



TfW Board minutes

15 June 2023

09:30 – 16:00

Venue – Llys Cadwyn

Attendees

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

In attendance: Jeremy Morgan, Gareth Evans (Welsh Government) and Leyton Powell (item 2).

Part A – Full Board Meeting

The Chair welcomed everyone to the meeting.

1a. Apologies for Absence

Alun Bowen sent his 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.

1d. Minutes & Actions of Previous Meeting

The minutes of the TfW Board meeting 18 May 2023 were approved as a true and accurate record.

1e. Safety Moment

The Board reflected on the response to the recent train crash in India with particular regard to accountability and responding to serious incidents.

1f. Customer moment

The Board were briefed on a recent good customer service experience in and out of Luton Airport. The Board emphasised the need to gain back customer confidence after the recent strikes and disruption.

2. Safety performance

The recent accidents in Hurth, Germany and Odisha, India are being reviewed for applicable lessons for TfW.

The Board noted that ORR's end of year report provided a summary the performance against the Rail Maturity Model which was considered as 'standardised' with elements of 'predictable'. The report identified both strengths and weaknesses, considered adverse events highlighted by ORR and noted a recently issued improvement notice. ORR's inspections for 2023/24 are focused SPAD Management, legionella and buildings management.

Gareth Evans (Welsh Government) joined the meeting.

The combined reported Fatality Weighted Index score for Rail Period 2 was consistent with the predicted figure, with the moving annual average being marginally better than predicted. During the period there was one workforce specified injury, no seven-plus days lost time events, and 11 shock events. Fifteen physical assaults on staff were reported with four resulting in physical harm. There were also two accidents with customers needing direct conveyance to hospital.

The Board were updated on safety performance across Pullman Rail, CVL transformation, and infrastructure.

Leyton Powell left the meeting.

3. Strategic update

3a. Rail services review

The Board expressed the importance of understanding the vulnerabilities in the new fleet that could affect future performance. It was agreed that Jan Chaudhry Van der Velde should provide an assessment **[Action]**.

Jan Chaudhry Van der Velde joined the meeting.

The Board were informed that coming out of covid there were particular issues around driver and conductor availability and a significant amount of work has been done to rectify the position. The main issues currently faced in respect to performance are around rolling stock, with the problems with the Class 175s providing particular difficulties. Maintenance issues have been rectified but there are on-going depot capacity issues at Chester during the transition between Class 175s and Class 197s. However, the increasing introduction of Class 197s into service should improve the overall performance situation. The Board were also updated on the current position regarding the MKIVs and efforts to improve performance. The Board were informed that the trajectory of improving performance is dependent on the speed of Class 197s entering into service. The Board expressed its wish for more clarity on the overall plan for improvement and to understand when the customer would experience a noticeable difference in service **[Action Jan Chaudhry Van der Velde]**. The Board expressed its concern around the Chester depot issues and asked to be kept updated on developments. The Board welcomed the rail services update.

Jan Chaudhry Van der Velde left the meeting.

3b. CEO report

Recent conversations with the Deputy Minister have been useful regarding TfW's future strategic role and remit which will be centered around modal shift. The Board were particularly keen that TfW's bus remit is clarified. The Board were informed that a letter of comfort has now been received from the Welsh Government.

The Board were also updated on rail replacement services, arrangements around the potential cessation of BES funding, and the collective projects around Cardiff Central. The Board agreed that emphasis on reporting passenger revenue figures should move from pre-covid to performance against forecasts **[Action Alexia Course]**.

3c. Finance and governance

The Board gave delegated authority to the Executive to approve the final version of the 2022/23 Annual Report and Financial Accounts. The Board were asked to provide final comments by early next week.

The Welsh Government has approved the 2023/24 Business Plan which has been shared internally and will be published next week. Quarterly reporting will commence soon and reported to the Welsh Government at the Performance Board.

The review of TfW's Articles of Association with the Welsh Government's continues in the context of TfW being a Teckal company.

The Board noted the management accounts for May 2023 [REDACTED]

4. Sub-committees

The recent meeting of the Major Projects Committee focussed on bus transformation, CVL, and the cluster of Cardiff central projects.

The Customer Experience and Communications Committee received an update on Project Zero and work in place to clear the customer complaints backlog. The meeting also focussed on the importance of, and work to, ensure good quality customer data. The committee was also updated on active travel.

5. Subsidiary Boards

The recent TfW Rail Ltd board meeting focussed on operations and performance, risk, granularity of data, and rail affordability.

The Board noted a memorandum from the Chair of Pullman Rail Ltd providing an update on the recent board meeting.

6. Steering Board

May's TfW Steering Board meeting included a detailed review of TfW's risk report. The meeting also focussed on Bow St land transfer, entry into services; TfW's letter of comfort; TfW's emerging remit; options for local government representation on TfW's company board; finance; TfW's CEO report; and rail KPIs.

7. Confidential session

[REDACTED]

Part B – Operational update session

8. CVL Transformation update

Dan Tipper joined the meeting

Both TAM A and EE1A commissioning events are complete, with all systems successfully tested and operational. The Project Team's focus remains on the close out of the authorisation for entry into service of the Merthyr and Aberdare Track Loops. In addition to the finalisation of Merthyr and Aberdare Authorisation, the completion of the EIS

approvals for Canton Depot and Quakers Yard Station will be progressed urgently by the Project Team. The next phase of the Transformation programme is the completion of TAM B works within the Treherbert Blockade, as well as the Energisation of the remaining sections for the TAM portion of the network. A lessons learnt workshop is planned to review the issues experienced across entry into service and construction and ensure that they are mitigated in the future.

The Board were updated on changes to the structure of the TfW and Amey teams to further strengthen accountability and programme controls, particularly around entry into service.

The Board thanked the team for its ongoing hard work.

Dan Tipper left the meeting

9. Risk register

Leyton Powell joined the meeting.

The Board were updated on inclusion of bus risks into the register, mapping risk accountabilities and sharing of TfW's process across the rail industry as good practice.

Leyton Powell left the meeting.

[REDACTED]

The Chair brought the meeting to an end and thanked everyone for their input.