

# Director, Strategy, Policy & Reform



Office of Rail and Road

Closing Date: 23:55 9 June 2022

Salary: c£125k



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# Welcome

**Protecting the interests of existing and future rail users is at the heart of what we do at the Office of Rail and Road (ORR). Getting this right is essential for the country's safety, productivity and economic growth. We are accountable to the UK and devolved parliaments, but independent of governments and the industries we regulate, and we operate with high standards of consistency and transparency in all our decisions.**

ORR is at the heart of the Williams-Shapps Plan for Rail, and we are growing as we prepare to meet the opportunities that reform of the rail industry will create, following planned legislation. This role is an important part of ORR's strategy to add capability and capacity to the organisation as we prepare to take on a wider 'whole-industry' remit to oversee Great British Railways.

We are a high-performing and professional regulator. The ORR is a confident and supportive organisation, committed to developing our people and we are working hard to ensure our organisation is diverse and reflective of the people we serve.

**John Larkinson**  
**ORR Chief Executive**



**“This is an excellent opportunity to influence and shape the way ORR develops its approach in rail and road, to deliver tangible benefits for customers, taxpayers and the economy.”**



# Diversity & Inclusion

- The Office of Rail and Road is committed to promoting equality of opportunity for all.
- Understanding, respecting and representing as broad a range of views and backgrounds as we have in UK society is important to us. We know that diverse perspectives and experiences are critical to an effective organisation.
- We particularly encourage applications from women, disabled and Black, Asian and Minority Ethnic candidates, as these groups are currently under-represented at senior grades.
- We have made a positive commitment to guaranteeing to interview all disabled candidates who meet the essential criteria for the role as set out in the 'About You' section.
- ORR operates an anonymised approach to recruitment. That means we remove individuals' personal details from applications and CVs before they reach the managers that shortlist for the interview stage.



# Who we are

**Rail passengers and freight customers across Great Britain want a safe, reliable and efficient railway. Road users also want safe, good quality roads.**

The Office of Rail and Road (ORR) protects the interests of current and future rail and road users. It does so in the public's interest, by overseeing the safety, value and performance of the railway and by monitoring the performance and efficiency of England's strategic road network. We provide assurance and oversight and look out for the long-term national interest in an environment where, given the state-backed nature of rail and road industries, there is inevitably a strong political dimension.

Our ability to deliver impartial evidence-based advice to government and to take regulatory decisions that balance a wide range of duties in a complex context has helped build our reputation as a modern, pragmatic and principled regulator.

In May 2021 the Government published a White Paper setting out its plans for rail reform. A new body, Great British Railways, will be established and ORR will be a core part of the system that will hold GBR to account. A large part of what we do will remain unchanged, but in many areas ORR's role will broaden. A lot of detail remains to be decided and the full White Paper changes will be dependent on the passing of new legislation, on which we are advising government.

The last few years have seen ORR successfully adapt its regulatory approach following significant changes in the rail industry, including Network Rail's shift to public ownership and its regional structure. As part of this, ORR has provided effective assurance to government, users and taxpayers, while also challenging Network Rail and the industry to deliver more for their customers.

To prepare for the next stage of ORR's evolution in response to reform of the rail industry, we are reorganising to add greater capacity and capability to deliver our existing critical functions while anticipating the new roles that we expect to adopt. ORR's approach to regulation will change to reflect the changing structure of the industry, particularly by taking a more holistic approach to overseeing whole-industry outcomes for users.

ORR is a non-Ministerial Government Department. Its staff are members of the UK [Civil Service](#). More about ORR and its functions are on [our website](#). ORR's 2022-23 Business Plan Summary is [here](#)

# The Strategy, Policy and Reform Directorate

**“We are looking for a high-performing leader to join the senior leadership team and take forward some of the most interesting challenges facing the future of Britain’s railway.”**

The Director will lead the Strategy, Policy & Reform Directorate of ORR, which is newly formed following a re-organisation intended to bring greater leadership capacity during an exciting period of change for the rail industry and for ORR. It includes around 40 policy and regulatory professionals across three teams.

The Access and International team oversees access to the rail network, the licences which many rail companies must hold and our international policy which includes regulation of Eurotunnel and our regulatory role in Northern Ireland.

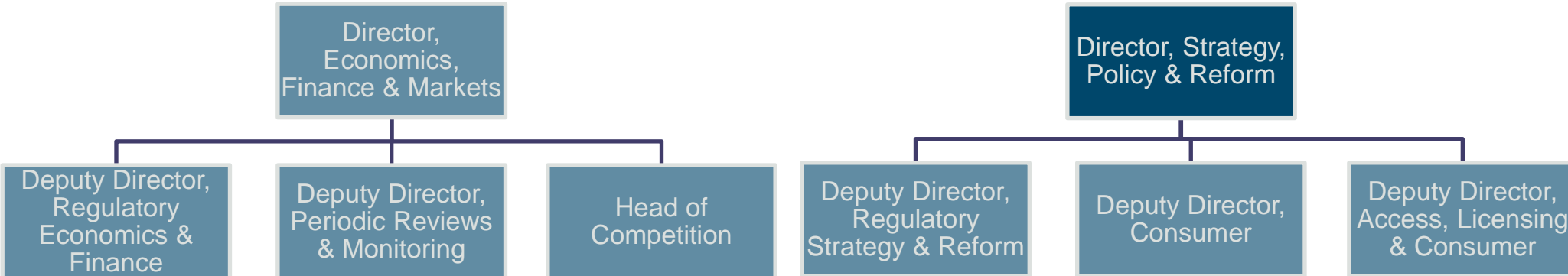
The Consumer team protects rail passengers by monitoring and enforcing passenger-facing licence conditions, which cover issues such as accessibility and passenger information. It also oversees our consumer law enforcement powers and is leading in taking on our new role of sponsorship of the Rail Ombudsman.


The Regulatory Strategy and Reform team includes a wide variety of regulatory policy work and is responsible for overall strategic direction in the ORR and our role in rail reform following the ‘Williams-Shapps Plan for Rail’ White Paper. Our rail reform work currently includes giving advice to government on: the legal issues around reform, particularly around the setting up of Great British Railways (GBR); the governance of GBR; reviewing likely impacts on rail policies; and reviewing how ORR will need to change as an organisation. As reform progresses, the team will need to develop increasingly detailed positions on all policy areas.

The exact nature of the changes is still being developed, but the main change for ORR will be to take on an oversight and assurance role for the whole of GBR. This will give ORR a broader whole industry role in many areas where our role currently focuses on only part of the industry. For example, on rail financial issues our role is currently mainly focused on monitoring Network Rail but will expand to cover the rail operators within GBR. We will need to further expand our capabilities to deliver this broader role.

Our Corporate Operations Directorate is leading on the development of a target operating model for ORR under rail reform.

# Structure chart



 Indicates new role

# About the role

## Director, Strategy, Policy & Reform

### Director, Strategy, Policy & Reform

**Grade: SCS 2**

**Salary: c.125k**

Reporting to the Chief Executive, the post holder will sit on the Executive Committee. The post holder will also attend all Board meetings.

### Key responsibilities

- Lead ORR's engagement with the government's reform of the structure of the rail industry and the consequences for ORR's delivery of its statutory functions in the new industry structure. Working closely with our Board and executive directors, shape ORR's future role and capabilities. Lead on other strategy work including the development of our strategic aims in the light of the reformed rail landscape.
- Lead ORR's approach to protecting customer interests on the railway, including passengers with vulnerabilities, by overseeing rail companies' performance against the customer protection conditions that we set in their operating licences. Evolve this approach as required in the light of rail reform.
- Lead ORR's regulation of fair access to the network, oversight of the timetabling process and the licensing of different rail activities. Evolve this approach as required in the light of rail reform. You will also oversee our cooperation with international partners to deliver ORR's objectives for international networks to the continent and our work in Northern Ireland.
- Lead your teams, supporting high performance across all aspects of their work, including broader policy advice. You will have a strong focus on delivery, personal empathy, and continuous professional development. Contribute effectively to the wider work of the Executive Committee.
- Be a strong advocate for ORR with a wide range of government and industry stakeholders, communicating sometimes complex technical aspects of our role to positively affect policy and engagement across the sector.



# About you – person specification

## Director, Strategy, Policy & Reform

**The ideal candidate will be able to demonstrate they meet the essential criteria and behaviours below**

### Criteria

- Strong analytical capability which could be demonstrably applied to the areas covered by the role;
- A proven record of providing clear, balanced advice and professional leadership at board and/or senior management level on a wide range of strategic, operational, sensitive and other complex issues;
- A significant track record in shaping and developing important/high-profile programmes, including effective consultation and analysis. Ability to absorb complex briefs and subject matter and translate these into language which is widely accessible;
- Experience of operating at board level, either as a board member or through other exposure to boards; candidates will need to show that they are able to operate effectively as an advocate and adviser at the highest level.

### Behaviours

- High intellectual capability and a capacity to move between strategic thinking and technical detail;
- Excellent communication skills, including the ability to distil complex technical messages and represent the organisation;
- Very strong influencing skills, including the ability to manage complex and senior stakeholder relationships;
- Evidence of people leadership skills with the ability to attract, lead, motivate and develop colleagues at all levels to the highest standards;
- Ability to operate as an effective and strong team player.

# Benefits

## Existing civil servants will be appointed in line with the Civil Service pay rules in place on the date of their appointment

**Location:** London, Birmingham, Bristol, Glasgow, Manchester or York.

It is important to note that if candidates wish to be based in a regional location, they will be expected to travel to London for key meetings on a frequent basis.

**Contract type:** Permanent

**Salary:** c£125k

**Hours:** 37 per week

**Working arrangements:** Full-time. Flexible working will be considered.

## Benefits

Whatever your role, we take your career and development seriously, and want to enable you to build a really successful career within ORR and the wider Civil Service. It is crucial that our employees have the right skills to develop their careers and meet the challenges ahead, and you'll benefit from regular performance and development reviews to ensure this development is ongoing. As a Civil Service employee, you'll be entitled to a large range of benefits.

## These include:

- 25 days annual leave on entry, increasing on a sliding scale to 30 days after 5 years' service;
- this is in addition to 8 public holidays;
- this will be complemented by one further day of paid privilege entitlement to mark the Queen's Birthday;
- a competitive contributory pension scheme that you can enter as soon as you join where we will make a significant contribution to the cost of your pension; where your contributions come out of your salary before any tax is taken; and where your pension will continue to provide valuable benefits for you and your family if you are too ill to continue to work or die before you retire.
- Flexible working patterns and access to Flexible Working Schemes allowing you to vary your working day as long as you work your total hours.
- My Lifestyle benefits. We offer access to a range of benefits and discounts to suit your lifestyle. Savings include discounts at hundreds of retailers, gift card discounts, holiday offers and gym discounts.
- We offer an excellent occupational health service and Employee Assistance Programme. For example, we usually provide flu vaccinations every year, as well as workstation assessments and free eye tests; you also have access to 24/7/365 counselling.

# Applying for this position

To apply for this post, you will need to submit the following documentation no later than **23:55 on 9 June 2022**.

This appointment will be made on the basis of fair and open competition established in the Civil Service Commission's recruitment principles.

## **You will be required to submit the following at the application stage:**

- A CV setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years.
- A Statement of Suitability (no longer than two pages) explaining how you consider your experience matches the essential requirements detailed in the person specification.

## **Please upload your CV and Statement of Suitability as one document.**

On submitting your application, you will receive an acknowledgement, which will contain a link to a Candidate Supporting Information Form. Note, all monitoring data will be treated in the strictest confidence, it will not be provided to the selection panel and will not affect your application in any way. The completion of the Diversity Monitoring Form is mandatory, but it includes the option 'prefer not to say'.

The panel, including the hiring manager John Larkinson, CEO, will then assess your application to select those demonstrating the best fit with the role by considering the evidence you have provided against the essential requirements set out in the person specification.

Failure to address any or all of these may affect your application.

**At interview stage:** we will assess candidates based on a prepared presentation and competency questions.

# Selection Process

Jane Burgess, a Civil Service Commissioner, will chair the process. The Civil Service Commission has two primary functions:

- Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel.
- Hearing and determining appeals made by civil servants under the Civil Service Code which sets out the Civil Service values – Impartiality, Objectivity, Integrity and Honesty – and forms part of the relationship between civil servants and their employer.

More detailed information can be found on the [Civil Service Commission website](#).

In addition to Jane Burgess, the other panel members will be:

- John Larkinson, Chief Executive
- Daniel Ruiz, NED
- Vinita Hill, Director of Corporate Operations

## Shortlist

You will receive an acknowledgment of your application through the online process.

The panel will then assess your application to select those demonstrating the best fit with the role by considering the evidence

you have provided against the essential requirements. Failure to address any or all of these may affect your application.

The timeline later in this pack indicates the date by which decisions are expected to be made, and all shortlisted candidates will be advised of the outcome as soon as possible thereafter.

Unfortunately, due to the high volume of applications we receive, we may be unable to provide specific feedback on why you have not been shortlisted.

## Assessment

If you are shortlisted, you will be asked to take part in a series of assessments which could include a staff engagement exercise. These assessments will not result in a pass or fail decision. Rather, they are designed to support the panel's decision-making and highlight areas for the panel to explore further at interview.

You will also have the opportunity to speak to John Larkinson, prior to the panel interview, to learn more about the role and the organisation. Please note this is not part of the formal assessment process.

You will be asked to attend a panel interview virtually or in person in order to have a more in-depth discussion of your previous experience and professional competence in relation to the criteria set out in the person specification.

Full details of the assessment process will be made available to shortlisted candidates.

## Offer

Regardless of the outcome, we will notify all candidates as soon as possible after the final interview.

# Indicative Timeline

Please see the timetable below for indicative dates:

Event	Timescale
Closing date	23:55 on 9 June 2022
Shortlist Meeting	w/c 20 June 2022
ORR Assessments	w/c 11 July 2022
Panel Interviews	w/c 18 July 2022

These dates are accurate at the time of writing but may be subject to change.

If you are successful at the shortlist stage, you will be invited to participate in the assessments and the panel interview..



## Will the role involve travel?

Some travel may be required for this role. It is important to note that if candidates wish to be based in a regional location, they will be expected to travel to London for key meetings on a frequent basis.

## Can I claim back any expenses incurred during the recruitment process?

No. Unfortunately we will not be able to reimburse you, except in exceptional circumstances and only when agreed in advance

## What nationality do I need to hold in order to apply?

This job is broadly open to the following groups:

- UK nationals
  - nationals of Commonwealth countries who have the right to work in the UK
  - nationals of the Republic of Ireland
  - nationals from the EU, EEA or Switzerland with (or eligible for) status under the European Union Settlement Scheme (EUSS)
  - relevant EU, EEA, Swiss or Turkish nationals working in the Civil Service
  - relevant EU, EEA, Swiss or Turkish nationals who have built up the right to work in the Civil Service
  - certain family members of the relevant EU, EEA, Swiss or Turkish nationals
- For further information on whether you are eligible to apply, please visit [Gov.UK](https://www.gov.uk).

## Reserved for UK Nationals

Certain posts, notably those concerned with security and intelligence, might be reserved for British citizens, but this will not normally prevent access to a wide range of developmental opportunities within the Civil Service.

**This is not a reserved post.**

## Is security clearance required?

Please note that the successful applicant will be willing to undertake NSV clearance at SC level.

## What reasonable adjustments can be made if I have a disability?

We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process.

If you feel that you may need a reasonable adjustment to be made, or you would like to discuss your requirements in more detail, please email [HR.recruitment@orr.gov.uk](mailto:HR.recruitment@orr.gov.uk) in the first instance.

## Do you offer a Guaranteed Interview Scheme for Disabled Persons?

Disabled applicants who meet the essential criteria in the job specification are guaranteed an interview. Selection will be on merit. If you wish to claim a guaranteed interview under the Disability Commitment, you should complete the relevant section of the application. It is not necessary to state the nature of your disability.

## Will this role be overseen by the Civil Service Commission?

Yes. As this role is one of the more senior posts within the Civil Service, a Commissioner will oversee the recruitment process and chair the selection panel.

More detailed information can be found on the Civil Service Commission [website](#).