



Department
for Transport



Maritime &
Coastguard
Agency

Candidate brief for the
position of
Non-Executive Chair
Maritime & Coastguard
Agency

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ODGERS BERNDTSON

Contents

About the Maritime & Coastguard Agency 3

Opportunity 4

Person Specification 6

How to Apply 7

About Odgers Berndtson 9

Candidate Charter 9



About the Maritime & Coastguard Agency

The Maritime & Coastguard Agency (MCA) is an Executive Agency of the Department for Transport (DfT).

The MCA is responsible for developing and implementing the Government's strategy for maritime safety and environmental protection, in close collaboration with the DfT and with a wide range of customers and other stakeholders. This is achieved through education, prevention, regulation, inspection and - when required - by initiating and coordinating maritime Search and Rescue through HM Coastguard and other emergency responders.

In addition, the Agency runs the economically vital UK Ship Register and certifies seafarers. It provides survey and inspection capabilities to check the safety of ships operating in British waters and UK-registered ships abroad and administer the law in relation to wreck and salvage.

The MCA's vision is to provide the best coastguard and maritime regulator services in the world, to grow the UK maritime sector through its services and the UK Flag, and to show leadership in shipping decarbonisation.

It has a dedicated team of some 1,100 professional staff and 3,500 Coastguard volunteers, and an annual budget of around £441m plus £175m for Search and Rescue helicopters. Many of the activities of the MCA support the UK's wider maritime sector which makes a direct contribution of at least £11bn to the economy while directly supporting more than 113,000 jobs and 6,600 businesses.

Examples of the MCA's work include:

- HM Coastguard responding to more than 33,000 incidents in 2020.
- Marine surveyors carrying out more than 2,800 inspections and almost 3,000 surveys on United Kingdom registered ships; and close to 1,500 port state control inspections of foreign registered ships which can lead to around 40 ship detentions each year.
- Setting standards to protect over 11,000 miles of coastline and being ready to respond to pollution incidents.
- Encouraging safe behaviours from over 200 million coastal tourist visits.
- Promoting and enforcing better safety amongst the 12,000 workers on 5,700 fishing vessels.
- Facilitating the implementation of trials and projects, support regulation updates and drive forward change in industry in the uptake of innovative technologies in both emission reduction and autonomy.

Further information regarding the MCA can be found at <https://www.gov.uk/government/organisations/maritime-and-coastguard-agency>.



Opportunity

The DfT is seeking an MCA Non-Executive Chair to help lead the organisation through a period of transformational change.

The Non-Executive Chair will help the Agency to meet its challenging objectives and to strongly support the delivery of DfT's ambitious Maritime strategic priorities. It offers the right candidate the opportunity to play a major role in an ambitious agenda of internal transformation and external impact in support of DfT.

The Non-Executive Chair is accountable to the Secretary of State for Transport and will hold the following responsibilities:

Strategic development and policy oversight

- Work proactively with the board and the Department to keep the strategic objectives under continual review so that the MCA has clear direction and leadership.
- Build strategic consensus across the board and guide strategy development and delivery by shaping strategies and plans which help put into practice and support the Maritime Minister's priorities and long-term direction for the maritime sector.
- Provide strong and constructive challenge to the executive, ensuring policy delivery follows the strategic direction of the department.
- Whilst the MCA operates in a complex, technical and safety-critical environment, you should ensure that commercial considerations and risks are fully considered in policy and implementation decision making, formation and delivery.

The board members

- Manage the Non-Executive board members to ensure strong performance and engagement.
- Maintain a well-informed, authoritative, and cognitively diverse board.

- Make optimum use of board members' skills and experience through appropriate allocation to sub-committee of other work. You will develop their skills and appraise their performance, as well as lead on succession planning and induction.
- Work closely with the Remuneration Committee to review and secure the performance of the MCA and be a full partner with other members of the Board, senior officials and Ministers whilst acting at all times for the wider good of the organisation.

Board business

- Set the MCA Board agenda, giving guidance, support and challenge to the strategic direction of the Agency ensuring the Board has the skills, knowledge and experience it needs to robustly meet future challenges.
- Chair board meetings to deliver collegiate decision-making and consistent application of policy.
- Be fluent at interpreting a wide range of financial and performance information and use this to determine policy and strategy delivery.
- Ensure robust board scrutiny of executive recommendations. Drive shared understanding of complex issues and deliver decisions informed by appropriate papers, well-founded through balanced engagement between board and executive. This will permit the Board and CEO to appropriately meet their statutory duties and accounting officer functions.
- Plan and lead the board's business according to strategic priorities and support the Board to be accountable.
- Understand and balance the MCA's various duties set out in legislation.



- Ensure good governance is in place, maintained and reviewed.
- Lead the MCA Board, developing this high-performing team and lead by example.

Stakeholders

- Ensure that the MCA's responsibilities to Parliament are delivered.
- Maintain and develop relationships within the Department and relevant parliamentary bodies to further the interests of the MCA, consumers, and other key industry stakeholders.
- Deal effectively with parliamentary, media and public scrutiny and where necessary adopt a public profile as MCA's spokesperson.
- Maintain a network of agreed stakeholder relationships both across the UK and internationally to support MCA's strategic and business objectives. To include maintaining strong and effective relationships with government ministers, senior officials, Parliamentary members and committees and international institutions.

Senior leadership through change

- Ensure appropriate succession planning is in place for key executive and board roles.
- Challenge plans, systems, and governance to ensure effective change.
- Make sure board members (particularly non-executives) understand and deliver on their roles and responsibilities, especially during periods of change or uncertainty.

- Drive and deliver a culture that emphasises continuous improvement, efficiency, and value for money.
- Role model strong leadership, influence, and accountability for the achievement of commercial outcomes relevant to organisational goals.

Terms of appointment

Start date:	April 2024
Length of appointment:	3-year fixed term appointment, with the possibility of extension
Time commitment:	35 days per annum
Remuneration:	£23,333
Expenses:	Travel and subsistence at standard Civil Service rates

As a non-executive board member - in line with the executive members – there is a requirement to adhere to the Seven Principles of Public Life (the Nolan Principles), namely: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership; and other recommendations of the Committee on Standards in Public Life.



Person Specification

The DfT is looking for someone who has proven recent experience and success in working at board level in a non-executive role within a large, complex organisation who will challenge and support the Agency as it progresses its strategy and turns it into delivery. The breadth to communicate and influence across a wide range of stakeholders is essential.

Successful candidates for the Non-Executive Chair position must have the following demonstrable experience:

- Ability to chair the board of a **complex and technical agency** with a wide range of responsibilities.
- Experience of complex organisations including change management, ideally working within **Central Government, an international body, or a major regulated organisation**.
- Ability to **understand and represent the customer/client perspective**, whilst understanding the interactional impact of decisions across the public and private sectors - putting it at the heart of board discussions
- Influence and build **effective relationships with stakeholders across the Maritime industry sector** including Ministers, senior officials, industry and other regulators.
- Demonstrate both commitment and ability to make **evidence-based and transparently arrived at decisions** across complex, cross-sector issues.
- Possess a well-developed **strategic understanding and strong tactical sensibility**.



How to Apply

To apply for this position, you will need to complete the online application process by **12.00 on Friday 2 February 2024**.

This is a public appointment made by the Department for Transport, upon the nomination of the Secretary of State for Transport. The MCA 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's) [Code of Practice](#).

You must submit in your application:

- A comprehensive CV outlining your education and professional qualifications and a full career history, paid or unpaid and any relevant achievements.
- A statement of suitability (max 2 pages, min font size 11) evidencing the knowledge, experience, personal attributes, and competencies to meet the requirements of the role as described in the section of this document entitled Person Specification.
- All candidates are requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential. If you do not wish to provide a declaration on any of the particular characteristics, you will have the option to select 'prefer not to say'.

The preferred method of application is online at www.odgers.com/90738 where the documents above can be uploaded and the online Equal Opportunities Monitoring Form should be completed.

If you are unable to apply online, please email: 90738@odgersberndtson.com.

All applications will receive an automated response. If you have not received an acknowledgement within five working days or if you have any issues with the online process, please contact Callie Foster: callie.foster@odgersberndtson.com.

Timetable

The closing date for applications is **12.00 on Friday 2 February 2024**.

Please note panel interviews will take place on **Thursday 7 March and/or Friday 8 March 2024** in London.

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, simply state this in the covering email or letter when submitting your application. The DfT is:



Candidate Assessment

Candidates will be evaluated on the extent to which they meet the competencies and experience set out above. Candidates will be evaluated on merit at all stages.

Due Diligence

Due diligence will be carried out as part of the application process. As well as checks made regarding the above, searches will be carried out via internet search engines and any public social media accounts. These will be seen by the Panel prior to interview – the Panel may at that stage explore with candidates any findings.

Personal data

In line with GDPR, we ask that you do NOT send Odgers Berndtson any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV or statement of suitability.

Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward.

Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

Contact details

To discuss any aspect of the appointment, please contact:

Paul Butterworth AFNI
Partner, Odgers Berndtson
+44 (0)207 529 6367



About Odgers Berndtson

Odgers Berndtson is one of the world's leading Global Executive Search firms. Our reputation for excellence and integrity has been established over 50 years driven by the client, candidate, and employee experience. We act as trusted advisors to our clients and candidates and engage with a diverse range of leaders for the most influential roles across a wide variety of industries. The service we deliver is creative, insightful, and most importantly, in partnership; we pride ourselves on maintaining personal relationships with our candidates.

Candidate Charter

Talented people are our lifeblood.

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson. We recognise that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome and share any lessons in the event of disappointment.
- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.





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