

**From:** Peter Silverman [mailto:p@petersilverman.com]  
**Sent:** 25 February 2011 09:16  
**To:** Mike Penning (Under-secretary of State for Transport)  
**Subject:** Highways Agency – Non Executive Chair

Dear Mr Penning,

I wish to apply for the post of the post of Non Executive Chair of the Highways Agency the position announced by *Theresa Villiers MP at the “Comprehensive Spending Review – Transport”* debate at Westminster Hall on 25 November 2010.

In the debate she said that *“We propose to drive efficiency and reform at the Highways Agency by appointing a non-executive chair and a performance-monitoring group. Our goal is to reduce the cost of delivering a national road network that is in a safe and serviceable condition and to deliver a more efficient traffic officer service that prioritises traffic management”*.

In case I am unsuccessful I would also like to apply for membership of the performance monitoring group.

Could you please let me know, in due course, what further action I need to take.

I look forward to hearing from you.

Kind regards

Peter Silverman MA(Oxon) MSc (London Business School)  
20 Kingsend, Ruislip, HA4 7DA, UK  
01895 625770