



**TfW Board minutes**

**19 May 2022**

09:30 – 17:00

Venue – Llys Cadwyn and online

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**Attendees**

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

In attendance: Leyton Powell (item 2); Natalie Feely (items 1 to 3) and Jeremy Morgan.

Operational update session (Part B): Lewis Brencher, Alexia Course, Karl Gilmore, Geoff Ogden, 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

**1a. Apologies for Absence**

Alison Noon-Jones sent her apologies.

**1b. Notice of Quorum**

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

**1c. Declarations of Interest**

None declared.

**1d. Minutes & Actions of Previous Meeting**

The minutes of the TfW Board meeting 21 April 2022 were approved as a true and accurate record. The actions log was noted.

**1e. Safety Moment**

A recent meeting of the South Wales Safety Forum focussed on proportionality and risk management, and the need to improve standards without being overly bureaucratic.

**1f. Customer moment**

A suitcase containing personal items of clothing was left on the train at Pontypridd. A new starter took hold of the incident and ensured it was returned to the owner. The incident was handled very well, without the member of staff knowing that the suitcase belonged to a TfW Director.

## **2. Safety performance**

Leyton Powell joined the meeting.

An anti-social behaviour project has begun, with an initial focus on CVL hotspot areas. The first cable theft of the financial year took place near to Treforest Industrial Estate station on 15 April. 40-50 metres of power cable was taken and discovered in local woodland stripped of its copper.

At a Group level, there were no accidents reported in the previous period, but there was an incident involving aggressive behaviour from a member of public at Llys Cadwyn towards reception staff. A front of house risk review is being carried out.

Overall performance against targets in TfW Rail was positive, with all KPI's all below predicted levels, aside from 'workforce over 7-day incidents'.

There was one SPAD incident, but the overall trend is improving. The investigation found that the incident occurred due to a lapse in driver concentration caused by a person running on the platform near the train.

Driver and conductor assurance checks have been conducted including compliance with the mobile phone policy. 80 checks were carried out which found only one phone with the power on, but in a bag behind the driver.

Workforce Physical Assaults moving annual average remains consistent with predicted figures. A joint working group has been set up to align AIW, TfW Rail and TfW Group with BTP to develop a joint strategic programme on ASB, Trespass, Crime and Suicide.

There was one infrastructure incident during since the last meeting, caused by a person being struck by a tree branch. The Board were informed that vegetation clearance teams uncovered large numbers of used needles in Cardiff Bay, with removal ongoing. This is a prominent trespass area which will be investigated in conjunction with Cardiff Council and South Wales Police.

There was good performance around CVL Transformation with only minor incident reported.

There is an improving trend at Pullman with a notable decrease in lost time accidents this period. A return visit from HSE resulted in positive comments regarding the improvement plan.

Leyton Powell left the meeting.

## **3. Strategic update**

### **3a. CEO report**

The CEO reported his awareness of how busy people are and the need to look after people's welfare and for individuals to be self-aware of their own needs.

[REDACTED]

The Board discussed delivery of the rail service around the latest position on traincrew - where the position is improving; rolling stock - where reliability issues remain; crowding, especially on longer routes; and anti-social behaviour and disorder mainly affecting the Valleys including Maesteg and Ebbw Vale. The Board also discussed the

threat of RMT strike action affecting Network Rail operations. The Board agreed to developing a key routes strategy to try and manage the situation **[Action James Price]**.

The Board discussed Network Rail and DfT funding and agreed it would be useful to have a summary of all the rail investment **[Action Alexia Course]**. It also discussed relationships with DfT and Network Rail and agreed the need for a note on the work of the Wales Rail Board and TfW's ask of the UK Government and Network Rail and progress against this **[Action Alexia Course]** and a future Board session on TfW's asset ownership strategies **[Action Alexia Course]**.

The Board discussed issues around the future operation of the CVL agreed it was vitally important for it to understand any emerging operational risks.

[REDACTED]

The Board were informed that Mike Whitten's role as Pullman Rail Limited General Manager has been made permanent.

### **3b. Finance and governance**

The Board were updated on recent activities relating to finance and governance. The budgeting process is working well, and the 2022-23 business plan is nearing finalisation subject to an additional section on behavioural change as requested by the Deputy Minister.

[REDACTED]

The Board welcomed the current revenue position which showed 95% of pre-covid levels.

The Board noted April's management accounts and financial report.

Natalie Feeley left the meeting.

### **4. Network Rail attendance at TfW Board meeting**

Michelle Handforth, Bill Kelly (both Network Rail), Alexia Course and Jan Chaudhry Van-der-Velde joined the meeting. The Board and Network Rail discussed three issues of common interest:

- (1) Performance – the Board and Network Rail discussed issues around vegetation management, the challenges of recovering from the pandemic, railway trespassing, and the use and impact of temporary speed

restrictions. The Board noted that Temporary Speed Restrictions Board has been established in collaboration with TfW, which to date has provided some positive results.

- (2) Network management – Network Rail updated the Board on deployment of resources and training; managing the impacts of climate change; dead, dying and diseased trees; infrastructure investment; delivering growth and value for customers; identifying efficiencies; timetabling; and collaborative working.
- (3) Future transition to GB Rail – the Board stressed the need for TfW to be involved in decision making.

The Board and Network Rail agreed that the session was useful, and another should be arranged for early 2023. Michelle Handforth, Bill Kelly, Alexia Course and Jan Chaudhry Van der Velde left the meeting.

## **5. Subsidiary Boards**

The Board were updated on the recent meeting of the TfW Rail Ltd Board which focussed on rail performance, driving revenue, and rolling stock issues.

## **6. Board sub-committee updates**

The Board were updated on the recent meeting of the Major Projects Committee. In particular, the Committee considered progress on Ebbw Vale frequency enhancements, and TfW's support of the Global Centre for Rail Excellence project.

The Board approved terms of reference for the People, Remuneration and Nominations Committee.

## **8. Steering Board**

The Chair updated the Board on the latest TfW Steering Board meeting. The meeting considered the content of the TfW CEO report, rail performance, CVL Transformation, bus services; Taylor Review terms of reference, funding and the strategic roads network.

## **Part B – Operational update session**

Lewis Brencher, Dan Tipper, Karl Gilmore, Geoff Ogden, and Dave Williams joined the meeting.

## **9. Communications and engagement report**

The Board reviewed the Communications and Engagement dashboard for the period 2 April – 19 May 2022.

The positive impact from the launch of 'The Real Social Network' campaign continues and has now moved from a rail focus, to active travel and bus. The campaign continues to drive positive brand awareness and measurable traffic to TfW's website. Detailed work is now underway to understand the brand, commercial, and behavioural impacts of the campaign to improve effectiveness for future campaigns.

Improved service delivery, successful management of disruptive Metro works and continued proactive engagement with stakeholders has helped to build trust in relationships which were challenged during the period of disruption transitioning through the tail end of the omicron wave. Going forward, customer insight will be brought together with brand insight to provide a more consistent narrative across multiple measures. There will also be a refocusing of the Communications and Engagement team, alongside work across TfW more broadly, to ensure behaviour change is a key focus for all activities.

Lewis Brencher left the meeting.



[Redacted text block]

- [Redacted list item]
- [Redacted list item]
- [Redacted list item]

[Redacted text block]

Alexia Course left the meeting.

[Redacted text block]

**12. Infrastructure projects six-month look-ahead**

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

Karl Gilmore and Dan Tipper left the meeting.

**13. Bus update**

Lee Robinson joined the meeting for a discussion on informal feedback to be given to the Welsh Government regarding the Bus White paper. The Board approved the paper emphasising that there needs to be clear accountability for bus network revenue risk.

Lee Robinson left the meeting.

**14. Strategic Risk Register**

Leyton Powell joined the meeting.

The Board noted the following:

- TfW’s Risk Management Strategy has been reviewed and revised in line with the updated Risk Management Policy.
- An analysis of the National Risk Register has been completed. The Board approved action to be taken in response to the analysis.
- There are two new risks, one of which is as a result of separating energy risks and issues and one relating to potential industrial action. Three risks have one issue have been updated. Two risks and one issue have been de-escalated.

The Board noted the Strategic Risk Register.

**15. Risk appetite**

The Board discussed TfW’s approach to developing corporate risk appetite. The Board agreed that it would review risk appetite statements, and these would be disseminated to teams and communicated to the Steering Board.

Leyton Powell left the meeting.

**16. Confidential session**

[Redacted content]

The Chair thanked everyone for their attendance and contributions.