



**Community
Transport
Association**

Community Transport Association

Director for Scotland

Recruitment Pack

December 2017

Please note the closing date is 9 January 2018

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1. Chief Executive's introduction

Thank you for your interest in joining the team at the Community Transport Association (CTA).

The idea that the community can shape and create their own transport solutions, with access and inclusion built in from the beginning, is central to our purpose and our work as a national membership association. Through our charitable mission, we have chosen to spend every day advancing access and inclusion in and through transport and to collaborate with people who care about the same things that we do.

Through our members we get privileged insights into the worlds of people whose lives and choices are diminished by not being able to get to the places they want or need to be. It is their everyday experience of rarely or never using public transport and not owning a car that influences the services our members create and our broader interest in access and inclusion.

This is much more than offering alternatives to private cars, buses and taxis. It is about opening up public services, education and employment, tackling social isolation and loneliness, and trying to enhance access to mainstream passenger transport such as the rail network.

Our work in Scotland is integral to this, where we work with a network of over 160 members in Scotland and many other stakeholders that run or support community transport. They have a great story to tell and it is CTA's job to help them tell it and to support them to develop excellent services that can transform lives and communities.

Although many of the issues affecting service users and transport operators are common across the UK, Scotland has its own political institutions and policy landscape so it is vital that we have a team leading our work here. The Scottish Government understands and values the contribution of community transport and invests in CTA to enable us to provide leadership and support to the network in Scotland.

If you like the sound of what we do, and have the credentials to lead our organisation and our sector in Scotland, we'd love to hear from you.

Come and be part of something brilliant.

Best wishes



Bill Freeman
Chief Executive

2. About the Community Transport Association

We are for, and about, accessible and inclusive transport.

Our vision is of a world where people can shape and create their own accessible and inclusive transport solutions.

Our mission is to realise our vision through three strategic priorities:

1. Championing accessible and inclusive transport
2. Connecting people and ideas
3. Strengthening our members and raising standards

Our five values shaping how we work

- We put members first
- We lead with authority and responsibility
- We prioritise mobility and accessibility
- We champion volunteering
- We think big

CTA in numbers

- We have around 1,600 members across the UK, with over 160 of these based in Scotland.
- We are governed by a board of 11 trustees, eight of whom are selected from the CTA membership. We also have a Scottish Committee made up of members in Scotland and high levels of member engagement in shaping and supporting our work.
- We currently employ 16 staff across the UK, two of whom are based in Scotland.
- We have five offices; our main central office in Manchester with other offices in Belfast, Swansea, Rhyl and Edinburgh. We also have two members of staff who are home-based.
- Our annual income is around £1.1m.

3. Job description

Post:	Director for Scotland
Responsible for:	Staff within Scotland
Accountable to:	Chief Executive
Location:	Edinburgh

Purpose of role:

The Director for Scotland will be a member of the CTA's senior management team and work with staff across the UK to make measurable progress on CTA's priorities and programmes in Scotland.

Responsibilities:

1. Policy

- 1.1 Scrutinise emerging policy developments and assess their likely impact on community transport in Scotland and CTA's broader interest in making transport accessible and inclusive for all.
- 1.2 Gather insights and intelligence from CTA members to support the development and delivery of CTA policy and public affairs activity in Scotland and the UK.
- 1.3 Lead the development of CTA responses to national consultations, policy reports and publications and monitoring/reporting the outcome of these.
- 1.4 Provide policy briefings, analysis and summaries of changes to transport policies and legislation and the effect on CTA members in Scotland for internal and external audiences.

2. Public Affairs

- 2.1 Establish and nurture positive and productive relationships with key stakeholders within political institutions, the transport industry, other representative bodies and the voluntary sector in Scotland.
- 2.2 Identifying opportunities in Scotland for CTA to raise the profile of community transport and our broader interest in making transport accessible and inclusive for all.
- 2.3 Maintain a database of key public affairs leads and contacts in Scotland and ensure relationships with them are managed and monitored effectively.

- 2.4 Participate in working groups and partnerships to contribute to the development of transport policy and relevant social/public policy in Scotland.
- 2.5 Attend and speak at events and conferences organised by CTA and other organisations.
- 2.6 Write relevant content for CTA communication channels.

3. Member support

- 3.1 Working with the Executive Leadership Team to ensure that CTA has sufficient resources to work with our members and other operators in Scotland to promote high standards of practice in community transport and support them to deliver excellent services.
- 3.2 Work with the support and engagement staff to support:
 - Delivery of grant-funded programmes and fee-earning commitments in Scotland.
 - Gathering insights into the practice and performance of CT operators in Scotland to inform how the CTA can support them to deliver and develop their services.

4. Senior management

- 4.1 Play a full and collegiate role as a member of the senior management team through:
 - Contributing to corporate strategy development and planning.
 - Achievement of individual and collective targets and outcomes, both financial and non-financial.
 - Responsibility for preparation of budgets for cost centres for which you are accountable.
 - Manage and control expenditure within these cost centres.
 - Line management of staff and supporting their personal and professional development.
 - Deputise for other SMT colleagues when required.
 - Risk management of activities within the scope of your role.
 - Supporting governance through contributing information for meetings of the board and its sub-committees. This includes recruiting members and supporting meetings of the Scotland Committee of CTA.
 - Monitoring, evaluating and reporting performance of activities under the scope of your role.

SMT Focus

Being a member of the senior management team (SMT) requires daily use of management skills to lead our performance within specific aspects of organisational life and to be personally accountable for these. In addition, we engage in extra collective efforts as a whole SMT which primarily focusses on improving the performance potential of the whole organisation through driving individual achievement and accountability.

The statements below are intended to define the common behaviours SMT members are required to demonstrate in addition to the leadership and management skills required to fulfil their specific functions within CTA.

Strategy focussed	The primary driver for our work is ensuring we achieve a measurable impact against specific performance results defined within our strategic priorities and objectives.
Clarity of role and purpose	We are clear that our role and purpose as SMT members is to fulfil the performance potential of CTA through individual and interdependent accountabilities.
Model behaviours	We take personal responsibility for the behaviours we want others to develop and demonstrate these through setting high standards for ourselves and reflecting on our own performance against them.
Accountability	We pursue a strong culture of individual accountability through being personally accountable for our actions and mutually accountable for our collective work as SMT members.
Highly visible	We are highly visible to each other, the rest of the organisation and our stakeholders, so we can show what we give our time and attention to and help others know how to connect with us.
Achievement focussed	Our work is all about the positive, noticeable difference we make inside and outside CTA, which we relentlessly demonstrate and celebrate.

4. Person specification

The person specification highlights the attributes that are considered to be essential and desirable for fulfilling this post. The person specification also highlights at which stages in the recruitment process each specific criterion will be assessed.

CRITERIA – all essential unless marked (D) for desirable	CV and letter	Interview/ presentation
Experience and knowledge		
Detailed knowledge and understanding of the workings of the Scottish Government and political institutions with recent relevant experience of building productive relationships with people in these.	✓	✓
Strong track record of contributing to the development of policy relevant to transport and/or issues facing groups within the community that are disadvantaged by poor accessibility and availability of conventional passenger transport services.	✓	✓
Good working knowledge of the legal and political framework in which public transport and community transport operates in Scotland (D).	✓	✓
Experience of leading and participating in collaborative endeavours with other organisations through partnerships and alliances.	✓	✓
Successfully managing external relationships at a senior level on behalf of an organisation.	✓	✓
Experience of gathering insight and intelligence from stakeholders and using this to inform the development of policy and/or services.	✓	✓
Evidence of qualifications and/or continuing professional development in relevant management disciplines.	✓	✓

CRITERIA – all essential unless marked (D) for desirable	CV and letter	Interview/ presentation
Skills		
Excellent interpersonal skills and an ability to develop and maintain positive relationships with a wide range of stakeholders.	✓	✓
Effective public speaker, with the ability to create a rapport with a range of different audiences.	✓	✓
Excellent writing skills and experience of applying these in creating policy, guidance, reports and funding bids.	✓	
Ability to analyse complex information and issues and draw inferences from them relevant to the audience.	✓	✓
Ability to develop project proposals and operating plans and to monitor and report against these effectively.	✓	✓
Sound financial management skills applied in the setting, monitoring and evaluating of budgets.	✓	✓
Ability to use Microsoft Office applications (or equivalent) to a high standard.	✓	
Personal attributes		
Professional and positive attitude in managing working relationships.		✓
Confidence and credibility to develop a highly visible public profile.		✓
Positive attitude to your own personal accountability for achieving agreed targets and outcomes, both financial and non-financial.		✓
Commitment to relentlessly pursuing excellence in all that you do.		✓
A natural curiosity about ideas and demonstrating originality and resourcefulness in your approach.		✓
Ability to manage own workload, including effective prioritisation and meeting deadlines.		✓
A flexible approach to work and the ability to travel throughout Scotland, UK and elsewhere at times demanded by the job.		✓

5. Summary terms and conditions

- Remuneration package comprising:
 - Annual salary starting at £35,000;
 - The CTA operates a defined contribution pension scheme that complies with the requirements of auto-enrolment legislation, which includes an employer's contribution of five per cent of annual salary. Subject to the post-holder being a qualifying employee, they will be automatically enrolled in the scheme. Full details will be available from the Finance team upon appointment;
 - CTA Sick Pay Scheme which provides payment in addition to SSP. Entitlement is first eight weeks at full pay, following eight weeks at half pay;
 - Group Life Insurance cover, currently at three times your annual salary.
- 25 days' annual leave, plus public holidays and additional days between Christmas and New Year at the discretion of the board of trustees. The annual entitlement rises over time to a maximum of 29 days.
- Full working week of 35 hours, some unsocial hours including overnight stays; worked within the CTA flexi-time system.
- The post is designated as working from our office in Edinburgh with regular travel to other parts of Scotland. There will also be regular travel outside of Scotland to CTA activities in Manchester and other parts of the UK.
- Probationary period: six months with interim review at three months.
- One week's notice by either party during the first six months (probationary period); three months' notice after confirmation of appointment (for both parties).

6. How to apply

Process

1. Please read the job description and person specification and decide whether your experience, skills and interests make you a strong match for the role.
2. You must provide three things if you wish to apply for the role.
 - A **CV** of no more than four sides of A4, which includes the names of two referees, one of whom must be your current or most recent employer. They will not be contacted in advance of the interviews or a decision on an offer of appointment.
 - A **covering letter** in which you explain your motivation for applying for the role and how you fulfil all the criteria in the *Experience and Knowledge* and *Skills* sections of the person specification.

Please note: we do not wish you to include information about how you fulfil the *Personal attributes* criteria as this is something we will consider at the interview stage.

We will assess the information you provide in your letter as a significant part of deciding whether to invite you for an interview.

Please do not exceed more than four sides of A4 for your letter.
 - A completed **equalities monitoring form** which can be downloaded from the job recruitment section of our website.
3. Documents must be submitted electronically as attachments to an email sent to maxine@ctauk.org by the deadline of midday on 9th January 2018.
4. If you have not been contacted by 12th January 2018 then you have not been successful in progressing to the next stage of the recruitment process.

Key dates to note

Closing date for applications Midday on Tuesday the 9th January 2018

Date of first stage interviews Thursday 18th January 2018 in Edinburgh

Preferred candidates may be required to attend a second stage interview to meet our Executive Leadership Team at our Manchester office on the 24th January 2018.

Further information

If you have any questions about the role or would like further information, please telephone 0161 351 1475 or email info@ctauk.org in the first instance. One of the team will arrange for the appropriate staff member to contact you.