



Llywodraeth Cymru
Welsh Government

Information pack for applicants

Transport for Wales

**Appointment of a
Non-Executive Chair**

Closing date: 05/10/2018

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Making an application

Thank you for your interest in the appointment of a Non-Executive Chair to the company board of Transport for Wales (the “TfW Board”). Transport for Wales must be headed by an effective board which is collectively responsible for the long-term success of the Company. The role of the Non-Executive Chair (the “Chair”) is to lead the TfW Board and ensure its effectiveness in all aspects of its role. The attached Annexes provide details on the role and responsibilities of Transport for Wales (“TfW”), the role of the Chair and the person specification and the selection process.

To make an application please visit the [Welsh Government public appointment website](#).

To apply for this role, click on the vacancy and click on ‘Apply’ at the bottom left hand corner. The first time you apply for a post, you will need to complete a registration form for the Welsh Government’s online application system. You will only need to register once, and you will be able to keep yourself updated on the progress of your application, and any other applications you make, via your registered account.

Once you’ve registered, you’ll be able to access the application form. To apply you will need to upload a personal statement and CV to the ‘Reasons for applying’ section of the online application form.

Personal Statement

The personal statement is your opportunity to demonstrate how you meet each of the criteria set out in the person specification. How you choose to present the information is up to you. However, you should aim to provide detailed examples that demonstrate how your knowledge and experience matches each of the criteria, and that describe what your role was in achieving a specific result. It will also benefit the selection panel if you can be clear which particular evidence you provide relates to which criteria. Providing separate paragraphs in relation to each criterion is common practice.

Please limit your personal statement to two A4 documents. Your application may be rejected if you exceed this limit.

CV

Please ensure your CV includes brief details of your current or most recent post and the dates you occupied this role. Please identify any past or present Ministerial appointments.

Diversity Statement

The Welsh Government believes that public bodies should have board members who reflect Welsh society - people from all walks of life - to help them understand people's needs and make better decisions. This is why the Welsh Government is encouraging a wide and diverse range of individuals to apply for appointments to public bodies. Applications are particularly welcome from all under-represented groups including women, people under 30 years of age, black, Asian and minority ethnic people, disabled people, lesbian, gay, bisexual and transgender people.

Guaranteed Interview Scheme – Positive about Disability

The Welsh Government operates a Positive about Disabled People Scheme and welcomes applications from people with disabilities. The scheme guarantees an interview to disabled people if they meet the minimum criteria for the post. The application form also enables you to detail any specific needs or equipment that you may need if invited to attend an interview.

Indicative timetable

Closing date:	05/10/2018
Shortlisting complete:	12/11/2018
Interviews held:	26-27/11/2018

Key facts about the post

Location:	Pan-Wales
Remuneration:	£425.00 per day
Time Commitment:	5 days per month, decreasing after 6 months to 3 days per month (48 days for year 1, decreasing to 36 days per year hereafter)

Contacts:

For further information regarding the selection process, please contact:

Public Appointments Unit
Email: publicappointments@gov.wales

For further information regarding the role of Tfw and the role of Chair please contact Jenny Lewis:

Tel: 0300 025887/ 07966 836393
Email: Jenny.Lewis@gov.wales

If you need any further assistance in applying for this role, please contact the Welsh Government's Public Appointments Unit on publicappointments@gov.wales.

For further information about Public Appointments in Wales, please visit www.gov.wales/publicappointments.

Roles and Responsibilities of Transport for Wales

Background

These are exciting times for the transport sector in Wales. There is no doubt that transport services and infrastructure, and its role in connecting our communities, people and businesses to jobs, facilities, services and markets, is key to the delivery of the Welsh Government's Programme for Government.

Technological changes will transform the transport landscape in coming years. Rapid take-up of electric vehicles is a distinct possibility. As well as electrification the move to automated vehicles, and transport on demand, will present the Welsh Government with a range of policy challenges.

These new technologies are opportunities for Wales' economy to benefit from new highly-skilled jobs. How people use transport in their every day lives will change dramatically over the next decade and we need to be ready for those changes and to meet the policy challenges ahead of us.

Setting aside these emerging trends, there is also a need to focus on the here and now of transport delivery in Wales. The Welsh Ministers' ambition is to deliver a transformational integrated transport system in Wales, providing high-quality, safe, affordable and sustainable transport for all; a system that contributes to economic growth and the country's well-being.

The improved devolved settlement offered through the Wales Act 2017 will enable the Welsh Government to put in place a framework for the delivery of transport services that can improve network quality, frequency, reliability and punctuality. Together with the Programme for Government this provides an opportunity to help drive a step change in the way we understand, plan, use and invest in transport in Wales.

Transport for Wales (TfW) is a not for profit company, wholly-owned by the Welsh Government and established in 2015. Set-up initially as an expert adviser and advocate for transport related matters, TfW has provided technical advice to allow the Welsh Government to procure its Operator and Development Partner (ODP) for the Wales and Borders rail services and the delivery of the South Wales Metro.

Future vision & purpose

The Welsh Ministers aspiration for TfW is to enable the Company to take on a much wider range of transport functions. TfW is transitioning beyond its status as an advisory body to become an operational delivery agent for the Welsh Ministers. Mobilisation of the ODP has begun and TfW prepares to assume responsibility for operating the rail network in October 2018.

TfW will continue to evolve in its delivery capacity to realise ambitions for an effective, integrated transport system in Wales, making a positive contribution to key

objectives and goals set out in Programme for Government. The foundations have been reset for putting passengers' needs at the heart of the Company's decision making.

In the rail space, TfW is now focused on alleviating concerns around seat capacity, journey times and service frequency and ensuring fair, affordable fares and quality, clean trains.

Integrating the provision of services and infrastructure through TfW has opened a new chapter in the wider integration of public transport in Wales. The scope and scale of the ODP and the current franchise are incomparable. It is a new way of working and the service will be branded as TfW. This is a new rail service made in Wales, for the people of Wales and TfW is leading the way in delivering ground-breaking transformation of transport across the country and in the borders region.

TfW is committed to Keep Wales Moving safely by delivering customer focused services, expert advice and infrastructure investment in the future. The Company's values and strategic objectives are well-founded and ambitious, and will set the tone for the direction of travel hereon. As TfW's public identity grows, so must its approach to delivery remain transformative, innovative and passenger-centric.

The TfW Board

The TfW Board comprises; 6 non-executive directors and 2 executive Directors. The directors of TfW are appointed in accordance with the Companies Act 2006 and the Articles of Association of TfW.

In addition to the powers and duties of directors set out in the Companies Act 2006, the TfW Articles of Association, the UK Corporate Governance Code and the Guidelines for Board Members, the collective role of the TfW Board is to:

- provide effective leadership; defining and developing strategic direction and setting challenging objectives;
- ensure strategies are developed for meeting TfW's objectives in accordance with the policies and priorities established by TfW in conjunction with the Welsh Government and other relevant stakeholders, for example employees, customers and funding providers;
- ensure that the Welsh Government is kept fully informed of any changes that are likely to impact on the strategic direction of TfW or on the attainability of its targets, and of steps needed to deal with such changes;
- promote high standards of public finance, upholding the principles of regularity, propriety and value for money;
- ensure TfW's activities are conducted efficiently and effectively;
- ensure TfW's banking arrangements are adequate for its purposes;
- monitor performance to ensure TfW meets its aims, objectives and performance targets;

- make senior executive and non executive appointments to the TfW Board, including the Chief Executive Officer, but in all cases only with the prior confirmation of the Welsh Government;
- establish, and publish the well-being objectives of TfW for the purpose of maximising its contribution to achieving the well-being goals set out in the Well-being of Future Generations (Wales) Act (2015);
- ensure TfW considers equality of opportunity when approving policies and making decisions; and
- ensure effective arrangements are in place to provide assurance on risk management, including information security, governance, internal audit, external audit and internal control in accordance with applicable statutory and regulatory requirements and, where relevant, Codes of Practice or guidance applicable to companies.

Appointment of a Non-Executive Chair of Transport for Wales

Role description and person specification

Role of Chair

The Chair is responsible for leadership of the board and ensuring its effectiveness in all aspects of its role. They should promote a culture of openness and debate by facilitating the effective contribution of all non-executive directors in particular and ensuring constructive relations between executive and non-executive directors.

Communications about the strategic direction of the Company between the TfW Board and the Welsh Government shall, in the normal course of business, be conducted through the Chair, who must ensure the other TfW directors are kept informed of all such communications.

The Chair is responsible for setting the board's agenda and ensuring that adequate time is available for discussion of all agenda items, in particular strategic issues.

The Chair will be expected to perform their duties, whether statutory, fiduciary or common-law, faithfully, efficiently and diligently to a standard commensurate with both the functions of the role and their knowledge, skills and experience.

They will exercise their powers in their role as a company director having regard to relevant obligations under prevailing law and regulation, including the Companies Act 2006, the UK Corporate Governance Code and associated regulations and legislation.

In undertaking their duties and responsibilities as a company director, the Chair shall have leadership responsibility for:

- formulating the TfW Board's strategies, ensuring that these fit both within the policies and approach set by Welsh Ministers, and that the company's aims, objectives and culture are aligned with key government touchstones such as Prosperity for All, the Economic Action Plan and the Well Being of Future Generations Act;
- mentoring the senior executive team, and in particular the Chief Executive Officer, to ensure that they have a clear understanding of their own roles and responsibilities, and how they can make best use of the TfW Board;
- ensuring the TfW Board, in reaching decisions, takes proper account of applicable statutory and financial management requirements and all relevant guidance including any relevant guidance provided by the Welsh Government;
- promoting the economic, efficient and effective use of staff and other resources;
- ensuring high standards of regularity and propriety; and
- representing the views of the TfW Board to the public.

The Chair will also lead on:

- ensuring all TfW directors are briefed fully on the terms of their appointment, and on their duties, rights and responsibilities;
- ensuring that the company continues to recognise that it serves the people of Wales and their elected government. The company is not an end in itself – it is a mechanism for Ministers to implement their policies. The board and the Chair in particular will need to recognise and support the government and its Ministers. From time to time, the Chair will need to both seek out and take direction from Ministers about matters of policy.
- ensuring he or she, together with the other TfW directors, receive appropriate training, including on the financial management and reporting requirements of public sector bodies, and on the differences which might exist between private and public sector practice;
- ensuring the TfW Board has a balance of skills appropriate to directing TfW's business, and advise the Welsh Government on any Board appointments;
- notifying and seeking approval from the Welsh Government for any proposed changes to the structure or membership of the TfW Board;
- ensuring a code of conduct for TfW Directors is in place consistent with the Model Code of Conduct for Board Members of Public Bodies in Wales; Code of Good Practice (February 2017) as it applies to Welsh Government Arms-Length Public Bodies; and
- reporting to the Welsh Government, via the TfW's Sponsor Team.

Person Specification

The Chair will be able to uphold high standards of integrity and probity. This will include the Company's governance, decision-making and financial management assurances when considering, promoting and safeguarding regularity, propriety, affordability, sustainability, risk, and value for money across the public sector; and accounting accurately and transparently, for the company's financial position and transactions. They must be able to ensure high standards of probity in the management of public funds.

Key skills, experience and qualifications required:

- Experience as a non executive director, Trustee or Committee Member in either a commercial, voluntary or public sector context;
- Established reputation as a leader and strategic thinker in either a commercial, voluntary or public sector context;
- Significant experience of operating at a senior level in a strategic capacity;
- A sound working knowledge of the public and private sectors;
- Ability in partnership working and relationship management;

- Able to build and maintain strong, transparent relationships with key stakeholders;
- Strong intellect and analytical ability; innovative thinker and ability to focus on the issues to be dealt with;
- Strong decision making skills that allow informed decisions to be made on a variety of matters.

Behavioural competencies and qualities required:

- Strategic perspective, vision and ability to work positively within a team;
- Drive and commitment and the ability to demonstrate this to others;
- Strong interpersonal, communication and negotiation skills and the ability to develop effective, sustainable partnerships;
- Selflessness, integrity, objectivity, accountability, openness, honesty and leadership (Nolan Principles);
- Dynamic, enthusiastic and energetic;
- Resilience and ability to make things happen;
- A willingness to devote the necessary time and effort;
- A willingness to be an ambassador for TfW
- Financial management expertise and a broad understanding of private and public sector finance issues
- Good understanding of company governance issues

Welsh Language

Welsh language skills are desirable for this post.

Remuneration

- The post of Chair will be paid at £425 per day. The Chair is regarded as a holder of an office for tax and National Insurance purposes. Fees payable will, as a result, be chargeable to tax under Schedule E of the Taxes Act and subject to Class 1 National Insurance contributions. These liabilities will be deducted via the Welsh Government payroll system and the net fee paid to the office holder. Fees are not subject to VAT.
- Travel and other reasonable expenses that might be incurred in carrying out work for TfW can be claimed within the recognised limits. The Chair may also be eligible to claim reimbursement for costs in relation to child care/care of the elderly/assistant carer, whilst carrying out work on behalf of TfW,

Time commitment

5 days per month, decreasing after 6 to 3 days per month (48 days for year 1, decreasing to 36 days per year hereafter).

Tenure of office

The Cabinet Secretary for Economy and Transport determines the length of the appointment, which will be a minimum of 3 years with the opportunity to extend the posts to 5 years.

Accountability

The Chair is accountable to the Cabinet Secretary for Economy and Transport, through the Economic Infrastructure Directorate of the Welsh Government for carrying out their duties and for their performance.

Eligibility

Applicants should be persons who conduct themselves at all times in a manner which will maintain public confidence.

Applicants should be aware that the House of Commons Disqualification Act 1975 or Orders made under the Government of Wales Act 2006 apply.

Applicants should also note that being a member of Transport for Wales is a disqualifying post for membership of the National Assembly for Wales under the National Assembly for Wales (Disqualification) order 2015.
<http://www.legislation.gov.uk/uksi/2015/1536/contents/made>

Conflict of Interests

You should particularly note the requirement for you to declare any private interests which may, or may be perceived to, conflict with the role and responsibilities as Chair of the TfW Board, including any business interests and positions of authority outside of the role in TfW.

Any conflicts of interest will be explored at interview. If appointed, you will also be required to declare these interests on appointment which will be entered into a register which will be published on the TfW website.

Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Code of Conduct for Board Members of Public Bodies; you can access this document at:

<http://www.bl.uk/aboutus/governance/blboard/Board%20Code%20of%20Practice%202011.pdf>.

The selection process

The interview panel will assess candidates' CVs and personal statements to determine who it believes best meet the criteria for the role, and who will be invited to interview. The panel will rely only on the information you provide in your CV and statement to assess whether you have the skills and experience required. Please ensure that you provide evidence to support how you meet all of the essential criteria.

The selection panel will be chaired by Simon Jones, Director of Economic Infrastructure at the Welsh Government and will also comprise David Jones OBE, Chief Executive Deeside Enterprise Zone, Geraint Davies CBE, Non-Executive Director to Cardiff Airport and Nicola Shaw CBE, Executive Director National Grid.

A recruitment consultant will be used to support the whole selection process. For more information on the Welsh Government's use of data processors, please see below.

Data processors are third parties who provide elements of our recruitment service for us. We have contracts in place with our data processors. This means that they cannot do anything with your personal information unless we have instructed them to do it. They will not share your personal information with any organisation apart from us. They will hold it securely and retain it for the period we instruct.

Your application may be "long-listed", subject to the volume of applications received, before it is passed to the shortlisting panel for consideration. You should be aware that in this situation, your application might not be considered in full by the entire panel.

We anticipate that by mid-November 2018 the panel will have decided who will be invited for interview end of November 2018.

The panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet the criteria set out in the person specification. However, if you have applied under the guaranteed interview scheme and you meet the minimum essential criteria for the post, then you will also be invited for interview.

If you are invited to interview and if the interview date is not already provided in this information pack, we will aim to provide you with as much notice as we can of the interview date. If you are unable to make the arranged interview date, we will endeavour to re-arrange it but it might not be possible due to time constraints within the appointment timetable or selection panel availability.

You will receive email communication from the Appoint system to let you know whether or not you have been invited to be interviewed. It is our intention that interviews will take place in Cardiff.

If invited to interview, the panel will question you about your skills and experience, asking specific questions to assess whether you meet the criteria set out for the post.

Candidates, who the panel believe are 'appointable', will be recommended to Ministers who will make the final decision. The Minister may choose to meet with appointable candidates before making a decision. There will be a time gap between interview and a final appointment decision being made. Candidates who have been interviewed will be kept informed of progress.

If you are successful, you will receive a letter appointing you as non-executive Chairperson of Transport for Wales, which will confirm the terms on which the appointment is offered.

If you are unsuccessful at interview, you will be notified by Welsh Government. We appreciate it takes a lot of time and effort to apply for roles and that feedback is a valuable part of the process. As a result, the letter will provide the details of who you may approach for feedback on your interview and application, if you so wish.

Queries

For queries about your application, please contact the Public Appointments Unit on publicappointments@gov.wales

If you are not completely satisfied

Welsh Government will aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you have any complaints about the way your application has been handled, please contact the Public Appointments Unit on publicappointments@gov.wales