Appointent of the Chair of the Office of Rail and Road

Sixth Report of Session 2017–19

Report, together with formal minutes relating to the report

Ordered by the House of Commons
to be printed 5 November 2018
Transport Committee

The Transport Committee is appointed by the House of Commons to examine the expenditure, administration, and policy of the Department for Transport and its associated public bodies.

Current membership

Lilian Greenwood MP (Labour, Nottingham South) (Chair)
Jack Brereton MP (Conservative, Stoke-on-Trent South)
Ruth Cadbury MP (Labour, Brentwood and Isleworth)
Robert Courts MP (Conservatives, Witney)
Ronnie Cowan MP (SNP, Inverclyde)
Steve Double MP (Conservatives, St Austell and Newquay)
Paul Girvan MP (DUP, South Antrim)
Huw Merriman MP (Conservatives, Bexhill and Battle)
Grahame Morris MP (Labour, Easington)
Graham Stringer MP (Labour, Blackley and Broughton)
Daniel Zeichner MP (Labour, Cambridge)

Powers

The committee is one of the departmental select committees, the powers of which are set out in House of Commons Standing Orders, principally in SO No 152. These are available on the internet via www.parliament.uk.

Publication

Committee reports are published on the Committee's website at www.parliament.uk/transcom and in print by Order of the House.

Evidence relating to this report is published on the inquiry publications page of the Committee’s website.

Committee staff

The current staff of the Committee are Gordon Clarke (Committee Clerk), Ed Faulkner (Second Clerk), James Clarke (Committee Specialist), Nerys Davies (Committee Specialist), Andrew Haylen (Committee Specialist), Deborah Courtney (Senior Committee Assistant), Michelle Owens, (Committee Assistant), Estelle Currie (Senior Media Officer) and Oliver Florence (Media Officer).

Contacts

All correspondence should be addressed to the Clerk of the Transport Committee, House of Commons, London SW1A 0AA. The telephone number for general enquiries is 020 7219 3266; the Committee's email address is transcom@parliament.uk.
Contents

1 Introduction 3
   Pre-appointment hearings 3
   Posts subject to pre-appointment hearings by the Transport Committee 3

2 Background to the post 4
   Rail 4
   Road 4
   The role of the Chair 5

3 The recruitment process 6

4 The candidate 8

5 Our questioning 10

6 Conclusion 12

7 Appointments by the Department for Transport 13
   Appointment which are subject to pre-appointment hearings 13
   Nine years without a pre-appointment hearing for Chair of the ORR 14

Conclusions and recommendations 16

Appendix 1: Role of the Chair of the Office of Rail and Road 18

Appendix 2: Curriculum Vitae of Declan Collier BA. (Mod), MSc. Econ. 20
   Past 23

Formal minutes 25

Witnesses 26

List of Reports from the Committee during the current Parliament 27
1 Introduction

Pre-appointment hearings

1. Since 2008 select committees have held pre-appointment hearings to scrutinise the Government’s preferred candidates for a variety of public appointments. The purpose of these hearings is to enable the relevant committee to investigate whether a candidate has the professional competence and personal independence required for the post to which they would be appointed.

2. Pre-appointment hearings serve to improve public confidence in the appointment process and enhance the legitimacy of candidates whose appointment has been approved by a committee. The Liaison Committee has published guidance for committees to ensure that these hearings are conducted appropriately.1 While committee findings on a candidate’s suitability are not normally binding on Ministers, it is expected that the appointing Minister will consider a committee’s views before deciding whether to proceed with an appointment.

Posts subject to pre-appointment hearings by the Transport Committee

3. The Cabinet Office publishes a list of public appointments which Ministers have agreed would be suitable for a pre-appointment hearing.2 For the Department for Transport this is a single role: Chair of the Office of Rail and Road.

---

1 Liaison Committee guidelines for select committees holding pre-appointment hearings, accessed November 2018

2 Cabinet Office, Cabinet Office Guidance: pre-appointment scrutiny by House of Commons select committees, November 2013
2 Background to the post

4. The Office of Rail and Road regulates the rail industry’s health and safety performance, holds Network Rail and High Speed 1 (HS1) to account and is responsible for making sure that the rail industry is competitive and fair. It also monitors Highways England and has economic regulatory functions in relation to railways in Northern Ireland and for the half of the Channel Tunnel located in the UK. The ORR’s key roles are:

**Rail**
- Regulating Network Rail as the owner and operator of the national rail network.
- Being the national health and safety authority for Britain’s railways.
- Licensing the companies that operate Britain’s trains, stations, light maintenance depots and networks.
- Facilitating new investment in the rail network.
- Establishing terms and conditions for train operators’ access to the network.
- Acting as the competition authority for the railways, concurrently with the Competition and Markets Authority.
- Exercising consumer protection powers.
- Publishing key statistics on the performance of railways.

**Road**
- Providing advice to support the setting of future Road Investment Strategies.
- Undertaking enforcement action.

5. The ORR is a non-ministerial government department with around 300 staff and an annual budget of about £30 million. Its rail regulatory work is funded by the rail industry. ORR’s roads activity is grant funded by DfT, to the order of £2.25 million in 2017–18.

6. The ORR has a board which is responsible for setting strategy and overseeing its delivery. All members of the board are appointed by the Secretary of State for Transport, for a fixed term of up to five years. The ORR has a team of executive directors responsible for delivering the board’s objectives and business plan, in line with its legal duties.

---

3 Office of Rail and Road, *What we do*, accessed November 2018
4 Office of Rail and road, *Annual Report and Accounts 2017–18*, HC 1098, June 2018
The role of the Chair

7. The overall responsibility of the Chair is to “lead the board in giving strategic direction, overseeing the executive’s delivery of that direction, and to represent the organisation to senior stakeholders.” The person specification is set out in the next chapter, and the full list of the Chair’s responsibilities is appended to this Report.
3 The recruitment process

8. The recruitment campaign for this role was launched on 26 April 2018. The vacancy description stated that the Secretary of State for Transport wanted the successful candidate to support the ORR to “continue to be a strong and effective champion for customers”. The person specification set out the following expectations of applicants:

- Ideally, would be someone with commercial experience with an understanding of complex organisations;
- Ability to chair the board of a complex national body with a wide range of responsibilities effectively, with a strong ability to understand the customer perspective and put it at the heart of Board discussions;
- Ability to influence and represent the work of the ORR by building effective relationships with senior stakeholders across the road and rail sectors including politicians, senior officials, consumer and industry representatives and other regulators;
- Ability to be objective and commitment to evidence-based decision making and transparency, demonstrating an understanding of the impact of decisions across the public and private sectors and on customers;
- Well-developed strategic understanding and tactical sense, and
- Previous experience of working as a non-executive is essential and of chairing as a non-executive is desirable.

9. The Department received 48 applications, and seven candidates were shortlisted and then interviewed by an advisory assessment panel. The panel assessed two candidates to be appointable, both of whom met the Secretary of State before he chose his preferred candidate. On 21 August 2018 the Secretary of State for Transport announced that Declan Collier was his preferred candidate for the role of Office of Rail and Road Chair. The Secretary of State wrote to us on the same day inviting us to conduct pre-appointment scrutiny of his preferred candidate.

10. Of the 48 applicants, 25 returned a diversity questionnaire, the details of which the Department provided us with and are published on our website. Of the seven shortlisted candidates, six were men and one was a woman, and of the two candidates the panel deemed to be appointable, one was a man and one was a woman. The Secretary of State has noted that the diversity of the field of candidates was “not as broad” as the Department would have hoped, and has said that the Department will consider carefully what it can do to encourage a more diverse field of applicants in future.

11. It is disappointing that there was not a more diverse range of applicants for this role, but we welcome the Secretary of State’s commitment to consider how it can
encourage a more diverse field of applicants in future. *The Secretary of State should report back to us on how the Department plans to encourage applications from a more diverse range of applicants for future campaigns.*
4 The candidate

12. The Secretary of State’s preferred candidate, Declan Collier, has extensive experience in the private sector, having worked at a senior level in the energy and transport sectors. Most recently he was Chief Executive of London City Airport, a post he held for six years, before which he was Chief Executive of Dublin Airports Authority. Before entering the aviation sector he held a number of roles with ExxonMobil and Esso. He has held a number of directorships in the aviation sector and other areas.

13. Ahead of our pre-appointment hearing with Mr Collier, we wrote to him asking for responses to a range of questions about his experience and intended approach to this role, if appointed. In his responses, Mr Collier highlighted his experience running and managing large scale and complex businesses in regulated sectors, contributing at board level both on an executive and non-executive level, and chairing boards and committees. Mr Collier also told us that he had applied for this role because felt that it provided an opportunity for him to “give something back” by using his skills and experience to contribute towards the development of the sectors and the delivery of a strategy that would help shape the future of rail and road in the UK.

14. The Secretary of State wrote to us that “Declan had a distinguished record in the transport sector and broader customer facing industry, with strong senior level experience.” He went on to say:

I was seeking a Chair who will be a strong customer champion, putting customers at the heart of decision-making, with the ability to manage complexity and effectively balance the ORR’s wide range of statutory duties.

After carefully considering the advice of the independent advisory panel, I strongly consider that Declan meets these requirements and is an excellent choice for the role of ORR Chair—having the necessary skills, experience and track record—to do this challenging role very well at a time of continuing reform and investment.

15. While Mr Collier has extensive experience at a senior level in the private sector, including the aviation sector, he does not have regulatory experience, or a background in road or rail. In his written response to the questions we asked ahead of our hearing, the candidate acknowledged his lack of experience in these areas, saying:

As I am new to the rail and road sectors, it will take me a little time to pick up specific knowledge of these sectors. However, the ORR has a talented and experienced board and executive and as I have already found, they have been very helpful in furthering my knowledge and can bring me quickly up to speed with the core issues, opportunities and challenges.

16. The Secretary of State has told us that Mr Collier has declared that he has undertaken no political activity in the last five years, and has said he is satisfied that the candidate
has no conflicts of interest should he take up the role of ORR Chair. Mr Collier has told us that he is planning to maintain a number of existing commitments: Chair of TCR International NV (a supplier of aviation equipment) and non-executive director of the Royal Schiphol Group (an aviation company) and Crowdvision Limited (a technology company).  

He has stated that, given the role with the ORR is meant to take two days a week, he believes that he has sufficient time to meet the requirements of the ORR role and his other commitments.

17. Mr Collier’s full curriculum vitae is appended to this Report, and his responses to the questions we asked the candidate ahead of the session are available on our website.
5 Our questioning

18. Our questioning was designed to test Mr Collier’s professional competence and personal independence, as recommended in the Liaison Committee’s guidance on pre-appointment hearings. We discussed Mr Collier’s experience in other sectors, and how this had prepared him for the role of Chair of the ORR. This covered:

- Getting up to speed in new subject areas;
- Engaging with and persuading industry stakeholders and policy makers, and
- Contributing at board level as an executive and non-executive.

19. We also took the opportunity to ask Mr Collier about his views of the ORR, what he considered to be the key challenges facing the rail industry, and how he saw the role of the regulator evolving during his tenure, if he were appointed. Mr Collier said that while it was too early for him to give a definitive assessment of the ORR, he had been impressed by the professionalism and interest of those working for the regulator. He acknowledged that there was a need for the ORR to change in some ways, such as to respond to the findings of the Glaister review on rail timetable changes, and he told us that he wanted the whole board to play a role in how the board and organisation evolved over his tenure, if he were appointed. Mr Collier identified the following key challenges to the road and rail sectors:

- Managing growth and congestion on the road and rail networks;
- Implementing investment plans while not degrading levels of service, and
- Co-ordinating decision-making so it is clear who is responsible for key decisions.

Mr Collier acknowledged that the ORR would have a key role in identifying how these challenges would be responded to, and showed an understanding of the needs of different stakeholders, including passengers, Network Rail, TOCs and freight operators.

20. As part of our questioning we asked Mr Collier what he wanted to achieve during his tenure, if he were appointed Chair. He underlined his desire to make the ORR more customer focused, and told us he wanted:

- Passengers to see an improvement in their services;
- Network Rail and train operating companies (TOCs) to feel they were understood by the regulator;
- Funders to feel confident in continuing to invest in these sectors, and
- People to see the ORR as a trusted and credible regulator.

When questioned about the diversity of the ORR, Mr Collier told us that he saw the benefits of diversity to an organisation, and that this was an area he would be keen to promote during his tenure, if appointed. Mr Collier also expressed his desire for the regulator to do more to educate the public about the regulator and its role, particularly as it became more customer focused.
21. Mr Collier acknowledged his lack of experience in the road and rail sectors, as well as of regulation, and recognised the importance of having other members of the Board with extensive experience in these areas. We asked Mr Collier about the departure of the current Chief Executive of the ORR, Joanna Whittington, and he told us that he did not anticipate a short-term problem, as he had an effective interim Chief Executive, John Larkinson, in place. Mr Collier told us that he would be looking for a new Chief Executive with experience of economic regulation, a strategic mindset, and strong leadership skills. He also said it would be important that the new Chief Executive was willing and able to engage positively with the board.

22. The transcript of our cross-examination is published with this Report.19
6 Conclusion

23. We are satisfied that Declan Collier has the professional competence and personal independence required for the post of Chair of the Office of Rail and Road. Despite the candidate’s lack of direct experience in regulation, and the road and rail sectors, we believe that provided the Board as a whole has such experience Mr Collier’s own lack of experience in these areas shouldn’t preclude him from being an effective Chair. We are convinced that the candidate’s extensive experience in other sectors, at an executive and board level, will enable him to lead the board in giving strategic direction, oversee the executive, and represent the organisation to stakeholders. We therefore welcome his nomination and support the Secretary of State in making this appointment. We wish Mr Collier every success in his new post.

24. That said, there will be a sharp learning curve for Mr Collier, particularly as his appointment coincides with the departure of the ORR’s Chief Executive. This may mean that, particularly at the start of his appointment, it requires more than the two-day commitment that was advertised, and the candidate must be willing to prioritise his role as Chair of the ORR over other commitments, if this is necessary.
7 Appointments by the Department for Transport

Appointment which are subject to pre-appointment hearings

25. We noted above that the Chair of the ORR is the only appointment made by the Secretary of State for Transport which is currently subject to a pre-appointment hearing. We have previously questioned the rationale for limiting scrutiny of appointments made by the Secretary of State for Transport to this single role. In evidence to an inquiry by the Public Administration and Constitutional Affairs Committee into pre-appointment hearings, we noted that the Cabinet Office list includes several regulators and that it was therefore unclear why the Chair of the Civil Aviation Authority is not also included in the list. We also noted that none of the appointments to the Department’s four executive agencies were included, and suggested that a case could be made for including the Chair of Network Rail or HS2.

26. In our submission to the Public Administration and Constitutional Affairs Committee we called for the Government to more clearly explain the rationale for including the appointments it has in the list of roles which are subject to pre-appointment hearings, and called on departments to consult relevant departmental select committee on the appointments that should be included in the list. We took no view on the appropriate rationale for including roles on this list—this could be on the basis that an appointee is responsible for exercising regulatory powers, distributing public funds, or providing essential public services—but simply called for some rationale to be set out, so that a case could be made for the inclusion or exclusion of particular roles.

27. The Public Administration and Constitutional Affairs Committee’s Report on pre-appointment hearings concluded that the Cabinet Office’s list of appointments which were subject to pre-appointment hearings should be reviewed, and also concluded that Committees should not be bound by this list and might wish to hold hearings in relation to other appointments. The Report recommended that the Cabinet Office either add several new roles—including four made by the Secretary of State for Transport: Chair of the Civil Aviation Authority, Chair of Network Rail, Chair of Highways England, and the Senior Transport Commissioner—to the list of roles subject to pre-appointment hearings, or explain why it will not do so.

28. At present the Chair of the Office of Rail and Road is the only post which the Government has agreed should be subject to a pre-appointment hearing by this Committee. Other appointments made by the Secretary of State for Transport—including the Chair of the Civil Aviation Authority, another regulator, and Chairs of important delivery bodies like Network Rail and HS2 Ltd—are not included. There does not appear to be any clear rationale for why the one role is included, and others are not. The Cabinet Office should set out the reasons why an appointment is subject to...
a pre-appointment hearing, and the Department for Transport should engage with us to discuss which of the appointments made by the Secretary of State should therefore be subject to such a hearing.

29. We welcome and endorse the Public Administration and Constitutional Affairs Committee’s recommendation that the Cabinet Office revise the list of roles which are subject to pre-appointment hearing. We also welcome the draft list of roles which should be added to this list. Pre-appointment hearings for these roles would improve public confidence in the process and increase Ministers’ accountability to Parliament for their use of their powers to make appointments. We recommend that the Government either agree that these roles will in future be subject to the pre-appointment hearing process, or explain clearly why these roles should not be scrutinised by this Committee when the Chair of the ORR is. Irrespective of whether the Government agrees that these roles should be added to the Cabinet Office’s list of appointments which are subject to pre-appointment hearings, we will seek to conduct hearings for any appointments where we feel there is a case for scrutinising the Secretary of State for Transport’s choice of preferred candidate.

Nine years without a pre-appointment hearing for Chair of the ORR

30. The last time a pre-appointment hearing for the Chair of the ORR took place was in 2009, when our predecessor Committee held a hearing with Anna Walker, welcoming her selection and recommending her appointment. Ms Walker served as Chair of the ORR until the end of 2015. Since Anna Walker’s departure, the open recruitment of a Chair of the ORR has since been beset by delays and complications.

31. Following Ms Walker’s departure the Secretary of State chose to appoint Stephen Glaister as an interim Chair for a period of one year, because of ongoing reviews which could have implications for the future role and responsibilities of the ORR. In June 2016 the Secretary of State announced that he was extending Mr Glaister’s appointment until the end of 2017, because the Government was still considering the recommendations of the Shaw report on the longer term future, shape and financing of Network Rail. Following a failed recruitment exercise in 2017 to find a successor, the Secretary of State announced in January 2018 that Mr Glaister’s appointment had been extended for a further year. It is during this last year that a further recruitment campaign has been held, through which the Secretary of State has identified his preferred candidate. At no time was this Committee invited to hold a pre-appointment hearing with Mr Glaister, either when he was first appointed or on any of the occasions when his appointment was extended.

32. It is regrettable that it has been nine years since the last pre-appointment hearing for the Chair of the ORR. This is the result of prevarication on the part of the Department, as well as the failure of the previous campaign to find an appointable candidate. In future the Department should ensure that its plans for replacing key appointments

---

23 Appointment of the Chair of the Office of Rail Regulation, Third Report of Session 2008–09, HC 433
24 Department for Transport, Transport Secretary appoints interim Chair of Office of Rail and Road, December 2015
25 Department for Transport, Stephen Glaister reappointed as chair of the ORR, June 2016
26 Department for Transport, Stephen Glaister reappointed as chair of rail and road regulator ORR, January 2018
enable parliamentary scrutiny of those candidates. If an interim appointment is made, then we should be invited to hold a pre-appointment hearing before that appointment is confirmed.
Conclusions and recommendations

The recruitment process

1. It is disappointing that there was not a more diverse range of applicants for this role, but we welcome the Secretary of State’s commitment to consider how it can encourage a more diverse field of applicants in future. *The Secretary of State should report back to us on how the Department plans to encourage applications from a more diverse range of applicants for future campaigns.* (Paragraph 11)

Conclusion

2. We are satisfied that Declan Collier has the professional competence and personal independence required for the post of Chair of the Office of Rail and Road. Despite the candidate’s lack of direct experience in regulation, and the road and rail sectors, we believe that provided the Board as a whole has such experience Mr Collier’s own lack of experience in these areas shouldn’t preclude him from being an effective Chair. We are convinced that the candidate’s extensive experience in other sectors, at an executive and board level, will enable him to lead the board in giving strategic direction, oversee the executive, and represent the organisation to stakeholders. We therefore welcome his nomination and support the Secretary of State in making the appointment. We wish Mr Collier every success in his new post. (Paragraph 23)

3. That said, there will be a sharp learning curve for Mr Collier, particularly as his appointment coincides with the departure of the ORR’s Chief Executive. This may mean that, particularly at the start of his appointment, it requires more than the two-day commitment that was advertised, and the candidate must be willing to prioritise his role as Chair of the ORR over other commitments, if this is necessary. (Paragraph 24)

Appointments by the Department for Transport

4. At present the Chair of the Office of Rail and Road is the only post which the Government has agreed should be subject to a pre-appointment hearing by this Committee. Other appointments made by the Secretary of State for Transport—including the Chair of the Civil Aviation Authority, another regulator, and Chairs of important delivery bodies like Network Rail and HS2 Ltd—are not included. There does not appear to be any clear rationale for why the one role is included, and others are not. *The Cabinet Office should set out the reasons why an appointment is subject to a pre-appointment hearing, and the Department for Transport should engage with us to discuss which of the appointments made by the Secretary of State should therefore be subject to such a hearing.* (Paragraph 28)

5. We welcome and endorse the Public Administration and Constitutional Affairs Committee’s recommendation that the Cabinet Office revise the list of roles which are subject to pre-appointment hearing. We also welcome the draft list of roles which should be added to this list. Pre-appointment hearings for these
roles would improve public confidence in the process and increase Ministers’ accountability to Parliament for their use of their powers to make appointments. We recommend that the Government either agree that these roles will in future be subject to the pre-appointment hearing process, or explain clearly why these roles should not be scrutinised by this Committee when the Chair of the ORR is. Irrespective of whether the Government agrees that these roles should be added to the Cabinet Office’s list of appointments which are subject to pre-appointment hearings, we will seek to conduct hearings for any appointments where we feel there is a case for scrutinising the Secretary of State for Transport’s choice of preferred candidate. (Paragraph 29)

6. It is regrettable that it has been nine years since the last pre-appointment hearing for the Chair of the ORR. This is the result of prevarication on the part of the Department, as well as the failure of the previous campaign to find an appointable candidate. In future the Department should ensure that its plans for replacing key appointments enable parliamentary scrutiny of those candidates. If an interim appointment is made, then we should be invited to hold a pre-appointment hearing before that appointment is confirmed. (Paragraph 32)
Appendix 1: Role of the Chair of the Office of Rail and Road

The appointment brief for the recruitment process described the role of the Chair as falling into five main areas:

**Strategic development and policy oversight**

a) Work proactively with the board and objectively with Government to:

b) Keep the strategic objectives under review so that the organisation has clear direction and leadership.

c) Build strategic consensus across the board and guide strategy development and delivery.

d) Provide strong and constructive challenge to the executive in ensuring policy delivery follows strategic direction.

e) Whilst acknowledging that ORR operates in a very complex and safety-critical environment, it puts customer needs at its heart.

**The board members**

f) Recruit and develop non-executive members and ensure effective succession planning.

g) Manage the non-executive board members to ensure good performance and engagement, making best use of their skills and experience through allocation to sub-committee or other work.

h) Maintain a well informed and authoritative board by working with the board secretary to plan an appropriate range of board activities outside regular meetings.

i) Ensure that executive board members also perform well as board members, working closely with the Chief Executive to review and secure their ongoing development.

**Board business**

j) Chair the board meetings so as to deliver collegiate decision making and consistent application of existing policy.

k) Ensure robust scrutiny by the board of recommendations by the executive ensuring shared understanding of complex issues and delivering decisions which are properly informed and well founded.

l) Scrutinise and consider regular reports to ensure that the information given to the board is sufficient and comprehensive enough to meet their statutory duties.
m) Oversee the forward board agenda to ensure that the board retains sufficient familiarity with and oversight of the diverse functions of the Office.

n) Engage with the Chief Executive and board secretary in setting the agenda for the board and ensuring that the board delivers all its duties and functions effectively.

o) Liaise to ensure that the board is content that the papers brought to it by the executive are appropriate and achieve the right engagement between the board and executive.

p) Understand and balance the Office’s various duties set out in the legislation.

q) Ensure good governance is in place, maintained and reviewed.

**Stakeholders**

r) Ensure ORR’s responsibilities to Parliament are delivered, including protecting the ORR’s independence.

s) Deal effectively with parliamentary, media and public scrutiny and where necessary adopt a public profile as spokesperson for the ORR.

t) Maintain a network of agreed stakeholder relationships to support ORR’s strategic and business objectives, including maintaining strong and effective relationships with Ministers and senior officials.

**Senior Leadership through change**

u) Ensure appropriate succession planning is in place for key executive and board roles.

v) Ensure board members (particularly non-executives) understand and deliver their roles and responsibilities, especially during periods of change or uncertainty.

w) Take the lead on the recruitment of any replacement Chief Executive.\(^\text{27}\)
Appendix 2: Curriculum Vitae of Declan Collier BA. (Mod), MSc. Econ.

A seasoned NED and CEO with extensive global experience in aviation, energy and retail. Experienced in co-operatively working and chairing complex, multinational boards and board sub-committees. Has operated and managed businesses in regulated environments in the transport and energy sector. Track record of managing culture change in customer/consumer focused businesses. Delivered year on year double digit growth at private equity owned London City Airport, leading to a successful sales transaction of ~ £2.5bn. Skilled at building teams to deliver excellence. Focused on delivering Success, Profit, Innovation, and Sustainability.

Qualifications

- B.A. (Mod) Economics, Trinity College Dublin
- M.Sc. (Economics), Trinity College Dublin

Career Summary

- 2012 to 2018 London City Airport (LCY): Chief Executive Officer
- 2005 to 2012: Dublin Airports Authority (DAA): Chief Executive Officer
- 2000 to 2002: Esso Ireland Ltd: Chairman, Lead Country Manager
- 1997 to 2000: Esso Ireland Ltd: Retail and Marketing Director

London City Airport: Chief Executive Officer

London City Airport (LCY) is a private equity owned, unique, profitable, unregulated airport. Catering for both Commercial and General Aviation, LCY operates within the world’s busiest airports system and handled 4.6m passengers and ~80000 flights in 2016. Serving ~50 destinations mostly in Europe with daily connections to New York, it hosts 13 airlines. It has a unique passenger profile, an unrivaled and award-winning customer proposition and permission to grow.
Key achievements:

- Maintained a safe, secure and compliant operation
- Secured full planning permission for a circa £500m development of the airport in a very challenging political environment. When complete will lead to a significant increase in value
- Completed the successful sale of the airport for shareholders (GIP and Highstar Capital) at record multiples and valuation.
- Changed company culture from ‘Mom and Pop’ store business to a professional, corporate, commercial and successful entity.
- Created a ‘high performance’ organisation–focused on continuous improvement, agile, innovative and profitable.
- Delivered a 10% EBITDA CAGR between 2011 and 2016, (from £47m to £76m). Pax numbers increased by 60% to 4.6m (2011 to 2016). Market share increased by 17% since 2011.
- Asset value increased by £1.6bn
- Refinanced business - £365m secured at advantageous rates.
- Paid dividends of circa £140m to shareholders (prior to sale)
- Developed and introduced airport industry firsts through digital innovation and technology:
  - ‘Crowdvision’ - real time pax flows, combined with predictive modelling tools o Successfully introduced Phase 5 - 60sec check-in/bag tag and drop,
  - Digital advertising,
  - Digital Air Traffic Control.

**Dublin Airport Authority (DAA)–The national airports authority: Chief Executive Officer**

The DAA is a Commercial Semi-State enterprise owned by the Irish State. It is entirely selffunded (no state funding). Responsible for the operation, management and development of the 3 main airports in Ireland: Dublin, Cork and Shannon. In addition, DAA owns and operates Aer Rianta International (ARI).

The DAA has a turnover of €600M and employs 6500 staff (3000 in Ireland, 3500 in its international business). ARI is in the top10 airport retailers globally with a managed turnover of US$1.2bn, operating businesses in North America, the Caribbean, CIS, the Balkans, North Africa, the Middle East, the Gulf, India and China. The company also has/had investment interests/shareholdings in non-Irish airports in the UK (Birmingham), Germany (Dusseldorf, Hamburg) and Cyprus (Larnaca and Paphos).
DAA serves over 100 destinations ranging from the US to the Arabian Gulf, and across Europe. It hosts all major European and U.S. airlines, including the largest LCC in world, Ryanair, based in Dublin. Air Canada, Emirates, Etihad, Gulf, and Turkish Airlines were all added during my time.

The activities of Dublin airport are regulated by the Civil Aviation Regulator (CAR).

Key achievements:

- Operated a safe, secure and operationally compliant business across its core and construction activities.
- Delivered in excess of €850m EBITDA and €630m PAT in the period 2005 - 2010.
- Successfully delivered and commissioned a €1.6bn capital investment programme including the delivery and commissioning of Terminal 2 (T2) and associated infrastructure in the heart of an active operational environment at Dublin airport. The entire programme was safely delivered in an extremely rapid manner without any disruption to the day to day operations of the airport.
- Procured funding for the above programme from the commercial debt market in a very difficult funding environment. Launched and secured a €600m bond. Prior to this, succeeded in raising the credit rating of the business to support bond raising. Debt is spread across a variety of sources (bonds, EIB, commercial Banks) with good maturities and at advantageous rates.
- Successfully disposed of non-core activities a) Great Southern Hotels and b) Hamburg Airport shareholding and c) Birmingham Airport shareholding at premium prices.
- Secured shareholding in Larnaca and Paphos Airports.

Pre-DAA–Global Energy Sector

26 years in the global Energy industry working with ExxonMobil/Esso in a wide range of Executive and Senior management roles and a number of countries. Prior to the CEO role with DAA was based in the UK over a period of 10 years and managed a global business as Alternative Retail Fuels Manager and European District Heating Manager. The role involved responsibility for:

- A range of commercial operations and research projects focusing on the development and commercialization of alternative fuels for use in vehicles.
- The development and running of associated businesses in Europe, South America and Asia.
- The establishment of strategic commercial and investment plans for the implementation of alternative fuels businesses over a 20 to 30 year time horizon.

In this context, had wide exposure to corporate board and management at a global level.

In addition, had responsibility for ExxonMobil’s European District Heating businesses. The bulk of this business was concentrated in Germany, Austria and Italy.
Prior to last role with ExxonMobil, gained wide-ranging Executive/Senior management experience within the Energy Industry ranging across:

- Running of country operations (Esso Ireland - turnover in excess of €800m p.a. and annual PAT of €100m).
- The development and running of Convenience Retailing operations (up to a network of >3000 stores),
- Management of Industrial and Commercial businesses (covering large Industrial customers both Wholesale and Retail, Aviation and Marine Sales),
- Investment and acquisitions.
- Terminal operations (the receipt, storage and distribution of oil stocks).
- Trading
- Corporate activities such as strategic planning and business development.

**Directorships**

**Current**

- Non-Executive Director, Allied Irish Banks (UK) Ltd.
- Chair, Remuneration Committee, AIB (UK) Ltd.
- Non-Executive Director, Schiphol Airports Group
- Non-Executive Director, TCR International N.V.
- President, World Association of Airports, Airports Council International (ACI);
- Deputy Chair, Airport Operators Association (UK)
- Director, London First
- Director, Dublin Theatre Festival

**Memberships**

**Current**

- Member, Council, Confederation of British Industry (CBI), (London)

**Directorships**

**Past**

- Non-Executive Director, Allied Irish Banks (Group) Ltd. (Chair, Remunerations Cmttee)
• Director Londonia TopCo, PledgeCo, MidCo and BidCo, (London City Airport related)
• Director, Docklands Aviation Group Ltd
• Director, City Aviation Holdings Ltd
• Director, London City Airport Ltd
• Director, Dublin Airport Authority(DAA)
• Chair, Aer Rianta International (ARI).
• Director, DAA Finance Ltd.
• Chair, ARI, NorthAmerica,
• Director, ARI, Middle East
• Director, Delhi Duty Free Ltd.
• Chair, Esso Ireland Ltd.
• Chair, Mobil Oil Ireland Ltd.
• Director, Esso Ireland Manufacturing Co. Ltd.
• Director, Exxon Ireland
• Director, Esso Ireland Pension Trust Ltd.
• Director, Mobil Ireland Pension Trust Ltd.
• Director, Esso Exploration Ireland Ltd.
• Chair Dublin Theatre Festival

Memberships

Past

• President, European Association of Airports, Airports Council International (ACI)
• Member Executive Council, IBEC; (IBEC is the National Employer Confederation of Ireland)
• Chair, European Policy Committee, IBEC
• Member Stakeholder Board, National Convention Centre, Dublin
• Deputy Chair, European Natural Gas Vehicle Association
• Deputy Chair, Irish Petroleum Industry Association
Formal minutes

Monday 5 November 2018

Members present:

Lillian Greenwood, in the Chair
Jack Brereton                Graham Stringer
David Zeichner

Draft Report (Appointment of the Chair of the Office of Rail and Road), proposed by the Chair, brought up and read.

Ordered, That the draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 32 read and agreed to.

Appendices 1 and 2 agreed to

Resolved, That the Report be the Sixth Report of the Committee to the House.

Ordered, That the Chair make the Report to the House.

Ordered, That embargoed copies of the Report be made available, in accordance with the provisions of Standing Order No. 134.

[Adjourned till Monday 12 November at 1.15pm]
Witnesses

The following witnesses gave evidence. Transcripts can be viewed on the inquiry publications page of the Committee’s website.

Monday 5 November 2018

Declan Collier, the Secretary of State’s preferred candidate for Chair of the Office of Rail and Road.
List of Reports from the Committee during the current Parliament

All publications from the Committee are available on the [publications page](http://www.committeeswebsite.com) of the Committee’s website. The reference number of the Government’s response to each Report is printed in brackets after the HC printing number.

**Session 2017–19**

<table>
<thead>
<tr>
<th>Report Type</th>
<th>Report Title</th>
<th>HC Printing Number</th>
<th>Reference Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Report</td>
<td>Community transport and the Department for Transport’s proposed consultation</td>
<td>HC 480</td>
<td>(HC 832)</td>
</tr>
<tr>
<td>Second Report</td>
<td>Improving air quality</td>
<td>HC 433</td>
<td>(HC 1149)</td>
</tr>
<tr>
<td>Third Report</td>
<td>Airports National Policy Statement</td>
<td>HC 548</td>
<td>(Cm 9624)</td>
</tr>
<tr>
<td>Fourth Report</td>
<td>Rail Infrastructure investment</td>
<td>HC 582</td>
<td>(HC 1557)</td>
</tr>
<tr>
<td>Fifth Report</td>
<td>Intercity East Coast rail franchise</td>
<td>HC 891</td>
<td></td>
</tr>
<tr>
<td>First Special Report</td>
<td>Vauxhall Zafira fires: Government Response to the Committee’s Tenth Report</td>
<td>HC 516</td>
<td></td>
</tr>
<tr>
<td></td>
<td>of Session 2016–17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Second Special Report</td>
<td>Community transport and the Department for Transport’s proposed consultation: Government Response to the Committee’s First Report of Session 2017–2019</td>
<td>HC 832</td>
<td></td>
</tr>
<tr>
<td>Third Special Report</td>
<td>Improving air quality: Government Response to the Committee’s Second Report</td>
<td>HC 1149</td>
<td></td>
</tr>
<tr>
<td></td>
<td>of Session 2017–2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fourth Special Report</td>
<td>Rail infrastructure investment: Government and Office of Rail and Road Responses to the Committee’s Fourth Report of Session 2017–19</td>
<td>HC 1557</td>
<td></td>
</tr>
</tbody>
</table>