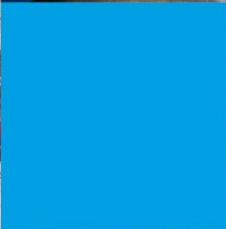
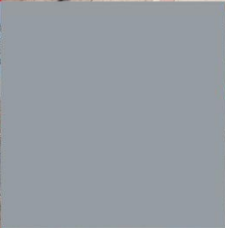




# Recruitment of new Board Members for Transport Focus

## Information for applicants

### January 2018



Department for Transport



The Commissioner for Public Appointments



## Introduction

**The Department for Transport is seeking to appoint two additional members to the Transport Focus Board.**



Transport Focus is the independent, statutory, consumer watchdog for Britain's rail passengers, bus, coach and tram passengers in England (outside London) and all users of England's motorways and major 'A' roads – the Strategic Road Network (SRN). Our statutory roots go back nearly 70 years.

In my third year of chairing Transport Focus, I believe that even as significant Government investment is made in our transport networks and services, the need for professional, sustained consumer input is greater than ever.

Since 2005, Transport Focus has developed an enviable reputation for evidence based advocacy. This is largely due to the scale of its research, to which significant resources are committed. The most widely recognisable piece of research is undoubtedly the National Rail Passenger Survey, published twice annually and based on feedback from around 60,000 passengers. The Bus Passenger Survey, the pioneering methodology for which was developed by Transport Focus, has now emerged as the industry standard for passenger satisfaction among bus users. Our new Strategic Roads User Survey will be piloted this year giving road users a stronger voice, which will start to drive change.

We all use and depend on transport. The economy relies on it. We all need transport to be as reliable as possible. If disrupted we need information to put us back in control.

Board members of the future will need to bring with them the skills and enthusiasm to deal with these and many other issues like them, ensuring that Transport Focus continues to maximise its influence and impact. Passengers and road users expect nothing less. It is hoped that you find the process of application fair and reasonable and thank you for your interest in Transport Focus.

A handwritten signature in black ink that reads "Jeff Halliwell". The signature is written in a cursive, slightly informal style.

**Jeff Halliwell**  
**Chair**

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*Provided separately for you to download*

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## 1. Making a difference for road users and passengers

Transport Focus exists to stick up for transport users, to champion their cause when things go wrong, and get things improved.

2018 will present some important issues where the user voice needs to be heard. For example, the Government's rail strategy, the plans for the redevelopment of Euston station, the spread of the smart motorway programme and potential bus service franchising outside London. Whether it's longer-term issues or short-term problems, we must be there to ensure user views are heard.

We have identified three key objectives to make a real impact for passengers and road users, in addition to all the other work described above and below.

- We will press for the measure used to incentivise train performance to be the clear, understandable 'right-time' measure that passengers want to see. Retaining the existing abstract target, not based on passengers' views or experiences, will not build trust.
- We will aim to make sure the bus passenger voice is clearly heard in the growing number of local authority/bus company alliances. Our Bus Passenger Survey should be one of the key measures of success for all these alliances.
- We will press for road users' views to be at the heart of the 2020-25 investment strategy for England's strategic roads, including explicit commitments in the strategy to improve roadside facilities for lorry drivers and other users.

Of course, there is much more to our work than this, but we think these three goals are especially important.

The planned introduction of the Rail Passenger Ombudsman by the rail industry, which we continue to play a key role in supporting, is welcome and should help build trust and bring the railways into line with other industries. However, very careful signposting is going to be needed if passengers are to successfully navigate this new landscape. We will continue to advocate on behalf of rail passengers in relation to issues they raise with us.

Our new Strategic Roads User Survey will be piloted this year giving road users a stronger voice, which will start to drive change.

As bus passenger numbers drop in some parts of the country we want to understand why this is, why people are travelling in different ways and what is driving their choices. Reliability is probably key to this but more analysis is needed.

We also need to understand travel choices. Now that we represent users of roads and other forms of transport we can start stitching together what we know to help inform debates about the end-to-end user experience whichever forms of transport are used. We can then better understand why people make certain choices and help them make better informed choices in future.

We need to make sure transport users know that a watchdog exists who can stand up for them and help with advice. We need to make sure our media presence has a real impact – that it is effective, measured and sustained.

We must continue to innovate and modernise the way we collect user feedback. Alongside updating our tracker surveys on rail, bus, tram and building the new road survey we need to develop, in partnership with the industries, new feedback systems. However, while we can speed up data collection, we want to retain the representativeness of the current surveys as much as we can – this is what makes them so useful and powerful. The surveys should continue to reflect the current ‘population’ of users of the various modes.

We have also re-organised ourselves to deliver the efficiency savings required in the current financial year by our sponsors the Department for Transport. We have had to think carefully about what we focus on and how we do it. In this respect, we have been successful in attracting continued third party partnership funding, for our insight work in particular.

### *History*

Transport Focus has existed in some form since 1947 when the Central Transport Consultative Committee (CTCC) and a network of Transport Users Consultative Committees were established as the passenger representative bodies. It was given extended powers in 1962 and again in 1968. When the rail network in the UK was privatised in 1993 the committees were replaced with the Rail Users Consultative Committee (RUCC) Network, including the Central Rail Users Consultative Committee (CRUCC) as the national co-ordinating body. In 2000 they became the Rail Passengers Council and Committees (RPC).

Transport Focus is a single GB-wide organisation which replaced the previous Rail Passengers Council and regional Rail Passengers Committees. Transport Focus is the operating name of what is now The Passengers’ Council.

The Local Transport Act 2008 enabled the Secretary of State to extend Passenger Focus’s remit through secondary legislation so that it now represents bus and tram passengers in England (outside of London) and on scheduled domestic coach journeys.

The Infrastructure Act 2015 provided Transport Focus with a remit for users of the strategic road network in England.

### *Transport Focus now*

Transport Focus is structured as an executive non-departmental public body, sponsored by the Department for Transport. The Scottish Government, National Assembly for Wales and the London Assembly each appoint a member to the Board. The remaining appointments, including the Chair, are made by the Secretary of State for Transport through an appointments process regulated by the Commissioner for Public Appointments.

Current board member and management profiles can be found on our [website](#) along with a full organisational structure chart. The Board meets approximately three times per year in public, and monthly informally. The Board meets in London, Manchester and other places across Great Britain. For more information about Transport Focus please our website where you can see the [current year workplan](#) and our [insight plan](#) covering a wide range of exciting research activities.

### *Key points to note when considering whether you should apply*

The successful candidate will be paid £12, 241.20 per annum based on an expected average of four days commitment a month, and will be paid monthly. Pay is subject to statutory deductions and is paid via payroll. The appointment is not pensionable.

You must be a regular transport user, including of the strategic road network, and a UK taxpayer, to be eligible for this appointment. References will be taken up, and other enquiries into your suitability for this role may be made.

You may not be a Member of Parliament, a Member of the Scottish Parliament or the Welsh Assembly, a Member of the London Assembly or of the European Parliament. You may be a member of the House of Lords but if you are you will be guided in your conduct in that House by the Statement made by Lord Addison in the House on 21 March 1951 (as amended by the Second Report from the Select Committee on Procedures of the House, 3 February 1971.)

You should carefully read the provisions of the Transport Focus Membership Codes to ensure that you will be able to satisfy, in particular, the requirements of provisions in respect of financial and business interests.

The appointment is likely to be offered for four years, which may be renewed, subject to satisfactory performance, although there is no presumption of reappointment.

## 2. Description of the Role

You will be expected to work in partnership with staff and key stakeholders across the country. This is likely to involve some travel. You will help ensure that the voice of the passenger and the road user is not only heard but understood and acted upon by those in positions of influence. This is a role for a proactive person with the capacity to identify the need for, and to promote, transformational change, both within Transport Focus and across the wider stakeholder community.

Your role will be to use your skills and personal experience to make a difference for passengers and road users. Specifically, you will:

- Represent the developing interests of passengers and road users on the Board,
- Help ensure our work represents good value for money
- Contribute fully to a continuing review and development of strategy across the organisation; this may mean an innovative and/or cross-cutting approach to work planning and service delivery
- Lead/participate in work streams as discussed and agreed with the Chair
- Represent the organisation on other bodies
- Chair or speak at public meetings and/or conferences
- Work collectively and collaboratively with other board colleagues, promote good governance and sound decision making across the organisation.
- Expect to be nominated to at least one committee of the board

### 3. Person Specification

We would like to hear from candidates who have strong knowledge or experience of consumer issues, so they can support Transport Focus to have an even greater impact in the future, and who can **demonstrate in their application, and at interview, the following essential criteria:**

- A clear **understanding of the issues** facing both passenger transport users and road users;
- A track record showing experience and understanding of effectively engaging on consumer issues, including consumer advocacy and representation. This may include with the **news and digital media on consumer issues to maximise the visibility and impact of an organisation.**
- **Strategic thinking skills** that can be applied to the transport network and its users;
- The ability to build **credible, constructive relationships** with stakeholders and experience of addressing both large audiences and / or smaller workshops;
- A demonstrable **understanding of the political environment** and its interface with the transport sector;
- Proven ability to play an important role in the board team – providing **support, insight and constructive challenge** to ensure that Transport Focus maximises its impact.

In addition to the above, candidates should also be able to **demonstrate** in their application, and at interview, knowledge of one or more of the following areas:

- Evidence based campaigning
- Communications and/or public relations management or operations
- The interface between road transport and passenger transport
- Consumer advocacy
- Experience of promoting equality of opportunity and diversity
- Customer facing businesses
- Customer mediation, including Ombudsman and/or arbitration services

### 4. Equality and Diversity

The Secretary of State is committed to the principle of public appointments based on merit, independent assessment, openness and transparency of process. Transport Focus is committed to equality and diversity and positively welcomes applicants from all walks of life.



## 5. Application process

Transport Focus is managing the recruitment process on behalf of the Department for Transport but the final decisions on all steps up to and including appointment rest with Ministers. The appointments are being managed under the [Government's Governance Code](#) which, *inter alia*, provides for an independent member of the **selection panel**.

The role of the **panel** is to:

- assist Ministers to make effective public appointments which command public confidence;
- provide an assurance that the appointments process has conformed to the principles and practices set out in the Code referred to above; and
- ensure that appointments are made in a fair and open way and are made on merit to high quality candidates drawn from a strong and diverse field.

The panel will comprise:

- Dan Moore (Deputy Director, Rail Markets Strategy, DfT)
- Jeff Halliwell (Chair, Transport Focus)
- Sue Young (Independent Panel Member)

### To apply for this post you must:

- Provide a covering letter of no more than 2 pages of A4 setting out why you are interested in the role and **clearly setting out how you meet the criteria above**.
- Provide an up- to-date and comprehensive curriculum vitae
- Complete and attach the **Supporting Information Form**. Part A of this form - regarding diversity - is **not** part of the selection process and will be treated in confidence and used only for statistical purposes. It will be kept separate from your application and will not be seen by the selection panel **until after** a shortlist has been generated.
- Part B – political activity - will be provided to the Panel **only** for those applicants selected for interview; it will enable the Panel to explore such activity with the candidates in the context of their ability to perform their role.
- Referees you nominate may be contacted prior to interview for shortlisted candidates
- Please ensure you complete and e-sign the declaration at part C.

You should send all of the above by email to Jon Carter, Head of Business Services at Transport Focus, to: [boardrecruitment@transportfocus.org.uk](mailto:boardrecruitment@transportfocus.org.uk)

**Please note that the closing date for all applications is Friday 9 March 2018. Late applications may not be accepted.**

If you have problems e-mailing your application, please send a hard copy to:

Transport Focus - Board recruitment centre  
Freepost RTEH-XAGE-BYKZ  
PO Box 5594  
Southend-on-Sea  
SS1 9PZ

If you experience any difficulties completing your application form, please contact the Transport Focus recruitment centre on 0300 123 2350 for assistance before the closing date.

After the closing date for applications:

- Your application will be first checked for completeness and eligibility. If necessary, you may be contacted at this stage to clarify any points that are unclear.
- Applications will be assessed by the panel against the criteria outlined in this document.
- The selection panel will see all applications before agreeing a long-list of candidates. An independent assessor may then be used to conduct telephone interviews with each of the long-listed candidates to assist the panel in deciding a short-list of candidates for final interview by the panel. Interview details will be confirmed by e-mail. References may be taken up prior to interview. The formal interviews with the selection panel are expected to be held during **June 2018 in London**.

Reasonable expenses to attend interview(s) will be paid, based on the cheapest and / or most reasonable method of travel.

At the formal interviews, candidates will be asked to make a short presentation on matters of interest and/or concern to transport users and broader challenges facing Transport Focus. The specific topic will be notified to shortlisted candidates nearer the time. You will be asked to elaborate on the evidence you have provided as it relates to the essential criteria. Other areas of your professional life may be probed.

## 6. Complaints Procedure

If you have a complaint about the recruitment and selection procedure, you should write in the first instance to Mike Biskup, Sponsorship Manager, Department for Transport, Great Minster House, 33 Horseferry Road, London, SW1P 4DR, or e-mail [mike.biskup@dft.gsi.gov.uk](mailto:mike.biskup@dft.gsi.gov.uk).

If, after receiving a comprehensive response, you are still concerned, you can write to the Commissioner for Public Appointments, Room G7, 1 Horse Guards Road, London SW1A 2HQ. Details about the basis on which the Commissioner will investigate a complaint concerning an appointment service is available at: <http://publicappointmentscommissioner.independent.gov.uk/whatwedo/complaintsandinvestigations/>

## 7. Data protection

Transport Focus is a registered data controller and takes data protection seriously. The information you supply will be kept safe and used strictly for the purposes for which you supply it. Statistical abstracts from the data you supply will be anonymous. A copy of our privacy policy may be found on our website.

## **Appendix (a)**

### **The Seven Principles of Public Life**

#### **Selflessness**

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

#### **Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to 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 to 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.