



## Passenger Focus

Board Member (Scotland)

Applicant Information Pack



---

## Message from the Chairman of Passenger Focus

I am pleased to have this opportunity to thank you for your interest in becoming a Board member of Passenger Focus, the statutory watchdog for Britain's rail passengers and England's bus, coach and tram passengers outside London.

Many of the issues facing passengers in Scotland are similar to those in other parts of Britain, but some are also quite different; as the member appointed by the Scottish Government you will bring a unique perspective to the Boards discussions.

Since 2005, Passenger Focus has developed an enviable reputation for evidence based advocacy. This is largely due to the scale of our research, to which we commit significant resources. The most widely recognisable piece of research is undoubtedly the National Passenger Survey of Britain's rail passengers, published twice annually and based on feedback from around 60,000 passengers. The Bus Passenger Survey, the pioneering methodology for which was developed by Passenger Focus, is now emerging as the industry standard for passenger satisfaction among bus users. Much other research is commissioned annually as circumstances and developments require a clear view of passenger concerns and aspirations.

We remain determined to make a difference for passengers during the current challenges for public spending, for there are challenges ahead which we need to meet. Among these, fares, ticketing and value for money remain key concerns on the railways, and on the buses, punctuality occupies much of our time.

Board members of the future will need to bring with them the skills and enthusiasm to deal with these and many other issues like them. Passengers expect nothing less. I hope you find the process of application fair and reasonable and thank you again for your interest in our business.



**COLIN FOXALL CBE**  
Chairman

---

## **CONTENTS**

1. Making a difference for all passengers
2. Description of the Role
3. Person Specification
4. Equality and Diversity
5. Application process
6. OCPA complaints procedure

## **APPENDICES**

- I. The Nolan Principles - The Seven Principles of Public Life
- II. Terms and conditions of appointment (provided separately)

## 1. Making a difference for all passengers

Passenger Focus is an independent public consumer body set up by the Government to protect the interests of Britain's rail passengers and England's bus passengers outside of London, coach passengers on scheduled domestic services and tram passengers. Passenger Focus is funded by the Department for Transport but its independence is subject to guarantees made by Ministers in Parliament.

We are not a lobbying or single-issue campaigning organisation; our mission is to get the best deal for passengers through evidence-based research. We aim to influence decisions and secure improvements to the journey experience. Above all we aim to be useful to passengers, to government and the industry. Our work is currently focussed on the following key areas:

- Passenger satisfaction – benchmarking, understanding and driving change
- Punctuality –trains, buses, coaches and trams running on time
- Helping industry to understand and respond to passenger experiences of disruption
- Fares, ticketing and value for money
- Industry long term planning and service changes
- Resolving complaints the rail industry has failed to resolve

### *Our History*

Passenger Focus has existed in some form since 1947 when the Central Transport Consultative Committee (CTCC) and a network of Transport Users Consultative Committees were established as the passenger representative bodies. We were given extended powers in 1962 and again in 1968. When the rail network in the UK was privatised in 1993 our committees were replaced with the Rail Users Consultative Committee (RUCC) Network, including the Central Rail Users Consultative Committee (CRUCC) as the national co-ordinating body. In 2000 we became the Rail Passengers Council and Committees (RPC).

The Railways Act 2005 changed everything. Since 24 July 2005, there has been a new Rail Passengers Council which is the official, independent voice of all rail passengers. We are a single GB-wide organisation which replaced the previous Rail Passengers Council and regional Rail Passengers Committees. Passenger Focus is the operating name of what is now The Passengers' Council.

The Local Transport Act 2008 enabled the Secretary of State to extend our remit through secondary legislation. We now represent bus passengers in England, outside London. Included in this remit are bus services and scheduled domestic coach journeys.

### *Passenger Focus now*

The organisation is structured as an executive non-departmental public body, sponsored by the Department for Transport. The Scottish Government, National Assembly for Wales and the London Assembly each appoint a member to the Board. The remaining appointments, including the Chair, are made by the Secretary of State for Transport through an appointments process regulated by the Commissioner for Public Appointments. Current board member profiles can be found at [www.passengerfocus.org.uk/about-us/whos-who.asp](http://www.passengerfocus.org.uk/about-us/whos-who.asp) along with a full organisational structure chart.

The Board meets approximately four times per year in public. The Board meets in London and Manchester.

For more information about Passenger Focus please visit [www.passengerfocus.org.uk](http://www.passengerfocus.org.uk) where you can read a copy of the current year workplan and links to many activities in which we are involved.

Passenger Focus is seeking an individual to join the Board as a Member representing Scottish interests. A description of this role along with a person specification is outlined in the following section. As this is a public appointment, all successful applicants will be required to conduct themselves in accordance with the Passenger Focus Membership Codes and the Seven Principles of Public Life which are also included in this document.

Board members will be paid £12,000 per annum based on four days contribution a month taking one month with another, which must be agreed with the Chairman and, will be paid monthly. The appointment will not be pensionable.

### *Transport Scotland*

As part of the UK review of the rail industry, it was agreed that greater responsibility for railways and rail transport in Scotland would be devolved to Scottish Ministers. As such, Transport Scotland now has responsibility for the majority of rail powers in Scotland.

**Transport Scotland is the national transport agency for Scotland.** Transport Scotland is an agency of the Scottish Government and is accountable to Parliament and the public through Scottish Ministers.

Transport Scotland is responsible for:

- Rail and trunk road networks
- Major public transport projects
- National concessionary travel schemes
- Impartial travel services
- Coordinating the National Transport Strategy for Scotland

- Liaising with regional transport partnerships, including monitoring of funding
- Sustainable transport, road safety and accessibility
- Local roads policy
- Aviation, bus, freight and taxi policy
- Ferries, ports and harbours
- The Blue Badge Scheme

## 2. Description of the Role

As the appointed Board Member representing Scottish interests, you will be expected to work in partnership with staff and meet regularly across the country with rail users and other stakeholders. You will ensure that the passenger voice is not only heard but understood and acted upon by those in positions of influence. This is a role for a proactive person with the capacity and will to identify the need for, and promote, change.

Your role will be to use your skills and personal experience to make a difference for passengers. Specifically, you will:

- Represent the interests of Scottish passengers on the Board, whilst ensuring our work represents good value for money
- Contribute fully to the review and development of GB wide strategy; going forward, this may mean an innovative and/or cross-cutting approach to work planning and service delivery
- Represent the organisation to passengers, the rail, bus, coach and tram industry, the media and other stakeholders
- Lead/participate in work streams as discussed and agreed with the Chairman
- Represent the organisation on other bodies
- Chair or speak at public meetings and/or conferences
- Contribute to the scrutiny and governance of the organisation

### 3. Person Specification

#### Essential skills, knowledge and experience

Passenger Focus would like to hear from candidates who can demonstrate the following essential skills, knowledge and experience:

- Experience of strategic thinking with regards to 'making a difference'
- Regular user of National Rail services and in particular Scottish services
- Demonstrable understanding of passenger issues, particularly in Scotland
- Ability to build credible, constructive relationships with passengers and external stakeholders
- Proven experience of building credible, constructive relationships with the Chair, other members and staff (i.e. internal stakeholders) within a relevant organisation
- Demonstrable understanding of the Scottish political environment and its interface with the rest of Great Britain
- Experience of chairing meetings or addressing / making presentations to large audiences

#### Desirable skills, knowledge and experience

In addition to the above, candidates are asked to demonstrate one or more of the following:

- Knowledge of a specialist field such as:
  - Consumer affairs
  - Customer facing business
  - Rail industry
  - Integrated transport
  - Business use of rail
  - Regulatory affairs
  - Accessibility
  - Consumer/ community empowerment
  - Evidence based campaigning
  - Media and/or public relations issues and in particular new / social media
  - Local government
  - Regional government
  - Environment

Appointments will be offered for four years, which may be renewed once, subject to satisfactory performance.

## 4. Equality and Diversity

The Scottish Government is committed to the principle of public appointments based on merit, independent assessment, openness and transparency of process. Passenger Focus is committed to equality and diversity and especially welcome applications from women, members of ethnic minorities and people with disabilities with appropriate skills and experience.

## 5. Application process

The recruitment process and appointment will be regulated by the Commissioner for Public Appointments (OCPA) and will include an Independent Public Appointments Assessor as a member of the selection panel.

The role of the Independent Public Appointments Assessor is to:

- assist the Commissioner for Public Appointments, Ministers, other appointing authorities and departments to make effective public appointments which command public confidence;
- provide an assurance that the appointments process has conformed to the Principles and practices set out in the Code of Practice; and in particular,
- ensure that appointments have been made on merit after a fair, open and transparent process.

To apply for this post you will need to download and complete an application form from <http://www.passengerfocus.org.uk/about-is/jobs.asp>. If you have problems downloading the application form, you can request an application form by e-mail via [boardrecruitment@passengerfocus.org.uk](mailto:boardrecruitment@passengerfocus.org.uk) or by telephoning Lesley Sherwin, Human Resources Manager on 0300 123 2169. Alternative formats of application packs available on request.

**Please note that the closing date for all applications is 5<sup>th</sup> April 2012. Late applications will not be accepted.**

On completion please submit your application form (which includes an Equal Opportunities and Political Activity Monitoring form) via e-mail to: [boardrecruitment@passengerfocus.org.uk](mailto:boardrecruitment@passengerfocus.org.uk)



If you have problems e-mailing your application, please send a hard copy to:

Board Recruitment  
Passenger Focus  
2<sup>nd</sup> floor  
One Drummond Gate  
Pimlico  
London  
SW1V 2QY

If you experience any difficulties completing your application form, please contact Lesley Sherwin, Human Resources Manager, on 0300 123 2169 for assistance before the closing date.

After the closing date for applications:

- Your application form will be first checked for completeness and eligibility
- Application forms will be assessed against the competencies outlined in this document (i.e. essential and desirable criteria)
- It is anticipated that shortlisting will be completed during week commencing 9<sup>th</sup> April 2012. Shortlisted candidates will be informed as soon as possible if they have been selected for final interview and interview details will be confirmed by e-mail or letter. References may be taken up prior to interview.

Formal interviews with the selection panel will be conducted during week commencing 23<sup>rd</sup> April 2012 at Buchanan House, 58 Port Dundas Road, Glasgow, G4 0HF. Reasonable expenses to attend interview will be paid, based on the cheapest method of travel. Candidates should be prepared for an informed discussion on matters of interest and/or concern to passengers.

## 6. Complaints Procedure

If you have a complaint about the recruitment and selection procedure, you should write in the first instance to Allan Anderson, Rail Stakeholder Engagement, Transport Scotland, Buchanan House, 58 Port Dundas Road, Glasgow, G4 0HF, or e-mail [allan.anderson@transportscotland.gsi.gov.uk](mailto:allan.anderson@transportscotland.gsi.gov.uk).

If, after receiving a comprehensive response, you are still concerned, you can contact the Commissioner for Public Appointments. Details of his complaints procedure can be found at:

<http://publicappointmentscommissioner.independent.gov.uk/whatwedo/complaintsandinvestigations/index.html>

---

## Appendix I

### The Nolan Principles -The Seven Principles of Public Life

**Selflessness** Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

**Integrity** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

**Objectivity** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**Honesty** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership** Holders of public office should promote and support these principles by leadership and example.