

NISTA Expert Advisory Council  
Chair  
HM Treasury  
2025 Recruitment Candidate Pack

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## Welcome Note from the Chief Executive of the National Infrastructure and Service Transformation Authority (NISTA)

Dear Applicant,

Thank you for your interest in becoming the Chair of NISTA's Expert Advisory Council.

The government's creation of NISTA was a clear signal of intent about its ambitious vision to fix the foundations and rebuild Britain as part of the Plan for Change. Renewing and building the country's infrastructure – economic and social – is fundamental to the government's ability to deliver on that commitment.

Yet as a country, over many decades we have experienced a multitude of issues and setbacks in our approach to both infrastructure policy and delivery, and failed to properly plan for the long term.

NISTA is part of the solution to how we change this picture, providing clear leadership to drive the ambition across the whole of government to do infrastructure differently. We were set up to help government overcome these longstanding barriers and support a more joined-up, ambitious approach to infrastructure planning and delivery, working in partnership with stakeholders across business, finance and the wider public sector.

I'm genuinely excited to lead the organisation in tackling such an exciting and transformative remit, and in our first few months, we're already making an impact.

We've helped the government deliver the first comprehensive 10-Year Infrastructure Strategy and restore confidence in the UK's infrastructure planning

And developed a game-changing Infrastructure Pipeline that gives investors and businesses regular updates on planned public and private sector projects, providing them with a level of clarity and confidence to plan for the long term they haven't had before.

But we can't rest up - the long-term challenge of implementation starts now. Our Expert Advisory Council is an integral part of the policy and delivery framework that will help us turn bold plans into deliverable results. As a member, you will provide ministers along with me and my colleagues on NISTA's leadership team with advice and assurance on individual projects and on the organisation's long-term strategy.

Your insights and understanding will be crucial in ensuring NISTA succeeds in its core function of transforming the delivery of infrastructure and other major projects over the next decade, and beyond. This is a unique opportunity to apply your skills, ambition and experience to building a brighter future for the UK, project by project.

The Treasury celebrates diversity in all our work and promotes equality of opportunity. We welcome new ideas and challenges. We are actively searching for a diverse range of candidates and encourage applicants from all backgrounds.

I wish you the very best of luck with your application.

**Becky Wood**, Chief Executive Officer

## About HM Treasury



**Location of Treasury Offices in London (centre), Darlington (left) and Norwich (right).**  
Work for this role will typically be based at the London office, 1 Horse Guards Road.

### **Our work**

HM Treasury (HMT) is responsible for public spending, including departmental spending, public sector pay and pensions, annually managed expenditure (AME), welfare policy, and capital investment. The department is also responsible for financial services policy, including banking and financial services regulation, financial stability, and ensuring competitiveness in the City. HMT has strategic oversight of the UK tax system, including direct, indirect, business, property, personal tax, and corporation tax. And the delivery of infrastructure projects across the public sector and facilitating private sector investment into UK infrastructure. The department also ensures the economy is growing sustainably.

### **About the role**

NISTA aims to unite long-term strategy with best-practice project delivery, transforming UK major projects and programmes.

The NISTA Council will bring experienced practitioners close to government and provide impartial and expert advice to the government on infrastructure and service transformation, scrutinising the government's progress in delivering agreed recommendations, supporting the implementation of the government's 10-year infrastructure strategy and supporting the development of a strategy and work programme to deliver NISTA's objectives. Looking forward, we expect that there will be specific topics (for example the progression of spatial planning thinking, and how best to engage devolved authorities in that work, development of thinking in relation to appropriate private financing structures linked to the infrastructure investment pipeline).

All appointments will be confirmed by the Chief Secretary to the Treasury. Members serve for an initial term of 5 years and will be expected to support Council activity for 2 days per month.

We are committed to fairness and the promotion of equality of opportunity for all. Taking equality considerations into account in our work is an important and integral part of our approach as both an employer and a policymaker.

We promote equality of opportunity in employment to ensure our workforce is representative of the community it serves and that we attract and retain talented employees.

## Candidate Specification – NISTA EAC Chair:

*This Candidate Pack provides information for applications for the Chair of the EAC. A separate application pack has been produced for the role of a Panel Member of the EAC. Applications are to be made for either role via the gov.uk site listed within the Candidate Pack.*

The NISTA EAC Chair plays a crucial role in supporting the CEO of NISTA to provide impartial and expert advice and scrutiny on NISTA's work. The Chair candidate will need to be a leader in their field, widely respected across the infrastructure and service transformation sector, and able to engage with stakeholders in central and local government, and across industry.

### Chair Responsibilities

- Challenge, motivate and provide strategic leadership to the Council and organisation.
- Providing expert, impartial advice to the government on infrastructure and service transformation, including advice on prioritisation and value for money on public and private investments.
- Directing the other Council members' input to advice commissioned through the Council in support of the CST and CEO, harnessing their skills, experience and expertise.
- Engaging with stakeholders, including government, industry, academia, interest groups and the public.
- Representing NISTA in public, including in the media and at industry events (in line with the current rules)
- Working closely with the CEO to ensure NISTA is well set-up with a high-performing team across a broad set of experiences and skills.

### Essential Criteria

- **Leadership:** the ability to set strategic vision and drive forward priorities of the organisation.
- **Knowledge:** a clear understanding of the work, priorities and challenges of the organisation and the context within which it operates. Ability to consider the long-term development of the UK's infrastructure landscape and understand the government's infrastructure objectives within the wider policy, delivery and finance context. The experience should be in one or more of the following areas: defence, digital, social infrastructure, private finance, engineering and design.
- **Experience:** a leader in the infrastructure sector with strong track record of delivery on significant infrastructure policy issues within the private, public or voluntary sectors. Experience of representing organisations in public and engaging with a wide range of stakeholders.
- **Relationship building** ability to build strong stakeholder relationships, including with Ministers and Senior Government officials and external stakeholders.
- **Communication:** strong communication and interpersonal skills with the ability to communicate and influence at senior levels.

- **Judgement:** effective decision-making skills with the ability to critically analyse a wide range of information to make clear and objective evidence-based recommendations to support the delivery of the organisation's objectives and provide robust, independent advice to the government.
- **Collaboration:** ability to work closely with the executive board and other key stakeholders, providing support, constructive challenge and assurance as appropriate.
- Ability to provide robust, independent advice, under a high level of public interest and scrutiny, and use a public profile to build consensus.
- Experience of representing organisations in public, including in the media and with a range of stakeholders.
- Credibility with government, industry and the public
- Understanding of the government's infrastructure objectives and the wider policy, delivery and finance landscape.

### Desirable criteria

Experience in one or more of the following areas:

- Project leadership, design, delivery and commissioning (operations)
- Skills and supply chain
- Organisational change and service transformation
- Project governance and assurance
- Social & economic infrastructure, defence and digital
- Economics and analysis
- Engineering (civils and systems)
- Private financing and different investment models for infrastructure

Any successful candidate for this role will be expected to abide by the Seven Principles of Public Life, these are:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

More information on the Seven Principles can be found here:  
<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

As part of the recruitment process, this will be reviewed in due diligence checks, including social media checks that will be undertaken on short-listed candidates.



### Time Commitments

Members serve for an initial term of 5 years and will be expected to support Council activity for 2 days per month.

### Remuneration

£20,000 pa

### Travel

London with occasional travel to Leeds and Birmingham. Travel expenses in relation to EAC activity will be reimbursed.

### Recruitment

Candidates will need to submit a CV and supporting statement. The panel will look at both your CV and supporting statement when recommending to a minister who should be shortlisted for interview. If shortlisted, you will be invited to an interview.

The selection panel will include:

- Becky Wood, NISTA CEO and Head of the Government Project Delivery Profession
- Rupesh Mehta, Director of Infrastructure, EDS
- Clive Maxwell, 2nd Permanent Secretary, DESNZ
- Rebecca Sheeran, Chief Operating Officer, NAO

If you have any interests that might be relevant to the work of HM Treasury, and which could lead to a real or perceived conflict of interest if you were to be appointed, please ensure those details are included in the Disability Confident Scheme, Political Activity, and Conflict of Interest questionnaire.

### Equal Opportunity

HM Treasury embrace diversity and promote equality of opportunity; we encourage applicants from all backgrounds, irrespective of race, age, disability, gender, marital status, religion and sexual orientation.

HM Treasury are disability confident employer scheme members.

### Timetable

The recruitment timetable:

|                                          |                                                   |
|------------------------------------------|---------------------------------------------------|
| Campaigns open                           | Tuesday 7 <sup>th</sup> October 2025              |
| Closing date for receipt of applications | Tuesday 29 <sup>th</sup> October 2025             |
| Shortlist meeting                        | 7 <sup>th</sup> November 2025                     |
| Final panel interviews*                  | 17 <sup>th</sup> – 21 <sup>st</sup> November 2025 |
| Anticipated start date                   | 5 <sup>th</sup> January 2026                      |

\*Interviews may be conducted virtually. Further details will be provided closer to the time.

## How to Apply

The closing date for applications is **11.45 on Tuesday 29<sup>th</sup> October 2025**.

## Before you apply

You'll need to [create an account](#) or [sign in](#).

## How to apply

To apply, you must provide:

- equality information
- information relating to any outside interests or potential reputational issues

You may also be asked to provide:

- a Curriculum Vitae (CV)
- a supporting statement
- a short biography

We will ask you to check and confirm your personal details to ensure your application is accurate.

You will also have the opportunity to make a reasonable adjustment request or apply under the disability confident scheme before you submit your application.

Note

- A CV of no more than two sides of A4 with education, professional qualifications and employment history.
- A statement of suitability should give evidence of the strength and depth of your ability to meet the essential criteria for this role. Please provide specific examples to demonstrate how you meet each of the criteria (max two pages please).

For further information please email: [PublicAppointments-HMT@hmtreasury.gov.uk](mailto:PublicAppointments-HMT@hmtreasury.gov.uk)

## **Stay informed**

You can keep up to date with news about HM Treasury through a range of communication channels:

HM Treasury: <https://www.gov.uk/government/organisations/hm-treasury>

X: @hmtreasury

## Complaints

If you have any complaint about this process please contact [PublicAppointments-HMT@hmtreasury.gov.uk](mailto:PublicAppointments-HMT@hmtreasury.gov.uk)>

## **Annex A**

### **HM Treasury Public Appointments: Privacy Notice**

Public appointments are generally ministerial appointments to the board of a public body or advisory committee and HM Treasury advertises its public appointments on the Cabinet Office's [Public Appointments website](#). For the purposes of the UK General Data Protection Regulation (UK GDPR), this means that HM Treasury and the Cabinet Office are considered joint data controllers for any personal data processed for HM Treasury's public appointments advertised on the public appointments website.

The purpose of this notice is to set out how HM Treasury uses personal data and special category data for the purpose of public appointments and explains your rights under the UK GDPR.

#### **1. Data subject categories**

The personal data to be processed for this activity relate to individuals applying for a Treasury public appointment which has been advertised on the Cabinet Office's public appointments website.

#### **2. Data categories**

In most cases, the following personal data will be collected for the purposes of your application:

- name, address, telephone number and email address
- date of birth
- curriculum vitae and any covering letter
- employment references
- employment history and qualifications
- other background information relevant to your application including sift and interview assessments made by the advisory assessment panel
- right to work documentation (where necessary)
- any political activity
- details of any public appointments held
- alongside your own conflicts of interest and declaration of relevant interests, this may also include information relating to your conduct or professional capacity gathered as part of departments conducting appropriate checks on information appearing in the public domain
- This list of data categories is not exhaustive and may vary, depending on the appointment you are applying for and what data you supply to us as part of your application.

#### **3. Purpose of processing**

Your personal data will be processed for the purpose of considering your application for a public appointment or reappointment in accordance with [the Governance Code on Public Appointments](#) published by the Cabinet Office.

#### **4. Lawful basis for processing personal data**

Personal data processed for the purpose of a public appointment or reappointment complies with Article 6(1)(e) of the UK GDPR in that it is necessary for the performance of a task carried out in the public interest. This public task is that of ensuring the suitability of those applying for public appointments.

#### **5. Special category data**

We are responsible for monitoring the diversity of our public appointments by assessing any diversity data collected as part of applications. This diversity data may include your:

- race or ethnicity
- religious beliefs
- sexual orientation
- sex/gender
- political beliefs
- disability information (where applicable)

We may also ask you to supply us with any relevant health information where this may be needed to make reasonable adjustments to facilitate your access to offices and participation at events.

#### **6. Lawful basis for processing special category data**

Where we process special category data (as defined in Article 9(1) of the UK GDPR), it is for reasons of substantial public interest (under Article 9(2)(g) of the UK GDPR) and in accordance with the requirements set out in section 6(2)(b) of Part 2 of Schedule 1 to the Data Protection Act 2018 (i.e., for the exercise of a function of the Crown, a Minister of the Crown, or a government department).

#### **7. Recipients of your personal data and special category data**

Data appearing in applications made via the Cabinet Office's public appointments website, will be available to the Cabinet Office (as site owners). It will also be available to the Prime Minister's Office as they have a role in Public Appointment work, the relevant recruiting body, and HM Treasury as the advertising department.

Applications are only seen by HM Treasury staff and/or those of organisations working on our behalf, who have a business need to see them. Where it is necessary for us to use third parties to process applications on our behalf, activities they may undertake will include (but will not be limited to):

- processing your application
- advising you of the outcome of your application
- arranging interviews for successful candidates
- equality and diversity monitoring
- vetting

We may also need to share your data with the Office of the Commissioner for Public Appointments (OCPA) for the purpose of ensuring that our appointment practices are fair, open, made on merit and encourage a diverse range of candidates. How the Commissioner uses your personal data is set out here:

<https://publicappointmentscommissioner.independent.gov.uk/privacy-andcookies-policy/>

Others with whom we may need to share your personal data will vary, depending on the nature of the position being applied for. They may include:

- The Prime Minister's Office
- Prime Minister's Appointment Unit
- Cabinet Office
- The recruiting body
- The Royal Household (where applicable for Crown appointments)
- The Ministry of Justice (for some Crown appointments)
- HM Revenue and Customs for the purpose of vetting
- The organisation responsible for base line security checks.

- The Office of the Commissioner for Public Appointments
- Government ministers and officials involved in public appointment work

The legal basis for the sharing of this data with these relevant organisations is the same as paragraphs 4 and 6 (above) and is in line with the Governance Code for Public Appointments.

## **8. Retention**

HM Treasury is required to keep information provided in support of applications in order for us to complete the appointment process, satisfy the purposes of audit and to facilitate onboarding should your application be successful.

The data will only be visible to HM Treasury, Cabinet Office, and other relevant departments' officials. Some of this data will also be available to other individuals involved in the recruitment process, including Advisory Assessment Panel members, members of the Commissioner for Public Appointments team and our IT providers.

### **Unsuccessful applicants**

If your application is unsuccessful, the Treasury and the recruiting body will keep your application on file for 2 years following the announcement of the successful appointment. This is to allow the Treasury to; provide any requested feedback, satisfy complaints or legal challenge and provide evidence for audit purposes.

After that time your CV, letter of application, declaration of conflicts, political activity and diversity form will be destroyed. This will include all contact details that we hold for you, unless you have indicated that you would like your name to be kept on file for future public appointment opportunities.

### **Successful applicants**

If your application is successful, the Treasury and the recruiting body will keep your application on file for the duration of your role plus 2 years. After that time your CV, letter of application, declaration of conflicts, political activity and diversity form will be destroyed.

This will include all contact details that we hold, unless you have indicated that you would like your name to be kept on file for future public appointment opportunities. You may expect to receive further privacy notices as part of the onboarding process from the body that you are appointed to.

Where we share information with Ministers' Offices for the purposes of the public appointments process, HM Treasury will retain this information for a period of 20 years, but this will not include personal contact details.

## **9. Your data protection rights**

You have the right to request:

- information about how your personal data are being processed and to request a copy of that personal data
- that any inaccuracies in your personal data are rectified without delay
- that your personal data are erased if there is no longer a justification for them to be processed
- in certain circumstances, for the processing of your personal data to be restricted e.g., where accuracy is contested

## 10. HM Treasury contact details

For general queries relating to the processing of your personal data for the purposes of your public appointment application, contact: [PublicAppointments-HMT@hmtreasury.gov.uk](mailto:PublicAppointments-HMT@hmtreasury.gov.uk)

## 11. How to submit a Data Subject Access Request (DSAR)

To request access to personal data that HM Treasury holds about you, contact:

HM Treasury Information Rights Unit  
Ground Orange  
1 Horse Guards Road  
London  
SW1A 2HQ  
[dsar@hmtreasury.gov.uk](mailto:dsar@hmtreasury.gov.uk)

## 12. Complaints

If you have concerns that your personal data has been misused or mishandled, you can contact HM Treasury's Data Protection Officer (DPO) at:

HM Treasury Data Protection Officer  
Ground Orange  
1 Horse Guards Road  
London  
SW1A 2HQ  
[privacy@hmtreasury.gov.uk](mailto:privacy@hmtreasury.gov.uk)

If you are unhappy about Treasury's handling of your concerns, you may contact the UK Information Commissioner's Office at:

Information Commissioner's Office  
Wycliffe House  
Water Lane  
Wilmslow  
Cheshire SK9 5AF  
0303 123 1113 [ico.org.uk](https://ico.org.uk)