



Appointment of a Board Member for Transport Focus by Scottish Ministers

September 2019



The Commissioner for Public Appointments



Scottish Government
Riaghaltas na h-Alba
gov.scot



1. Introduction

The Scottish Government is seeking to appoint a member to the Transport Focus Board.



The Scottish Government's vision for transport is to deliver a safe, efficient, cost-effective and sustainable transport system for the benefit of the people of Scotland.

Indeed, transport plays a crucial part in the Scottish Government's vision for Scotland and facilitating the day-to-day activities of Scotland, by providing vital links for our people, communities, businesses and services.

The Scottish transport network consists of a complex mix of trunk and local roads, rail, canals, trams, subways, bus services, air links and ferries.

Of Scotland's transport network, rail is a significant contributor to the Scottish economy, delivering user benefits of £1 billion per year, contributing £670m per year Gross Value Added to the Scottish economy, and employing up to 13,000 people. This is also reflected in the rising numbers of rail passenger journeys within Scotland which reached a peak of 97.7 million in the year to 31st March 2019.

The Scottish Government values its stakeholders and places considerable emphasis on working collaboratively with communities. This cross-border public appointment offers an exciting opportunity to represent the interests of rail passenger and transport users in Scotland at a strategic level at Transport Focus, formerly Passenger Focus, the independent watchdog representing the interests of passengers and transport users throughout Great Britain.

We welcome applications from all suitably-qualified people and aim to employ a diverse workforce that reflects the people of Scotland. and the need to 'be the Scotland we want to see'. I hope you find this recruitment pack of interest and would encourage you to pursue your interest in this important public appointment on behalf of Scotland's public transport and rail network users.

A handwritten signature in black ink, appearing to read 'Michael Mattheson'.

**Michael Mattheson MSP
Cabinet Secretary for Transport, Infrastructure and Connectivity**

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2. Note from the Chair of Transport Focus



Thank you for your interest in joining Transport Focus; Britain's independent and impartial transport consumer champion. It's great you're considering a board appointment with us.

Transport Focus exists to make consumers more powerful. We were set up to protect consumers and are established as an independent, not-for-profit organisation. That's exactly how we operate to this day to make consumers journey's more reliable and smooth.

Today there's more need for us than ever before. In a fog of unfiltered opinions, Transport Focus is grounded in evidence, and that comes from the rigour we apply to everything we do - whether it's probing transport user satisfaction, investigating issues, or holding powerful organisations to account.

This is possible because of the talented and skilled people we have at Transport Focus. There's nowhere quite like it; the range of expertise means you'll never stop learning something new. We are passionate about what we do. We work closely with each other. We have colleagues based around the country, both in offices in London, Manchester, and Cardiff and working peripatetically, in Glasgow, the south west and the midlands. We are in the process of creating a Scottish subsidiary and hope to establish a Scotland office soon. We pull together to make changes. Our board members and staff work together to make this happen, always recognising their different roles and responsibilities.

It's a great time to join Transport Focus. We have new challenges to tackle and ambitious plans to make more of a difference with our research, helplines and campaigns. If you want to make a real, positive difference for transport users across Great Britain then you're in the right place.

Good luck with your application.

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

Jeff Halliwell
Chair

3. Making a difference for transport users

Transport Focus exists to stand up for transport users across Great Britain, to champion their cause when things go wrong and to get services improved. Britain relies on its transport networks to help people and freight to move around smoothly. This underpins the productivity of the country. Reliable journeys remain the key requirement of all transport users.

Disruption, either unplanned or as a side effect of welcome investment, has to be handled well to regain time. Transport Focus's work helps ensure these reliable, smooth journeys are the norm. Transport Focus is already making a major difference – this year we will make even more of a difference as we are ambitious in securing change.

This year, alongside other work detailed here, Transport Focus will drive three campaigns which, when successful, should drive broader improvement:

- **Boosting rail reliability – making it easier to claim Delay Repay compensation – claims are currently at just 35 per cent of those eligible.** This will help focus attention on the key driver of passenger satisfaction – a reliable railway.
- **Improve bus services.** Transport Focus intends to demonstrate this year that it can make a difference on behalf of passengers in one major area and will use this work to show what can be done more widely by other operators and local authorities.
- **Increase the usefulness and effectiveness of information on Highways England's roads,** including messages on electronic signs. This will allow more road users to make informed decisions in plenty of time, improving safety and reducing stress.

Transport Focus intends to devote considerable resources to these three campaigns, including more concerted and far reaching communications work.

Transport Focus will also trial new ways of getting user feedback on a near continuous basis. Everyone wants quicker but more representative feedback than some communications channels, such as Twitter, can provide. Transport Focus will lead debate on how this can be done. This will sit alongside driving more value from our existing surveys.

Beyond these campaigns, the majority of our core work will deliver improvements for users under the following themes:

- **On time!** – focusing attention on the smooth running of transport networks, including during planned and unplanned disruption
- **Get it right!** – when things go wrong, make sure they are put right quickly with a particular regard for the interests of disabled transport users
- **Boost the user voice** – making sure users are heard in the debates about the planning and operation of transport services.

Some of the work in this plan is a result of partnerships with third parties. All of our work is published and available to all. We plan at least three public Board meetings, plus a number of public meetings to be held around Great Britain.

We will hold governments and transport operators to account by developing and publishing a more systematic tracking of our policy recommendations – together with updates on progress, barriers to implementation and successes.

The Department for Transport in its recent *Green Paper Aviation 2050 — the future of UK aviation* proposed extending Transport Focus's remit to air passenger issues. Transport Focus is very keen to take on this new role. There is currently no one body representing the needs of air passengers and so we think our business model could be applied effectively to this new area, subject to new funding arrangements. This could lead to new work this year, over and above that detailed in this workplan.

Transport Focus in Scotland

Our work in Scotland is headed up by our current Board member, Philip Mendelsohn and our Senior Stakeholder Manager, Robert Samson. They work with the Scottish Government, Transport Scotland, transport providers and many other national and regional partnerships and networks to make a difference for transport users.

Of particular interest at present are:

- ScotRail - We are working closely with ScotRail and Network Rail to examine if the Train Service Performance Remedial Plan will improve performance but when things do go wrong that Passenger Information During Disruption (PIDD) meets the needs of passengers through:
 - Control – passenger information needs are driven by the need to retain control of their journey.
 - Current – passengers need up-to-date information.
 - Credible – passengers need a real explanation.
 - Consistency – passengers expect consistency of information across all sources.

Performance is a main driver of passenger satisfaction which has seen overall passenger satisfaction results in the National Rail Passenger Survey (NRPS) fall in recent waves. We are working closely with ScotRail to analysis the NRPS results to develop a Remedial Plan to improve passenger satisfaction.

- National Transport Strategy (NTS2) – This aims to set out an ambitious and compelling vision for Scotland’s transport system for the next twenty years. The NTS2 advocates a vision for Scotland’s transport system that creates a sustainable, inclusive and accessible transport system which promotes prosperity, health and fairness for all of Scotland’s citizens. We want to ensure the passenger voice is heard during development of NTS2 and that passenger benchmarks are used as targets for deliver of the Strategy.
- Transport (Scotland) Bill - This offers an ambitious new model for bus services. It provides local transport authorities with options to influence and improve bus services in their area, ensuring that there are sustainable bus networks across Scotland. The Bill will support local authorities to meet local needs and circumstances, whether they wish to pursue partnership working, local franchising, or running their own buses. We want to assist in the development of options using our evidence base secured from the Bus Passenger Survey (BPS) to ensure the passenger view is recognised in any new arrangements.

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. Transport Focus also works extensively on non-rail issues in Scotland and Wales where asked to do so by the respective governments or their transport agencies.

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, Welsh Government 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 visit our website where you can see the current year workplan and links to many activities in which it is involved.

Key points to note when considering whether you should apply

The successful candidate will be paid £12,425¹ 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 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.

¹ This is an estimate based on current board member remuneration and future (as yet unconfirmed) pay awards.

4. Description of the Role

You will be expected to work in partnership with staff and key stakeholders across Scotland, and other parts of the UK. This is likely to involve some travel. You will help ensure that the voice of the transport 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 across the wider stakeholder community.

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

- Represent the current and developing interests of **all** transport users on the Board,
- Help ensure our work represents good value for money
- Contribute fully to the current and longer term strategy of the whole organisation, especially but not limited to matters in Scotland; 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
- Working 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, or subsidiary, of the board

5. Person Specification

We would like to hear from candidates who are regular users of all types of passenger transport, and who can **demonstrate** in their application, and at interview, the following **essential criteria**:

- (a) **Strategic thinking skills** that can be applied to the transport network and its users;
- (b) A clear **understanding of the issues** facing transport users;

- (c) Use your **existing networks** and be able to build **credible, constructive relationships** with new stakeholders to maximise the potential of representing Transport Focus and its work;
- (d) A demonstrable **understanding of the Scottish political environment** and its interface with the transport sector;
- (e) The ability to work constructively as part of a Board (or similar) **team**.

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

- Consumer affairs and, in particular, campaigning
- Customer facing businesses
- Transport industry structure
- Regulatory affairs
- Media and/or public relations issues and in particular new/social media
- Scottish or local Government
- The interface between road transport and passenger transport

6. Equality and Diversity

The Scottish Government 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.

7. Application process

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

In undertaking their assessment of candidates the role of the panel is to decide, objectively, who meets the published selection criteria for the role. In other words, who is appointable to the role.

The panel will comprise a senior official from Transport Scotland, the Chair of Transport Focus, and the independent member

To apply for this post you must:

- Provide a covering letter setting out why you are interested in the role and **clearly setting out how you meet the criteria above**. This letter (which may be in email format) should be a maximum of the equivalent of two pages of A4
- Provide an up- to-date and comprehensive curriculum vitae (please also indicate your preferred salutation - Mr, Mrs, Miss, Ms, forename etc.).
- Complete and attach the public appointments monitoring **form A**.
- Complete and attach the disclosure **form B**
- These forms are **not** part of the initial selection process and will be treated in confidence. They will be kept separate from your application and will **not** be seen by the selection panel **unless** you are shortlisted for interview, in which case they will enable the panel to explore such details with those candidates in the context of their ability to perform their role, if necessary.

You should send all of the above by email to Jon Carter, Head of Board and Governance at Transport Focus, to: boardrecruitment@transportfocus.org.uk

Please note that the closing date for all applications is Friday 8 November 2019. 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. If the recruitment centre cannot help with a particular query, it may collect your details and pass these on to someone who can help for a reply.

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.
- It is anticipated that shortlisting will be completed during late November 2019. Shortlisted candidates will be informed as soon as possible if they have been selected for final interview and a telephone conversation will be arranged. This will explore any areas which are unclear from the information provided, as well as your motivation for applying. Interview details will be confirmed by e-mail or letter. References will be taken up prior to interview. Formal interviews with the Selection Panel are expected to be held in mid-January 2020 **in Glasgow**.

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 should come prepared for an **informed discussion** on matters of interest and/or concern to transport users and broader challenges facing Transport Focus.

8. Complaints Procedure

If you have a complaint about the recruitment and selection procedure, you should write in the first instance to Alun Williams, Rail Directorate, Transport Scotland, by email to alun.williams@transport.gov.scot

If, after receiving a comprehensive response, you are still concerned, you can contact the Commissioner for Public Appointments. Details of his complaints procedure can be found at:

<http://publicappointmentscommissioner.independent.gov.uk/whatwedo/complaintsandinvestigations/index.html>

9. Data protection

Transport Focus is a registered data controller and takes data protection seriously. You are supplying information in connection with your application voluntarily and it will be kept safe and secure and used strictly for the purposes for which you supply it. The **primary** lawful basis for processing your data under the General Data Protection Regulations 2018 (GDPR) is therefore **consent** (Article 6 (1) (a)) although please note that Articles 6(1) (c) and (e) also apply. 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

You should take decisions solely in terms of the public interest. You should not do so in order to gain financial or other material benefits for yourself, your family or your friends.

Integrity

You should not place yourself under any financial or other obligation to outside individuals or organisations that might, or might be perceived to, influence you in the performance of your official duties.

Objectivity

In carrying out public business, including awarding contracts and recommending individuals for rewards and benefits, you should make choices on merit.

Accountability

You are accountable for your decisions and actions to the public and must submit yourself to whatever scrutiny is appropriate for your office.

Openness

You should be as open as possible about the decisions and actions that you take. You should give reasons for your decisions and restrict information only when the wider public interest clearly demands.

Honesty

You have a duty to declare any private interests relating to your public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

You should promote and support these principles by leadership and example.

These principles should inform your actions and decisions as a board member.