



Contents

Message from the Chair	3
Our Organisation	5
The Opportunity	8
The Role	11
Candidate Profile	15
Recruitment Process	18



Message from the Chair

Thank you for your interest in this opportunity with Transport for Edinburgh.

This is a hugely important time for public transport in Edinburgh and the surrounding areas, with the new Borders Rail link, Edinburgh Airport undergoing significant passenger growth and expansion, and the new Edinburgh Gateway station at Gogar that will link passengers from the Fife line and North East Scotland to the airport, scheduled for completion in 2016.

Transport for Edinburgh is central to this, and as we look to its future we are considering a long-term plan, in partnership with businesses and other key partners, which will continue to satisfy and service residents and visitors, improve transport links to the city centre and boost the local economy.

Of course, Edinburgh is already a successful and competitive capital, and the city's transport services play a vital role in that. But we must never rest on our laurels, especially as Edinburgh continues to grow in popularity as a place in which to live, work, invest, study and visit.

We need to be prepared for that growth. There is work still to be done and a long way to travel but fortunately, there is much in our favour. Both bus and tram services achieved overall passenger satisfaction ratings of around 95% and impressive scores for value for money. Lothian Buses is highly valued, publicly-owned, profitable and returns an annual dividend which is invested in public services. Edinburgh Trams, in its first year of operations, is exceeding patronage and revenue targets set before launch. It's early days but the signs are positive.



Working together, I have every confidence that we will continue to offer services that are among the best in the UK whilst growing passenger numbers making public transport the obvious choice in Edinburgh and the surrounding regions.

If this is something you wish to be part of and shape, then you may be the kind of leader we are looking for, to continue this growth and to impact positively on the city, its people and its economy.

Lesley Hinds

Lesley Hinds

Chair, Transport for Edinburgh

Convenor of Transport and Environment committee,

The City of Edinburgh Council



Our Organisation

Edinburgh is a vibrant, resilient city and is predicted to grow over the next 20 years. There are exciting times ahead for transport in the capital and Transport for Edinburgh (TfE), directly and through its subsidiaries, will impact on the success of the city and its surrounding areas.

TfE has a bold vision for the future where all transport modes integrate in a way that benefits everyone who wants to get around the city by providing world-class, environmentally-friendly and socially-inclusive transport. The vision is to further enhance Edinburgh's position as a prime location for potential investors and visitors.

Beyond the development and execution of this vision, TfE is directly responsible for ensuring the effective running of the City's bus and tram networks, with Lothian Buses and Edinburgh Trams operating the services. The overall objective for TfE is to deliver an integrated transport service for the residents of Edinburgh.

On this latter point there are huge opportunities to develop closer collaboration that can deliver collective benefits across Edinburgh and surrounding areas, to work in a more integrated way with national and local rail networks and to further develop the partnership with Edinburgh Airport.

TfE is wholly owned by the City of Edinburgh Council, which holds a 100% shareholding in Edinburgh Trams and a 91% shareholding of Lothian Buses. The remaining 9% is held by the councils in the surrounding areas of Mid, East and West Lothian.



As part of TfE, Lothian Buses continues to be a successful award-winning business that carries over 118 million passenger journeys each year on a fleet of over 700 buses. The company also operates the Airlink service, Lothian Country Buses and the successful Edinburgh Tours company, which is the third most popular paid-for tourist attraction in Scotland.

The public transport network in Edinburgh was significantly enhanced in May 2014 when Edinburgh Trams services commenced. Edinburgh Trams operates the tram service which runs from Edinburgh Airport to York Place in the city centre, making 15 stops along the 8.5 miles route offering a quick, congestion-free travel option.

Looking to the future, TfE will ensure an integrated approach, operating as the connecting point for bus and tram services and also for emerging technologies and services to the city's transport network. This will ensure the evolution of a truly world class range of services that deliver in the best interests of the City, its residents and its economy.

Background Information

You can find out more information on:

Transport for Edinburgh
transportforedinburgh.com

Lothian Buses
lothianbuses.com

Edinburgh Trams
edinburghtrams.com



Transport for Edinburgh

Providing a seamless and high-quality transport choice for residents and visitors to the city.

In 2013, Lothian Buses and Edinburgh Trams joined forces under the umbrella of Transport for Edinburgh.

The partnership has allowed our passengers to benefit from a simpler, integrated operation which provides shared ticketing and customer services.

Behind the scenes, support services such as finance, human resources, corporate communications, marketing and facilities management at Lothian Buses also now work with Edinburgh Trams, minimising costs and maximising value across the whole group.

6m
extra
passengers
over 2014

Transport for Edinburgh in numbers



3

travelshops



5

park & rides



98,709

App screen views
per day



Free Wifi
on all buses
and trams



The Opportunity

As the Chief Executive Officer (CEO) of TfE, reporting to the board and working with Edinburgh Council, you will be expected to facilitate the creation of detailed plans and make recommendations on the most appropriate approach for the execution of much of the city's 2030 Transport Vision - to deliver a world class integrated transport network. Reporting to the Chair, the CEO's primary objective is to capture and translate the views of the board into understandable strategy statements, and develop and implement programmes ensuring their execution.

The initial emphasis is placed on greater integration and development of collaborations with neighbouring councils, to develop a wider mobility system encompassing national and local rail networks, walking, cycling, bike hire schemes and car clubs. By providing an efficient and user focused transport experience, TfE aims to ensure non-personal transport is the mobility of choice.

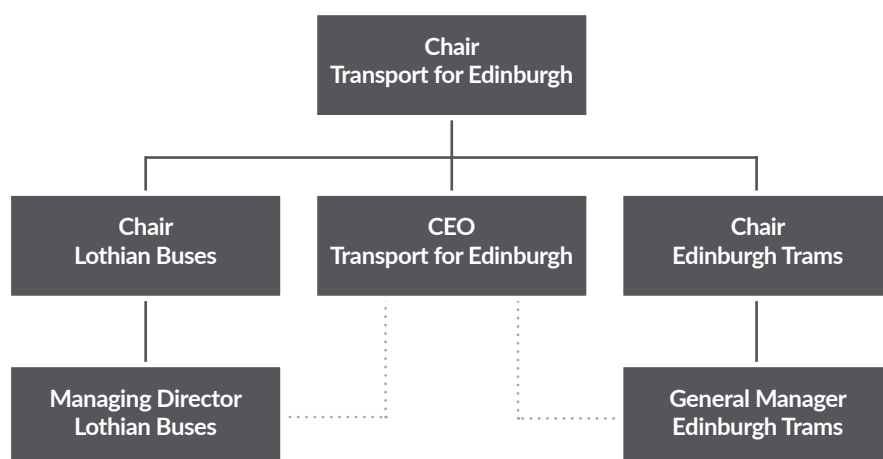
Engaging with and influencing key stakeholders will enable TfE to gain support, commitment and resources for a regional integrated transport strategy. Lothian Buses and Edinburgh Trams, performing in partnership, should be at the centre of that strategy. With increased collaboration across the region, and proposed £1bn City deal for infrastructure investment, it is important that the Chief Executive Officer is viewed as a passionate and driven leader.

The TfE Board is chaired by Councillor Lesley Hinds, who also sits as the Convener of The Edinburgh City Council's Transport and Environment Committee. The wider board also includes Jim McFarlane, Chair of Lothian Buses and Charles Monheim, Chair of Edinburgh Trams.



The creation of TfE is driving a level of reform in the governance of the City's public transport strategy. Whilst the formal governance frameworks have been agreed, this appointment represents the first permanent position to the organisation. The need here is for a skilled executive, capable of influencing and collaborating at the most senior levels in equal measure. These abilities will allow the right individual to play a key role in shaping the scope of the position, and indeed the TfE proposition itself.

Organisational Structure



This is a new and clearly very important position. Although TfE is an embryonic organisation, the board have set out a clear vision and ambitious goals.

The CEO will sit as part of the TfE board. It is intended that they will also be appointed to the boards of Lothian Buses and Edinburgh Trams. In this capacity, the CEO will have the opportunity to contribute to the development and approval of the strategy, targets and budgets for the council-owned operating companies. However, the core remit is to focus on execution of TfE objectives.

With this in mind, the individuals leading the council-owned operating companies will continue to report to their respective boards with regards the operating performance of their business. However, they will have a dotted-line accountability to the CEO of TfE, providing the post holder with the necessary influence and authority to ensure execution of the TfE vision, goals and objectives. In addition, at this embryonic stage of TfE, resources within the operating companies will be made available in support of the plans and initiatives agreed by the TfE board. The CEO of TfE can expect the full support of the Chair in both Lothian Buses and Edinburgh Trams in ensuring this structure operates effectively.

The City of Edinburgh Council are fully committed to delivering the 2030 vision. Beyond the TfE operating companies the post holder can also expect the fullest support of relevant individuals and departments within the Council. This will include the opportunity to engage and utilise seconded resources in pursuit of delivering wider TfE objectives



The Role

The organisation is responsible for leading, influencing and controlling the TfE Group in partnership with the Board or Board Committees. TfE provides guidance and support to teams that delivered 121.4 million passenger journeys and a total revenue of £140,441,000 in 2014.

Strategic Responsibilities

- Along with fellow TfE board members, translate the Council's public transport policy into actionable plans and programmes that are managed on behalf of the board
- Ensuring the principles of the 2030 vision are embedded and translated into action within the operating companies and other wider stakeholders
- Manage the development of common visions and values across the TfE Group, actively referencing emerging trends and opportunities
- Enhance the profile of TfE by effectively positioning and communicating group and subsidiary achievements and policy
- Scope and embed procedures that ensure TfE is engaged to deliver transport integration



Early Operational Objectives

Whilst the city's 2030 Transport Vision sets a broad agenda, delivery on many of the individual targets will ultimately be the responsibility of TfE. To bring some focus to the immediate challenge for the incoming CEO, the board of TfE have already identified the early objectives.

These centre on the principle of integrating the transport options and services to provide a unified user experience under a common brand (TfE). The vision extends beyond buses and trams to include rail, cycling, walking, bike hire, car clubs, taxis and any other mode that might have a role to play in an integrated mobility system.

To deliver on these principles and achieve the success defined, a transformational approach to mobility will be required. The short term focus (notionally a 2 year horizon), will be four functional areas:

- 1. Ticketing:** managing and controlling the mobility account of the user and handling multiple products - potentially enabling access to multiple operators (bus, car club, rail) within Edinburgh
- 2. Brand and Marketing:** promoting the TfE Brand and building this asset in the interests of the City and surrounding regions
- 3. Strategic Planning:** promoting and managing true multimodality including managing conflicts which may emerge between modes
- 4. Strategic Commercial Investment:** targeting areas for investment and determining partnership strategies.



You will be expected to:

- Provide strategic direction to the 2030 vision in support of the TfE board and operating companies, gaining the support, input and resource commitment of the operating companies directors and their respective leadership teams
- Leading outward integration discussions with other transport operators and local authorities
- Devise, propose and build the operational architecture that will achieve the desired outcomes – initially this is likely to take the form of seconded teams and resources negotiated/made available from the key stakeholder operations (CEC, Lothian Buses, Edinburgh Trams)
- Provide leadership and direction to multiple delivery teams, leading by example demonstrating exemplary behaviours in all aspects of the role
- Provide effective strategic guidance on the management of partner and system integrators and other suppliers
- Ensure full compliance with the governance framework
- Ensure compliance with all business, corporate and regulatory demands, including accountability for all expenditure directly related to TfE activity
- Own processes around the management, reduction and review of risk



- Act as an ambassador for TfE, the Council, operating companies and the delivery teams and individuals engaged in execution
- Through personal authority and gravitas, take the lead role in supporting the management teams within the group companies and influence wider stakeholders in the delivery of the 2030 vision



Candidate Profile

Whilst it would be an advantage that candidates are familiar with public transport and/or Local Government operations, TfE recognise that the core management and leadership competencies are more important. As such, we will consider applicants from other sectors to include management consultancy and other consumer facing services.

Of significant importance is the demonstrable ability to provide visionary leadership and secure the engagement of a group of senior leaders and managers, wider programme participants and the diverse array of stakeholders.

More generally, experience should include a period of time in a large and complex organisation where branded products, services and company image play an integral part in the businesses success. It is equally important that candidates can demonstrate wide ranging business and political acumen and exceptional abilities to influence and communicate effectively at the most senior levels in an extended organisation. This will ideally include direct involvement in large scale business or organisation transformation.

Candidates must be willing to perform in a complex structure with multiple stakeholders where integrity and performance will be laid open to public scrutiny.



Demonstrable Key Experience

- **Accountability for setting vision and strategy, and creating/managing the subsequent programmes and structures required to deliver transformational change**
- **A track record of driving and managing execution of large scale strategic initiatives in complex organisations – ideally to include some time working within the public sector**
- **Effective in engaging and co-ordinating multi-disciplined resources internally and externally – ideally experience gained in an organisation that operates in a matrix regularly relying on pooled/shared resources**
- **The ability to develop and manage key stakeholder relationships, securing commitment on actions from across direct and indirect management and programme teams**
- **Successful partnership working, specifically the ability to effectively engage with and manage relationships with high profile political, business and cross jurisdictional partnerships**
- **Operating as the public face/voice of an organisation likely to face sustained public scrutiny**
- **Financial acumen – the capability to build and present effective budgets supported by a logical and engaging business case**



Personal Qualities

- Ability to influence, motivate and generate team working among a group of highly experienced individuals
- Ability to create confidence and mutually respectful relationships with senior stakeholders both in operating company environments, public interest groups and wider stakeholder and media groups
- Resolve and strength of character to challenge the status quo, take difficult decisions and drive through subsequent actions
- Personal integrity – public trust is paramount for TfE's current and future success
- Energy and tenacity to not only be a change leader but a proponent of continuous improvement
- Political acumen – able to create and channel a common purpose that supports the greater vision in the interests of the City of Edinburgh and surrounding regions
- Intellectual flexibility and agility to move easily between significant detail and the bigger picture
- Resourceful and inventive in the effective use of resources, including those not directly controlled



Remuneration

The base salary and package offered will be competitive and structured in an appropriate way reflecting the appointed candidate's experience, background and circumstances.

Recruitment process

The recruitment for this position is being managed by advising consultants, Livingston James. Interested candidates should contact Andy Rogerson at: andyrogerson@livingstonjames.com

All third party applications, enquiries and direct approaches to Transport for Edinburgh will be referred to Livingston James.

For further information please visit:

<http://www.ljg-jobs.com/transport-for-edinburgh/>

Timetable

Closing date for applications
4th October 2015

Shortlist meeting
20th October 2015

Panel Interview
w/c 9th November 2015





Transport for Edinburgh
55 Annandale Street
Edinburgh EH7 4AZ



The recruitment process for this position is being managed by advising consultants Livingston James.
www.livingstonjames.com