

# Chief Executive Officer

## Candidate Pack

Salary up to £195k

Closing date 11 May 2026



Inclusive



Professional



Ambitious



Collaborative

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# Welcome

## A message from the Chair

Thank you for your interest in the role of Chief Executive of the Office of Rail and Road (ORR). This is a crucial time for rail and road users, for the wider transport system in Great Britain and therefore for ORR. While our role to protect the interests of users and taxpayers remains vital, the landscape in which we operate is changing significantly and we are already transforming the organisation in response.

The UK Government's Railways Bill, and the creation of Great British Railways (GBR), will reshape the rail industry and with it many of ORR's responsibilities. We will take on broader system-wide monitoring and reporting of GBR, operate a reformed enforcement regime, and advise funders as part of a new five-year Funding Period Review. Some of our current consumer functions will move to a new Passenger Watchdog, but we will continue to enforce related licence conditions to ensure strong passenger protection.

Many of our responsibilities remain unchanged, including regulating health and safety across the mainline railway, metros, trams and heritage rail. Great Britain's railway is among the safest in the world and our inspectorate plays a key role in sustaining this. Technology and climate pressures mean our focus on safe, value for money operations, asset stewardship and resilience will remain crucial during and after the transition to GBR. Beyond rail, we continue to oversee the long-term stewardship, performance and value-for-money of the strategic road network in England, assessing National Highways' delivery of the third Road Investment Strategy (RIS3) and reporting transparently to Parliament and the public.



***Declan Collier  
Chair of the Board***

***“This is a rare and compelling opportunity to shape the future of rail and road regulation at a pivotal moment.”***



# Welcome

As CEO you will lead ORR through a period of continuity and change. Our transformation programme is reshaping our regulatory approach, matching existing capabilities to changes in the rail and road sectors, developing new capabilities, and adapting our culture. You will join an organisation already moving forward, providing strategic leadership, clarity and momentum.

Our 370 colleagues across six offices bring rigorous analysis, fairness, professionalism and public service. They include economists, health and safety experts, engineers, analysts, planners, consumer and competition specialists, and lawyers. Together they develop modern regulatory approaches for a reformed industry, ensuring ORR remains a trusted, authoritative and independent voice for passengers, users and taxpayers.

You will need exceptional people leadership, sound judgement, resilience and the ability to work across a complex political and stakeholder environment. You must balance long-term system considerations with short-term performance pressures and ensure ORR operates with consistency, integrity and a strong sense of public purpose.

This is a rare and compelling opportunity to shape the future of rail and road regulation at a pivotal moment. If you have the strategic capability, people leadership, independence of mind and commitment to public value to lead ORR through its next phase, I shall be delighted to receive your application.

**Declan Collier**  
**Chair, Office of Rail and Road**



# Who we are

**We are the independent economic and safety regulator for Britain's railways. We also regulate performance and efficiency on England's strategic road network.**

- We hold Network Rail to account for its stewardship of the mainline railway network; we also regulate London St Pancras High Speed and the UK half of the Channel Tunnel.
- We oversee health and safety for both mainline and local railways, including the London Underground, tramways and heritage railways, protecting passengers, workers and the public.
- We authorise new rolling stock and rail infrastructure (such as major works at stations), protect fair access to the rail network and support freight growth.
- We protect passengers through our enforcement of consumer law and licence conditions, including standards for accessible travel, complaints handling and provision of information during disruption.
- We protect consumer and taxpayer interests by ensuring the rail industry is competitive and fair through our enforcement of competition law.
- We publish railway data and official statistics, providing transparency to Parliament and the public on the performance of the railway.
- On roads, we are responsible for overseeing National Highways in its role to maintain, renew, operate and improve the motorways and main 'A' roads in England. We also advise government on National Highways' funding and performance requirements.

[Watch the animation](#) for more information.



# About the role

This is an exceptional opportunity to lead a nationally significant regulator at a moment of real change for the rail and road sectors. As Chief Executive, you will help shape the next chapter of ORR's impact – guiding the organisation through ongoing transformation and sector reform, and ensuring our work continues to deliver for passengers, freight users, taxpayers and road users.

You will play a central leadership role as a member of the Board and as ORR's Accounting Officer. While previous Accounting Officer experience is not essential, the role demands someone who brings sound judgement, confident stewardship of resources and a commitment to high-quality governance. What matters most is your ability to lead with clarity, integrity and ambition in a complex and high-profile environment.

Representing ORR with credibility and independence, you will engage across government, industry and the public, and be accountable to Parliament for key regulatory decisions taken through the Board. With Great British Railways and the new Passenger Watchdog being established, the role requires an exceptional leader who can navigate complexity, build confidence and deliver meaningful change across the rail and road sectors.

As Chief Executive, you will balance a clear strategic outlook while ensuring the organisation's regulatory work – from safety and compliance to performance monitoring and enforcement – remains robust and timely. You will operate in an environment characterised by scrutiny, diverse interests and continuing reform, requiring strong judgement, evidence-based decision-making and excellent stakeholder leadership across government, industry and devolved administrations.

# Key responsibilities

In this role, you will:

- have overall responsibility and discretion for the management and delivery of the organisation, and you will be accountable to the Board for delivering strategic objectives and the annual business plan.
- directly manage eight Executive Directors and lead around 370 colleagues across multiple locations.
- be responsible for an annual budget of approximately £44 million.
- ensure ORR consistently delivers its core statutory responsibilities to a high standard, maintaining effective regulatory oversight, operational reliability and high-quality casework.
- keep the organisation resilient, capable and forward-looking as it evolves to meet emerging demands.



# About you – essential criteria

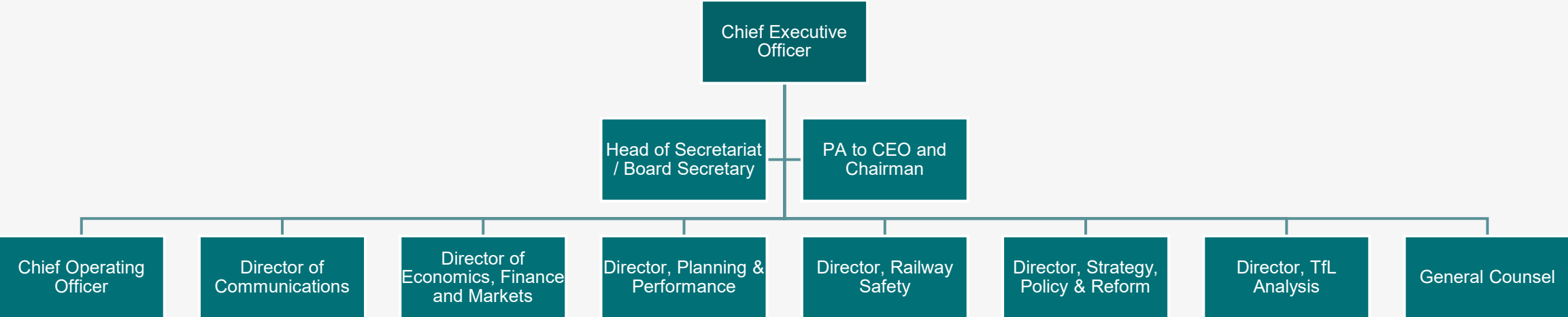


The criteria below set out the essential requirements for appointment and form the person specification against which applications will be assessed.

- A track record of inspirational leadership at scale in a complex organisation, with accountability for organisational outcomes and the ability to build high-performing, values-led senior teams and a strong talent pipeline.
- Proven ability to set strategic direction, exercising sound judgement, and translating strategy into effective delivery through evidence-based decision-making.
- Strong operational capability, driving delivery by managing risk, resources and execution against priorities, with the ability to exercise confident financial stewardship and apply clear governance, performance metrics and accountability frameworks, including through periods of transformational change.
- Experience of operating within a regulatory environment - either as a regulator or within a regulated, safety-critical or infrastructure organisation - with the ability to lead responses to major system or sector reforms and to engage confidently with regulatory frameworks and operational systems that balance safety and economic considerations, ensuring safety remains paramount while delivering proportionate, value-for-money outcomes.
- Demonstrates the credibility and independence needed to take robust, proportionate decisions that maintain public trust, and to bring the resilience required to lead through change and ambiguity under sustained pressure.
- Experience of building effective, trusted relationships with a wide range of stakeholders - including government, devolved administrations and industry - and of representing the organisation with authority.
- A good understanding of how complex operational and infrastructure systems are developed, managed and operated, gained from a directly relevant sector such as the passenger or freight railway, the strategic road network, or an equivalent large-scale system.



# Structure chart





# 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

**Contract type:** Permanent,  
Full time

**Salary:** up to £195k

Whatever your role, we take your career and development seriously and want to enable you to build a successful career with ORR. You'll benefit from regular performance and development reviews to ensure your development is ongoing. You'll be entitled to a range of benefits including:

- 25 days annual leave on entry, increasing on a sliding scale to 30 days after 5 years' service, in addition to 8 public holidays. Additionally, this will be complemented by one further day of paid privilege leave to mark the King's Birthday
- A Civil Service pension provides you with financial security and options when you retire, as well as key benefits for your family and loved ones. ORR contributes 28.97% of pensionable pay, with employee contribution rates for the defined benefit Alpha scheme set on a salary-banded basis (currently ranging from 4.60% to 8.05%).
- 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.
- Employee Assistance Programme (EAP) including access to 24/7/365 counselling.



# Applying for this position

The Office of Rail and Road have appointed Saxton Bampfylde to support this appointment. To apply for the role of Chief Executive Officer, candidates must submit an application no later than midday on 11 May 2026 via [roles.saxbam.com](https://roles.saxbam.com) using code QBRQA. Late applications will not be accepted.

## **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.
- A completed Diversity Monitoring Form. All monitoring data will be treated in the strictest confidence, 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'.

As a Disability Confident employer, we guarantee an interview to disabled applicants who meet the essential criteria - please select the Disability Confident option on the Diversity Monitoring form when applying.

The panel will review applications against the essential criteria set out in the person specification. Failure to address all essential requirements may affect an application's progression.

**To arrange a confidential discussion, please contact Ellie Dugdale at [ellie.dugdale@saxbam.com](mailto:ellie.dugdale@saxbam.com)**



# Selection process

## Independent oversight

Elizabeth Hambley, a Civil Service Commissioner, will chair the recruitment 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 of 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](#).

## Panel members

In addition to Elizabeth Hambley, the other panel members will be:

- Declan Collier, ORR Chair
- Jo Shanmugalingam, Permanent Secretary – Department for Transport
- Anne Heal, ORR Deputy Chair



# Selection process

## Longlist and shortlist

The panel will assess applications to identify those demonstrating the best fit with the role, by considering the evidence provided against the essential criteria set out in the person specification.

## Assessment

If you are shortlisted, you may be asked to take part in a series of assessment activities, which could include psychometric testing, a media exercise and/or a staff engagement exercise. These activities do not result in a pass or fail decision; rather, they are designed to support the panel's decision-making and to highlight areas for further exploration at interview.

Shortlisted candidates may also be invited to meet with the Minister. These discussions are intended to provide an opportunity for the Minister to discuss priorities and the candidate's approach to the role. The Minister may provide feedback to the panel on any issues they wish the panel to explore further at interview. The final assessment and selection decision remains the responsibility of the panel, chaired by the Civil Service Commissioner.

Candidates will be asked to attend a panel interview in person, providing an opportunity for a more in-depth discussion of previous experience and professional competence against the criteria set out in the person specification. Full details of the assessment process will be provided to shortlisted candidates.

## Offer

Regardless of the outcome, all candidates will be notified as soon as possible following the conclusion of the final interview stage.



# Indicative timeline

The timetable below sets out the indicative dates for the recruitment process.

While these dates are accurate at the time of publication, they may be subject to change.

Candidates who are successful at the application stage may be contacted by Saxton Bampfylde to arrange an initial, confidential discussion.

Event	Timescale
Closing date	Midday 11 May 2026
Longlist Meeting	w/c 11 May 2026
Shortlist Meeting	w/c 1 June 2026
Candidate Assessments	w/c 8 and 15 June 2026
Panel Interviews	w/c 22 June 2026



# FAQs

## Will the role involve travel?

This role is based in London. Travel will be required, including visits across the UK to engage with stakeholders and attend meetings.

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

Recruitment-related expenses are not normally reimbursed. Expenses may be considered in exceptional circumstances, where agreed in advance.

## Is this post reserved for UK Nationals?

No. This is not a reserved post.

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

This role is open to applicants who are eligible to work in the UK (further information on eligibility can be found on gov.uk). This includes:

- UK nationals
- Nationals of Commonwealth countries with the right to work in the UK
- Nationals of the Republic of Ireland
- Nationals of the EU, EEA or Switzerland with (or eligible for) status under the EU 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 a right to work in the Civil Service
- Certain family members of the above groups.

## Is security clearance required?

The successful candidate will be required to undertake National Security Vetting (NSV) to Security Check (SC) level.



# FAQs

## What pre-employment checks are required?

All offers of employment will be conditional on the satisfactory completion of the following checks:

- References covering the last three years of employment and/or education
- A social media check (undertaken at the shortlisting stage)
- Proof of the right to work in the UK
- National Security Vetting

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

We are committed to making reasonable adjustments to support disabled applicants and to ensure that no candidate is disadvantaged during the recruitment or assessment process.

If you require a reasonable adjustment, or would like to discuss your requirements, please contact [peopleservices@orr.gov.uk](mailto:peopleservices@orr.gov.uk) in the first instance.

## Do you offer a Guaranteed Interview Scheme for disabled applicants?

Disabled applicants who meet the essential criteria set out in the job specification are guaranteed an interview. Selection decisions will continue to be made on merit. If you wish to be considered under the Disability Commitment, please complete the relevant section of the application form. You are not required to state the nature of your disability.

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

Yes. The Civil Service Commission will oversee the recruitment process.

Further information about the Civil Service Commission can be found on its website.



# Additional information

## Working for the Civil Service

The Civil Service Code sets out the standards of behaviour expected of civil servants. Recruitment to the Civil Service is on merit, following fair and open competition, in line with the [Civil Service Commission's Recruitment Principles](#).

## Civil Service Code and values

The [Civil Service Code](#) is underpinned by core values set out in legislation. As a civil servant, you are expected to carry out your role with dedication and commitment to these values:

- **Integrity** – putting the obligations of public service above personal interests
- **Honesty** – being truthful and open
- **Objectivity** – basing advice and decisions on rigorous analysis of evidence
- **Impartiality** – acting solely on the merits of the case and serving governments of different political persuasions equally

These values support good government and help ensure the highest standards across the Civil Service, reinforcing public trust and confidence.

## Complaints procedure

If you believe your application has not been handled in accordance with the Recruitment Principles, you may raise a complaint in the first instance with the Office of Rail and Road via [peopleservices@orr.gov.uk](mailto:peopleservices@orr.gov.uk). If you are not satisfied with the response, you may escalate your complaint to the Civil Service Commission. Further details are available on the [Commission's website](#).

