



Department
for Transport

Port of Dover

Non-Executive Director

July 2026





Department for Transport

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Welcome Note from Rt Hon Heidi Alexander MP, Secretary of State for Transport

Dear Applicant,

Thank you for your interest in the Non-Executive Director role on the Board of Dover Harbour Board.

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.

The Port of Dover, Europe's busiest port, offers a significant opportunity within a nationally important organisation with a history dating back to 1606. As the UK's primary gateway to Europe, it facilitates over £150 billion in trade annually and continues to play a critical role in the national economy.

Dover Harbour Board is seeking a Non-Executive Director to help sustain and strengthen the Port's leading position. The role requires strong strategic and analytical capability, with responsibility for influencing decisions across investment, asset management, digital transformation, funding, and customer delivery within a complex stakeholder environment.

The successful candidate will join a forward-looking Board driving major transformation, including investment in technology and infrastructure over the next five years. With strong progress already achieved in 2025/26, this is a key moment to contribute to the Port's long-term success and stewardship as a vital national asset.

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 Dover Harbour Board, 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.

Rt Hon Heidi Alexander MP
Secretary of State for Transport



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About the Port of Dover

The Port of Dover is the UK's primary gateway to Europe, its largest trading partner. More lorries enter and leave the country through Dover than through all other UK ports combined. Operating on a 24/7 basis, every day of the year except Christmas Day, it is known as Britain's busiest port.

Arguably, it is also the country's most iconic port, where millions of visitors set foot in the UK for the first time and where even larger numbers of Britons know they are home safe from their overseas travels as they disembark beneath its white cliffs. As well as the ferry terminal for which it is best known, the port also has two cruise terminals, a yacht marina, and a cargo terminal which handles a range of commodities from fresh fruit to steel.

Alongside its national importance, the port also operates as a highly successful commercial enterprise locally, supporting around 22,000 local jobs. It has, through development of its operations and continual investment, been able to future proof its existing facilities and plan for future demand.

The Port of Dover is a Trust Port, controlled by the Dover Harbour Board (DHB). Trust Ports are autonomous bodies created by Acts of Parliament and are controlled by an independent board. Originally established by Royal Charter in 1606, DHB is now a statutory corporation with a legal duty to administer, maintain and improve the harbour. It is accountable to its stakeholders – users of the port, its employees, the local community and all those individuals, organisations and groups having an interest in the operation of the port – for the performance of that duty.

Notwithstanding its unusual constitution, DHB operates the port as a commercial business. In 2025 it generated annual revenue of some £103m and an operating profit of £18m.

The DHB board comprises a non-executive Chairman, six non-executive Directors, the Chief Executive and the Chief Financial Officer. The Chairman and two of the NEDs are Department for Transport (DfT) Ministerial appointees; four NEDs are Board appointees, of whom two (known as "community directors") must have special knowledge of the position of the Port in the local economy and community.

The six-part Channel 4 TV programme, 'Dover 24/7: Britain's Busiest Port' which aired last year, allowed people the opportunity to see exactly what goes on in Dover, to keep trade and travellers flowing. Building on this success, a second series will be broadcast this summer.

For more information including annual statements and current board membership, please visit: www.portofdover.com/corporate/



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Note from Jason Holt, Chair, Dover Harbour Board

Welcome to the Port of Dover, Europe's busiest port, for what we hope will be an exciting opportunity for you. The Port of Dover is a national icon that has been at the forefront of the maritime sector since 1606 and remains the country's foremost gateway to Europe. We are a vitally important national strategic asset responsible for over £150 billion of trade with Europe. Not surprisingly, as a Board we have exciting plans to share with you.

To maintain our leadership position the Dover Harbour Board is looking for a new Non-Executive Director who is excited by the responsibility of ensuring that the Port of Dover is Britain's Number One gateway port.

This leadership position requires clear strategic and analytical thinking twinned with an ability to shape decisions across a competitive business spectrum that includes investment and asset management, digitalisation and funding as well as ensuring excellent customer delivery wrapped up amongst a multitude of stakeholders.

Bringing your experience to the board table you will join a team that is shaping and embracing the Board's transformative thinking as we adopt technologies and build infrastructure to revolutionise the Port over the next 5 years. By doing so you will join a board that stewards this national business asset that remains vital to the UK's economy in this fast, ever-changing world of ours.

The board has already journeyed across plenty of ground in 2025/26 with excellent results as well as setting the agenda and landscape for the rest of this year and beyond. If you join us now, you will play a key role in securing the Port of Dover's legacy so safeguarding its enduring success for generations to come.

I do hope you will consider being part of this winning Dover team.

Jason Holt
Chair, Dover Harbour Board



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About the role

Title: Non-Executive Director

Duration: An initial term of 3 years, with the possibility of re-appointment

Remuneration: £31,549 per annum (2026)

Essential criteria:

It is essential that candidates are able to demonstrate the following qualities:

- An ability to formulate and discuss strategic subjects in a board room environment in a coherent and structured way
- The ability to contribute effectively and constructively challenge in group discussions involving a wide range of subject matter and people, including technical specialists and professionals
- Excellent internal and external communication skills, able to engender the confidence of their peers
- Sufficient scope and availability to attend such Board meetings, Committee meetings and additional forum meetings as required
- Commitment to working as part of a team which is engaged and ambitious for the Port
- Commitment to the seven principles of public service as set out by Lord Nolan and contained in paragraph 3.17 of the Ports Good Governance Guide published by the Department for Transport.

Candidates' suitability for the role will be assessed against the criteria above.

Whilst not essential, senior executive level experience in business in one or more of the following sectors would be desirable:

- the ports industry
- logistics
- shipping or other forms of transport
- navigation or marine operations
- strategic planning
- industrial, commercial or financial management
- safety and personnel management
- environmental matters affecting harbours
- knowledge or experience of accounting and finance



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Non-Executive Director

The DHB board currently consists of a strong and experienced group of non-executive members, and the Port is looking to recruit a Non-Executive Director, for appointment by the Department for Transport, to take office from 1 January 2027, replacing the incumbent who has come to the end of their appointment term.

The role of a Non-Executive Director at DHB is to:

- Understand DHB's statutory duties, and its corporate mission and purpose
- Read and understand financial statements and board materials in advance of meetings
- Prepare for, attend and participate in Board meetings
- Exercise independent judgement and reasonable care, skill and diligence in performing the Board's statutory functions
- Prepare for, attend and participate in meetings of any committee of the Board to which the Director may be appointed (likely to be the Audit Committee)
- Attend and be visible at the Annual Consultative Meeting (the equivalent of an AGM) and other large and high-profile public events mounted by the Port.

The Board is committed to incorporating the standards and objectives of the Ports Good Governance Guide, which requires the annual performance of Board members to be assessed.

The Port of Dover has adopted a formal Leadership Capability Framework, to ensure that all its leaders live its values:

- To work together – by engaging and inspiring, developing people, and encouraging collaboration;
- To look after everyone and everything – by leading visibly, operating inclusively, and enabling safety and sustainability;
- To empower each other – by cultivating accountability and trust, prioritising autonomy, and recognising success;
- To exchange ideas and innovate – by having a growth mindset, providing clarity and direction, and championing change.



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Terms of Appointment

This appointment will take effect on 1 January 2027 and will be for an initial term of three years, with a possibility of renewal.

The role will require a time commitment of at least 2-3 days per months, attending meetings of the Board in person (six times a year, usually in Dover), away-days (typically two a year, also usually in/near Dover), and other update calls and ad hoc meetings usually held online via Teams.

Board meetings are typically scheduled for the fourth Thursday of every other month, starting with January. Directors should expect to be invited to serve on two of the Board's three standing committees (Audit, Nomination and Remuneration), entailing further meetings, usually online via Teams, with an overall 2-3 days per month time commitment.

A fee is payable in respect of the appointment, the fee per annum for 2026 is £31,549.

How to Apply

To apply for this role, you must complete **both** of the following steps by **11:00 on Friday 14 August 2026**.

Step 1 – Submit your application: Complete and submit your application through Odgers using the following link: www.odgers.com/95997.

Step 2 – Complete the Public Appointments registration: You must also register on the Cabinet Office Public Appointments website to provide diversity monitoring information and declare any potential conflicts of interest or reputational matters: [Public Appointments website](https://publicappointments.gov.uk).

Applications will only be considered once both steps have been completed by the closing date. Applications submitted after the closing date, or applications that do not include the required information, will not be considered.

- As part of your application, you must provide a **CV or equivalent biographical information** of no more than two A4 pages, using a minimum 12-point font. This should set out your career history and include details of any relevant professional qualifications.
- You must also provide a **summary explaining why you are interested in the role and how you meet the specification and essential criteria**. You may submit this in the format that best demonstrates your suitability, such as a supporting letter of no more than two A4 pages, a short slide presentation of no more than five slides, or a short video presentation of no more than two minutes. Your submission should refer to the contents of this candidate pack and include specific examples. **If you wish to provide your supporting summary in video format, please contact DfTpublicappointments@dft.gov.uk before the closing date.**



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If you have any questions about the role or the application process, please contact Callie Foster at Odgers via callie.foster@odgers.com.

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 Launch	16 July 2026
Advert Closing Date	17 August 2026
Short List Meeting	TBC
Final Panel Interviews	TBC
Meeting with Secretary of State (if required)	TBC

Selection Process

This role is being competed in accordance with the Governance Code (October 2025)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:

- Jason Holt – Chair
- Perry Glading – Deputy Chair
- TBC – an official of the Department for Transport
- TBC – Independent Panel Member
- Doug Bannister – Chief Executive Officer (observer)

The process is being led by Executive Search business [Odgers](#). Odgers 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 central London or Dover 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 this role rests with the Secretary of State. Appointable candidates may be invited to meet with the Secretary of State, or another Department for Transport Minister, before a final decision is made.

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



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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 Port of Dover.

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 Non-Executive Director of the Port of Dover will be made by the Secretary of State.

The appointment will be for an initial term of 3 years. Re-appointment for up to a further three years may be offered but is not automatic.

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, nor of Dover Harbour Board. 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 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

- £31,549 per annum,
- If invited to chair a sub-committee, additional remuneration may be provided.
- Remuneration is taxable through payroll, but the appointment is not pensionable.
- Board Members can claim reimbursement for reasonable travel and accommodation costs necessarily incurred in line with the Port of Dover's expenses policy, a copy which will be provided on appointment.

Location

The role will be based in Dover with remote work/ meetings/ travel etc.

Availability

The successful candidates are expected to commence the role on 1 January 2027, subject to the successful completion of pre-appointment checks.



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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.



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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.](#)

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 upon applying. 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.



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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 Inquiries

Department for Transport

Great Minster House

33 Horseferry Road

London

SW1P 4DR

We will aim to reply to your complaint within 20 days.