

Non Executive Directors Office of Rail Regulation

Appointment Brief

November 2014

Letter from ORR's Chair, Anna Walker

Thank you for your interest in these important roles as non-executive directors of the Office of Rail Regulation.

Railways have been a major success story in the UK through the past decade: passenger demand is at the highest ever and freight numbers are growing. Britain's railways have a vital role to play in enabling the Government's wider strategy of promoting economic growth and sustainability while improving services and safety for passengers. The industry must also demonstrate value for money and reclassification of Network Rail as a public enterprise will make that story ever more transparent to the taxpayer and passenger.

ORR's work as a regulator is central to the overall effectiveness of the railway and we have to combine our responsibility for enforcing a safer railway with our aim of promoting an increasingly dynamic and commercial sector.

Our role covers a wide range of responsibilities and can involve difficult and complex judgements which nearly always result in some balance having to be struck. I rely on my non-executive colleagues to bring their experience and views to our discussions from their widely varying viewpoints. But we must also be willing to take on board the range of each other's views so that we can reach the best solution in all the circumstances.

Our policy focus is on efficiency, creating incentives to encourage better industry wide collaboration, raising standards for customers and ensuring value for money for taxpayers and funders.

These core skills and values have led Government to propose that we should also become the monitor for the new Strategic Highways Company, which they propose will replace the Highways Agency. Should the Infrastructure Bill currently before Parliament be passed, the Strategic Road Network Monitor will be established by ORR. We will need at least one Board member with relevant road-related experience to help the Board undertake that role properly, but they will also be expected to apply their skills in the wider business.

The regulation of Network Rail is undertaken on a five year cycle and we are in the first year of the control period that will run to 2018. We are already planning how we can design the next price review to help drive positive change in the industry, so this is an ideal time for new non-executives to join our Board and help us shape the strategic direction of the railway in the medium term.

I am sure that Britain's railway will, in just a few years' time, look quite different to the railway that we have today. Governments and other funders have shown great confidence in rail and continue to invest tens of billions of pounds enhancing the mainline network. ORR's role is to make sure that government investment delivers value for money against a backdrop of continuing safety improvement and growth in the sector. I hope that you will feel able to join me in pursuing that role.

Anna Walker
Chair, ORR

About the Role: Non-Executive Directors

The Secretary of State for Transport is looking to appoint two new non-executive directors to the Board of the Office of Rail Regulation (ORR) who can bring private sector perspectives to this established public sector body.

Our broad rail responsibilities mean that we need a range of skills and experience on our Board. On this occasion, we are particularly seeking an individual who can bring their commercial experience to our increasingly focused work to put consumers at the heart of the rail industry.

At the same time, Parliament is currently considering building on our existing transport infrastructure expertise by giving us responsibility for monitoring the effectiveness of the new strategic roads agency (the Highways Company) and to exercise some regulatory functions. Those powers are expected to be confirmed by March 2015 and ORR will then need a non-executive board member with a specialist background in the engineering or operation of roads networks. We are seeking such an individual through this recruitment campaign. The appointment is not however dependent on ORR receiving these additional responsibilities – so we are seeking candidates who also have something to bring to the wider regulator.

The Role of the Board

The purpose of our Board is to collectively direct our affairs and oversee our executive's discharge of our day-to-day business.

Our Board sets our strategic direction and approves policy approaches to support that direction. Our non-executive Directors play a particularly important scrutiny and challenge role in holding our executive to account for delivery against the strategy and agreed business plan. Four of our Executive Directors are also appointed by the Secretary of State as Board members. The Board also takes some regulatory decisions. It works through sub-committees to supply particular expertise or focus when that is necessary.

Our Board meetings and committee meetings are structured around a two day programme once a month. The Board does not usually meet in August.

What we expect of Board members

We have high expectations of our Board members as leaders within ORR. You will be expected to demonstrate personal and professional demeanour which reflects complete integrity and builds credibility with our staff and stakeholders. We want our leaders to live our values and to work in a flexible, collaborative way.

Person Specification:

We are seeking candidates who are able to:

- contribute effectively on the board of a high-profile, national organisation – supporting its strategic development, and providing scrutiny, support and challenge to the Executive team while respecting the differences between exec and non-exec roles;
- demonstrate sound independent judgement, based on an ability to consider strategic, complex and often sensitive issues, from an informed and balanced viewpoint
- build effective relationships with senior stakeholders

We set annual objectives for the Board and the Chair undertakes formal appraisal of members' contributions each year. All members are expected to contribute in sub-committees.

Time commitment overall is an average of 3 days a month.

We need to make up to two appointments of candidates with interests or experience that complement the existing members; we are keen to redress the gender imbalance in the board and would particularly welcome female candidates.

We are seeking candidates who meet the criteria above and can bring an understanding of at least one of the following areas:

- How to improve the passenger experience by applying a commercial consumer perspective to our work;
- Knowledge of the challenges involved in running a strategic roads network and particularly of the engineering and asset management issues.

Terms of appointment

Terms

The appointment carries an annual remuneration of £21,776 which is set by our sponsor department (Department for Transport). We expect our NEDs to contribute an average of 3 days per month or as necessary for key issues.

Expenses incurred on ORR Board business are reimbursed in line with ORR's Travel and Subsistence policy.

Contract

Appointments are made by the Secretary of State from among a shortlist of appointable candidates for a period of up to five years. Appointments may be renewed once, subject to satisfactory appraisal and ministerial approval, but this is not automatic.

Location

Board meetings are usually held in our London office (Kemble Street, WC2), but with occasional travel around the UK, including to five regional offices in Glasgow, Manchester, York, Birmingham and Bristol.

About the selection process

This recruitment is being carried out by ORR under the *Code of Practice for Ministerial Appointments to Public Bodies* ('the OCPA code') published by the Commissioner for Public Appointments (1 April 2012). The appointments will be made by the Secretary of State for Transport from a shortlist of appointable candidates submitted by the selection panel.

The members of the selection panel will be: Cavendish Elithorn (Director of Strategy, Rail Executive, DfT), Anna Walker (Chair, ORR); John Dowie (Director, Strategic Roads & Smart Ticketing Directorate, DfT), one of ORR's existing NEDs and an additional independent panel member (to be confirmed).

If you have any queries on any aspect of the appointment process, need additional information or wish to have an informal discussion, please contact ORR's Board Secretary (Tess Sanford, tess.sanford@orr.gsi.gov.uk or 020 7282 2175).

All applications will be considered by the selection panel.

How to apply

The closing date for receipt of applications is 12 noon on 15 December 2014.

To make an application, you will need:

- a full CV, including educational and professional qualifications, a full employment history showing the more significant positions, responsibilities held, relevant achievements and budgets and staff managed; please also include the names and contact details for two relevant referees; we expect to take up references prior to final interviews; and
- a covering letter of not more than 2 pages (total) summarising your proven ability related to the person and job specifications; please ensure you include your daytime, evening and/or mobile telephone numbers (which will of course be used with discretion).

You must also complete and return the forms relating to political activity, and declarations of interest (this is a condition of the OCPA code) which are included in the later pages of this pack.

You application should be submitted by email to David Chapman, Associate Director, Human Resources at ORR (email david.chapman@orr.gsi.gov.uk (telephone: 020 7282 2059). If you would like more information about our recruitment process, or need assistance with submitting your application, please also contact David.

Appointment process key dates

- Closing date: noon on 15 December 2014.
- Preliminary telephone interviews for longlisted candidates will take place during weeks commencing 12 and 19 January 2015.
- Confirmation of shortlist during week commencing Monday 9 February.
- Final panel interviews will take place during week commencing Monday 23 February.

Equality and diversity

The Office of Rail Regulation is committed to equality and diversity amongst its employees. Our aim is to ensure that no applicant receives less favourable treatment on the grounds of ethnicity, gender, sexual orientation, age, marital or civil partnership status, disability, religion, gender reassignment, or family and other caring responsibilities.

Data Protection Act, 1998

Information provided by you as part of your application to the Office of Rail Regulation will be used in the recruitment process. Any data about you will be held securely by ORR with access restricted to those involved in dealing with your application and in the recruitment process. Once this process is completed the data relating to unsuccessful applicants will be stored for a maximum of 12 months and then destroyed by ORR. If you are the successful candidate, your application form will be retained and form the basis of your personal record. Any equal opportunities information provided by you will be used to monitor ORR's diversity policies and practices. By submitting your completed application you are giving your consent to ORR for your data being stored and processed for the purpose of the recruitment process, equal opportunities monitoring and your personal record if you are the successful candidate.

Complaints

ORR's recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition as outlined in the Civil Service Commission's recruitment principles, which can be found at <http://civilservicecommission.independent.gov.uk/>.

If you feel your application has not been treated in accordance with the Commission's principles and you wish to make a complaint, you should contact our director of corporate resources in the first instance at tom.taylor@orr.gsi.gov.uk. If you are not satisfied with the response you receive from ORR, you can contact the Civil Service Commission.

The Office of Rail Regulation – some background

ORR oversees an industry that carries 1.3 billion passengers and 100 million tonnes of freight every year. The industry has a collective turnover of £15 billion per annum when Network Rail (the monopoly infrastructure provider) and other train and freight operating companies, rolling stock companies, suppliers and contractor revenues are taken into account. The sector receives a significant public subsidy of about £4 billion per annum (2012-13).

ORR is a non-ministerial government department with around 280 staff and a budget of about £30 million each year. ORR is funded by the railway industry it regulates – arrangements for funding our roads work are being developed.

ORR's powers are vested in a statutory Board. The Board currently consists of 11 members: seven Non-Executives (including a Non-Executive Chair) and four Executives. The Secretary of State for Transport appoints the members of the Board.

ORR operates out of 6 main offices that are distributed across the country. Over half of ORR's staff are based in the London head office. ORR is structured, staffed and resourced around directorates: safety, economics, planning & performance, legal, strategy & policy, and corporate operations.

What does ORR do?

ORR is the national health and safety authority for Britain's railways including the mainline railway, High Speed 1 (HS1), London Underground, light rail and the heritage sector and we provide resources for regulating the Channel Tunnel. Our inspectorate investigates breaches of health and safety legislation on the railways. We conduct inspections and audits to check that the rail industry has the management systems in place effectively controlling health and safety risks. We also target risk areas of particular concern under 'mandatory inspection programmes'.

As part of our health and safety responsibilities we are responsible for licensing the companies that operate Britain's trains, stations, light maintenance depots and networks. These operators must hold a licence, or be exempted from doing so by us.

ORR is also responsible for the **economic regulation of Network Rail** as the monopoly owner and operator of the national rail network, including track, signalling, bridges, tunnels and stations. Our principal economic function is to regulate Network Rail's stewardship of the national rail network. This involves periodic (five yearly) reviews of the prices Network Rail charges for access to the network, setting the outcomes the company has to achieve (e.g. in terms of enhancements to the network and performance requirements). The periodic review also sets performance measures and incentives affecting the whole sector. ORR also monitors Network Rail's performance against periodic review and other obligations and enforces its licence.

Our regulatory framework is designed to provide effective incentives, rewarding Network Rail for doing a good job. Where necessary, we may enforce compliance with the network

licence if Network Rail fails to fulfil its obligations, and we may also impose monetary penalties.

We are also responsible for:

- Development of European economic and safety policies in a way consistent with the delivery of ORR's strategy of promoting continuous improvement in the value the railways offer to users and funders.
- Establishing terms and conditions for Train Operating Companies including non-franchised open access operators and freight operators to access the network.
- Addressing competition issues including e.g. predatory pricing or exclusionary behaviours. These powers are concurrent with CMA.
- Exercising consumer protection powers, for example, to ensure passengers get the information that they need, particularly during disruption.
- Publication of key statistics on the performance of railways (we are accredited by the National Statistics Authority as a source of national statistics)
- Dealing with some customer complaints about the railways.

We are not responsible for ticket pricing or the granting of franchises to train operators although government has recently asked us to draw up a code of practice for fares and ticketing.

Strategic Road Network Monitor (England)

Subject to the passage of the Infrastructure Bill currently before Parliament, ORR will be responsible for advising the Secretary of State on the performance of the new Highways Company and the development of any future roads investment strategy. It will also ensure that the HC complies with the roads investment strategy and other guidance.

ORR Vision and Values

The Office of Rail Regulation has five strategic objectives:

1. Drive for a safer railway
2. Support a better service for customers
3. Secure value for money from the railway, for users and funders
4. Promote an increasingly dynamic and commercially sustainable sector
5. Be a high-performing regulator

We seek always to act in accordance with ORR's values. We will:

- communicate openly ensuring that we are approachable and listen to the views of others;
- value others, respecting their views and behaving appropriately;
- act professionally, dealing with issues consistently and fairly;

- think strategically, acting on evidence whilst not losing sight of the bigger picture; and
- empower our people giving them space to develop, innovate and collaborate.

In addition, the ORR **LEAD** programme provides a framework for our work and behaviours which is designed to enable us to work as a proactive, professional and best in class regulator. In doing so, we will all make ORR a more stimulating, satisfying, and dynamic place to work by:

- **Living** in the real world
- **Engaging** collaboratively
- being **Ambitious** for ourselves and those we regulate
- **Delivery**: getting things done.

The Seven Principles of Public Life

Board members are required to understand and comply with these principles.

The principles are:

- **Selflessness** - holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.
- **Integrity** - holders of public office should not place themselves under any financial obligation to outside individuals or organisations that might influence them in the performance of their official duties.
- **Objectivity** - in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability** - holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness** - holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **Honesty** - holders of public office have a duty to declare any private interests relating to their public duties and take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** - holders of public office should promote and support these principles by leadership and example.

The ORR Non Executive Directors

Anna Walker

Anna is chair of the ORR Board and took up the post on 5 July 2009. Prior to taking up this role, she served on the Board from 22 May 2009.

Her previous roles include Chief Executive of the Healthcare Commission from 2004-09, Director General for Land Use and Rural Affairs at the Department for the Environment, Food and Rural Affairs from 2001-2003, Director General at the Department for Trade and Industry, responsible for the Government's energy policy from 1998 to 2001. She was Deputy Director General at the Office of Telecommunications (OFTEL) from 1993 to 1997.

Anna carried out an independent review of household water charging for the Government in 2008-9. She chairs a charity, Young Epilepsy, was Vice-Chair of Consumer Focus and is on the Boards of Welsh Water and *Which?*.

Appointed 5 July 2009 to 4 July 2014 and reappointed until 31 December 2015.

Tracey Barlow

Tracey is an independent consultant specialising in capital programme delivery and business transformation/regulatory performance and asset management working largely in the regulated water and energy utility markets. In August 2013 she became a Non-Executive Director of UK Coal Ltd where she chairs the Remuneration Committee and Strategy Board. Since 2008 she has been Chair of AGT Ltd which manages all trading areas on GB's 60 racecourses and is the registration and licensing body for all racecourse bookmaking.

She was previously Chairman of a waste to energy technology business and a non-executive director of the Highways Agency; chairing the Highways Agency investment programme delivery board sub-group and a member of the Highways Agency audit committee.

Tracey was responsible for the delivery of Scottish Water's £2.3bn water and wastewater capital infrastructure programmes. She managed this delivery programme through a seven partner Joint Venture organisation with Scottish Water. The unique nature and success of the Joint Venture was recognised through numerous industry, customer, stakeholder and environment awards.

She also has extensive operations and customer services experience, culminating as general manager, Networks for multi utility services in the North West of England. Tracey was transition manager for the first water industry operations outsourcing contract involving Welsh Water and United Utilities Plc.

Appointed from 1 February 2010 to 31 January 2015.

Mark Fairbairn

Mark Fairbairn has experience of running gas and electricity networks in the UK and USA, where he had input into the price control process as well as leading on safety issues.

He worked for National Grid plc from 1987-2011 including as a Board member. He was Director of System Operations from 1998-2000 when the wholesale electricity market was opened up. From 2000-2001 he was Director of UK Strategy and from 2001-2003 Director of Engineering Services. From 2003-2007 he was Chief Operating Officer UK Distribution and from 2007 to March 2011 Executive Director Gas Distribution.

Appointed from 5 September 2011 to 4 September 2015.

Bob Holland

Bob is a non-executive member of the board.

After starting his career in the National Bus Company, Bob Holland has built around 40 years' experience in transport delivery – both bus and rail industries - including six years developing Arriva's mainland European business which now has a presence in fourteen countries. Bob served as the Managing Director of UK Rail at Arriva plc from 2007, increasing the number of businesses to eight and a turnover of £1bn. He later took over responsibility for all UK operations (bus and rail) until retiring from the industry in May 2014. His rail experience includes responsibility for different types of business models including franchises, concessions, open access and rail maintenance businesses with all the associated operational and safety issues. Bob was an active member of the Rail Delivery Group, including their working group looking at access planning and asset management.

Appointed from 1 January 2015 to 31 December 2019.

Michael Luger

Michael is a non-executive member of the board.

Michael was Dean of Manchester Business School between 2007 and 2013, securing significant growth and doubling student numbers. He founded, and still chairs, the University's Centre for Infrastructure Development and has a particular interest in infrastructure and asset management.

He is a PhD public sector economist who has taught and written widely on utility regulation and economics. He was founding director of the University of North Carolina's Centre for Competitive Economies.

Michael has served on the boards of several major public sector and not-for-profit organisations, including as chairman of a regional transportation authority in North Carolina, as well as on many state and national boards and commissions. He has been a consultant and adviser to national, state, regional and local governments throughout the world, and to major multi-national corporations.

Appointed from 1 August 2014 to 31 July 2019.

Justin McCracken

Justin is a non-executive member of the board.

He was Chief Executive of the UK Health Protection Agency (HPA) from 2008-2013, a body bringing together a wide range of activities promoting, protecting public health. Before that he was Deputy Chief Executive of the Health & Safety Executive (HSE) where he was responsible for all of HSE's operational work, including the rail safety inspectorate (then part of HSE).

A physicist by background, Justin worked as a research scientist in ICI. His later posts in ICI took him into marketing and business management in the UK and overseas, including Managing Director of ICI Katalco, a catalyst and technology licensing business. In 1998, he joined the Environment Agency as North West Regional Director where he was responsible for all the activities of the agency in North West England, and promoted enhanced partnership working across many local organisations.

He currently serves on the Boards of Ombudsman Services, a not-for-profit company offering alternative dispute resolution services, and of ENTRUST, the regulator of the Landfill Communities Fund.

Appointed from 1 August 2014 to 31 July 2019

Ray O'Toole

Ray O'Toole was Chief Operating Officer at National Express where he oversaw the running of commercial train franchise operations and has a clear understanding of what train operators require from the rail infrastructure.

He has worked in the transport sector since the mid-1970s. From 1995-1997 he was Managing Director of Yorkshire Rider (a subsidiary of First Group plc) and from 1997-1999 Director of Bus Operations and UK Bus Engineering Director for First Group plc. From 1999-2010 he was Group Chief Operating Officer and Chief Executive UK at National Express Group plc. From 2005-2009 he was a member of the British Transport Police Authority.

Appointed from 5 September 2011 to 4 September 2015.

The ORR Executive Directors

Richard Price, Chief Executive (appointed 16 May 2011)

Alan Price, Director of Railway Performance and Planning (appointed 26 November 2012)

Ian Prosser, Director of Railway Safety (appointed 26 September 2008, reappointed 2013)

Joanna Whittington, Director of Railway Markets and Economics and Chief Economist (appointed March 2014)

STRICTLY CONFIDENTIAL

Candidate Summary Form

Please complete these forms, and send with your application to: David Chapman,
Associate Director HR, ORR, One Kemble Street, London WC2B 4AN

POSITION APPLIED FOR			
Non Executive Directors, Office of Rail Regulation			
Job code:			
SURNAME	FIRST NAME	INITIAL(S)	TITLE
ADDRESS FOR CORRESPONDENCE			
CONTACT TELEPHONE NUMBER(S)		EMAIL ADDRESS	
LATEST EMPLOYER (ORGANISATION)	LATEST JOB TITLE		SALARY

This process is being run in accordance with the **Two Ticks scheme**, under which disabled applicants can request a guaranteed interview provided that they meet the minimum criteria for the role.

Please tick here if you would like to be considered under the scheme.....

REFERENCES

Please give below the name and contact details of two people who may be asked to act as referees for you. They will be expected to have authoritative and personal knowledge of your achievements / competencies. The referees will be approached only if you are invited for interview.

Referee 1

Name:

In what capacity, and over what period of time, has this individual known you?

Phone:

Email address:

Referee 2

Name:

In what capacity, and over what period of time, has this individual known you?

Phone:

Email address:

Additional Information

This section is for you to note any additional information, including any Ministerial and/or public appointments you currently hold.

Name and Address of Employer or Organisation	Title / Positions Held	Details (Including Nature of Work and Time Commitment)	Dates From and To

Register of Interest Form

Please register any links and relationships with organisations, individuals or bodies that may give rise to a **potential conflict of interest**.

Company/Name of Individual	Role/Position held/Relationship (delete as appropriate)	Possible Links to Government Departments	Date Joined	Date Left

I certify that the information included within this register is, to the best of my knowledge and belief, true, accurate and complete.

Political Activity Question

It is important that all public appointees uphold the standards of conduct set out in the Committee on Standards in Public Life's Seven Principles of Public life can meet these standards and have no conflicts of interest that would call into question their ability to perform this role.

Political activity is no bar to appointment. This information is for monitoring purposes only. **All** applicants for a public appointment should complete the question below.

Please indicate which of the following activities you have undertaken during the past five years by ticking the appropriate box and by providing details of your involvement. Name the party or body for which you have been active. If you have been, or are, an Independent or have sought or obtained office as a representative of a particular interest group, you should state this. You should tick all relevant categories.

Obtained office as a Local Councillor, District Councillor, MP, MEP, MLA etc.

☐

Stood as a candidate for one of the above offices

☐

Spoken on behalf of a party or candidate

☐

Acted as a political agent

☐

Held office such as Chair, Treasurer, or Secretary of a local branch of a party

☐

Canvassed on behalf of a party or helped at elections

☐

Undertaken any other political activity which you consider relevant

☐

Made a recordable donation to a political party*

☐

None of the activities above apply

☐

Name of Party for which activity undertaken

Conservative

☐

Liberal Democrats

☐

Labour

☐

Independent

☐

Other

☐

Please specify

Details of involvement:

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** The Political parties, Elections and Referendums Act 2000 requires the Electoral Commission to publish a register of recordable donations (donations from any individual totalling £5000 in any calendar year, or more than £1000 if made to a subsidiary accounting unit such as a constituency association, local branch, women's or youth organisation). These provisions became effective from 16 February 2001.*

Equal Opportunities

All Government Departments aim to provide fair and equal access to public appointments. Questions on ethnic origin, gender/age and disability will help the Department to monitor the effectiveness of its strategy through information from those applying for and obtaining appointments. This form will not be seen by the selection panel. Your answers will be treated confidentially and will not affect your application in any way.

Alternatively, the form can be returned uncompleted if you do not wish to have these details recorded.

These categories are not about nationality, place of birth or citizenship. They relate to broad ethnic group categories as recommended by the EHRC. When you have read them all please tick the box that most accurately describes you.	Asian or Asian British;	Indian	
		Pakistani	
		Bangladeshi	
		Other	
	Black or Black British;	Caribbean	
		African	
		Other	
	Chinese or Other ethnic group	Chinese	
		Other	
	Mixed;	White and Black Caribbean	
		White and Black African	
		White and Asian	
		Other	
	White;	British	
		English	
		Welsh	
		Irish	
Any other white background			
Other Ethnic Origin (please describe)			

Disability

Definition: Any physical or mental impairment which has a substantial and long-term adverse effect on an individual's ability to carry out normal day-to-day activities.

Do you consider yourself disabled?

☐

Yes

☐

No

Gender☐

Female

☐

Male

Age☐

16 – 24

☐

25 – 29

☐

30 – 34

☐

35 – 39

☐

40 – 44

☐

45 – 49

☐

50 – 54

☐

55 – 59

☐

60 – 64

☐

65+

Personal Consent

Please put your name in and sign the box below to acknowledge that you have read and understood the declaration of personal consent.

I declare that the information given in this application form is complete and correct. I understand that if any of the information provided in this form is untrue I may be removed from office. I certify that I will immediately inform the department of any changes in circumstances that affect the answers I have given.

This information will be handled in line with the Data Protection Act 1998 and will be used solely for the purposes of assessing suitability for this role.

Name:	
Signature:	
Date:	