



Llywodraeth Cymru
Welsh Government

Information Pack for Applicants

Transport for Wales

Appointment of a Chair

Closing date: midnight, Sunday 23 March 2025

Introduction



Thank you for showing an interest in becoming Transport for Wales's new chair.

Transport for Wales (TfW) is pivotal in delivering a unique approach to transport in Wales underpinned by our relationship with passengers, our collaboration with communities, and our social partnership with employees. I am proud of the achievements of TfW to date which have seen transformational changes to the transport network as well as the organisation. However, I recognise there are still significant challenges to overcome and opportunities to exploit as we deliver our ambition of one network, one timetable, one ticket and one team.

TfW is a not-for-profit company wholly owned by the Welsh Government. It is now responsible for effectively managing a combined capital and revenue budget approaching £1bn annually and has around 4,000 employees in its four operating subsidiary companies.

TfW's Board plays a key role in shaping the strategy, vision, purpose and the culture of the organisation. The current Chair has played a critical role in the development of the remit and scale of the organisation since its incorporation in 2018. The new Chair will need to provide similarly effective leadership and support to TfW while challenging, scrutinising and monitoring the performance of the organisation. I will look to the successful candidate to ensure TfW is effective in delivering our ambitions and ensuring the delivery of the organisation's priorities.

I hope, after considering the information, you are interested in this role, and I look forward to reading your application.

**Ken Skates MS,
Cabinet Secretary for Transport and North Wales**

Role Description

Role and Responsibilities

The Chair is accountable to the Cabinet Secretary for Economy, Transport and North Wales and is held to account by the Senedd for the performance of the Board and its effective governance.

The Board plays a key role in shaping the strategy, vision, and culture of the organisation. The TfW Chair is responsible for ensuring the effectiveness of the Board and is the key interface between the TfW Board and Welsh Ministers. The TfW Chair will also ensure that the TfW Board's policies and actions support the Cabinet Secretary's wider strategic policies, that TfW's role in discharging the functions of Welsh Ministers is delivered effectively and that TfW's affairs are conducted with probity.

Further information regarding TfW as an organisation is available here:

[About us](#) | [TfW](#)

The Chair will –

- formulate the TfW Board's strategies, providing effective leadership and governance and ensuring the Board, as a whole, promotes TfW;
- consolidate the transition of TfW into a world class integrated transport organisation;
- support the organisation to take on the significant responsibilities associated with bus franchising;
- be an external advocate and champion for TfW, representing the views of the TfW Board to the public, including potential media appearances;
- support Transport for Wales to deliver for all regions of Wales through the new Regional Transport Plans;
- understand the importance of, and develop effective cross-border economic relationships;
- be sensitive to cross-border transport issues within national, regional, and local government;
- play a key public role in developing effective relationships with strategic stakeholders;
- lead the interface with other Train Operating Companies and transport providers serving Wales;
- ensure the TfW Board, in reaching decisions, takes proper account of statutory and financial management requirements and all relevant guidance including guidance provided by the Welsh Ministers;
- ensure robust processes are in place to provide assurance on governance matters and financial management and the proper use of public funds;
- ensure the Board operates effectively in scrutinising and monitoring TfW's progress in delivering objectives and key performance indicators, providing challenge where necessary;

- promote the economic, efficient and effective use of staff and other resources;
- ensure high standards of integrity, regularity, propriety and governance; and
- have oversight of Board sub-committees facilitated by NEDs to ensure they are effective and delivering wider strategic objectives.

The Chair must also –

- ensure all TfW Board members are briefed fully on the terms of their appointment and on their duties, rights and responsibilities;
- ensure TfW Board members 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;
- ensure the TfW Board has a balance of skills appropriate to directing TfW's business;
- take positive action to achieve cognitive diversity at a decision making level;
- in instances where appointments to vacancies on the TfW Board are to be made by the Cabinet Secretary, advise the Cabinet Secretary on the needs of TfW and how it might best reflect the people of Wales;
- assess the performance of individual TfW Board members in accordance with the arrangements agreed with the Welsh Government's TfW Partnership Team;
- provide appropriate support, guidance and challenge to the Executive Leadership Team and in particular, to the Chief Executive to ensure he is able to deliver his objectives as effectively as possible;
- ensure an appropriate Code of Conduct for TfW Board members, including rules and guidance on TfW Board members' interests and conflicts of interest, is in place, enforced and consistent with the Nolan Principles; and
- take responsibility for communications between the TfW Board and the Cabinet Secretary and provide appropriate challenge and leadership to deliver the Welsh Government's objectives.
- ensure TfW and its Board comply with TfW's Articles of Association, Management Agreement with the Welsh Ministers, remit letter from the Welsh Ministers, five year corporate plan, annual funding letter and annual business plan.

Person Specification

As the TfW Chair you will lead the development of TfW's strategy and the establishment of challenging objectives and performance targets, as well as providing oversight across the breadth of TfW's activities in delivering its remit from the Welsh Ministers and as a corporate entity.

You will provide general advice and an independent perspective on matters raised and provide guidance on specific items, drawing on your specialist expertise and experience.

You will be able to uphold high standards of integrity and probity. This will include TfW'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. You must be able to ensure high standards of probity in the management of public funds consistent with [Managing Welsh Public Money](#).

To be considered, you must be able to demonstrate that you have the qualities, skills and experience to meet all essential criteria for appointment.

Essential Criteria

- A track record of strategic, board level leadership with evidence of leading complex programmes and culture change in large complex regulated and trade union represented industries
- A track record of managing growth and securing investment opportunities. Be familiar with technological advances that will offer opportunities and threats to transport systems and infrastructure
- Ability to instil vision and lead the development of defined strategies in the pursuit of achieving Welsh Ministers' long, medium and short-term goals, with the customer at the heart of the goals
- Experience of delivering services, particularly during a crisis, that would help TfW withstand significant events;
- Experience in dealing with major disruptive events, either in an executive role or at a Board level;
- Ability to understand and facilitate the understanding of complex issues
- Strong interpersonal and influencing skills, proven experience of building and maintaining strategic relationships with clients and stakeholders, and the ability to act as an effective advocate and ambassador;
- Ability to help develop, mentor and support senior talent within the organisation
- Experience of implementing and maintaining strong governance, scrutiny and ensuring accountability
- Commitment to bringing independent and diverse perspectives to the Board and ensuring that diversity, equality, and inclusion are central to the culture of the organisation
- A keen understanding of the Welsh & UK political environments and how these interface with the provision of public services
- Commitment to promoting TfW's values, the seven principles of public life, the seven well-being goals of Wales and ensuring that Welsh public money is used appropriately and effectively
- Media training or willingness to undertake such training as required for the role

Welsh Language

The Welsh Government acknowledges the importance of developing and growing bilingual capabilities in public appointments in Wales, and whilst Welsh language skills are not essential for this role, applicants are expected to show an appreciation of bilingualism and a commitment to promoting and mainstreaming the Welsh language. We welcome your application whatever your skills level.

Key facts about the post Location:

Hybrid, the TfW offices are in Pontypridd and Wrexham and the role will include a mix of remote and in person meetings. The Chair can be based anywhere and is welcome to use any offices as their regular office.

Additional travel to other TfW or Welsh Government locations in Wales will also be required

Time commitment:

60 days per year

Note that scheduling of meetings can be arranged to accommodate flexible working arrangements and caring responsibilities

Tenure of office:

Initial appointment of 3 years

Remuneration:

The salary for the TfW Chair is circa £35,000 for a commitment of 60 days per annum, plus reasonable expenses.

Eligibility

Candidates should also note that membership of the TfW Board is a disqualifying office for membership of the Senedd Cymru under the Senedd Cymru (Disqualification) Order 2020.

[The Senedd Cymru \(Disqualification\) Order 2020 \(from legislation.gov.uk\)](http://legislation.gov.uk)

Applicants who have previously been disqualified as a UK company director will not be eligible to apply.

All candidates must have the right to work in the UK.

Candidates cannot be a current director or employee of any other rail or bus company that is registered in or operates in the UK.

Making an application

Please make sure your application is submitted by the closing date: midnight Sunday 23 March.

To apply please visit: <http://execroles.penna.com>

For an informal discussion about this exciting role, please contact our recruitment partners Penna LHH, directly on +44 (0)141 220 6460 or email fizza.islam@lhh.com or pete.john@penna.com

Applications for this post can be submitted in either Welsh or English.

Please apply by submitting a CV, and a supporting statement which outlines your motivation for applying for the role and how you meet the person specification (no more than 2 sides of A4 in length).

Please ensure that you address the key requirements set out in the person specification.

CV

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

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 your choice. You should, however, aim to provide detailed examples demonstrating how your knowledge and experience match each of the criteria, and your role in achieving a specific result.

It will benefit the selection panel if you can be clear in which particular evidence relates to the criteria. Providing separate paragraphs in relation to each criterion is common practice.

Information on any political activity or potential conflicts of interest would also be useful as would information around your Welsh language skills.

Please limit your personal statement to no more than 2 (two) pages.

Indicative timetable

Closing date - midnight Sunday 23 March

Interviews – It is anticipated that interviews will be held, in person, in May 2025.

Appointable candidates following these stages of the process may be invited to an informal discussion with the Cabinet Secretary for Transport & North Wales and the chair of the interview panel. Candidates should expect this to be an in-person conversation, subject to the Cabinet Secretary's diary commitments.

The appointment of the Tfw Chair will be at the discretion of the Cabinet Secretary and will be subject to pre-appointment hearing with a Senedd Committee.

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 to make better decisions. This is why the Welsh Government encourages applications from a wide and diverse audience.

Applications are particularly welcomed from all under-represented groups, including:

- Women
- People under 30 years of age
- People from diverse ethnic communities
- Disabled people
- Members of the LGBTQ+ community

Please complete the Equal Opportunities monitoring when you upload your details. We are keen to ensure that all our jobs are accessible to all members of the community and use this data to monitor our progress in achieving this.

Disability Confident

The Welsh Government accepts the social definition of disability, in which it is recognised that barriers in society act to disable people who have impairments or health conditions, or who use British Sign Language (BSL).

We are committed to removing barriers so all staff can perform at their best. The Equality Act 2010 uses the medical definition of disability "a physical or mental impairment which has a substantial and long-term impact on a person's ability to carry out normal day-to-day activities".

We guarantee to interview anyone who is disabled, whose application meets the minimum criteria for the post. By 'minimum criteria' we mean that you must provide us with evidence in your application which demonstrates that you generally meet the level of competence for the role and any qualifications, skills or experience defined as 'essential'.

If you would like a guaranteed interview, please contact fizza.islam@lhh.com

If you have an impairment or health condition or use BSL and need to discuss reasonable adjustments for any part of this recruitment process, please contact fizza.islam@lhh.com as soon as possible to discuss your requirements and any questions you may have.

Conflict of Interests

When applying, you will be asked to declare any private interests which may or may be perceived to conflict with the role and responsibilities of the TFW Chair including any business interests and positions of authority outside of this role.

Any conflicts of interest will be explored at interview. If appointed, you will also be required to declare these interests on a register which is available to the public.

Due Diligence

Welsh Government Public Bodies Team will undertake due diligence checks on all candidates successfully sifted to interview. This will include, but not necessarily be limited to, social media and internet searches. As a result, you may be asked questions at interview in relations to any findings from due diligence searches.

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.

Code of conduct for public bodies in Wales

Civil servants must not misuse their official position or information acquired in the course of their official duties to further their private interests or those of others. Conflicts of interest may arise from financial interests, and more broadly from official dealings with, or decisions in respect of, individuals who share a civil servant's private interests (e.g. freemasonry, memberships of societies, clubs, organisations and family).

Where a conflict of interest arises, civil servants must declare their interest to senior management, for senior management to determine how best to proceed.

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 Peter McDonald, and will comprise of Andrew Slade, Alex Walters and Moawia Bin-Sufyan as a Senior Independent Panel Member.

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

We anticipate that towards the end of April the panel will have decided who will be invited for interview.

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 **essential minimum criteria** for the post, you will also be invited to attend an interview.

If you are unable to make an interview date, we will endeavor to re-arrange it, but it

may not be possible due to time constraints within the appointment timetable or selection panel availability.

If you attend an 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.

There may be a time gap between interview and a final appointment decision being made. Candidates who have been interviewed will be kept informed of progress by our search partners Penna LHH. If you are successful, you will be advised and receive a letter appointing you as TfW Chair, which will confirm the terms on which the appointment is offered.

If you are successfully appointed as Chair, you will be asked to attend a Senedd Cymru Committee hearing.

Pre-appointment scrutiny by select committees is an important part of the process for some of the most significant public appointments made by Ministers. It is designed to provide an added level of scrutiny of the overall process and verify that the recruitment meets the principles set out in the Governance Code on Public Appointments. This scrutiny may involve the relevant select committee requesting and reviewing information from the Transport Department and the Minister's preferred candidate. The select committee may also choose to hold a pre- appointment hearing.

Pre-appointment hearings are held in public and involve the select committee taking evidence from the Minister's preferred candidate. These public hearings take place before an appointment is confirmed, but after the selection process has been completed.

Where a public appointment is subject to pre-appointment scrutiny, it is a matter for the relevant select committee to undertake such scrutiny, including whether to hold a pre-appointment hearing. Following a review of information provided by the Transport Department about the recruitment process, the select committee may decide that a pre-appointment scrutiny hearing is not required before it publishes its report, if it agrees with the Minister's choice of candidate.

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, our search partners, Penna LHH will provide you with as much feedback as we can.

Queries

For queries about your application or the process, please contact fizza.islam@lhh.com