

TfW Board minutes

20 May 2021

10:00 – 16:30

Venue: online

Attendees

Scott Waddington (Chair); Alun Bowen; Heather Clash; Vernon Everitt; Sarah Howells; Nicola Kemmery; Alison Noon-Jones; and James Price.

In attendance: Peter Strachan (items 1-3, 6); Natalie Feeley (items 1-3); Leyton Powell (item 2c); and Jeremy Morgan. Operational update session (Part B): Geoff Ogden; David O’Leary; Lewis Brencher; Lisa Yates; Lee Robinson; Alexia Course; Karl Gilmore; and Dave Williams. Natalie Rees and Laura Jones joined for item 6a.

The Chair welcomed everyone to the meeting, particularly Peter Strachan (TfW Rail Ltd non-executive director) who was attending as an observer.

Part A – Full Board Meeting

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. Peter Strachan was welcomed to meeting as an observer in his capacity as a Transport for Wales Rail Ltd Non-Executive Director.

1c. Declarations of interest

None.

1d. Minutes & Actions of Previous Meeting

The minutes of the TfW Board meeting 15 April 2021 were approved as a true and accurate record.

The actions log was noted.

2a. Safety Moment

The Board were reminded that good health and safety practice goes hand in hand with good customer service - night work on CVL has commenced which may disturb some neighbouring residents.

An official inquest into the Sandilands tram incident from 2016 has commenced where the focus is likely to be on fatigue issues.

2b. Customer moment

A second visit to a less frequented public house than a neighbouring establishment, resulted in warm welcome by the proprietor who remembered the customer's name. In a digitally dominated world, there is a risk of losing personal interactions. TfW needs to ensure it has people on the ground to interact with passengers where possible.

2c. Safety performance

Leyton Powell joined the meeting. Work continues to standardise the approach to risk management across TfW through the new ARM system to align with the three lines of defence model sitting within a central Risk function. Work has started to encapsulate all TfW risks into the single platform.

Sentinel Primary Sponsorship is working well with competencies, training and medicals processed efficiently and in good time, with positive feedback received from colleagues concerned. An integrated Safeguarding workgroup has commenced to review TfW alignment or gaps against the All Wales Safeguarding Procedure.

There were no incidents reported for TfW Group for Rail Period 1. The homeworking policy has been updated to include incident reporting for staff working from home. The SLT recently considered issues around managing long covid but agreed that it needs to be dealt equally alongside other long-term illnesses.

There were two contractor/supplier incidents across the CVL Transformation programme, both relating to vegetation management. Both incidents have been escalated, with safety standdown briefs carried out with site teams. The Board inquired about action being taken to analyse the number of close calls. It was confirmed that work is underway to analyse close calls and whether action is required to identify whether the high level of close calls is effective reporting or potential risks requiring mitigation.

The national Metal Crimes Database is now being accessed which links all actual and attempted cable thefts to a geographic area. The RIPPLE system is also being utilised to help manage suicide prevention measures; and the Violence Prevention Unit which is a national multi agency group made up of around 30 organisations including Police, Public health, youth offending and various others taking a public health approach to preventing violence.

TfW has also commenced using the ORR's RM3 assessment tool to measure its ability to manage risk maturely and achieve excellence in risk control.

Regarding TfW Rail there were no RIDDOR specified injuries in Rail Period 1, with the Fatality Weighted Index score remaining within the predicted range. There were four workforce physical assaults events, but with no resultant lost time. There were no SPAD or Dispatch Irregularity incidents in the period. Non-Workforce accidents continue to be low in the period, with MAAs becoming static across each reporting area and well below the predicted figures. There were nine non-workforce injuries, with no direct to hospital events.

The period saw a steady increase in trespass incidents across the CVL, but various mitigations actioned including increased MOM patrols, reviewing anti trespass mats at platform ends, and renewing and replacing fencing in hot spots.

The Board noted the Safety Performance report. Leyton Powell left the meeting.

3a. CEO report

James Price gave an overview of key activities over the last month. Overall, it has been a period of consolidation after the significant changes over the last few months. More than 100 people have been seconded from TfW Rail to TfW Group to allow for planning and delivery of a series of activities on a multi-modal basis. Areas include marketing,

commercial, ticketing, performance, IT, finance and HR. It also presents an opportunity for people to move around different parts of the group as a normal part of doing business and where people want to do so, to get a varied career and to develop themselves.

The Board were informed of and discussed three pressing issues around rail: [REDACTED]

[REDACTED] The Board also discussed the challenges around facilitating truly joined-up multi-modal transport planning and delivery, especially the integration of rail and bus services.

The Board discussed the challenges around returning to pre-covid services, particularly delivering two trains per hour to the Heads of the Valleys in the context of current social distancing requirements. Challenges around train cleaning times, timetabling and rolling stock are being analysed with potential mitigations being developed.

Most operational performance metrics on the TfW Rail performance dashboard are showing an improving trend, but the Board noted that there are more significant delivery risks than previously as passenger numbers increase, class 230s and 769s are brought into service, the last Pacers are withdrawn from service and units are out stabled from Canton due to CVL works. The Board were informed that day-to-day performance along with readiness for future rolling stock and timetable uplifts will be the continued focus for the TfW Rail Board.

The Board discussed the challenges of being an integrated transport provider and the recent announcements on the future organisation of English rail services resulting from the Williams Review.

3b. Casualisation

Natalie Feeley stated that Unite had requested she highlight to the Board the issue around 'fire and rehire' employment contracts recently used on London's bus services. It was agreed that the issue would be raised with the Welsh Government at the next Steering Board **[Action JP]**.

3c. Finance

External auditors are reviewing the CVL valuation work in consultation with TfW and Atkins. The valuation is subject to further change during the review. An independent check by is being sought to provide an additional layer of integrity and confidence.

It was confirmed that the Welsh Government will transfer the ERDF lead beneficiary status to TfW for CVL projects through a deed which will be signed on 24 May.

The Board were briefed on finance activities around zero based budget for 2021-22 for TfW Rail; VAT recovery; TfW budget for 2021-22; and preparation of 2020-21 accounts.

The Board were updated on the impact of covid on passenger revenue which is currently at around 25% of the original bid revenue estimate, with the subsidy cost per passenger journey considerably higher than the average recently reported by the National Audit Office across England.

3d. Update on sub-committees

The Board were updated on the recent meeting of the Major Change Projects Committee which included detailed presentations on two of the Metro projects - North Wales and South Wales Main Line/SE Wales Transport Commission. The Committee also considered engineering and construction governance; ERDF funding for CVL

Transformation and the evolving lifecycle process. A meeting has been scheduled to review and if necessary, refine the Committee's Terms of Reference. It was reported that the Committee has helpfully expanded its understanding of TfW's overall project portfolio and the associated risks and opportunities. The Board were reassured that the Committee is providing detailed analysis and scrutiny of projects and will report to Board and Executive as and when necessary.

The Board noted that consultation on the draft Audit and Assurance Policy will be launched for consultation in September.

3e. TfW Steering Board

The Chair updated the Board on the recent TfW Steering Board meeting which discussed business planning and TfW remit, KPIs, TfW's recent strategy day, funding, risks and challenges, transfer of highways responsibilities, and Metro schemes governance.

Peter Strachan left the meeting.

[REDACTED]

The Board approved the appointment of Marie Daly as member of the TfW Rail Board.

5. Any other business

None.

Part B – Operational update session

Lewis Brencher, Alexia Course, David O'Leary, Geoff Ogden, Lee Robinson, Dave Williams and Peter Strachan joined the meeting.

6a. Biodiversity Action Plan

Laura Jones and Natalie Rees joined the meeting to introduce the draft Biodiversity Action Plan. The five-year plan is underpinned by the Environment Act and covers five broad objectives – (1) no net loss of biodiversity; (2) communication and engagement; (3) mainstreaming best practice; (4) collaboration; and (5) biodiversity initiatives. The Board asked how 'no net loss of biodiversity' will be measured and were informed that a no-net loss strategy is under development which will collate and report the relevant data. The Board also noted that issues around de-vegetation had gained more prominence with the commencement of CVL Transformation and emphasised the need for effective engagement with lineside neighbours and other key stakeholders.

The Board approved the Biodiversity Action Plan.

Steve Ward joined the meeting, who along with Natalie Rees gave a presentation on TfW's efforts to reduce carbon emissions from projects and general business operations. Work is underway to respond to the various decarbonisation activities outlined in TfW's remit letter and a decarbonisation delivery plan will be published in

Autumn 2021. The Board were also informed that the Welsh Government has set up a Transport Decarbonisation Programme Board chaired by the Welsh Government with TfW as a member.

The Board asked whether there were any challenges ahead in delivering TfW's plans and actions around decarbonisation and were informed that one of the main challenges is achieving the net zero carbon emissions target for all TfW direct operations and transport operations by 2030. Owing to not all the TfW network being in public ownership, carbon emissions will therefore have to be offset in various ways, which is generally an expensive undertaking. Based on current emissions, it could cost up to £4 million per year or planting around 250,000 trees per year.

The Board noted the presentation and welcomed the current and planned work. Laura Jones, Natalie Rees and Steve Ward left the meeting.

6b. Transport for Wales Innovation Services Business Plan

The Board were asked to approve Transport for Wales Innovation Services' (TfWIS) business plan for 2021-22. It was emphasised that the plan detailed areas that TfWIS could, rather than would, take advantage. However, TfW has already benefited from identifying, sharing information, and having potential access to around 40 areas of Keolis and Amey's intellectual property with around 100 potential further opportunities identified, 13 of which are at a more advanced stage of development. Proposals for further use of Keolis and Amey's intellectual property has been mapped into the business plan and will be accompanied by exploitation plans.

The Board asked how it can be assured that the services and intellectual property bought through the joint venture will provide value for money. The Board were advised that metrics are being developed to quantify value for money along with a process to analyse joint venture costs through market benchmarking, and that any tasks are scrutinised by the TfWIS Board prior to approval. The Board approved the TfWIS business plan for 2021-22. The Board requested quarterly progress updates.

6c. Milestone trackers

The Board noted the content of the programme and corporate trackers.

6d. Communications and Advisory Panel/Engagement report

The new structure within Communications and Engagement is embedding well, with increased collaboration and output already being demonstrated following the bringing together of all communications and engagement activities across the TfW group.

Highlights over the last month included the launch of a new Community Rail Partnership for the Cardiff Valleys region; continued development of 'welcome back' messaging; promotion of the Capacity Checker and Reservations campaigns; development of a Wales-wide fflecsi campaign; and on-gong evolution of the Communications Business Partner model of delivery.

The Board were also updated on the development of a brochure 'Metro; a guide for communities', which will be posted to 55,000 lineside neighbours over the next few days.

The Board noted the content of the communications report and approved the draft Engagement report for 2020-21.

6e. Bus update

The Board were updated on the various strands of TfW’s work on the bus agenda. The workstream on BES2 has finished with most operators signed up, leaving only a small number of primarily community operators having not signed. There are currently no major risks across the other workstreams.

6f. Business plan

The Board reviewed the narrative section of TfW’s business plan for 2020-21. The budget is still to be finalised with the narrative of the plan to be altered accordingly. It was agreed that the Board would be updated on any material changes.

6g. Risk Register

Four risks remain on the Board report since last report: reclaim of EU funding in relation to ERDF funding for CVL transformation; funding available from Welsh Government for 2021/22; emerging liabilities from TfW Rail; and Delayed delivery of CVL Transformation as a consequence of Covid 19. Two risks have been de-escalated and no new risks have been added. The Board agreed that an additional risk should be added on not having robust plans for delivering modal shift and not delivering TfW’s purpose **[Action: LP to raise and refine with the SLT]**.

The Board noted on-going work to review TfW’s Risk Management arrangements and further align the Safety and Sustainability Team with the three lines of defence model. Work has also started to unify TfW and TfW Rail risks to one single system and align governance through the TfW Group risk team.

6h. CVL dashboard and six-month lookahead

Karl Gilmore joined the meeting. The Board noted the more stabilised delivery position. Milestone 9 is scheduled for late delivery with mitigations are under development. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Karl Gilmore left the meeting.

[REDACTED]

[REDACTED]

[REDACTED]

The Chair thanked all attendees and presenters and closed the meeting.