



**TfW Board minutes**

**21 December 2023**

09:30 – 16:00

Venue – Llys Cadwyn

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**Attendees**

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

In attendance: Alan McCarthy (Unite) (items 1-3), Leyton Powell (Items 1-2, and 6.4), Matthew Gilbert (Item 6.1), Zoe Smith-Doe (Item 6.2), Dan Tipper (Item 6.3) Peter McDonald (items 1-8), Andrew Morgan (items 1-8), and Ross Whiting.

**Part A – Full Board Meeting**

The Chair welcomed everyone to the 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.

**1c. Declarations of Interest**

None.

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

The minutes of the TfW Board meeting 16 November 2023 were approved as a true and accurate record. The Actions Log was noted.

**1e. Safety Moment**

The Board's attention was drawn to several notable fines linked to safety incidents involving fatalities in other parts of the UK and that it's often not dealing with basic issues that lead to such incidents. There are lessons to be learnt around ensuring basic safety considerations are maintained.

**1f. Customer moment**

The Board discussed a recent experience where a ticket was purchased for a train from Bridgend. The TfW sign showed standing room only, but this could only be seen after the ticket had been purchased.

Customers (once a ticket had been purchased) cannot catch a different train as it's a different ticket. The Board discussed issues around this information being shared when people buy the ticket on the app rather than when they get to the platform.

## 2. Safety performance

The Board received a presentation on safety performance included in the pack. Updates were provided on the DSEAR assessment at Canton Depot, the Safety, Security and Resilience Plan, Safety Management System, and progress of the level crossing working group. The Board were also provided with an overview on safety performance including accidents, business resilience, extreme weather guidance, Pullman Rail and AIW accidents and events. The Board were also updated on the purpose of senior management 'leadership walks'.

*Leyton Powell left the meeting.*

## 3. Strategic / Development Update

### 3.1 – CEO Report

The Board received an overview of the Chief Executive Officer's report. The report included:

- The focus on improving rail performance continues. During the month there were significant issues with CI.197 fleet 'rolling contact fatigue' which required unexpected and unplanned tyre turning and significantly affected unit availability. Investigations are on-going to determine the root cause of the issue and to find a solution including ensuring sufficient wheel lathe provision for next autumn. The Board emphasised the need to find a lasting solution and not just a quick fix. It was agreed that the Board would be updated in three months **[Action James Price]**. The Board were informed that an independent report has been commissioned with the aim of addressing the need for a permanent long-term solution.
- The delivery rate of CI. 197s has decreased to one every 15 days. The Board asked for the matter to be escalated with the manufacturer **[Action James Price]**. The Board discussed the need for a coherent approach towards resilience. It was agreed that a report will be provided **[Action James Price ]**.
- Further discussions on rail performance including CVL services, rail KPIs, Wrexham to Bidston and other potential areas of future disruption. It was agreed that effective communications on known and planned disruption is essential.
- The Welsh Government stated that the Board should not underestimate the recent challenges of securing the TfW in budget discussions in the context of TfW experiencing performance issues. The Board noted this statement and emphasised that there should be a continued focus on cost minimisation and core performance. The Board discussed improvements to purchasing tickets and the TfW app to increase revenue. It was agreed that Sarah Howells would discuss items to add value to the app with Heather Clash and Marie Daly **[Action Sarah Howells]**.

*Alan McCarthy left the meeting.*

- A paper on bus franchising will be tabled at the Board at a meeting in early 2024. The paper will be drafted on the back of several on-going deep dives and the development of policy assumptions. The Board noted that there is a need for an agreement on how budgets and financing will work.
- Discussions continue with Welsh Government on options for concluding the CVL Transformation project, with formal advice for the Welsh Government in development. The Board discussed project risks and mitigations.

The Board were also updated in the Cardiff Bus Interchange project, Cardiff Central Station Enhancement Project, the Pay As You Go project pilot, Cardiff Road User Payments, A465 Section 5, rail penalty fares, station gateline coverage, ticketless travel and pay deals.

### **3.2 – Anti-Racism Training**

*Dan Tipper, Leyton Powell, Geoff Ogden, Alexia Course, Professor Uzo Iwobi (Race Council Cymru), Emmanuel Ogbonna (Cardiff University) joined the meeting.*

In response to the commitment made in TfW’s Anti-Racism plan, the Board, in addition to ELT members, received an anti-racism training session delivered by professors Uzo Iwobi and Emmanuel Ogbonna.

It was agreed that the Board would be kept informed of progress on these matters. The Board were invited to sign the Zero Racism Wales anti-racism pledge as an organisation and as individuals. It was noted that the organisation had already signed the pledge.

*Dan Tipper, Leyton Powell, Geoff Ogden, Alexia Course, professors Uzo Iwobi and Emmanuel Ogbonna left the meeting.*

### **3.3 – Finance (Management Accounts)**

The Board were informed that the next version of the medium term financial plan will be tabled at January’s meeting.

The Board received a detailed overview of the in-month report and outturn financial position.

The Board were provided with an overview of the slides in the pack including provisional BEL funding requirements, and changes that will be made and incorporated. The Board were informed that ELT had worked with finance team to identify savings.

## **4. Subsidiary Company Update**

### **4.1 – TfW Rail Board**

The Board received an overview of December’s rail board meeting. The meeting covered performance, finance, marketing, ticketing, with a particular focus on increasing revenue. The risk dashboard was considered in detail.

### **4.2 – Pullman Rail Board**

The Board were updated on the content of the recent Pullman Rail Ltd board meeting.

## **Part B – Operational Update Session**

### **5. Operational Updates**

#### **5.1 – Active Travel**

*Matthew Gilbert and Geoff Ogden joined the meeting.*

The Board received an overview of the presentation included in the pack. It covered an overview and rationale for current on-going work, key challenges, CPGATA recommendations, active travel and placemaking programme overview, active travel network map prioritisation tool – using TfW’s own geospatial data, active travel fund 2023-24 programme and budget position, ATF support programme 2023-24, active travel evidence base, behaviour change (including promotional toolkit, image database, and momentwm project), and active travel academy for local authorities.

The Board welcomed the presentation and discussed the impact of previous schemes, preparing for any project underspends and the need for schemes to fit with plans for an integrated network. The Board requested that this is factored into the next update **[Action Geoff Ogden and Matthew Gilbert]**.

The Board, following feedback from the local government observer, agreed to take into consideration the need for a balanced approach to standards and value for money. It was agreed that TfW would explore making sure that the derogations approach is properly proportionate and pragmatic.

*Matthew Gilbert left the meeting.*

## **6.2 – TfW Business Plan 2024/25**

*Zoe Smith-Doe joined the meeting.*

The Board was provided an overview of recent meetings to review the 2024/25 business plan. The draft plan has been submitted to the Welsh Government with the aim of achieving Deputy Minister approval in February 2024.

*Zoe Smith-Doe left the meeting.*

## **6.3 – CVL Update**

*Dan Tipper joined the meeting.*

The Board noted the detail included in the pack. Treherbert signalling commissioning was completed successfully with signalling progressing through the entry into service process. The Board were also updated on rolling stock readiness and progress on proving runs. Beneficial use of the Taffs Well depot is expected at the end of January or early February 2024, with general operation from May 2024.

The Board were provided with a summary of CVL transformation achievements for 2023. The Board welcomed the progress made over the year and congratulated all involved for achievements made in a high pressure environment but with a safety focus. The Board noted the significant recovery since the COVID period.

*Dan Tipper left the meeting.*

## **6.4 – Risk Register**

*Leyton Powell joined the meeting.*

The Board received a high-level overview of the strategic risk Register, risk profiles, and an overview of ARM score increases, decreases, and those that remained the same.

It was agreed to provide a summary of movements on the register **[Action Leyton Powell]**. It was also agreed to include a risk around the delivery of TfW 2.0 **[Action Leyton Powell]**.

*Leyton Powell left the meeting.*

## **7. Update on Sub-Committees**

### **7.1 – Major Projects (17 November 2023)**

The committee did not deal with CVL and Cardiff Central as they had been covered at the main board the previous day. The committee noted the work of the evolving PMO function, bus transformation update, Cardiff interchange, Cardiff Crossrail, North Wales connectivity bid and an update on the development of Burns stations in South Wales.

### **7.3 – Audit and Risk Committee (15 December 2023)**

The Committee were briefed on planning for next year's external audit. Updates were also provided on the developing internal control environment, rail finance / IT transformation process, and a deep dive on the risk process.

### **7.4 – Health, Safety and Wellbeing (18 December 2023)**

The Committee focussed on challenges around rail, Canton battery storage, climate risk reviews, occupational health, CVL performance, Pullman Rail Ltd, and the duty of care process.

## **8. Steering Board Update**

The previous meeting of the Steering Board was dominated by finance and budget. The meeting also considered options for completion of the CVL transformation project, TfW's risk register, bus, Cardiff interchange, TfW 2.0 and KPIs.

## **9. Confidential Session**

The Board discussed the on-going development of TfW 2.0. The Board agreed to review a memo to be prepared by Vernon Everitt and to provide feedback before 7 January 2024 [**Action ALL**].

## **10. Any Other Business**

None.

**There being no further business, the Chair thanked all attendees for their contributions and closed the meeting.**