



# HOUSE OF COMMONS

## Transport Committee

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Declan Collier  
C/O Department for Transport  
Great Minster House  
33 Horseferry Road  
London  
SW1P 4DR

3 October 2018

*Dear Declan*

### **Pre-appointment hearing: Chair of the Office of Rail and Road**

Following the Secretary of State for Transport's decision to name you as the preferred candidate for Chair of the Office of Rail and Road, I would like to invite you to attend a pre-appointment hearing before the Transport Select Committee. The session will take place on Monday 5 November from 4.45pm and will focus on your professional competence and personal independence.

Ahead of the hearing, I would be grateful if you would provide the Committee with answers to the questions set out below:

#### **Personal**

1. Do you have any business or financial connections or other commitments, which might give rise to a conflict of interest, or the perception of a conflict of interest, in carrying out the duties of Chair of the ORR?
2. Do you have any commitments you intend to maintain during your term of office? If so, how do you intend to divide your time between your Chairmanship of ORR and these other commitments?
3. How has your experience to date equipped you to fulfil this role? In which areas of the job description do you feel your experience and competencies will enable you to make an immediate contribution to the work of the ORR, and in which areas do you feel it will take more time for you to make a significant contribution?

#### **Recruitment**

4. Why did you apply for this job, and what was your experience of the recruitment process?
5. Do you intend to serve the full term for which you will be appointed?

#### **Operation of the Board**





6. How will your inclusion on the ORR board enhance the diversity of experiences and perspectives on the board?
7. How do you intend to manage the board to ensure that the contributions of members are maximised?

#### **Priorities for the ORR**

8. How will you ensure that the ORR's regulatory approach evolves in line with the Government's vision for the rail industry, including changes to the franchise system, ending the operational divide between track and train, and putting customers at the heart of decision-making?
9. What are your priorities for rail safety?
10. What do you see as the main challenges for the ORR in monitoring Highways England's delivery of investment in England's strategic road network.

#### **Approach of the ORR**

11. What do you regard as the strengths and weaknesses of the way in which the ORR has operated in the past?
12. The ORR has a wide range of functions. How will you ensure that each receives appropriate focus?
13. What do you see as the key risks to the ORR performing its core objectives?
14. How do you see the regulatory approach of the ORR evolving over your term as Chair?
15. How will you ensure that the ORR engages appropriately with key stakeholders while remaining independent of external pressure groups?
16. Do you think the ORR has the tools it needs to achieve its objectives?

#### **Accountability of the ORR**

17. How accountable do you believe the ORR is? Do you think the ORR is sufficiently transparent in its work?
18. How important is it that the industries the ORR regulates and the wider public understand how it operates?

Should you have any queries in relation to the above or the pre-appointment hearing process in general, please feel free to contact Ed Faulkner, Second Clerk to the Committee ([faulknere@parliament.uk](mailto:faulknere@parliament.uk); 020 7219 6264).

I would be grateful to receive your responses by Friday 12 October.

Yours sincerely

**Lilian Greenwood MP**  
**Chair of the Transport Select Committee**