



Candidate brief for
Maritime & Coastguard Agency
Non-Executive Directors x 3
July 2025

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The information contained in this report may include sensitive personal and commercial details. The distribution of this report should therefore be limited to those directly involved. Every care has been taken to ensure the accuracy of the contents of this report. The information set out below is given in good faith but without liability on the part of the Company, its employees or its agents.



Welcome Note from Heidi Alexander, Secretary of State for Transport

“Dear Applicant,

Thank you for your interest in the Non-Executive Director role on the Board of Maritime & Coastguard Agency.

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

We are recruiting for three Non-Executive Directors to join our team on the Board of the Maritime & Coastguard Agency. The Maritime & Coastguard Agency (MCA) is an Executive Agency of the Department for Transport (DfT). The MCA is responsible for shaping and implementing the UK’s strategy for maritime safety and environmental protection, in close collaboration with the DfT and a wide range of customers and other stakeholders. On behalf of the Secretary of State it discharges many of the UK’s statutory duties as a Flag, Coastal and Port State under international and domestic law.

The position requires an ability to provide challenge and support to a wide variety of management and operational issues and contribute to the effective strategic and operational leadership of the MCA.

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 MCA, I would like to encourage you to apply.”

**RT HON HEIDI ALEXANDER MP
SECRETARY OF STATE FOR TRANSPORT**



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 shaping and implementing the UK's regime for maritime safety and environmental protection, in close collaboration with the DfT and a wide range of customers and other stakeholders. On behalf of the Secretary of State discharges many of the UK's statutory duties as a Flag, Coastal and Port State under international and domestic law.

The MCA's vision is to provide the best possible coastguard and maritime regulator services, to support growth of the UK maritime sector through its services and the UK Flag, and to help lead shipping decarbonisation and the adoption of innovative technologies.

This is given practical effect through education, prevention, regulation, inspection and - when required - by initiating and coordinating maritime Search and Rescue through HM Coastguard and other emergency responders.

The Agency runs the economically important 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.

It has a dedicated team of some 1,100 professional staff and up to 3,500 Coastguard volunteers, and an annual budget of around £449m. The MCA's people rightly take great pride in their work and are guided by the values of Safety, Professionalism, Trust and Respect.

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.

Further information about the MCA can be found [here](#).



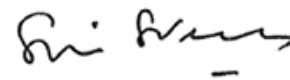
Overview from Lord Stevens of Birmingham, Kt, MCA Chair

“As an island nation, the maritime sector plays a vital - though sometimes underappreciated - role in our prosperity, security and environmental future. Within that broader seascape, the MCA has a distinctive role in ensuring safety at sea for seafarers, passengers, fishing and shipping, as well as maritime environmental protection.

But the MCA also sits at the nexus of a changing and challenging economic, technological and regulatory maritime international ecosystem. It therefore has an important contribution to help the UK capitalise on significant opportunities - not only in our established maritime ‘clusters’ but as an international leader in next-gen innovation such as maritime autonomy, greener fuels and propulsion, and applied AI for meteorology and navigational optimisation.

To succeed over the next decade the MCA will therefore need to assess and support new technologies, frame smart regulation, and develop and credential future-facing maritime skills, while ensuring operational excellence in its core functions.

The Agency’s non-executive directors serve as ‘critical friends’ and ‘force multipliers’ as it squares up to these challenges. If this sounds like the sort of opportunity where you could bring meaningful experience, sound judgement and personal energy then we greatly look forward to hearing from you.”



SIMON STEVENS
CHAIR



Welcome message from Virginia McVea, MCA Chief Executive

“The MCA is an organisation steeped in history as it continues to deliver services vital to the life and work of the people of the UK, Overseas Territories and Crown Dependencies.

Some of these services, such as the Red Ensign, have been provided for over 300 years, with over 200 years of HM Coastguard saving lives around our 11,000 miles of coastline and out to sea – crucial information is provided to seafarers such as the Shipping Forecast which has been depended upon by those at sea for over 150 years.

The MCA as guardian of these lifelines looks now to the future to harness technology to help create green energy as we provide navigational support to developers of renewables in our waters, ensuring voyage optimisation and the safe design of vessels so that we can decarbonise shipping.

As we develop training and examine our seafarers, we are moving to the use of simulators to increase accessibility and comprehensive exposure to all situations for those who will help

sustain our economy and ensure that the larders of the UK remain stocked.

As the only national emergency responder HM Coastguard also looks to the future to ensure that as demand upon our essential service increases, we can continue to make strides to improve our rescue times and the condition of our casualties with world leading helicopter, fixed wing and drone technology. Our team is made up of so many people who have worked with us for over 20 years often 40 – this work takes hold of you in a special way, so we look for special people to join with us in a compelling purpose.

We look forward to meeting with you and talking about how you can help us serve the nation.”



VIRGINIA MCVEA
MCA CHIEF EXECUTIVE



About the Roles

The MCA is seeking Non-Executive Directors 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 the MCA.

As a Non-Executive Director your key responsibilities will be to:

- Contribute effectively to discussions on the leadership and performance of the business at the MCA Board and Executive/Non-Executive meetings as required (6 MCA Board meetings per year/ 5 ARAC meetings per year/4 DfT MCA Sponsorship Board meetings per year).
- Support the MCA to examine, challenge and support the operational delivery and commercial implications of policy proposals, major projects and programmes, strategic and organisational issues.
- Work with the MCA and senior managers to scrutinise the MCA's management information to ensure performance and delivery of the MCA's Business Plan and other key objectives are ambitious and achievable.
- Bring an independent perspective to the work of the MCA Board, as well as providing independent scrutiny.

- Contribute as members or chair of Board sub-committees within the MCA corporate governance framework.

ADDITIONAL INFORMATION

Appointment Term

Appointments will be made by the Secretary of State.

The appointments 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 these posts are public appointments; Non-Executive Directors 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 24 days commitment per annum. The roles involve attendance at Board meetings either in person or remotely, providing specialised advice as required, preparation time, travel and work outside of meetings.

Remuneration

- £11,000 (day rate of £458.33) for up to 24 days commitment per annum.
- If invited to chair a sub-committee, additional remuneration will be provided.
- Remuneration is not taxable through payroll, and the appointment is 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

The roles will be based in Southampton and London. There will be a mixture of face to face and hybrid meetings.

Availability

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

Security Clearance

The successful candidates 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 candidates pass all security checks.



Essential Criteria

1. Strategic mindset with the ability to provide thought leadership on complex strategy, helping to develop a clear view of options for the future and to contribute to delivering against this vision.
2. Strong interpersonal and influencing skills, able to communicate key messages to both internal and external audiences, and the ability to listen to, and act upon, feedback.
3. Proven ability to bring customer focus and a value for money focused delivery challenge to the Board, together with an understanding of how to balance this against control and delivery risks.
4. Evidence of a personal motivation and commitment to UK public services and an interest in MCA business and objectives.
5. A demonstrably collaborative way of working, for example with fellow Board members, other senior members of the Agency and wider agency stakeholders to enable the delivery of complex agency priorities both within and outside their own areas of responsibility.

Candidates' suitability for the role will be assessed against criteria 1-5 above and fit to one of the three experience categories below;

Maritime Business: Experience at a senior level in the maritime industry, which might include shipping, ports, maritime insurance, legal or financial services or offshore energy services; or

Innovation in marine science/technology/R&D: Experience and expertise in innovation and R&D relevant to the maritime sector, which might include greener marine fuels, maritime autonomy, AI, SME/university collaboration, and an understanding of the UK's wider research and innovation ecosystem; or

HR, People and Skills: Strategic HR planning, talent management, and skills development, ideally in the maritime sector (noting the MCA's remit for developing seafarer training that is fit for the future).



How to Apply

To apply for one of these NED positions, you will need to complete the online application process by 17.00 on Sunday 17 August. Any applications submitted after the closing date, or that are missing any of the following documents, will not be accepted.

Your application must include:

1. 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 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.

You will also be asked to **provide diversity data and to declare any potential conflicts of interest or reputational issues**. Following your application, you will receive an email requesting that you

complete and return an additional form relating to this, which you will need to return directly to the DfT.

An online **Equal Opportunities Monitoring Form** which will be found at the end of the online application process.

This is a public appointment made by the Department for Transport, upon the nomination of the Secretary of State for Transport. The DfT believes that by being a diverse and inclusive workplace, where everyone is valued, they are more motivated, higher performing and more committed to the team. They 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. This will help the DfT to monitor selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be treated as part of your application, nor 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 via the following links:

NED Maritime Business: www.odgers.com/94183

NED Innovation in marine science/technology/R&D: www.odgers.com/94186

NED HR, People and Skills: www.odgers.com/94185

Via these links the documents required can be uploaded and the online Equal Opportunities Monitoring Form should be completed.

If you are unable to apply online, please email: callie.foster@odgers.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@odgers.com.

SELECTION PROCESS

This role is being competed in accordance with the Governance Code (January 2017), 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 will be:

- Lord Simon Stevens (MCA Non-Executive Chair)
- A representative from DfT Maritime
- An Independent Panel Member.

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

Panel interviews are expected to take place during the **last week of September or the first week in October** at a location to be confirmed for between 45 and 60 minutes. Further details about the format will be provided to you in advance if selected.

Please note: Expenses incurred by candidates during the recruitment process will not be reimbursed.

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, they guarantee an interview to anyone with a disability whose application meets the essential criteria for the post.



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 by the Department for Transport. 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 upon applying. Any actual or perceived conflicts of interest will be fully explored by the Panel at interview stage.

POLITICAL ACTIVITY

Non-Executive Directors 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 conducted 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

In line with GDPR, Odgers asks that you do NOT send us 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 and application documentation. 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.

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 conducted 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 & Inquiries, Department for Transport
Great Minster House, 33 Horseferry Road
London SW1P 4DR

DfT will reply to your complaint within 20 days.



About Odgers

Odgers was founded in 1965. We offer integrated executive search and leadership advisory services through our 59 offices in 33 countries. During our 60-year history we have developed functional and sector expertise and built a global network of relationships. We are deeply rooted in our local markets, which we combine with global perspective and reach, enabling us to serve clients across six continents.

What we do matters; our work impacts peoples' lives and drives our clients' success. It is a privilege to help build the world's best leadership teams, a trusted role we never take for granted.

This ethos underpins our commitment to our clients and candidates and motivates our colleagues to strive for excellence in all we do.

CONTACT DETAILS

To discuss any aspect of the appointment, please contact:

Paul Butterworth, Partner, Odgers on +44 (0)207 529 6367.



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.

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.



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.



Where Leadership Matters.

