

# Terms of Reference & Constitution

## Customer Boards

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## Introduction

ScotRail has agreed a Passenger Satisfaction Remedial Plan with Transport Scotland, following a disappointing customer satisfaction results for Autumn 2018 and Spring 2019. The Plan provides that ScotRail will improve customer trust in the operation of the railway and gather views from customers who travel every day on Scotland's Railway.

ScotRail will form two regional Customer Boards to provide a direct interface to representative customers to discuss service standards and performance issues. The Boards have been recruited to represent two geographical customer communities: one looking after the North of Scotland services while the other concentrates on services in Central Scotland. The Boards are advisory in nature and have no formal operational influence on ScotRail. The role of Board members is one of advocacy, consultancy and advice, providing an opportunity for Board members to raise issues affecting wider customer satisfaction through their engagement in Customer Board activities.

## Objective of the Customer Board

The objective of the Customer Boards is to provide a forum in which ScotRail can seek feedback from a group of customers who, collectively, represent the people who travel with ScotRail every day. The individuals will be regular or infrequent users of our services, reflecting the different markets we serve and different customer groups who use the railway. The Boards will give customers the opportunity to provide feedback on the quality of our train and station services, make suggestions for improvements and comment on proposals to improve service quality that ScotRail will share with them.

Topics that the Customer Boards will be consulted on and will advise ScotRail include:

- Train Service Performance
- Customer experience initiatives
- Refunds and compensatory arrangements
- Retail and Smartcard developments
- Other technological developments visible to the customer

## Role of the Customer Board

The Boards will be formed in order to achieve the following:

- To provide a two-way communication, consultation and representation channel for our customers
- To gather feedback on service standards and performance from Customer Board Members
- To solicit suggestions and ideas from Customer Boards Members and voting if appropriate
- To keep the Customer Boards Members informed directly of performance
- To keep the Customer Boards Members informed directly of planned disruptions

## Membership and structure of the Customer Board

The Boards will consist of Members representing different lines of route, a Chair and ScotRail Customer Experience Strategy Manager. Membership numbers may vary at any time, at the discretion of ScotRail. Customer Board Members will, as best as possible, represent the diversity of stations/routes and the geographies that they serve. These Members should represent a cross-section of leisure, commuter and business travellers and also a broad cross-section of all ScotRail customers.

Members will be appointed following a self-nomination and vetting process. ScotRail reserves the right for the final decision on selection of candidates for appointment to the Customer Boards in order to preserve representation of the unique character and markets that make up ScotRail customer base.

ScotRail will also select candidates from those nominated in order to preserve a balance of other characteristics of the Customer Board including, but not limited to, gender, age and disability.

ScotRail will not appoint a self-nominated candidate who is an elected representative, local councillor, MP or MSP. Any Member who takes up such a position after being appointed into a democratically elected position will resign their Membership of the Customer Board. ScotRail maintains other stakeholder consultation groups which are more appropriate for elected representatives, local councillors, MPs and MSPs.

The Chair will be a customer representative nominated by the Boards for a fixed term, initially one year, renewable annually by mutual consent thereafter. Board membership is granted to individuals by ScotRail on an individual basis and may be terminated without notice by the Company at any time. A Board Member may decide to terminate their membership at any time.

Guest speakers and/or ScotRail senior managers will attend Board meetings as required to represent specific functions of the business and share updates with Members. ScotRail may also invite frontline colleagues to participate in Customer Board meetings.

The Customer Boards will be structured into two groups, being cognisant of the unique geography of Scotland. The North Customer Board will be made up of representatives from the following lines of route:

- |                               |                               |
|-------------------------------|-------------------------------|
| • ABERDEEN-INVERNESS          | • GLASGOW/EDINBURGH-INVERNESS |
| • GLASGOW-ABERDEEN-DYCE       | • INVERNESS-WICK/THURSO       |
| • EDINBURGH-ABERDEEN          | • INVERNESS-KYLE OF LOCHALSH  |
| • GLQ-OBAN/FT WILLIAM/MALLAIG |                               |

The Central Customer Board will be made up of representatives from the following lines of route:

- |                                 |                               |
|---------------------------------|-------------------------------|
| • FIFE CIRCULAR                 | • GLASGOW/CARLISLE-STRANRAER  |
| • GLASGOW-SHOTTS-EDB            | • GLASGOW-ARDROSSAN/LARGS     |
| • ARGYLE LINE                   | • GLASGOW NORTHERN SUBURBAN   |
| • GSE NORTH                     | • GLQ/SPRINGBURN-CUMBERNAULD  |
| • EDINBURGH - BATHGATE          | • GLASGOW-BARRHEAD-KILMARNOCK |
| • GLASGOW-AYR                   | • GLASGOW-PAISLEY CANAL       |
| • EDINBURGH-DUNBLANE            | • BORDERS RAILWAY             |
| • GLASGOW-STIRLING-DUNBLANE     | • GLASGOW-EAST KILBRIDE       |
| • GLASGOW-CARLISLE VIA DUMFRIES | • EDINBURGH-FALKIRK-GLASGOW   |
| • GSE SOUTH                     | • HAYMARKET-NORTH BERWICK     |
| • GLASGOW-WEMYSS BAY/GOUROCK    | • GLASGOW-STIRLING-DUNBLANE   |
| • KILMARNOCK-AYR-GIRVAN         | • GLASGOW-FALKIRK GRAHAMSTON  |

The Customer Boards may not achieve full representation of each line of route but ScotRail will endeavour to maximise representation as much as possible through quarterly Board recruitment activity.

## Structure and conduct of meetings

In order to minimise the burden on Members, ScotRail will employ a range of meeting structures to bring Members and ScotRail senior managers and colleagues together. The format of meetings will be agreed in advance and communicated to members.

### Face-to-face meetings

Meetings will be chaired by the Chair or his/her designated proxy. All participants are expected to behave in a courteous, responsible and constructive manner. The Chair is explicitly mandated to control meetings and may exclude participants failing to behave in a courteous, responsible and constructive manner from a meeting without appeal. Meetings will be informal in approach and it is hoped that the discussion will be open and constructive in tone. All meetings will proceed according to an agenda, published to Board members by the Customer Experience Strategy Manager at least two days in advance.

The typical meeting should take no more than two hours and all participants are encouraged to cooperate with the Chair in ensuring that the entire agenda is covered, that all participants have their fair share of the meeting time and that value is obtained by all.

The format of the face-to-face meetings may change from time to time, depending on the developments of the business. Members will be consulted in advance before any change is made.

### Remote/virtual meetings

Meetings will be hosted in an online conference platform, allowing Members to listen to presentations from ScotRail managers and updates on Customer Board business as defined in the Terms of Reference. Due to the technical nature of these virtual meetings, the session will be facilitated by the Customer Experience Strategy Manager. As with face-to-face Customer Board meetings, all participants are expected to behave in a courteous, responsible and constructive manner. All virtual meetings will proceed according to an agenda, published to Board members by the Customer Experience Strategy Manager at least two days in advance. This format will be used in combination with online surveying and voting systems where quantified feedback is required from the Customer Board.

## Frequency and format of meetings

The North and Central Customer Boards will each meet quarterly. Locations and the format of the meeting (face-to-face or virtual) will be chosen according to the needs of the group as identified by ScotRail. Where possible, the consensus of the majority of Members will be honoured and Members' preferences for the location of face-to-face meetings will be accommodated where possible.

## Member benefits

ScotRail will provide a travel pass for ScotRail services where Members are invited to a face-to-face meeting of the Customer Board. The travel pass will be issued by post or applied to a Members ScotRail Smartcard. The travel pass will be issued for travel to and from a meeting of the Board. The travel pass will cover a return journey from the Members designated home train station to the station nearest the meeting place of the Customer Board. All other reasonable expenses, agreed in advance with ScotRail, will be reimbursed to the Member.

## Confidentiality

From time to time the Customer Boards will be privy to information that is commercial or provided in confidence. Board members will be required to sign an undertaking not to disclose such information

that has been given to them in confidence, providing that this is clearly identified as such at the time of disclosure.

Minutes/summary of meetings will be circulated to Board members following the approval of the Chair. Commercially confidential information will not be minuted. Formal minutes will be available to Members and any wider audience as agreed by a majority of Members.

## Changes to the Constitution of the Customer Board

Any changes to the Constitution of the Customer Boards, or provisions to be inserted into the Constitution, will be presented by a ScotRail representative or an individual Member. The change or insert will be tabled for discussion in the agenda and Members will have sufficient time to discuss the merits of the proposed change/insertion. An indicative vote of Members will be carried out for each proposed change or insertion, with the ultimate decision on the amendment of the Constitution of the Customer Boards the sole discretion of ScotRail.

## Glossary

Customer Board(s)	<i>"The Board" or "Boards"</i>
Passenger Satisfaction Remedial Plan	<i>"The Plan"</i>
Board Members	<i>"Member" or "Members"</i>
ScotRail	<i>"The Company"</i>