



TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

TfW Board minutes

18 March 2021

10:00 – 16:30; venue online

Attendees

Scott Waddington (SW) (Chair); James Price (JP); Heather Clash (HC); Sarah Howells (SH); Nicola Kemmery (NK); Alison Noon-Jones (ANJ); Vernon Everitt (VE); Alun Bowen (AB); Gareth Morgan and Leyton Powell (item 2c); Natalie Feeley (items 1-3b) and Jeremy Morgan (Secretariat).

Part A – Full Board Meeting

The Chair welcomed NF back to the Committee.

1a. Apologies for Absence

None

1b. Notice of Quorum

A quorum being present, the Chair welcomed everyone to the meeting and declared the meeting open.

1c. Conflicts of Interest

No conflicts of interest were declared.

1d. Minutes & Actions of Previous Meeting

The minutes of the TfW Board meeting 18 February 2021 were approved as a true and accurate record.

2a. Safety Moment

TfW is engaging with RSSB on an Occupational Health Strategy for the rail industry with TfW taking a leading role.

2b. Customer moment

A Board member recently experienced excellent customer service over the phone with the call answered straightaway, a friendly tone and helpful advice.

2c. Safety performance

GM and LP joined the meeting to provide an update on safety performance.

TfW has been accepted into the Sentinel Scheme with the status as Primary Sponsor of track safety competence.

There were no SPADs or accidents reported in rail period 11. One RIDDOR reportable accident was reported involving an accident with cleaning trolley caused by high winds. This incident and an incident in period nine resulted in the fatality weighted index increasing and being over target. There were no RIDDOR reportable customer accidents to report. There were two non-suspicious train struck person fatalities. BTP attended both incidents and confirmed non-suspicious events.

The Senior Leadership Team accepted a recommendation from the Tactical Co-ordination Group to continue with home working until week two in May. However, some individuals with welfare needs are currently working at Llys Cadwyn and St Mary's House.

The Board discussed the use of facemasks in and around stations. Work is ongoing with BTP's Youth Offending Team around communications with relevant demographics where issues have been identified. It was agreed that customers having complete clarity over facemask rules is a key component to a successful return to normal services. There were no accidents or incidents reported during the period for infrastructure works.

A site visit was made to the Ty Glas level crossing following an accident last month. Discussions were held with the local authority on the use of the adjoining public footpath, the potential for any additional signage and visibility issues.

Across the Wales and Cross Borders network, both level crossing events and route crime incidents are trending downward.

Following the transfer of rail services to TfW Rail Ltd, a validation of change process for TfW and TfW Rail organisational structure changes has been developed for safety critical roles and responsibilities. A change management programme has been developed to ensure future changes are managed in line with legal requirements and changes that may impact safe operation of trains or infrastructure.

A discussion took place on the draft terms of reference and scope of the TfW Health, Safety and Wellbeing Committee and the proposed TfW Rail safety committee, with a further discussion planned for the next TfW Health, Safety and Wellbeing Committee with a proposal to be tabled at the next Board meeting. The Board recognised the need for a model to obtain assurance that the TfW Rail safety committee is fulfilling its legal duties.

3a. CEO report

JP summarised key events and performance over the last month. The challenge in dealing with a growing remit is not to bolt-on activities but the need to be an integrated and efficient organisation.

The Board were informed that there were no significant issues during the first six weeks of the new rail service arrangements. The new TfW Rail Managing Director takes up post at the end of the month but has already been involved in a significant number of preparatory meetings.

There has been good engagement with local authorities and the Welsh Government on the bus agenda, but there is a need for this work to be underpinned by a clear picture of accountabilities and responsibilities. Positive discussions have been held with the WLGA and local authorities on the future of local, regional and national networks and the potential for shared back-office functions and a national ticketing platform.

The Board were informed that the first TfW Rail Ltd company board took place at the beginning of March which included Peter Strachan, the recently appointed TfW Rail Ltd non-executive director. Peter has been both very supportive and challenging in equal measure. The Board considered the merits in inviting Peter to a future TfW Board meeting **[Action - SW, JM and JP to discuss]**.



3b. Finance

HC provided an update on TfW finances and key Finance Team activities.

The Board were presented with TfW Rail Ltd accounts for rail period 11 which was within the EMA period and from a perspective of the ODP. Rail period 12 was not yet available for reporting.

The Board were provided with rail revenue analysis for 2021/22 which maps against assumptions from DfT, and a draft view of the proposed 2021/22 budget which is subject to adjustment according to the business plan response, reconciliation and review with the Welsh Government, and additional COVID-19 funding.

Key finance activities have centred around CVL asset valuation, transition of TfW Rail Ltd, VAT treatment and recovery, the FIT programme, PTI acquisition, financial year-end, 2021-22 annual reporting, and internal audit which will now reach into TfW Rail for 2021-22. Additionally, final discussions are underway with the Welsh Government on transferring ERDF lead beneficiary status to TfW which is currently planned for May 2021. Discussions with the Welsh Government are also on-going to update TfW's Articles of Association and framework document.

The inquired about whistleblowing arrangements within TfW Rail. HC agreed to provide more information [**Action HC**].

In the month (February) resource expenditure was at £37.4m (excluding non-cash) of which £35.5m related to rail, the majority of which is passed through to the ODP and as part of termination of the GA. In the month (February) capital expenditure is at £30m of which £29.3m relates to rail.

NF left the meeting.

3c. Update on sub-committees

VE updated the Board on the recent Major Change Projects Committee meeting which covered CVL transformation, bus services, strategic asset management planning and the project lifecycle process.

3d. Board effectiveness

The Board noted recent TfW Board Effectiveness Review which across the 23 quantitative questions gave an overall average score of 4.49 out of 5, an increase from last year's score of 4.3 out of 5. The Board supported the report's actions and recommendations.

3e. Steering Board

The Chair updated the Board on the last meeting of the TfW Steering Board which covered risk; KPIs and business / corporate planning; and bus services.

4. Confidential HR session

The Board were informed of the scope and remit of the newly formed Organisational Change working group which will be chaired by TfW Rail's interim Managing Director.

Part B – Operational update session

Lewis Brencher (LB), Lee Robinson (LR), Alexia Course (AC), Karl Gilmore (KG), David O’Leary (DO’L) and Geoff Ogden (GO) joined the meeting.

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
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- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

5b. Communications

Brand impression score has increased by 6.5 to +20.5. There has also been a 42-point net increase in the annual MS satisfaction survey.

Social media content concentrated on the launch of the Magnificent Train Journey competition and education pack, the Mark 4 charity poll won by RNLI and opening of Bow St station.

The Board thanked the team for the positive messages and amount of communication both internal and external around the recent rail services changes.

5c. Risk register

The Board were updated on changes to the risk profile: IT Security and GDPR has reduced in impact and likelihood as a consequence of improved mitigations and controls; the benefits of Vertical integration not being achieved has reduced in likelihood owing to recent changes in organisation, resulting in greater clarity on the issues and resolutions required; and business failure of an IDP has reduced in likelihood owing to improved comfort of IDP stability.

The Board noted that the Covid Risk Register will be formally transitioned into business-as-usual risk from 1 April, resulting in these risks manifesting themselves within the Business Operational Risk Register and Strategic Risk register; and that reporting will transition to the new Risk Management system (ARM) from 1 April. Whilst the methodology will not change, this may result in some changes to the way that risks are presented to the Board.

The Board requested a further review of the risk register be carried out to close out several risks that may not be strategic in nature **[Action DO’L]**.

5d. Bus services update

The BES2 contract will commence on 1 April and to date 80% of operators have signed. A national steering group has been established, but there is a need to clarify responsibilities and accountabilities.

There has been good engagement with local authorities and the WLGA on network design and development, with the aim of concluding the work by mid-April.

The Board were updated on concessionary cards, fflecsi schemes, publication of the National Bus Strategy, operating models, and the Traws Cymru transfer which is awaiting Ministerial Approval.

The Board commented on the significant scale of the bus agenda which is fundamental to TfW's role.

5e. CVL dashboard

Deep dive programme reviews have been carried out on several parts of the CVL transformation programme. The reviews identified areas where the programme can accelerate. The Board noted the infrastructure projects six-month lookahead of works.

5g. Progress against milestones

The Board noted the corporate and programme trackers and the inclusion of three new deliverables: the train naming project, pre-election guidance and recruitment of a Translator and Welsh Language Advisor.

5h. Strategy day 22 April

The Board discussed possible content for a Board and Executive Strategy Day on 22 April.

5i. Pandemic restart and recovery plans

The Board discussed outline plans, risks and scenarios for a return to post pandemic normality, mindful of the uncertainty around any scenario planning given the unprecedented nature of the current circumstances. The Board considered the various factors to be taken into consideration around the need to provide an attractive product, competition for modal share with car use, cleaning requirements, the likely increased number of people working from home, data and modelling, based on travel patterns, the need to engage with business and customer communications based around a detailed plan for the next 18 months.

The Board discussed the impact of social distancing and agreed it required a conversation with the Welsh Government over messaging **[Action JP]**.