

**Chief Executive**

**SG Benchmark – Band SCS 2**

**Scottish Rail Holdings**

Scottish Rail Holdings (SRH) is an organisation controlled by Scottish Ministers that has been set up with the express purpose of overseeing the governance of train operating companies under Section 30 of the Railways Act 1993. SRH act as the “owning group” of the operating companies and provides separation between Transport Scotland as strategic policymakers and the direct management of train service delivery by their subsidiaries ScotRail Trains (SRT) and Caledonian Sleepers Limited (CSL).

SRH’s role is to oversee the delivery of services, targets and KPIs by its subsidiaries, including commitments within its Business and Corporate Plans, and to support SRT and CSL in the development of policies and projects. In addition, SRH oversees performance of its subsidiaries against a Grant Agreement. SRH liaises with the Transport Scotland Sponsorship Team on matters relating to SRT and CSL and its performance.

SRH is classified as an Executive Non-Departmental Public Body (NDPB) and reports to the Scottish Ministers, with its obligations set out in a Framework Agreement with Transport Scotland, who are responsible for transport policy and strategy.

**Key Accountability:**

To provide leadership and strategic direction for Scottish Rail Holdings and its subsidiaries, ensuring that the organisations deliver on all aspects of the Framework Agreement and Grant Agreement. The role reports directly to the Scottish Rail Holdings Limited Board, reporting on the progress and performance of SRT and CSL on a periodic basis. The role is the Accountable Officer for Scottish Rail Holdings and its subsidiaries and is required to deliver the specific roles and responsibilities which accompany this designation.

**Key Duties and Responsibilities**

The Chief Executive’s key responsibilities are outlined at Appendix 3 of the Framework Agreement and summarised below.

**Strategic Responsibilities**

* To support the long and short-term business planning at Scottish Rail Holdings and its subsidiaries, ensuring that all strategic and annual business plans are aligned to the Grant Agreement and the Framework Agreement, with a clear set of Key Performance Indictors (KPIs that the subsidiaries will be held to account to deliver).
* To ensure that all strategic and business plans are in line with the policies, strategic aims, and objectives of the Scottish Government where relevant.
* To facilitate formal Board approval to the final 5-year strategic plan and the annual business plan.
* To ensure that Scottish Rail Holdings and its subsidiaries creates an annual balanced scorecard with the agreed KPIs, and that performance is reported consistently with this balanced scorecard.
* To lead the long and short-term business planning for Scottish Rail Holdings.
* To meet with key external stakeholders as required on high level strategic matters with respect to Scotland’s Railway.
* To represent Scottish Rail Holdings as required by the Scottish Government, including representation at the Scottish Parliament when required.

**Leadership Responsibilities**

* Chair the Board of ScotRail Trains Limited and Caledonian Sleeper Limited and any other subsidiaries.
* To provide overall leadership to the Scottish Rail Holdings team, ensuring that they deliver to their full potential.
* To ensure that the Scottish Rail Holdings team all deliver their objectives in line with the Scottish Rail Holdings’ Business Plan.
* To encourage a culture of collaboration within both Scottish Rail Holdings and its subsidiaries to deliver the highest quality outcomes for the Scottish Government.
* To ensure that Scottish Rail Holdings lives up to the values of the Scottish Government and is managed in line with all Scottish Government processes and procedures in respect to staff.

**Oversight Responsibilities**

* To ensure that SRT and CSL deliver the commitments outlined in the respective Grant Agreement Commitments, and that there is regular reporting in place to the Board of Scottish Rail Holdings on performance.
* To ensure early warning of any adverse variance of performance by SRT and CSL is given the Scottish Rail Holdings Board, and that required remedial action plans are in place.
* Ensure that Scottish Rail Holdings, and any other subsidiaries, adhere to the Scottish Governments Programme and Project Management Principles.
* Ensure that Scottish Rail Holdings and its subsidiaries work in line with their laid down business processes in particular those around delegated authorities.
* To ensure that Scottish Rail Holdings and its subsidiaries deliver best value for money on behalf of the Scottish Government, through regular reviews of finance and procurement activities.
* To oversee the outcomes and procedures outlined in the Alliance Agreement with a view to ensuring that these are met in full by SRT.
* To maintain a close working relationship with the Managing Director of Scotland’s Railway, ensuring that they are delivering their role under the agreed terms of the alliance between SRT and Network Rail.

**Board Responsibilities**

* As a statutory director of the Scottish Rail Holdings Limited Board, the CE will advise the Board on the discharge of its responsibilities and ensure that Board decisions are implemented.
* To ensure that appropriate financial decisions are taken at Board level with the appropriate level of financial appraisal/evaluation and are in line with the Scottish Public Finance Manual.
* As the Accountable Officer ensure that the responsibilities of this role are fully discharged, with this role being personally answerable to the Scottish Parliament.
* Ensure effective relationships are in place with Scottish Government officials, particularly the sponsoring Directorate, Transport Scotland.
* Manage the provision of effective reporting on the performance and financials of Scottish Rail Holdings and its subsidiaries to the Scottish Government, ensuring that any variances are highlighted with corrective actions clearly outlined.
* To ensure all reporting is done in line with all regulatory reporting requirements.
* Manage the group risks and issues at a high level for Scottish Rail Holdings in line with the Scottish Public Finance Manual with regular reporting in place to the Board. Risk management should have a full consideration of organisational resilience to physical, personnel and cyber risks/threats/hazards.
* Ensure that adequate systems of internal control are in place at Scottish Rail Holdings including effective measures against fraud and theft in line with the Scottish Public Finance Manual.
* Ensure that the Board levels of delegated authority are adhered to in terms of financial and other decision making.
* Ensure that pay proposals for Scottish Rail Holdings staff are in line with SG Pay Policy, with proposals submitted on time and with the necessary approvals obtained prior to the implementation of any annual award.

**Governance Responsibilities**

The role holder will attend the following Boards and Committees:

* + Scottish Rail Holdings Board, Scottish Rail Holdings Limited Nominations and Renumeration Committee, Scottish Rail Holdings Limited Fleet Strategy Committee
	+ ScotRail Trains Limited Board, ScotRail Trains Limited Board Safety, Health and Environment Committee, ScotRail Trains Limited Board Nominations and Remuneration Committee
	+ Caledonian Sleeper Limited Board, Caledonian Sleeper Limited Board Safety, Health and Environment Committee Caledonian Sleeper Limited Board Nominations and Remuneration Committee
	+ Transport Scotland Strategic Rail Board
	+ Scotland’s Railway Alliance Board
	+ Rail Delivery Group Board

**The Person**

The proposed person specification for the Chief Executive post is as follows:

**Specialist Expertise**Whilst previous experience at Board level within a train operator or other transport provider is desirable, it is not essential. SRH’s preference is for a candidate with a proven track record in managing meaningful organisational transformation, leading teams, and achieving results. Senior level management experience in a large public sector or commercial organisation is essential.

Additionally, SRH is reviewing its internal rail expertise resource and intends to supplement any identified gaps in knowledge and/or capacity accordingly to ensure that the incoming Chief Executive is fully supported by the SRH team.

**Person Specification**

The role holder will have the integrity, skills, and judgement necessary to be a proactive Board member. They will be a proven leader with a track record of influencing and driving positive change. An individual with the drive to deliver high quality outcomes, along with being a creative change agent. A forward-thinking strategist, who can demonstrate empathy and understanding is required. Strong team player with the ability to build strong relationships both internally and externally.

**Core Skills and Competencies**

As this person will be responsible for a high profile complex public service, the competencies required are comparable to those on SCS grades.

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| **SKILLS FOR SUCCESS – Core Skills** |
| ***Managing and Leading*** | ***Delivering Outcomes*** |
| **People Management** | **Leading Change** | **Strategic Thinking**  | **Communications and Engagement** | **Improving Performance** | **Analysis and Use of Evidence** | **Financial Management** |
| Shapes the Business Plan to engage and align staff, manage workloads & ensure capacity to deliver.  | Communicates a clear vision which supports action and engages others. | Understands, influences and translates strategy into outcome focused solutions. | Understands, influences, and translates the wider communications agenda. | Provides a framework to embed continuous improvement, including skills development. | Identifies evidence and analysis requirements for short and long term decision making. | Plans and monitors targets. Identifies & implements ways to improve resource & assets efficiency.  |
| Credible with staff, creating conditions to build confident and effective teams that empower, value, recognise, inspire, and motivate people. | Sets a standard by taking responsibility for delivery. Managing risk and resources to drive continuous improvement. | Reframes issues & problems to create opportunities for creative thinking to deliver new ways of working. | Develops clear and creative communications objectives and measurement criteria. | Uses Portfolio, Programme & Project Management effectively and proportionately, including rigorous evaluation of effectiveness. | Works with a wide range of analytical experts to achieve outcomes and goals. | Interprets a wide range of financial information & options to underpin sound decisions, sharing implications for public expenditure with the wider system. |
| Raises performance using constructive challenge, feedback and coaching skills, using advice from HR when needed. | Leads a way through complex issues and conflicting perspectives.  | Accountable for developing and delivering strategic Directorate Plans that continuously raise expectations. | Uses customer insight to deliver policy, identifying appropriate communication channels to target audience needs. | Uses skills and resources effectively to meet changing circumstances and expectations.  | Links evidence with specific outputs and outcomes to challenge norms, and identify new ways of working. | Uses a variety of tools and techniques and knows when to seek advice from audit, risk, procurement, and finance specialists. |
| A resilient and self-aware role model. Recognises impact on others, creating an environment which supports diversity & equality, health & wellbeing. | Leads & manages the authorising environment, making connections across boundaries to build strong networks and partnerships. | Works collaboratively in the wider system to improve outcomes and deliver high quality public services. | Works with specialists to devise communications strategies and shares experience across the wider system.  | Oversees risks to strategic objectives, influencing others to enhance outcomes and aid continuous improvement. | Ensures knowledge and processes are captured and shared across the wider system through wide range of networks. | Assures the highest standards of value for money, internal controls and public sector governance as outlined in the Scottish Public Finance Manual. |