waterway for millions of tons of cargo each year through our pilotage and conservancy role, the Port of Milford Haven has evolved into much more than that.

Our engagement with the energy sector stands at the forefront of our efforts.

We are committed to paving the way towards a green energy future for the Port. This dedication is demonstrated by our involvement in the bid for freeport status as part of the Celtic Freeport collaboration, which is exceptional news for the region. As we work alongside our partners, we aim to secure the final freeport status, bringing substantial opportunities for growth and development.

It is also evidenced by the £60 million upgrade at Pembroke Port, where we are poised to become a thriving hub for marine energy development. This enhancement positions us as an attractive and capable location for our customers, as we embrace a new energy epoch committed to sustainability and renewable energy.

The Port has also expanded its interest in the hospitality and tourism sectors through the Milford Waterfront development. It has attracted a major UK hotelier alongside an exciting range of independent businesses, all creating an enriching experience for locals and tourists. As the Board of the Port of Milford Haven, we are committed to providing entrepreneurial leadership to the Port, enabling the executive to continue to exceed expectations.

Our new Chair will therefore join us at a really exciting time. This pack describes more about our purpose, work and values and describes in detail the calibre of individual we are looking for as our new Chair. Our role at the heart of our community, our complex portfolio of services and our deep commitment to diverse, collaborative teams and high performance underpin our requirements.

We firmly believe that our role as a Board does not involve acting in isolation. It requires a deep understanding of the work carried out by our staff and our crucial role within the community. Our connection to Pembrokeshire remains unwavering, and we are determined to create our own opportunities for growth within the region.

I hope this gives you an insight into our work and the important role the Board plays in the success of the Port of Milford Haven.

We look forward to hearing from you.

About the Port of Milford Haven



IMMERSED IN OUR COMMUNITY

We are the UK's leading energy port with a busy shipping gateway handling liquid, bulk, break bulk and heavy lift cargoes from our western UK site. A twice daily freight and passenger ferry connects the UK and Ireland. Our development strategy is creating new opportunities in the marine renewables and hospitality sectors.

Our drive is to be the port of choice for industry and to create lasting opportunities for our communities.

The Port of Milford Haven is the UK's largest energy port and the biggest port in Wales. A 24/7 operation, the Port offers a range of marine services as well as owning and operating Pembroke Port, Milford Marina and Milford Fish Docks. Activities including cargo handling, ferry operations, fish landing, marina services and cruise calls are safely and efficiently handled. The Port is a statutory harbour authority which operates on a commercial basis, charging port fees for providing conservancy and pilotage services to the vessels delivering or collecting products at the principal terminals located on the Milford Haven Waterway. It also operates port services at sites in Milford Haven and Pembroke Dock, has a diverse investment portfolio and a strengthening interest in the Hospitality and Tourism sector. As a Trust Port, the Port does not have shareholders. All profit is retained and is available for re-investment into the business in support of its strategy. The Port, as a commercial entity in active competition with all other ports, is financed through retained profits and conventional bank lending. At the Group level, the Port finished 2022 with £7.7m of cash.

The Port has access to a flexible credit facility which gives access to additional funding if required, hence we are well placed to continue re-investment into our trading base, react to opportunities that present themselves and maintain business-critical assets as the need arises. Created by an Act of Parliament in 1958, the Port of Milford Haven celebrates 65 years of operations this year building on an established legacy of port services and for its fishing and military histories.

About the Port

The Port is a busy shipping gateway handling liquid, bulk, break bulk and heavy lift cargoes from its western UK site. A twice daily freight and passenger ferry connects the UK and Ireland. And its development strategy is creating new opportunities in the marine renewables and hospitality sectors. Its drive is to be the port of choice for industry and to create lasting opportunities for communities.

The Port of Milford Haven's services include:

- Pilotage and Conservancy
- Cargo
- Oil & Gas
- Renewables
- Storage & Laydown
- Commercial Fishing
- Ferry Terminal
- Commercial Property
- Hospitality & Tourism
- Marina

Marine Services

The Port of Milford Haven is responsible for the safe and efficient movement of all vessels on the Milford Haven Waterway. This busy waterway has over 17.0m depth of water available at all states of tide and has the ability to accommodate vessels with drafts of up to 22.0m.

Quayside Services

From its base on the deep-water Milford Haven Waterway, close to the Irish Sea and Bristol Channel shipping lanes, the Port has a wide range of facilities and services focused on helping businesses. It has a high-skill engineering and marine supply chain on its doorstep.

Hospitality and Tourism

Pembrokeshire, with its world-class beaches, National Park and a magnificent waterway make it a sought-after holiday spot. The Port is investing in its Hospitality and Tourism services to create opportunities for Pembrokeshire's business community. Milford Waterfront for example is a vibrant visitor destination attracting over 100,000 visitors annually. Milford Waterfront has an exciting range of independent businesses showcasing the best of Pembrokeshire with its vibrant cafe culture, atmosphere and boutique shopping.

With an art gallery, bowling, museum, onsite leisure facilities and a sparkling events calendar, Milford Waterfront has become one of Pembrokeshire's most popular places to visit. It's also well connected with good road and rail connectivity and has an onsite marina welcoming guests from around the world.

Property

The Port of Milford Haven has a large and varied commercial property portfolio covering:

- Retail
- Offices
- Industrial units

Developments

Pembroke Dock Marine will deliver the facilities, services and spaces needed to establish a world-class centre for marine energy and engineering. It will have cross-industry applications, but its immediate focus is on the low carbon energy sector. This is a £60m development, funded by the Swansea Bay City Deal through the UK and Welsh Governments, the European Regional Development Fund through the Welsh Government, and through private investment.

Another key development is the Celtic Freeport which builds on from the Pembroke Dock Marine development and further accelerates Wales to a net zero economy. Freeport status will provide greater resilience and competitive advantage as 'fast and first movers' in the global shift to net zero and stimulate inward investment in modern, green technologies. The Celtic Freeport is expected to support 16,000 jobs and generate up to £5.5 billion of investment.

More information can be found on the [Port's website](#).

Vision, Purpose, Values and Strategy

Vision

To play a significant role in delivering clean maritime growth, industrial decarbonisation and Net Zero, and to enable a cleaner, greener future for our communities.

Purpose

To operate the UK's leading energy port safely, responsibly, and effectively.

Values

We have an unwavering focus on **safety**; it's at the heart of everything we do. We strive for **excellence** through **collaboration** with a **sustainable** conscience.

Strategy for growth

1. Expand the world-class pilotage capability.
2. Develop Milford Haven as a leading destination to live, visit, play and enjoy.
3. Develop existing multi-purpose port operations and establish Pembroke Port as one of the UK's leading renewable energy hubs and establish an early phase hospitality offer.

The Port of Milford Haven is a key driver of regional economic growth. It is committed to continually investing in infrastructure and services to deliver sustainable economic growth in Pembrokeshire.

Governance

The Port of Milford Haven is a Trust Port. It has no shareholders or owners and does not receive direct budgetary support from government. It operates on a commercial basis charging fees for its services, facilities and spaces.

The Board as a whole is collectively responsible for the success of the Authority. The Board's role is to:

- Provide entrepreneurial leadership of the Authority within a framework of prudent and effective controls which enable risk to be assessed and managed.
- Set the Authority's strategic aims, ensure that the necessary financial and human resources are in place for the Authority to meet its objectives, and review management performance; and
- Set the Authority's values and standards and ensure that its obligations to its stakeholders and others are understood and met.
- Lead the organisation in maintaining the highest possible standards of integrity and probity.

In support of this culture the port and the Board must have and be seen to have a robust governance framework, with strong internal controls and audit, risk management and Health, Safety and Environmental management processes, ensuring that the Port conducts its business in accordance with the rules of the Port and the 'Ports Good Governance Guidance'.

Non-executive Directors are expected to observe the Seven (Nolan) Principles of Public Life to ensure transparency, integrity and accountability in decision-making processes and actions. They are:

- **Selflessness** Holders of public office should act solely in terms of the public interest.
- **Integrity** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
- **Objectivity** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- **Accountability** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- **Openness** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- **Honesty** Holders of public office should be truthful.
- **Leadership** Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The Role



The Key Responsibilities and Accountabilities of the Chair of MHPA are as follows:

- **Chairing the Board**

The Chair leads and manages the business of the Board, which is the key decision making and ownership body of the Port, fostering the Port's desired culture and values to provide clear direction, cohesion and focus. They set the agenda, style and tone of board discussions to promote open debate, effective decisions, and strong levels of mutual trust, team working and collective accountability. The Chair will be responsible for ensuring the board provides the right degree of constructive challenge to the management team and assists the organisation's continued strength and success. The Chair will also be responsible for board member performance including development of board members and for ensuring that vacancies arising on the board are filled appropriately and in-line with the port's criteria relating to independence and skills mix.

- **Working in partnership with the Chief Executive**

The Chair must establish a positive, supportive and collaborative relationship with the Chief Executive and other senior members of the management team, acting as a trusted sounding board. Together they will set the Board agenda and ensure the Board has access to all the information and advice it requires. The Chair will hold the Chief Executive to account for the effective management and delivery of the Port's strategic aims and objectives, including the development of a high performing management team.

- **Business Performance and Strategy**

The Chair leads the board in overseeing the delivery of the required business performance and in ensuring that actions and plans are aligned with a coherent long-term strategy. They will ensure that the board contributes fully to agreeing the strategic direction and will make certain that the board has sufficient and appropriate information to monitor performance effectively.

- **Stakeholder Relations**

As well as the Chief Executive, the Chair is a key figurehead and ambassador within the organisation and as such will play a key role in developing and sustaining effective stakeholder relations with governmental bodies (Welsh and UK Government) within the context of a complex regulatory environment and a changing devolution settlement. The Chair will also be called on to meet and engage with a wide variety of local communities and other interested organisations including partners, customers and our supply chain.

- **Governance**

The Chair will be required to lead the organisation in maintaining the highest possible standards of integrity and probity. In support of this culture the port and the Board must have and be seen to have a robust governance

framework, with strong internal controls and audit, risk management and Health, Safety and Environmental management processes, ensuring that the Port conducts its business in accordance with the rules of the Port and the 'Ports Good Governance Guidance'.

Terms of Appointment

Remuneration:

£50k per annum, however the role is subject to the 2024 pay award.

Term:

Initial term of 3 years, with possibility of further extension for a second term of another 3 years.

Time commitment:

On average, 2-3 days per month.

Start date:

Candidates will be required to take up post by no later than 1st June 2024.

Location:

Board and Committee meetings take place primarily at the Port. The Chair will also be required to attend meetings and events in the region, in Cardiff, London and elsewhere as required.

Expenses:

Expenses properly incurred in connection with the business of PMH will be paid in accordance with PMH's expenses policy.

Taxation:

Appointees will not be employees of PMH. Whilst director fees are typically paid through the PAYE system with some tax being deducted and paid on behalf of the Director, the Director will be responsible for paying or reclaiming any under or over payment.

Eligibility

You should have the right to work in the UK to be eligible to apply for this appointment.

All holders of public office are expected to work to the highest personal and professional standards.

You cannot be considered for this appointment if:

- you are disqualified from acting as a company director (under the Company Directors Disqualification Act 1986);
- have an unspent conviction on your criminal record;

- your estate has been sequestrated in Scotland or you enter into a debt arrangement programme under Part 1 of the Debt Arrangement and Attachment (Scotland) Act 2002 (asp 17) as the debtor or have, under Scots law, granted a trust deed for creditors.

When you apply, you should declare if:

- you are, or have been, bankrupt or you have made an arrangement with a creditor at any point, including the dates of this.
- you are subject to a current police investigation.

You must inform the Port if, during the application process, your circumstances change in respect of any of the above points.

When you apply you should also declare any relevant interests, highlighting any that you think may call into question your ability to properly discharge the responsibilities of the role you are applying for. You should also declare any other matters which may mean you may not be able to meet the requirements of the [Code of Conduct of Board Members](#).

The Person



Candidates with the integrity, independence and broad experience required of a Chair are sought.

The successful candidate will be capable of adding value across a range of strategic and organisational issues. In short, they will contribute fully as a rounded and experienced leader and board member.

Candidates must be able to demonstrate the following competencies.

1. Commercial experience and acumen

- Board-level executive experience within a substantial commercial private sector business and a strong track record of success.
- Non-executive track record in a commercial business.

2. Personal commitment and integrity

- Integrity in all personal and business dealings.
- Ability to focus on achievements and outcomes.
- Ability to be objective about what is best for MHPA and its business.

3. Governance

- An understanding of the difference between governance and management issues
- A strong track record of ensuring an organisation meets the highest standards of governance in a large commercial organisation where accountability to the public is a key concern as well as accountability for financial performance.
- Experience of managing operational commercial financial and other risks within an organisation

4. Leadership and team working

- Ability to facilitate constructive board discussion and lead the board in effective team working, ensuring that all contribute to the fullest extent of their ability and knowledge.
- Ability to ensure the board maintains strong collective responsibility and cohesion.
- Proven commitment to fostering diverse teams, and engaged, collaborative. performance cultures.

5. Communications

- 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 communicate with external and internal parties clearly, concisely and with conviction and through such communication to influence and persuade others.
- Ability to judge correctly and act on the political impact of actions and statements.

6. Stakeholder Relations and Personal Network

- Ability to build and establish effective relationships and networks at a senior level with major international corporations and with public sector stakeholders.
- Demonstrable ability to build effective relationships with key players and influencers in relation to devolution issues.
- Proven ability to maintain personal and board independence from any single or multiple sets of stakeholders.
- Understanding of the Wales/UK political and business landscape and dynamics.

7. Strategic ability

- Ability to drive the development and implementation of strategy within a major commercial business.
- Ability to see the strengths and weaknesses of MHPA and how decisions will impact on the organisation and its potential future.
- Ability to identify and act upon opportunities and threats.

8. Intellectual and decision-making ability

- Strong track record of making informed business, strategic and financial decisions on a basis that takes due account of and mitigates risk.
- Develop rational and logical positions with the ability to listen, process, understand and contribute articulately to debate.

Desirable additional experience sought

1. Prior experience as Chair.
2. Experience/expertise in one of the following would be desirable:
 - a. High hazard/ safety related industry
 - b. Maritime and/or marine related matters
 - c. Environmental issues/ Green energy/ renewables experience
 - d. Other related field

How to apply

Executive Search provider GatenbySanderson has been appointed to partner with the Port of Milford Haven on this key appointment.

To apply for this post, you will submit your application no later than **23.55 15th November 2023**

All applications must be submitted using the following link: www.gatenbysanderson.com/job/GSe95091

You are asked to submit the following:

1. A **CV** setting out your career history, with key responsibilities and achievements.
Please ensure you have provided reasons for any gaps within the last two years.
2. A **Statement of Suitability** (no longer than three pages) explaining:
 - a. Your motivation for applying for this role.
 - b. How you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the competencies sought in this pack.

Failure to submit both documents will mean the panel only have limited information on which to assess your application against the criteria. Please ensure that both documents contain your full name.

In addition, you will be asked to complete diversity and conflicts declarations through the online application system.

Should you encounter any issues with your online application or are unable to apply online please contact kirsten.hasseriis@gatenbysanderson.com

For a confidential discussion please contact our recruitment advisers at GatenbySanderson:

- Duncan Ewart, duncan.ewart@gatenbysanderson.com
- Julie Myers, julie.myers@gatenbysanderson.com
- Darra Power-Mooney, darra.power-mooney@gatenbysanderson.com

Selection process

This is a public appointment made by MHPA, upon the nomination of the Secretary of State for Transport.

The selection process will be overseen by a Panel as follows:

- David Whyte, Department for Transport representative
- Jacqui Findlay, Independent Member
- Erica Cassin, MHPA NED and Chair of Nomination & Remuneration Committee
- To be confirmed

Longlist

You will receive an acknowledgment of your application through the online process.

The panel will then assess all applications to select those demonstrating the best fit with the role by considering the evidence you have provided against the competencies set out in this pack. Failure to address any or all of these may affect your application.

The timeline later in this pack indicates the date by which decisions are expected to be made, and all longlisted candidates will be advised of the outcome as soon as possible thereafter. Candidates selected for longlisting will be invited for a discussion with GatenbySanderson to further explore their skills and experience.

The panel will review interview reports on longlisted candidates and select the shortlist.

Shortlist

The timeline later in this pack indicates the date by which decisions are expected to be made and shortlisted candidates will be advised of the outcome as soon as possible thereafter.

Stakeholder Panel and Interview

If you are shortlisted, you will be invited to a stakeholder panel meeting to discuss a topic with a selection of key stakeholders. More information on this will be provided to shortlisted candidates in advance.

Further, you will be asked to attend a panel interview in order to have a more in-depth discussion of your previous experience and professional competence in relation to the competencies. This interview is likely to also involve a 5-minute presentation on a topic to be confirmed.

You will also have the opportunity to speak to the Port's Chief Executive prior to the final interview to learn more about the role and the organisation. Please note this will not be part of the formal assessment process.

Full details of the interview process will be made available to shortlisted candidates.

Offer

Regardless of the outcome, we will notify all candidates as soon as possible after the final interview.

Disability Confident

We guarantee to interview anyone with a disability whose application meets the minimum criteria for the role. By 'minimum criteria,' we mean that you must provide evidence in your application, which demonstrates that you meet the level of competence required under each of the essential criteria. If you want to apply under this scheme, please indicate this in the online application process.



Conflicts of Interest

Holders of public office are expected to adhere and uphold the Seven Principles of Public Life and the Code of Conduct for Board Members of Public Bodies. Before you apply you should consider carefully:

- any outside interests that you may have, such as shares you may hold in a company providing services to government;
- any possible reputational issues arising from your past actions or public statements that you have made;
- and/or any political roles you hold or political campaigns you have supported; which may call into question your ability to perform this role.

You will need to answer relevant questions in relation to these points when making an application. Many conflicts of interest can be satisfactorily resolved and declaring a potential conflict does not prevent you from being interviewed. If you are shortlisted for an interview, the panel will discuss any potential conflicts with you during that interview, including any proposals you may have to mitigate them and record that in their advice to ministers. Alongside your own declaration, we will conduct appropriate checks, as part of which we will consider anything in the public domain related to your conduct or professional capacity. This may include searches of previous public statements and social media, blogs or any other publicly available information. The successful candidate(s) may be required to give up any conflicting interests and their other business and financial interests may be published in line with organisational policies.

Details of declared political activity will be published when the appointment is announced, as required by the Governance Code (political activity is not a bar to appointment but must be declared).

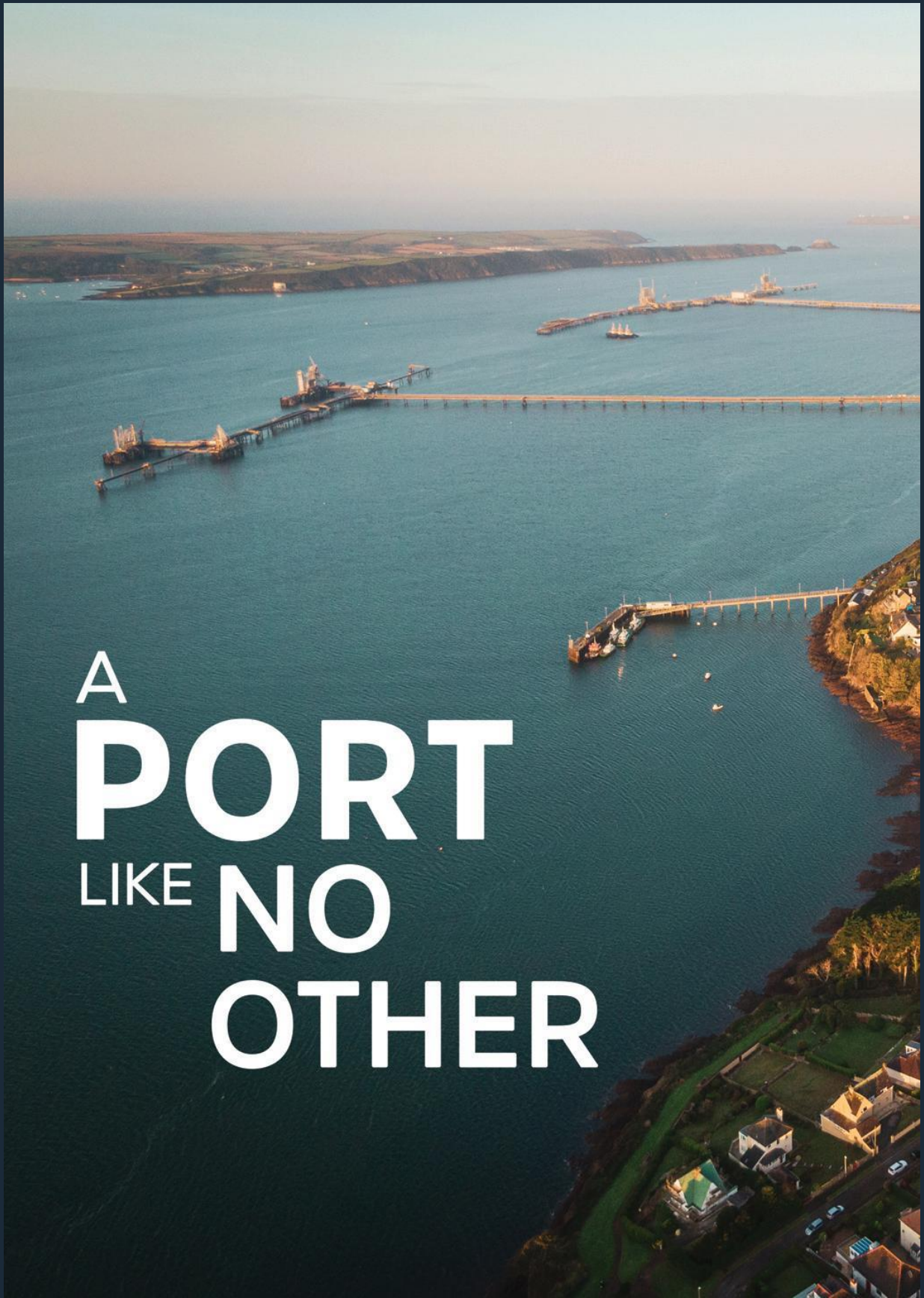
Please note that this is a public appointment made by MHPA, upon the nomination of the Secretary of State for Transport. MHPA and the DfT are committed to the principles of appointments based on merit with independent assessment, openness and transparency of process. In particular, they are committed to addressing the underrepresentation of women, ethnic minorities and people with disabilities who have the required skills and experience. All applicants are expected to adhere to the Seven Principles of Public Life. This process is regulated by the Office of the Commissioner for Public Appointments (OCPA) Code of Practice.



Indicative timetable

The indicative timeline highlights critical milestones, and all shortlisted candidates will be advised of the outcome as soon as possible thereafter. We will try and offer as much flexibility as we can, but it may not be possible to offer alternative dates for interviews. You are therefore asked to note the below timetable, exercising flexibility through the recruitment and selection process, in order to meet the dates given. Please note that these dates may be subject to change. Interviews may be conducted virtually.

Campaign Closes	15 November 2023
Longlist Meeting	w/c 27 November 2024
Preliminary Interviews with GatenbySanderson	December 2023
Shortlist Meeting	w/c 15 January 2024
Final Panel Interviews	w/c 26 February 2024



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LIKE **NO**
OTHER