



TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

TfW Board minutes

24 March 2022

09:30 – 17:00

Venue – Llys Cadwyn and online

Attendees

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

In attendance: Natalie Feeley (items 1-3a); Leyton Powell (item 2); and Jeremy Morgan. Marie Daly joined for item 4. Operational update session (Part B): Lewis Brencher, Alexia Course, Karl Gilmore, Geoff Ogden, David O’Leary, Lee Robinson, Dan Tipper and Dave Williams.

The Chair welcomed everyone to the meeting.

Part A – Full Board Meeting

The Chair welcomed everyone to the meeting

The Board were informed that in a process managed by the Wales TUC, Natalie Feeley had been elected as trade unions observer on the TfW Board for the next 12 months.

1a. Apologies for Absence

Sarah Howells sent her apologies for the Operational Update session.

1b. Notice of Quorum

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

1c. Declarations of Interest

Vernon Everitt has been appointed as Transport Commissioner for Greater Manchester starting at the end of April.

1d. Minutes & Actions of Previous Meeting

The minutes of the TfW Board meeting 17 February 2022 were approved as a true and accurate record. The actions log was noted.

1e. Safety Moment

The Board reflected on a recent Incident at Cardiff Central Station when a member of the public was struck by a non-TfW train. The Board expressed its thanks to the individuals who dealt with the unfortunate incident at the station.

1f. Customer moment

When recently checking in for a flight to the continent, it was noticed that the inbound flight had been cancelled without notification. There are lessons to be learnt around needing to communicate bad news immediately.

2. Safety performance

Leyton Powell joined the meeting.

[REDACTED]

One incident during the last period caused in a lost time injury following a hot water burn. Work and reporting processes have been modified as a result. Plans are ongoing to roll out IOSH Working safely training to all catering and cleaning team leaders/supervisors. Lone working risk assessments have been undertaken with the cleaning area supervisors in respect of out-stabling cleaning requirements due to Cardiff canton construction works. Programme and training for visible felt leadership tours have now been completed with first visit recorded in March with support from the safety team.

The combined fatality weighted index score for the previous period was 0.16, lower than the 0.19 predicted score of 0.19. There was one train struck person fatality reported in the period, with no allegation against TfW Rail or TfW infrastructure. The Workforce Physical Assaults moving annual average of seven remains above the predicted figure of four. Recent events included a driver having a laser pen shone in his eye, three events from conductors being pushed/pulled/grabbed and objects thrown, and one event where member of the revenue response team was grabbed, headbutted and spat upon, suffering a broken finger in the process. The Board were also notified that people firing air rifles firing at trains is becoming prevalent. Monthly review meetings with BTP on serious incidents take place along with working with Revenue Response teams on dealing with incidents. [REDACTED]

[REDACTED]

There was one infrastructure related accident recorded the period with no lost time.

Pullman received an unannounced visit from the Health and Safety Executive (HSE) on 3 March. The visit formed part of the HSE’s visitation programme in relation to metal/steel fabrication businesses in the area. [REDACTED]

[REDACTED]

Leyton Powell left the meeting.

3. Strategic update

3a. CEO report

Despite the impact of a series of storms and storm damage to Network Rail’s infrastructure, there has been a continued underlying improvement in performance of the rail service. However, there were instances of overcrowding on the Marches and North Wales Coast lines and work has begun to address this.

Passenger numbers are increasing, with a 5% increase recorded over the last week. Whilst services are beginning to pick up, this needs to be accompanied by a reliably good service.

Positive work continues on preparation for future timetable enhancements being undertaken by TfW and Network Rail / UK Government. [REDACTED]

[REDACTED] The build is progressing well with some areas demonstrating engineering innovations resulting in reduced costs and increased productivity. The Boards agreed it would benefit from an update on the integration programme at a future meeting **[Action Dan Tipper]**.

Work continues on development of the Future Integrated Transport programme. [REDACTED]

The Board were reminded of an announcement stating that TfW will provide free rail for Ukrainian refugees as part of a scheme to provide free travel for all refugees [REDACTED]

3b. Finance and governance

The Board were updated on key finance workstreams over the last month. These included financial year close 2021-22, rolling stock planning, CVL, development of the 2022-23 budget and business plan, development of internal control reporting, PTI acquisition, active travel grants and pension valuation.

It was agreed that May's Board will be presented with a synopsis of key variants against the budget for 2021-22 **[Action Heather Clash]**.

Natalie Feeley left the meeting.

3c. Capital Contribution in relation to Pullman Rail Acquisition

The Board reviewed a letter addressed to the Board from the Welsh Government on behalf of Welsh Ministers dated 9 March 2022 (the Welsh Ministers' Conversion Letter). The content of the letter was noted.

[REDACTED]

Sarah Howells left the meeting.

4. Target Operating Model

Marie Daly joined the meeting. The Board were updated on development of TfW's Target Operating Model. The Board agreed [REDACTED] that innovation should be part of the culture across the organisation rather than the responsibility of one individual.

Marie Daly left the meeting.

5. UK Corporate Governance Code review

Victoria Madelin joined the meeting. The Board noted the content of a report reviewing TfW's compliance with the UK Corporate Governance Code. Compliance was good across all areas but with some action necessary. The Board agreed that an action plan will be developed by Alun Bowen and the Corporate Governance team **[Action Jeremy Morgan]**.

Victoria Madelin left the meeting.

6. Board effectiveness review

The Board were updated on progress with identifying a suitable supplier to provide an external board effectiveness review at a reasonable cost. It was agreed to explore the possibility of using non-executive directors from Cardiff Airport or Development Bank Wales **[Action Alun Bowen and Jeremy Morgan]**.

Part B – Operational update session

Lewis Brencher, Alexia Course, Karl Gilmore, Geoff Ogden, David O'Leary, Dan Tipper and Dave Williams joined the meeting.

7. Barry sidings

The Board were informed that TfW has been working closely with Vale of Glamorgan Council to identify stabling capacity near Canton and without causing cost inefficiencies related to the operation of CVL services. A preferred site at Barry presents an opportunity for TfW to acquire the site in 2021-22, relieving this stabling pressure from May 2022, [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

[Redacted]

[Redacted]

Alexia Course left the meeting.

9. Communications report

The Board were updated on key communications activity over the previous months. The Board were informed of a positive period for TfW with continued improvement in brand perception albeit set against some significant challenges relating to extreme weather. Positive engagement activities continue to be ramped up in line with reduced restrictions which is allowing momentum to build with ongoing community work. Mobilisation of the team ahead of the launch of ‘the real social network’ campaign on 28 March continues, with a number of stakeholders and advocates now engaged including UTG, campaign for better transport, Senedd Cross Party Group on Transport and several local authorities.

[Redacted]

[Redacted]

The Board noted the strengthened project controls and oversight of the programme recently implemented. This includes increased independent layers of governance, review and direction through a number of functions including:

- weekly executive level steering group with representation from TfW and Amey CEO, MD, and business directors;
- enhanced interrogation and data visualisation of discipline specific design and construction activities;
- a dedicated workstream focussing on the integrated management of the Infrastructure, rolling stock and organisational readiness for entry into service of the rail system;
- revised and enhanced infrastructure monthly business management reporting; and
- presentations to the Major Projects Committee at each meeting.

11. Infrastructure projects six-month look-ahead

The Board noted the infrastructure projects six-month look-ahead profile.

12. Strategic risk register

The Board noted the content of the strategic risk register. The Board note that the revised Risk Management Policy is to be tabled at the next Audit and Risk Management meeting for consideration and approval, along with the Risk Management Strategy. The Board also noted that the first draft analysis of the National Risk Register has been completed with a report on the findings out for internal consultation, following which a final report will be published. There are eight open risks at Board / SLT level. Five of these risks are existing and three are new and or emerging. One risk has been de-escalated. The Board approved minor changes to the strategic risk register.

Leyton Powell and Karl Gilmore joined the meeting.

13. Bus update and rural agenda

Lee Robinson joined the meeting to provide an update on fflescsi, the proposed bus operating model, budget, network development, hydrogen busses, and franchising.

Dan Tipper left the meeting.

The Board also noted TfW's initial involvement in the development of the Welsh Government's Rural Agenda across the three phases of the programme: defining the scope; how well connected is rural Wales; and principles to be agreed and options to explore.

14. Welsh Language

The Board requested an update on progress on actions in response to a recent Welsh Language Commissioner's report [**Action Lee Robinson**].

Lewis Brencher, Karl Gilmore, Geoff Ogden, David O'Leary, Lee Robinson, Dan Tipper and Dave Williams left the meeting.

15. Advisory panel update

The Board were briefed on the activity of the TfW advisory panel which brings together a range of stakeholders to obtain views on TfW and issues affecting its activities.

16. Update on subsidiary boards

The Board were updated on TfW Rail Ltd's previous Board meeting which focussed on the interim and new trains fleet strategy and plan; cyber security; procurement of a wheel lathe for North Wales; and MKIV service delivery.

17. Steering Board

The Chair updated the Board on the previous meeting of the TfW steering Board. The meeting focused on TfW funding [REDACTED]. The Board were informed of changes to the Welsh Governments senior team affecting TfW.

18. Update on sub-committees

The Board received updated on recent meetings of the Customer Experience and Communications, Health, Safety and Wellbeing and Major Projects committees.

The Chair thanked everyone for their attendance and contributions.