



**INVITATION TO TENDER FOR A
BOARD EFFECTIVENESS REVIEW**

April 2025

www.transportfocus.org.uk

Contents

Section	Description	Page
1	Chair's Introduction	2
2	About Transport Focus	3
3	Our requirements	3
4	Proposal and price	4
5	Evaluation	4
6	Submission and contact details	4
Annex A	Transport Focus contract terms and conditions	attached
Annex B	Board effectiveness annual survey	attached

1. Chair's Introduction

The Transport Focus Board undertakes a review of its effectiveness annually. This year, as required by Cabinet Office guidance, we are seeking an externally facilitated dimension to our review process.

There are no current concerns in respect of Board effectiveness. But we know that we can always do better, especially in terms of behaviours, outcomes, and delivering impact for transport users.

It is another year of change. During 2024-25, Transport Focus re-engineered its structure, ways of working, and recalibrated its engagement with its many stakeholders, based on a new three-year rolling business plan. This is available on our website [here](#). In 2025-26, we will be fully engaged with Government and other key stakeholders in helping realise the ambitions for the rail sector as set out in the [Command Paper consultation](#) of February 2025.

I am determined that the Transport Focus Board will be as effective as it can be in the important work that lies ahead, and I look forward to the contribution that an external review can make in ensuring this is the case.

Nigel Stevens
Chair, Transport Focus.

2. About Transport Focus

Transport Focus is a body corporate and arms-length body of the Department for Transport, established by the Railways Act 2005.

It has two principal offices, in London and Manchester. Board members are appointed by the Secretary of State for Transport, the Scottish and Welsh Governments, and the London Assembly.

Our remit covers users of the rail networks in Great Britain, and bus, coach, tram and strategic roads users in England, excluding London.

Transport Focus is the voice of Britain's transport users. More about our mission, work and priorities, and our people, is available on our [website](#).

3. Our requirements

3.1 Our requirements are based on the Cabinet Office guidance available here:

[Board effectiveness reviews: principles and resources for arm's-length bodies and sponsoring departments - GOV.UK](#)

3.2 Transport Focus will conduct its own survey of Board members based on the principles and processes set out above. The responses to this survey will be anonymous and will be provided to the successful bidder. The Chair will also conduct his own review meetings with Board members (a condition of appointment for Board members) during late April 2025. A pdf of the contents of the survey is attached at annex B. Other information, such as Board minutes, can be supplied on request.

3.3 An external review is then required in May – June 2025. It is for bidders to suggest how they might configure such a review, but we envisage that it will, at the very least, take account of the survey data provided, include a further round of individual meetings with Board members (either in-person or online), consider good / best practice and / or some form of benchmarking with similar organisations, and result in a written report with conclusions and recommendations with a suggested plan of how to implement them. It should be noted that the final report, once agreed with the Chair, will be shared with our Board, senior staff and the Department for Transport.

3.4 The final report will be required by 27 June 2025, or later by agreement.

4. Proposal and price

A proposal should not be longer than two pages of A4 in standard 11 or 12 point font.

It should include details about how you will meet our requirements, who might undertake the work, experience of other, similar reviews, and the price for the work, with options if necessary.

The work will be subject to Transport Focus's standard terms and conditions of contract, attached at annex A, and a data sharing agreement.

Transport Focus does not bind itself to accept the lowest priced, or any, proposal.

5. Evaluation

Transport Focus will evaluate proposals on the basis of the following criteria, weighted as indicated:

- (a) Compliance with Cabinet Office guidance (20%)¹
- (b) The extent to which a proposal meets our requirements (26%)
- (c) The quality of the proposal (26%)
- (d) The price of the proposal (28%)

6. Submission and contact details

For any queries or concerns regarding this invitation, please contact:

Jon Carter

Head of Governance

Transport Focus

jon.carter@transportfocus.org.uk

Please submit your proposal by 1800 hrs on 30 April 2025 to Jon Carter at:

responsemanagement@transportfocus.org.uk

It is anticipated that the evaluation process, and bidders notified, will be completed during the subsequent week.

If you do not wish to provide a proposal, it would be appreciated if you would let us know.

¹ This guidance requires us to comply, or explain why we may not have complied.