



**Independent Non-Executive Director**

**Candidate Information Pack**

**rockpools** | GLOBAL EXECUTIVE SEARCH

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## **Welcome Message**

Thank you for your interest in these unique opportunities within Direct Rail Services Ltd (DRS).

Direct Rail Services is a wholly owned subsidiary of the Nuclear Decommissioning Authority (NDA). Since its formation in 1995, DRS has developed and maintained an industry leading reputation for providing safe, secure, reliable and cost effective services within both the nuclear and non-nuclear related markets.

As a profitable, dynamic business with a £75 million turnover per annum and over 400 staff, DRS has sustained and developed critical UK Nuclear transport capability and supported the decommissioning activities for the NDA and UK Nuclear Mission; whilst also exploiting non-nuclear commercial opportunities to new and exciting adjacent rail market sectors, DRS has a large and growing portfolio of contracts with major companies for reliable rail freight services, enabling customers to deliver on time every time and improving the environment by removing lorries from the UK road network. Using its unrivalled expertise and equipment, the company also works closely with Network Rail and Train Operating Companies on both infrastructure and service provision.

As a business, DRS is always looking to improve the way it works, offering innovative and bespoke solutions to our clients' requirements. Significant planning has already gone in to preparation for key strategic investment in future years, such as new rolling stock.

DRS is well positioned to build on its outstanding record of delivery for the nuclear industry whilst taking time to reassess its specialist commercial operations. Moving along a continuum of improvement, we are currently developing our 20 year company strategy and 5 year business plan.

As Independent non-executive director, you will play an important role on the board alongside DRS executives and non-executive colleagues from the NDA, offering a broader perspective and constructively scrutinising corporate strategy and operational performance. You will have an incontestable track record of achievement in logistical delivery and operational management, combined with the knowledge and understanding of complex health and safety requirements in a commercial rail enterprise.

Your ability to constructively challenge the executive and contribute to the development of strategy will support the further development of Direct Rail Services' capability in meeting its national objectives. The challenges facing DRS are numerous, but your influence, insight and judgement, will combine with your specialist expertise to add value to corporate governance and leadership

These are highly complex and challenging issues. If you are interested in this leadership position and have the necessary experience to help lead DRS's work, then we look forward to receiving your application.

**Rob Higgins, Chair**

## **Background**

Established as an independent company in 1995, Direct Rail Services Ltd (DRS) is a wholly owned subsidiary of the Nuclear Decommissioning Authority and is the cornerstone of transport of specialist nuclear materials for the UK industry.

This has encompassed design and delivery of network infrastructure (for example a new railhead facility at Dounreay, from where materials are mainly sent to Sellafield), as well as movement of freight.

DRS has diversified into an exciting and profitable provider of 'Safe, Secure and Reliable' rail transport with a broad portfolio of service to a wide client base. Stobart Group and Tesco both rely on DRS to provide the rail leg of some of their long distance freight transports, while household names such as Virgin rely on DRS to keep their businesses running reliably, efficiently and to the highest performance standards.

Direct Rail Services has its head office in Carlisle and depots in Cumbria (including Sellafield), York, Crewe, Scotland, London, the Midlands and the South-East. Currently the company employs 430 staff covering all of its depots. DRS' expertise in the nuclear industry has led to the company becoming the first choice to provide specialist transport solutions. Operating to the exacting standards of the rail and nuclear industries - two of the world's most heavily regulated industries – have made DRS the purveyor of excellence in this operation.

DRS extends the reputation of safe, secure and reliable service to its expanding general freight market by providing inter-modal services, Rail Head Treatment Trains, hire of locomotives and train crew, in support of its core business.

## **Our Vision – 'Safe, Secure and Reliable'**

Our mission is to continue to operate under our reputation of being safe, secure and reliable and offering both our specialist nuclear and general freight markets an unrivalled high quality service. We work in close partnership with the regulatory bodies that govern our operations as well as our customers, to ensure that we meet both customer demands and corporate responsibility towards the general public.

## **Services**

DRS offer a full range of services for a wide range of clients. All our services are focused on helping our clients achieve the highest level of performance within their businesses.

'Safe, Secure, Reliable' is more than just the DRS' strap-line. It consistently delivers the highest standards of on time delivery in the industry.

Key market areas include:

- Specialist Freight
- Intermodal Freight

- Major Infrastructure Project Support
- Rail Network Support
- Passenger & Train Operating Company Support
- Fleet Maintenance
- Rail Transport Consultancy

Whether it is getting food to the supermarket shelf on time, transporting sensitive consignments, helping train operators keep their trains running, or maintaining the rail network, the DRS team gets the job done.

### **Who we work with**

DRS works alongside independent government bodies such as the Office of Rail Regulation (ORR), the Office for Nuclear Regulation (ONR) and the British Transport Police. These bodies audit and approve the company's safety and security system to ensure that our operation is conducted within extremely stringent safety, security and driver performance standards. DRS' customers are a vital part of the company and we work in very close partnership with all customers to develop tailor made services that will fit in with individual business requirements.

### **Track Record**

DRS has a 20 year track record of unique experience which gives it the capability to design and deliver end-to-end, or individual elements, of specialist nuclear and other major rail projects. The company has a proven record of delivering the highest performance in the industry for both safety and on time delivery.

DRS is also a trusted partner of the rail network (for example in snow clearance and seasonal treatment of lines) and supports Network Rail's infrastructure renewal. Train Operating Companies also hire locomotives and crew and support from DRS to help keep their services running.

Over the coming years, DRS will continue its focus on providing specialist services for the UK nuclear industry whilst also developing opportunities for new business using its expertise in 'Safe, Secure and Reliable' transport. Regulatory, technical and stakeholder complexities are inherent in specialist nuclear transport and meeting other major client requirements; no two projects are ever the same. This is a successful business with potential to expand. It spans major Government and commercial relationships.

In 2016, DRS was presented for the fourth time with the prestigious industry award for being the UK's 'Best Performing Rail Freight Operator' at 'The Golden Whistle Awards'. The award is measured on service arrivals over 12 months and demonstrates the quality and reliability of services DRS delivers. In 2012, DRS in partnership with Stobart Group and Tesco won the award for 'Freight & Logistics Achievement of the Year' at the National Rail Awards for intermodal work which helped Tesco reduce its carbon footprint and increase efficiency. DRS has also, most recently, won the 'Customer Care Award for 2016' at the Rail Freight Group Awards for

providing 'First Class Customer Care' during the most challenging times, namely the severe weather that disrupted the rail network in 2015/16.

### **Key Objectives 2015 - 2020**

- Maintain and enhance industry leading (Nuclear and Rail) Safety, Security, Quality and Environmental performance
  - Act as a wholly owned subsidiary of NDA and fulfil the requirements of a subsidiary to an NDPB
  - Align with shareholder requirements and values
  - Support NDA's aspirations
- Sustain and Develop Nuclear First transport business for the NDA and UK Nuclear Industry
- Sustain and develop critical UK transport capability for the NDA and UK Nuclear Industry through:-
  - People and skills
  - Technology and equipment
  - Sustaining health and well-being and job satisfaction of DRS staff
  - Maturing the DRS culture to sustain long term resilience and capability
- Operate as a fully commercial business with no subsidy or unfair commercial advantage in the "critical and bespoke" rail sector
- Build and sustain the non-nuclear commercial business that optimises the size of the business to :-
  - Balance commercial aspirations with the 'Nuclear First' principle and the DRS risk appetite
  - Deliver profitable business against the agreed margins in agreed sectors of operation
  - Support the cost base of the business to ensure value for money for the UK taxpayer and the wider UK Nuclear Industry
- Protect and maintain the DRS reputation and thereby the reputation of NDA and the wider UK Nuclear Industry
- Develop comprehensive succession and development plans to secure long term DRS capability
- Continue to demonstrate the value of DRS to NDA as a 'strategic hold'

## Organisational Structure

### Non Executives

Rob Higgins	Chair
Martin Liefeth	
Dr Sara Johnston	
Clive Nixon	

### Management Team

Debbie Francis	Managing Director
Chris Connelly	Director of Commercial and Business Development
Mike Leckie	Director of Finance
Jeffery Marshall	Director of Operations & Compliance
Janice McCann	Director of Health, Safety, Environment and Quality

### Functional Heads

Dougie Hill	Operations Delivery
Norman Egglestone	Performance
Neil Curtis	Security and Resilience
Charlotte Quinn	Business Services
Ben Andrew	Traction & Rolling Stock
Tony Hewitson	Production Planning
Beverley Stothart	Commercial & Business Development
Simon Price	Programme & Infrastructure Support
Paul Makepeace	Operations Business Support
Magda Trafas	Health Safety Environment and Quality

## **Role Profile – Non-Executive Director**

### **Main Purpose of the Role**

As a member of the board, to strategically lead and influence corporate strategy and plans for the effective operational and logistical management of the rail business. As a non-executive, you will provide independent scrutiny of performance and assure high standards of corporate governance.

### **Duties and Responsibilities**

Among fulfilling all legal responsibilities of a company director, the post-holder will in particular:

- Contribute effectively to development of, and to delivery of, the Company's Business Plan and Strategy;
- Contribute to the legal, operational and logistics requirements of the business;
- Preferably able to deliver effective leadership and direction as Chair of the Health and Safety Committee;
- Oversee and accept board member responsibility for the Company's annual report and accounts;
- Maintain appropriate control systems to identify and manage risk throughout the business;
- Advise on performance and transformation, operational issues and effective management;
- Provide support, guidance and challenge on the progress and implementation of the Company's programme of activities.

### **Position in Organisation**

- Member of the board of Direct Rail Services (DRS) Limited, which sets the strategic direction of DRS Ltd and scrutinises operational effectiveness;
- Close liaison with the DRS Board, its Executives and with wider NDA representatives at Director level;
- External interface as required with the Department of Transport and other Government departments, the Office of Rail regulation (ORR), Network Rail, local Authorities and other representatives of rail operator and service providers;

## **Person Specification**

In your written application, please give evidence of proven experience in response to as many of the criteria listed in "Part One" of the Person Specification as possible.

These responses will be further developed and discussed with those candidates invited for interview, together with the other criteria listed in "Part Two". It is expected that the successful candidate will be able to demonstrate a strong record across a broad range of the criteria in both Part One and Part Two:

### **Part One: Essential Experience**

1. Proven track record of successfully managing and leading the logistical and operational delivery, and where possible, the health and safety, of a national rail business comparable to the activities of DRS;
2. Experience of operating in high profile and sensitive industry sectors of a comparable nature, ideally with a mix of public and private sectors;
3. Proven senior leadership in the private, public or voluntary sectors, with board-level experience of setting long term vision and/or mission and direction;
4. Significant evidence of working effectively with a range of stakeholders, proven representational/ambassadorial ability, particularly in the context of engaging government, public & private sectors, suppliers and service providers;
5. Demonstrable experience of risk, performance and financial management; and where possible, health and safety;
6. Risk management: Significant experience of managing risks, including high risk and high value projects and risks with a public interest element including knowledge of processes for managing risk, documentation, risk appetite and risk assurance;
7. Delivering change: experience of transforming business processes to improve efficiency and effectiveness at significantly lower cost.

### **Part Two: Abilities, Skills and Knowledge**

1. Ability to think and act strategically; able to respond quickly to changing complex circumstances whilst maintaining a clear view of overall priorities;
2. Highly developed interpersonal skills to influence decision-makers and stakeholders at the highest level;

3. A highly sophisticated appreciation of how to work effectively at the public/private interface, bringing private operating experience to bear in the regulated environment;
4. Proven ability, at the strategic level, to manage budgets and projects to scope, schedule, cost and quality;
5. Sound judgement and a high level of integrity and a commitment to the 7 principles of public life;
6. An immediately credible and persuasive Board Member with interpersonal impact.

#### **Personal Style and Behaviour**

- Articulate, dynamic, energetic and self-motivated;
- Committed to driving the aspirations of DRS, maximising opportunities;
- Collaborative in style and a team player, ready to work with partners across sectors;
- Demonstrates probity, integrity and a commitment to public service values.

#### **Terms & Conditions**

##### **Remuneration**

Up to £1,000 per day

##### **Time Commitment**

Approximately 2 days a month

##### **Place of work**

Head Office	Crewe Office
Regents Court	217 Gresty Road
Baron Way	Crewe
Carlisle	CW2 6EL
Cumbria	
CA6 4SJ	

## Indicative Timetable

*(Please note that these dates are only indicative at this stage and could be subject to change. There may be an additional screening process added later to the timetable for the preferred candidate).*

Advert Appears :	<b>Friday 11<sup>th</sup> August 2017</b>
Advert Closing Date:	<b>Friday 8<sup>th</sup> September 2017</b>
Preliminary Interviews (Rockpools):	<b>w/c 18<sup>th</sup> September 2017</b>
Final Panel Interviews (Direct Rail Services):	<b>w/c 2<sup>nd</sup> October 2017</b>

**Non-Executive Director (DRS005)**

If you wish to apply, please supply the following documentation:

- > A **comprehensive CV/biography** setting out your career history, with responsibilities and achievements.
- > A **supporting statement** that addresses the criteria in **Part One** of the person specification.
- > Please also state details of **two referees** together with a brief statement of the capacity in which, and the length of time for which, they have known you.

It is essential in your written application that you provide as full an answer as possible to each of the criteria in **Part One** stated in the person specification to ensure your application covers all the relevant experience that the selection panel will be looking for in the sift process.

If you wish to receive a hard copy of the information content, or in an alternative format e.g. Audio, Braille or large font then please contact Kelly Rooke on **+44 (0)20 3137 3449** or by e-mailing her at [Kelly.Rooke@rockpools.com](mailto:Kelly.Rooke@rockpools.com)

If you can not apply online, please post applications to:

**Kelly Rooke  
Coventry Techno Centre  
Coventry University Technology Park  
Puma Way  
Coventry  
CV1 2TT  
United Kingdom**

The closing date for applications is **Friday 8<sup>th</sup> September 2017**.

For an informal and confidential discussion, please call our advising consultants at Rockpools: **David Thomas on 07967 172902 or Balvinder Sangha on 07739 508312**.

Rockpools will, of course, respect the privacy of any conversations regarding this role.

*At DRS, we provide equality and fairness for all our employees and do not discriminate against age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.*