

Appointment of

Director of Enhancements

September 2025

Project code: QBRVB

Introduction

National Highways (NH) is the government company which plans, designs, builds, operates, and maintains the Strategic Road Network (SRN). The Company has a single shareholder in the Secretary of State for Transport and is a government-owned arm's length body (ALB), established under the Infrastructure Act 2015.

National Highways plays a vital role in managing and improving the strategic road network to make journeys safer, smoother, and more reliable. The strategic road network is the backbone of the country, enabling businesses to transport products and services, providing access to jobs and suppliers, and facilitating trade and investment across the country. Investment in the SRN directly supports at least 65,000 jobs and 5,000 apprenticeships. More widely, companies that rely on the SRN contribute over £400bn in Gross Value Added to the economy.

Beyond that, National Highways is working hard to meet the government's commitment to zero carbon. National Highways also needs to exploit the full potential of the digital revolution, both in delivery of its activities, and in its communications with road users and stakeholders.

National Highways' three main overarching imperatives are:

Safety – everyone who uses and works on National Highways roads should get home safe and well. Fatalities and injuries can only be reduced by planning and designing roads that meet the highest levels of safety.

Customers – with more than four million daily journeys, National Highways' roads play a vital part in connecting the nation. National Highways knows the value of customer feedback and works closely with Transport Focus and others to seek its users' views on a range of fundamental matters including journey time, surface quality, roadworks management, roadside information, and safety.

Delivery – it is the job of National Highways to deliver safe and reliable roads. Since 2015 it has invested billions in new routes and extra capacity.



Looking ahead

This is an important period for National Highways as they deliver the government's multi-billion-pound strategic roads investment programme, continuing to set highways standards for the UK, and embarking on a digital future, which is also net zero carbon.

National Highways receives funding from DfT in five-year cycles called Road Investment Periods. This enables National Highways to plan for the long term, and provide excellent value for money for its customers, the taxpayer and the country. The Government has recently developed a draft third Road Investment Strategy (RIS3). The RIS3 will apply to the third Road Period (RP3) covering the five years from 1 April 2026 to 31 March 2031. This follows a 1-year Interim Settlement covering the period 1 April 2025 to 31 March 2026. The five-year funding settlements offered by Roads Reform1 have provided stability and allowed a renewed and long-term focus on customer satisfaction and better outcomes for users of England's motorways and trunk A roads (the Strategic Road Network). For more information, please see the draft Road Investment Strategy [here](#).

National Highway's outcome areas:

- **Improving Safety for all:** We want National Highways to strive to improve the safety of those that use, work on and are affected by the network. Like RIS1 and RIS2, we want to set a robust and ambitious safety target, ensuring that the network consistently maintains its status as one of the safest.
- **Fast and reliable journeys:** Users highly value the ability to complete journeys faster and with greater reliability, which has

considerable economic advantages. Prioritising improvements in this area should be a key focus of National Highways in RIS3. Additionally, we want to improve connectivity with other road networks to minimise disruptions for users, regardless of the road they choose to drive on.

- **A well maintained and resilient network:** National Highways is the steward of a valuable public asset. A key part of the performance specification will be to keep the network in good condition and to develop the capability of the organisation as an asset manager.
- **Being environmentally responsible:** We want to continue the progress made in RIS2 to improve the monitoring of environmental outcomes. For RIS3, this outcome area will include monitoring National Highways' actions to avoid damage to and improve the natural and historic environments, reduce carbon emissions, removing litter and support human health.
- **Meeting the needs of all users:** Ensuring user satisfaction will remain a vital aspect of performance. Ongoing Transport Focus surveys will continue to provide a greater degree of insight. We are also keen to maintain an understanding of satisfaction among, and issues faced by specific customer groups.
- **Achieving efficient delivery:** Ensuring RIS3 delivers best value for money for the taxpayer. Like RIS2, we will require National Highways to demonstrate that they are efficient and deliver schemes on time and to budget.



Job Purpose

Lead and deliver excellence in the agreed enhancement programme for National Highways in accordance with the requirements of the Government's Roads Investment Strategy (RIS) and National Highway's Delivery Plan. Lead and manage our supply chain partners to support the successful delivery of the programme.

Key Accountabilities

1. Lead all aspects of the enhancements programme, ensuring investments contribute to strategic outcomes, deliver value for money, the investment objectives are met, and that the project is delivered within benchmarked performance targets (health, safety and wellbeing; customer satisfaction; cost, time and quality; and efficiency).
2. Be accountable for maintaining management controls at optimum levels to understand performance and demonstrate compliance with legal / corporate obligations, financial and governance requirements that drives consistency and standardisation in our delivery approaches.
3. Ensure that project objectives, projected outcomes and required benefits are realised.
4. Develop and maintain strong, effective and collaborative relationships with principal stakeholders within National Highways, third parties, public bodies and services, communities, businesses, and any other organisation.
5. Be accountable to the Chief Capital Delivery Officer for meeting performance expectations and commitments made within the company's Delivery Plan.
6. Be responsible for the consistent implementation of scheme benefits and value, ensuring targets and objectives are regularly reviewed, refreshed and achieved.
7. Represent the programme at Board and Executive levels. Be an ambassador for the company, build constructive relationships and a strong reputation with government departments (DfT, HMT, Cabinet Office), ministers and other key stakeholders.
8. Lead the development of a customer first mentality across the programme; minimising disruption during the design and completion of works and maximising the benefits of schemes for all categories of road user and the relevant local communities.
9. Drive continuous improvement and consistency in all aspects of delivery, including health and safety, customer service, technical innovation, and commercial efficiencies.
10. Be responsible and accountable for driving improvements in health, safety and wellbeing, establishing a culture where you prioritise the health and safety of you and your team at all times. Maintain familiarity with all relevant safe working procedures and instructions and be willing to raise health and safety issues with your line-manager. Challenge unsafe conditions or behaviour amongst your colleagues to ensure that everyone gets home safe and well.
11. Grow and develop the capacity and capability of the team in terms of people, process and systems to enable a step change in investment and performance. Engage the team and embed the required culture to shift from a project-by-project way of thinking to a consistent, efficient and effective approach to delivering an infrastructure programme brilliantly.
12. Positively participate in the activities of the Major Projects Leadership Team, helping to set the strategic direction of the Directorate to achieve corporate and divisional goals and leading and managing the divisions contribution to these. You will also be required to deputise for the Chief Capital Delivery Officer as and when required.



People management responsibilities

- Direct and indirect management of the Major Projects Enhancements Programme division of circa 200 people.

Budget management responsibilities

- Direct budget responsibilities for multi-billion-pound major road projects as agreed within the Government's Road Investment Strategy (RIS) and/or other financial settlements.

Key contacts/ relationships/stakeholders managed

- CEO, Executive Directors
- National Highways Board members via Investment Committees
- Senior Leadership Team
- DfT – Director Level
- Cabinet Office & Treasury representatives
- Executive Directors in Supply Chain Partners



Person Specification

Business Knowledge and Experience

- Professionally qualified in a relevant discipline, with substantial post-qualification experience, especially of planning and delivering infrastructure projects and programmes.
- Operated at a comparable level in a role with a high level of strategic input and significant accountability on £multi-million projects and programmes.
- Gained an understanding of the impact of transportation policy on national and economic issues.
- Experience leading relationships and presenting ideas and papers to stakeholders at senior level, ideally including some external media/PR interface.
- Experience in a delivery organisation and in leading multidisciplinary teams to deliver against strategic objectives
- Have experience of the IPA Project Route map methodology to understand the capabilities needed to set up the project for success, incorporating learning from other major projects and programmes.
- A high level of knowledge of project and programme delivery methodologies and experience of implementing these in practice. Particularly around the delivery of project outcomes.

Functional / Technical Skills

- Experience at strategic management level in a relevant role and / or sector.
- Proven ability to contribute to and communicate strategic

organisational aims to ensure alignment with the corporate vision.

- Capable of leading, building and motivating a diverse workforce to high achievement.
- Strong strategic influencing skills, both internally and externally.
- Demonstrable experience of delivering value for money outcomes in sphere of influence.
- Strong governance and assurance experience in large complex organisations.

Values and Behaviours

Embrace the organisation's values and model associated behaviours:

- **Safety:** Keep ourselves and others safe, above all else
- **Passion:** Deliver with energy and pace, care about what we do, continuously improve and innovate, provide great service in everything we do
- **Integrity:** Open, honest and professional, respect and value the contribution others make, do what we say, always do the right thing
- **Teamwork:** Work together effectively to achieve our goals, work efficiently and flexibly, listen to others and communicate clearly
- **Ownership:** Take accountability, learn from failure and celebrate success, agree stretching goals and delivering them, maintain focus on our imperatives

Terms of Appointment

Job Title: Director of Enhancements

Reports to Job Title: Chief Capital Delivery Officer

Directorate: Major Projects

Remuneration: Competitive

Location: this role can be based at any National Highways office and there will be an expectation for travel around the country.



How to Apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the National Highways on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **QBRVB**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Wednesday 1 October 2025**.

*The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



