

Appointment Brief
Appointment of Non-Executive Director
May 2024



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Welcome Note from Mark Harper, Secretary of State for Transport

Dear Applicant,

Thank you for your interest in the Non-Executive Director roles on the Board of National Highways.

This is an important time for the Department for Transport. We are investing heavily in infrastructure and public transport to improve journeys, boost connections, level up the country and support economic growth. Central to our mission is delivering transport that works for everyone in our society.

We are recruiting for two Non-Executive Directors to join our team on the Board of National Highways. National Highways is a government body which plans, designs, builds, operates, and maintains England's motorways and major A roads.

On 11 March 2020, the chancellor announced the second Road Investment Strategy (RIS2) to run from 2020 and 2025 that is valued at £24bn. The focus for National Highways will be safer roads, addressing environmental issues, delivering efficiency, and maintaining efficient supply chains.

The successful candidates must be familiar with operating at Board level, demonstrate strategic and analytic thinking and possess strong interpersonal skills. The successful candidates will provide challenge and support to a wide variety of management and operational issues and contribute to the effective strategic and operational leadership of National Highways.

We strongly welcome applications from all backgrounds. As part of the Department's commitment to diversity, we believe our public appointments should reflect our customers - the travelling public – who come from all walks of life and have different experiences. We very much welcome fresh talent, expertise, and perspectives, to help us better understand the needs of the communities we serve and support better decision making for all. This includes people who may have never applied for a public appointment – but could bring new ideas, insights and energy.

If you are interested in the role and work of National Highways, I would like to encourage you to apply.

Rt Hon Mark Harper MP
Secretary of State for Transport



About National Highways

Safe and reliable roads are essential for the economy and public wellbeing. National Highways manages and improves the UK's motorways and major A-roads, helping its customers have safer, smoother and more reliable journeys. Beyond that, National Highways needs to demonstrate that it can meet the government's commitment to net zero carbon, within its committed timescales. National Highways also needs to exploit the full potential of the digital revolution, both in delivery of its activities, and in its communications with road users and stakeholders.

National Highways manages over £100bn of assets, working its many partners and suppliers to support over 4 million journeys that are undertaken every day on the Strategic Road Network. The government's Road Investment Strategy 2 (RIS2), which covers the second road period from 2020–25, represented the biggest investment in the UK's road network in a generation. National Highways received £24bn, which it is investing in road improvements and managing and maintaining the network, whilst achieving over £2bn of efficiency savings. Discussions are now progressing to agree RIS3, covering the third road period from 2025-2030.

National Highways' three main overarching imperatives are:

- Safety - everyone who uses and works on National Highways roads should get home safe and well. Fatalities and injuries can only be reduced by planning and designing roads that meet the highest levels of safety.
- Customers - with more than four million daily journeys, National Highways' roads play a vital part in connecting the nation. National Highways knows the value of customer feedback and works closely with Transport Focus and the National Highways Customer Panel to seek its users' views on a range of fundamental matters including journey time, surface quality, roadworks management, roadside information, and safety.
- Delivery – it is the job of National Highways to deliver safe and reliable roads. Since 2015 it has invested billions in new routes and extra capacity, such as the A14 in East Anglia and the 'spine' of all lanes running up and down the country.

Looking ahead:

Over the coming decades, the UK population will experience a shift in demographic, size, habits, and geographical location. These changes will undeniably have an impact on demand on the Strategic Road Network (SRN), especially against the backdrop of predicted population growth. RIS2 includes a performance specification, setting out six outcome areas on which National Highways will focus: improving safety for all, fast and reliable journeys, a well maintained and resilient network, being environmentally responsible, meeting the needs of all users and achieving real efficiency. With the above to deliver on, National Highways priorities over the next five years include:

- The construction of road infrastructure using digital technologies is likely to undergo a sustained period of evolution. The likes of data, technology, data processing capability and artificial intelligence will not only offer huge opportunities to the SRN, but also to the wider infrastructure sector. National Highways will be focused on



finding and implementing the best innovation and new technology which can help save lives and enable more efficient ways of using roads. That includes adopting more technologies to manage the capacity and availability of the network and enhance communication with vehicles and their users.

- Greenhouse gas emissions in the UK will be cut to almost zero by 2050, under the terms of a new government plan to tackle climate change. As such, decarbonisation will be a big focus for all, especially those in the transport industry. National Highways plans to address issues beyond the traditional focus of road investment, including helping reduce the nation's carbon footprint as an immediate priority.
- Balancing its funds across enhancements schemes and operating, maintaining and renewing roads.
- Preparing National Highways for RIS3 (projects to undergo in 2025-2030).
- Reducing the number of people killed or seriously injured by 50%, against the 2005–09 baseline.
- Provide £27 billion of benefit for road users and the economy through improving journey time, stimulating employment, and supporting housing and business developments. This includes saving customers over 20 million hours currently lost in traffic congestion.

How National Highways works:

National Highways receives funding from the Department for Transport in five-year cycles called Road Investment Periods. This enables National Highways to plan for the long term, and provide excellent value for money for its customers, the taxpayer, and the country. National Highways operations are split into seven regions: North West, North East, West Midlands, East Midlands, South West, South East and East. Each region has a control centre and manages a programme of repairs and maintenance for its part of the network. National Highways has around 6,000 colleagues around the country and work with an extensive supply chain to deliver the UK's motorways and major A-roads. This also includes uniformed traffic officers, who patrol key areas of the network. The activities of National Highways are regulated by The Office of Rail and Road.

For more information about National Highways, please see the **Strategic Business Plan** and **Delivery Plan**. For more information about how National Highways works, **please click here**.



About the Role

Title:	Non-Executive Board member for National Highways
Reports to:	Chair of National Highways
Duration:	An initial term of 3 years, with the possibility of reappointment
Remuneration:	£25,000 per annum for up to 27 days attendance, plus an additional £3,000 per annum if chairing a committee

Non-Executive Board member

National Highways is seeking two Non-Executive Board members to join its Board. The successful candidates, through their membership of the Board, will provide challenge and support to a wide variety of management and operational issues and contribute to the effective strategic and operational leadership of National Highways.

The successful candidates will possess a good appreciation of the role of a Non-executive Director and understand and be committed to the pivotal role that the Board plays in the effective and efficient delivery of National Highways' services. They will clearly demonstrate independence of judgement and an ability to communicate with impact to provide constructive support and challenge.

- Providing sound advice to the Chair and Chief Executive.
- Preparing for and making an effective contribution to the National Highways Board and executive/ NED meetings.
- Dedicating time to specific projects within National Highways, providing valuable input and advice to the executive team.
- Maintaining appropriate links to the Department for Transport, and broader stakeholder groups to help manage the organisations reputation.
- Effectively discharging the duties and responsibilities of a NED and committee Chair.
- Providing strong and constructive challenges to the executive team to ensure that it delivers the approved strategy, and support the executive team in discharging their leadership responsibilities to National Highways.
- Collectively ensuring that decisions made by the Board follow proper procedures and are supported by sufficient high-quality information; and
- Ensuring that National Highways is run effectively, in line with best practice for non-departmental public bodies and Managing Public Money requirements. [Managing Public Money May 2023 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)



Essential criteria (Role 1 – NED and Chair of Board Safety Committee):

1. Experience of leading on Health, Safety and Wellbeing at Board level.
2. Experience of leading teams in a large-scale operational environment.

Essential criteria (Role 2 NED and Chair of Remuneration Committee):

1. A senior leader in a large complex organisation with responsibility for leading a large team.
2. Experience of remuneration committees.

In order to fill out the skills of the Board as a whole, candidates looking to apply for the above roles must also contribute at least one of the following skills in addition to the above:

- Large scale asset management, or,
- Motor Industry / Distribution / Logistics background
- Construction sector
- Leadership in organisations with a well-developed customer service focus.

Candidate's suitability for the role will be assessed against criteria described above.

How to Apply

If you wish to apply for these positions, please click on the link for the role you wish to be considered for. Any applications submitted after the closing date, or that are missing any of the following documents, will not be accepted.

- A **CV or equivalent biographical information** (maximum two sides A4, minimum 12 font) setting out your career history and including details of any professional qualifications.
- A **short supporting statement** (maximum two sides A4, minimum 12 font) setting out how you meet the essential criteria – make sure you refer to the contents of this document and provide specific examples.
- You will also be asked to provide diversity data, and to declare any potential conflicts of interest or reputational issues.

If you have any queries about this role, please contact Edward Elliott via email edward.elliott@nurole.com



Please note that these dates are only indicative at this stage and could be subject to change. Please let us know if you are unable to meet these timeframes.

Advert Closing Date	11 June 2024 at 9am
Short List Meeting	W/C 17 June 2024 & W/C 24 June 2024
Final Panel Interviews	W/C 16 September 2024

Selection Process

This role is being competed in accordance with the Governance Code (January 2017)¹, which sets out the regulatory framework for public appointments processes. The Code is based on three core principles – merit, openness, and fairness.

The selection panel for this appointment competition is Gareth Rhys Williams (Chair, National Highways), Emma Ward, (Director General), Ismail Amla (NED, Network Rail and independent panel member). In addition, the panel will include Janet Ashdown (NED, Nuclear Decommissioning Authority) for the Chair of Board Safety Committee and Maria Antoniou (NED, National Air Traffic Services) for the Chair of Remuneration Committee.

At the short-listing meeting the selection panel will assess each application against the essential criteria and decide who to invite for interview.

Interviews are expected to take place in central London/ virtually/ and to last for between 45 and 60 minutes. Further details about the format will be provided to you in advance.

The decision to appoint to these role/s rests with the Secretary of State, and the Prime Minister. Appointable candidates may be invited to meet with the Secretary of State, or another Department for Transport Minister, before they make a final decision.

<https://www.gov.uk/government/publications/governance-code-for-public-appointments>



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.

You can expect the recruitment process to take approximately 3 months, however, applicants will be kept informed of progress.

Additional Information

Appointment Term

- Your appointment as a Non-Executive Board member of National Highways will be made by the Secretary of State.
- The appointment will be for an initial term of 3 years, with the option of re-appointment for up to a further 3 years by mutual agreement.
- It should be noted that this post is a public appointment; Non-Executive Board members are neither employees of the Crown nor the Department for Transport. 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.

Time Commitment

The anticipated time commitment is a minimum of 27 days per annum. The role involves attendance at Board meetings either in person or remotely, providing specialised advice as required, preparation time, travel, and work outside of meetings.

Remuneration

- £25,000 per annum for up to 24 days attendance.
- £3,000 per annum for chairing a committee.
- If invited to chair a sub-committee, additional remuneration will be provided.
- Remuneration is not taxable through payroll, but the appointment not pensionable.
- 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 candidates cannot be remunerated for this role if they are being paid for an existing full-time role from the public purse.

Location

Flexible - some travel to London and other National Highways regional locations will be required.



The successful candidates are expected to commence the role on TBC, subject to the successful completion of pre-appointment checks and security clearance.

Security clearance

The successful candidate will be required to have or be willing to obtain security clearance to Security Check (SC) level. Pre-appointment checks will also be undertaken on immigration and criminal convictions. It usually takes between 4-6 weeks to obtain the security clearance. The role will be offered on a conditional basis until the successful candidate has passed all checks.

Equal Opportunities Monitoring

We believe that by being a diverse and inclusive workplace, where everyone is valued, we are more motivated, higher performing and more committed to our team. We welcome all applicants, regardless of gender, sexual orientation, social background, religious beliefs, ethnicity, or age.

As part of the application process we ask candidates to complete equal opportunities monitoring information in the application portal. This will help us to monitor selection decisions to assess whether equality of opportunity is being achieved. This part of the form will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

Disability Confident

The Department for Transport values and promotes diversity and is committed to equality of opportunity for all and to the appointment of disabled people. As part of the Disability Confident scheme, we will select the disabled candidates who best meet the essential criteria for the role. 'Best meet' is defined as providing/ demonstrating strong examples of all essential criteria.

In order to guarantee an interview to all disabled candidates ([as defined by the Equality Act 2010](#)) who satisfy all the essential criteria for the role and wish to be considered under the Disability Confident Scheme, we need candidates to declare a disability and that they wish to be considered under the Scheme.

What do we mean by a disability?

To be eligible for consideration under the Scheme, you must be considered disabled under the Equality Act 2010. This means that you must have or have had in the last 12 months, a physical or mental impairment which has a substantial long-term adverse effect on your ability to carry out normal day-to-day activities. This includes those whose disability has lasted, or is likely to last, for 12 months, or if the disability or condition is likely to progress or recur.



You do not have to be registered as a disabled person to apply under this scheme.

Nationality

This is a non-reserved post and therefore open to UK Nationals, British Nationals Overseas, British Protected Persons, Commonwealth Citizens, EEA Nationals and certain non-EEA family members and Swiss Nationals under the Swiss EU Agreement. There must be no employment restriction or time limit on your permitted stay in the UK. You will not be asked to produce evidence to confirm your eligibility at the application stage, but you will be required to do so should you be invited to the final panel interview.

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 in **Annex A**.

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; and
- Roles listed under the [House of Commons Disqualification Act 1975](#) or the Devolved Administrations equivalent.

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 via the application portal. 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.

Your political activity 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.

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. It will be seen by the Panel prior to interview – the Panel may at that stage explore with candidates any findings.

Data Protection

Privacy, confidentiality and trust are integral to Nurole and we believe that the intention of the GDPR to ensure transparency, fairness and an increased confidence in the security of individuals' data we hold is a positive step

If you don't wish for us to hold any data on you or would prefer that we do not contact you for any reason, please email us on dpo@nurole.com

- <https://www.nurole.com/privacy>
- <https://www.nurole.com/gdpr>

The Department for Transport (DfT) is the joint controller, with the Cabinet Office, for any personal data which you provide to us as part of your application.

Information provided as part of this application will be kept securely within DfT and destroyed



Department
for Transport



within 5 years of the conclusion of the recruitment campaign.

DfT uses this form to gather evidence on DfT's public appointments.

The lawful basis that applies to this processing is that it is necessary for the performance of a task carried out in the public interest to inform DfT's recruitment policies in accordance with the Department's public sector equality duties. For processing special category personal data (disability, religion, sexual orientation and ethnicity), we rely on Article 9(2)(g), reasons of substantial public interest (equality of opportunity and treatment).

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:

Via email: edward.elliott@nurole.com

We will reply to your complaint within 20 days.

If you remain unsatisfied, please [contact the Office of the Commissioner for Public Appointments](#). The Commissioner can only investigate complaints relating to regulated Public Appointments.



Seven Principles of Public Life

The principles of public life apply to anyone who works as a public officeholder. 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 officeholders 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.