



Department
for Transport

LCR

London and Continental Railways Ltd (LCR) Chair Recruitment

September 2024





Contents

Foreword from Lord Hendy of Richmond Hill	3
About LCR	4
About the Role	6
How to Apply	7
Indicative Timetable	7
Selection Process	8
Additional Information	9
Appointment Term	9
Time Commitment	9
Remuneration	9
Location	9
Availability	9
Security clearance	9
Equal Opportunities Monitoring	10
Disability Confident	10
Nationality	10
Standards in public life	10
Disqualification for appointment	11
Registration of interests	11
Political activity	11
Due diligence	12
Data Protection	12
Complaints	12
Annex A	13
Seven Principles of Public Life	13



Foreword from Lord Hendy of Richmond Hill

Dear Applicant,

Thank you for your interest in this role at an exciting point in the organisation's journey.

This is an important time for the Department for Transport. We are driving forward rail reform delivering on our commitment to establish a new arm's length public body - Great British Railways (GBR) – as soon as possible. GBR will be a directing mind in charge of Britain's railway infrastructure and services, subsuming the role of Network Rail. It will integrate our transport networks and improve our infrastructure to work for the whole country, including development of rail linked land to build the houses and infrastructure needed to tackle regional inequalities.

We are recruiting for a Chair to lead our team on the Board of London and Continental Railways (LCR). LCR has driven some of the most outstanding recent examples of development and regeneration projects in the UK, such as Kings Cross Central, Stratford City, and the ongoing work at Manchester Mayfield, all using transport-linked land.

To capitalise on this exceptional track record, government intends to merge LCR's capabilities with those in Network Rail's property development team to form a new property development company that will sit within the broader Network Rail Group, and then GBR once it is established. This combination is intended to enable access to even greater opportunities to drive economic growth and public value, building houses across the country, working with private and public sector stakeholders helping the government make the most of its assets for taxpayers, citizens and passengers alike.

We are seeking an exceptional leader to guide LCR into a critical new phase of its history and become the first chair of the newly merged development company. You will play a vital role to shape the future direction of the new organisation, bringing your knowledge and experience of delivering ambitious, large-scale regeneration and development projects.

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 LCR, I would like to encourage you to apply. Our dedicated DfT Public Appointments Team would be happy to talk through the process and answer your questions.

Lord Hendy of Richmond Hill CBE

Minister of State for Rail



About LCR

The Secretary of State for Transport wishes to appoint a chair for LCR. The responsibilities are expected to evolve over two distinct phases:

- a. First, to chair LCR and drive organisational transition and set the culture in the new property development company within the Network Rail Group.
- b. Second, once established, chairing the new property development company and becoming a non-executive director (NED) of the Network Rail board.

How LCR is evolving

We are working to bring together the capability and skills built up by LCR with those within Network Rail's property development team to create a new ring-fenced, dedicated residential and commercial property development company focused on maximising the benefits generated from the development of railway and railway-adjacent land.

This will identify, de-risk and bring to market development opportunities that might otherwise not exist; leveraging private sector investment with minimum public sector intervention to unlock a step-change in financial and wider public sector benefits.

The new property development company is progressing through final government approvals. It will be a subsidiary of Network Rail, and then GBR once it is established. It will be led by the independent non-executive chair and board.

You will:

- Work with the new board and CEO to ensure the desired culture is established;
- Work collaboratively to build new governance arrangements, reflecting both Network Rail and the Department's expectations whilst maintaining the intended independence of the company and its board;
- Build and maintain relationships with Network Rail at board level; and
- Support and coach the CEO and leadership team as they effect the newly merged organisation.

In addition, it is expected that the chair of the property development company would sit on the Network Rail board as a NED in an ex-officio capacity. In this role you would have regard to both their duties as a NED of the Network Rail board and non-executive chair of the property development company.

As a NED on the Network Rail board, you will provide independent and objective advice on the running of Network Rail, bringing external expertise and views on governance, and best boardroom practice. Providing independent counsel to the Network Rail Chair and Chief Executive, you will give original input and contribution to Board meetings while constructively challenging conventional processes and procedures. Any strategies, plans and concepts shared by you will be centred around core strategic business objectives and focus on a commitment to operational safety.

Through the chair of the new property development company sitting on the board of Network Rail you will strive to ensure alignment between Network Rail, its regional businesses and the company. You will also bring the knowledge to promote progress of ambitious, creative and complex property development projects in a public sector



context. The identification and realisation of these benefits is at the heart of both the chair and NED roles.

The organisation

LCR is a Companies Act company currently owned wholly by the Department for Transport (DfT), classified as a public corporation. The objectives of the Secretary of State for LCR are to maximise value realised from LCR's assets at the earliest opportunity for the taxpayer, and for LCR to support the delivery of government objectives on the creation of homes, jobs and economic growth around railway and broader transport assets.

LCR takes on the most challenging sites, establishing a long-term vision that enables the creation of great places for the benefit of society. It transforms underused public sector real estate assets, particularly around railway stations and key transport hubs, into exciting new destinations for people to live, work and experience, through a creative and imaginative approach to generating public value through placemaking-led regeneration.

LCR's unique position on the cusp of the public, private, rail and real estate sectors enables it to act as a guiding mind, identifying areas of land with high potential for regeneration, and championing ways of working that unite the skills and expertise of these sectors. Recent successes include the development of Kings Cross, Stratford and Mayfield in Manchester.

LCR also manages several property interests on behalf of the Department. It takes a long-term view, with hands-on stewardship and ongoing investment to ensure these places continue to meet the needs of occupiers and add value to the local area. This asset management currently includes sites such as the Sidings at London Waterloo and nearby Leake Street.

The board

The model for the LCR board is analogous to that of a commercial organisation with a board possessing a majority of independent NEDs with a single shareholder. LCR operates 'best practice' standards of corporate governance appropriate to a listed public company, where relevant to a private company and to a company whose accounts are consolidated to the government at the whole of government accounts level.

The board has responsibility for ensuring that LCR complies with any statutory or administrative requirements for the use of public funds, and for ensuring that high standards of corporate governance are observed at all times.

The board has constituted the following sub-committees of the main board, each of which is chaired by a NED:

- Audit and Risk Committee;
- Remuneration Committee; and
- Nominations Committee.

The board meets every two months with the above sub-committees also being held a week before the board meeting as and when appropriate.



About the Role

Title:	Chair
Reports to:	Secretary of State for Transport
Duration:	Three years
Remuneration:	£45,000 per annum for 4 days attendance per month – this will be reviewed as part of the property development company being established.

Essential criteria:

1. Ability to challenge and support the development and management of strategic plans delivering ambitious propositions for large-scale development and regeneration projects with the private sector.
2. Experience of leading organisational transition and change while maintaining high performance, managing risks and supporting business growth.
3. Experience of working with a senior leadership team to offer support and challenge holding them to account for effective delivery.
4. Strong commercial and financial skills with a track record of delivering transformative and creative outcomes.
5. Excellent stakeholder engagement and communication. Ability to build and maintain complex partnerships, working collaboratively across the public and private sectors to deliver strategic objectives.

Candidates' suitability for the role will be assessed against their ability to demonstrate the criteria above.

The key responsibilities of the LCR Chair are to:

- Provide leadership to, and ensure high performance of the board;
- Act as the company's leading representative, including in respect of presenting the company's aims and objectives to, and communicating effectively with, the shareholder and other key stakeholders;
- Chair the meetings of the board effectively to ensure robust and timely decision making, performance oversight and issue resolution by drawing on the expertise of all board members; and
- Take the lead on determining the structure and composition of the board to ensure it has the skills required to fulfil its critical role, making recommendations to the shareholder.



How to Apply

If you wish to apply for this position, please apply through the Cabinet Office's [Public Appointments website](#) **by 9am on Monday 30th September**. Any applications submitted after the closing date and time, 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.
- Provide a **summary of why you are interested** in the role and how you meet the specification and essential criteria. This can be in a form that allows you most ably to present your interest and credentials, for example a short, bullet-point slide presentation, a short video (no more than 2 mins) or supporting letter (no more than two A4 pages, minimum 12 font). Make sure you refer to the contents of this document and provide specific examples. **If you wish to provide your supporting summary in video format, please contact DfTpublicappointments@dft.gov.uk in advance of the closing date.**
- 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 DfTpublicappointments@dft.gov.uk, or jonny.weare@dft.gov.uk .

Indicative Timetable

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	Monday 30 th September at 9am
Short List Meeting	Tuesday 8 th October
Final Panel Interviews	Friday 8 th November and Friday 15 th November
Meeting with Secretary of State (if required)	TBC



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:

- Nick Joyce, Director General Corporate Delivery – DfT Representative and Panel Chair
- David Noyes – Network Rail representative
- Mike Dunn – Interim Chair LCR – LCR representative
- Emma Moir – Independent Panel Member

A video will be available during the advertising window to explain more about the role and the specific qualities being sought. **Please keep an eye on the DfT Public Appointments LinkedIn page where this video will be shared.**

The DfT Public Appointments Team will acknowledge your application and keep you updated on the progress of the competition.

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 person in central London and to last between 45 minutes and 1 hour. Further details about the format will be provided to you in advance. In person interviews are encouraged but if you require a virtual interview please advise the Public Appointments Team.

The decision to appoint to this role 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.

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 6 months, however, applicants will be kept informed of progress.



Additional Information

Appointment Term

- Your appointment as LCR Chair will be made by the Secretary of State.
- The appointment will be for an initial term of three years, with the option of re-appointment by mutual agreement.
- It should be noted that this post is a public appointment; the LCR Chair is 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 **4 days per month**. 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. This commitment will be reviewed as part of the property development company being established.

Remuneration

- The LCR Chair will receive £45,000 per annum for 4 days per month. The remuneration and time commitment will be reviewed as part of the property development company being established.
- Remuneration is taxable through payroll, but the appointment is not pensionable.
- The chair can claim reimbursement for reasonable travel and subsistence costs necessarily incurred at rates set centrally by the Department for Transport and included in the LCR Expenses Policy.
- Applicants should note that the successful candidate cannot be remunerated for this role if they are being paid for an existing full-time public sector role from the public purse. Please get in contact with the Public Appointments Team if you have any questions about this specifically.

Location

The role is based in London with the need to travel locally and nationally for meetings and engagement activities.

Availability

The successful candidates are expected to commence the role as soon as possible following appointment, 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 guarantee an interview to anyone with a disability whose application **best meets the essential criteria for the post**. **'Best meet' is defined as 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

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 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: DfT Public Appointments DfTPublicAppointments@dft.gov.uk

Public Appointments Team
Shareholding, Appointments and Inquiry Response Directorate
Department for Transport
Great Minster House
33 Horseferry Road
London
SW1P 4DR

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.



Annex A

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.