



**Customer and Communication  
Committee**

**Terms of Reference**

## **CUSTOMER AND COMMUNICATION COMMITTEE Terms of Reference –**

Adopted pursuant to a resolution of the Board of Directors dated XX October 20018.

Note: References to “the Committee” shall mean the Customer and Communication Committee and references to “The Board” shall mean the full Board of Directors of Transport for Wales (“the Company”).

### **Duties**

1. The Committee is a Committee of The Board established under the Articles of Association of the Company (“the Articles”).
2. Proceedings and meetings of the Committee will be governed by the provisions of the Articles for regulating the meetings and proceedings of The Board insofar as they are applicable and not inconsistent with these terms of reference.
3. The purpose of the Committee is to assist The Board to fulfil their overall responsibilities in relation to Customer and Communications arising out of the activities of the company and as they affect the general public (including passengers), employees and suppliers.
4. The Committee shall have the following functions:

The Customer & Communications Committee (CCC) will exist to review, monitor and provide direction on topics related to customers in pursuit of delivering on the Transport for Wales purpose to keep Wales Moving safely.

The area for review are listed below and will include all aspects of Bus, Rail & Road and any other area of Transport for Wales accountability as and when it becomes relevant.

- Voice of The Customer
  - Development & Delivery of VOC programme to capture customer and staff feedback
  - High level safety reviews
  - Complaint feedback review & performance monitoring
  - Customer satisfaction strategy & ongoing performance review
  - Internal and External Stakeholder feedback
  - Regulatory Key Statistics and performance measures
- Transforming the customer experience
  - Review of key failure points for both staff and customers
  - Review of continuous improvement programs
  - Improving services such as catering, maintenance, cleanliness
  - Development & delivery of a Customer Promise
  - Value add services
- Open and honest communication
  - Customer Support via all channels (email, social media, call, face to face, app, website etc)

- Social engagement content - reaching the people of Wales through use of multimedia platforms
- Internal & external communication - create the story that wins hearts and minds of both staff and customers
- PR - key news stories affecting brand +/-
- Digital Innovation
  - Ticketing experience
  - Website performance and capabilities
  - Customer Relationship Management tools
  - Customer communication platforms to include social media, social listening & automation
  - Delivery of real time incident management

### **Membership**

1. The Committee shall consist of at least one independent non-executive Director, the Director Customer and Communications, and such other members as the non-executive Director member of the Committee shall decide.
2. The Chair of the Committee, who shall be an independent non-executive Director member, shall be proposed by the Chair of The Board and approved by the Directors.
3. Initially the additional membership of the Committee shall consist of Transport for Wales Customer Operations, Rail Operations and the Transport for Wales rail services team customer experience team. This shall be reviewed by the chair after 12 months to ensure all areas of the Transport for Wales remit is represented moving forward.
4. Membership of the Committee other than the non-executive Director membership shall be at the absolute discretion of the non-executive Director member who may appoint such other members on such terms and conditions as they in their absolute discretion think fit, including but not limited to:
  - duration of appointment
  - notice period for termination of appointment
  - reason(s) for termination of appointment
  - remuneration and reimbursement of reasonable expenses
  - confidentiality

### **Meetings**

1. The Committee shall meet formally at least quarterly or more often as required.
2. A meeting of the Committee may be called by any member of the Committee.

3. Notice of each meeting confirming the date, the venue and time together with an agenda of items to be discussed together with relevant papers shall be forwarded to each member of the Committee, where practical, not fewer than five working days prior to the date of the meeting.
4. The quorum for the Committee meetings shall be three of whom at least one must be independent of the management of the Company.
5. In the absence of the Committee Chair and/or an appointed deputy, the remaining members present shall elect one of their number to chair the meeting.
6. The Chair of The Board and the Company Chief Executive shall have the right to attend and speak at meetings of The Committee; others may be called upon or shall be able to speak by prior arrangement with the Chair of the Committee.
7. The Committee or its Chair shall report to The Board following each meeting.
8. Records shall be kept of all meetings of the Committee with minutes of the proceedings and resolutions.
9. After preliminary approval by the Chair, copies of the minutes of the meetings shall be circulated to all members of the Committee and to the Chair of The Board. Any director may upon request to the Director Customer and Communications, as long as there is no conflict of interests, obtain copies of the Committee's agenda with relevant papers and minutes.
10. The Committee shall have access to professional advice from employees within the Company and, where necessary, from appropriate external advisers.

## Annex A: Transport for Wales Customer and Communications Meeting Template Agenda

- Apologies
- Previous Minutes and Matters Arising
- Board Update – Key Customer and Communications Messages
- Customer strategy & plan to include:
  - Defining the Customer Charter
  - Transforming the customer experience
  - Digital Innovation
  - Voice of the customer capture and continuous improvement process
- Update from various executive customer and key stakeholder governance meetings
  - Organisations e.g. RNIB & Rail User groups
- Communication and Brand
  - Key external messages
  - Key Internal Messages
  - Brand Development strategy & plan
  - Social Engagement strategy & plan
  - PR key issues affecting Brand Perception
- Key Performance Indicators
  - Development of KPI's
  - Review regulatory performance metrics
  - Significant Incidents
- Updates from Employee (and Trade Union) Engagement