



TfW Board minutes

16 November 2023

09:30 – 16:00

Venue – Llys Cadwyn

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 1-4), Andrew Morgan and Jeremy Morgan.

Part A – Full Board Meeting

The Chair welcomed everyone to the meeting.

1a. Apologies for Absence

Peter McDonald (Welsh Government).

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 19 October 2023 were approved as a true and accurate record. The Actions Log was noted.

1e. Safety Moment

The Board were reminded that 19 November is International Men's Day and that on average two construction workers die per day by committing suicide. The Board were also informed of a lunch and learn event held yesterday in TfW which coincided with Movember and focussed on mental health.

1f. Customer moment

The Board heard of a recent incident of a train being cancelled which had a knock-on effect of having to cancel a workshop in London.

2. Safety performance

Leyton Powell joined the meeting.

The Board were provided with a general overview of health, safety and wellbeing activities and performance since the previous meeting:

- An internal research paper into fire risks of battery operated vehicles has been completed. The findings showed that electric vehicles fires are less likely than combustion engine vehicles but the impact is potentially greater and would require specialist management. The main findings will be shared across the business to relevant internal stakeholders.
- A Health & Safety Development Manager is now embedded as a point of contact on the Bus Franchising SLT to ensure consistency of approach across TfW.
- The RAIB released its report into a collision between passenger trains at Salisbury Tunnel Junction, Wiltshire, 31 October 2021. The report has been reviewed with a view to applying relevant lessons learnt.
- Fatality Weighted Index figures for all-TfW workforce in rail period 07 remained at 0.02, below the moving annual average of 0.07 which is consistent with the predicted figure (0.07). There is a continuing trend of higher than predicted levels of total workforce incidents but with lower levels of harm.
- The non-workforce Fatality Weighted Index decreased in rail period 07 to 0.10 and is consistent with the predicted figure of 0.10. The moving annual average (0.12) has decreased but remains above the prediction. There were 30 non-workforce harm events reported, three being direct to hospital events.
- Updates were also provided on business resilience, Pullman Rail Ltd and AIW.

The Board noted the report.

3. Risk register

The Board noted the latest Strategic Risk Register.

A review of risks against TfW's risk appetite statements is complete and is showing positive alignment.

Integration of CVL transformation risks into the TfW risk management system is on-going.

The Board inquired about progress on managing winter resilience and were informed that good processes are in place including early warning systems. However, not all risks can be fully mitigated. It was agreed to discuss at the next HSWB sub-committee meeting.

Leyton Powell left the meeting.

4. Strategic update

4a. CEO report

The Board received and noted an overview of the Chief Executive's report contained in the pack.

Rail performance has continued to stabilise based on having the correct number of crew and the right amount of rolling stock. The main current challenges are: (1) too many MKIV services are being cancelled with a strategy required for managing cancellation of the premier service. (2) on-going infrastructure issues; (3) the ability to run more than four cars on the Marches route. The route will allow 197s to be used in any formation but currently it is limited to 2+2 only which is limiting the ability to uplift capacity.

The Board reviewed data on Marches performance. There was a dip in MKIVs performance several few weeks ago but it has improved since. The Board welcomed the good overall performance of the Class 197s and Stadler units. The Board noted that CVL passenger numbers are increasing. The Board asked how the intensity of focus on operational performance is maintained and were informed that timetable changes are key and need to be ready to deal with issues when they emerge. The Board welcomed the resolution of the CAF Class 197 engine title issue.

Amongst the various December timetable changes are alterations to the Wrexham – Bidston route which should improve reliability and performance. The importance of the route was reiterated and the Board were encouraged to maintain its challenge to the Chief Executive on improving performance on this route.

Progress continues to build the bus franchising strategic planning framework. However, key challenges remain around establishing the correct balance between the transition to franchising and franchising proper; having a clear strategic narrative about the journey; and funding. TfGM bus franchising experiences and lessons are to be shared with TfW.

The Board were also updated on:

- Regional Transport Planning and the links to the on-going development of TfW 2.0.
- CVL entry-into-service.
- Active Travel – a full review of performance will be tabled at December’s meeting.
- Revenue management including improving yield management, gate coverage and performance.
- The need to be smarter in utilising data held across the business and being a data-led, data-heavy business.

Alan McCarthy left the meeting.

4b. Finance and governance

The Board noted the Finance Report and October 2023 management accounts. The board noted that:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- There are several key risks and opportunities regarding capital expenditure. Risks include underspend on active travel projects, with around £40m to be spent over the last two quarters of the year; underspend on bus, EV and rail services projects.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Corporate KPIs will be made publicly available from the beginning of 2024/25. The joint TfW / Welsh Government Performance Board is operating positively and with good engagement across both organisations.
- The Counter Fraud strategy was recently launched with an overall approach of zero-tolerance.

- The 2024/25 Business Plan is in development. A half day peer event is planned for 27 November with the Welsh Government around a shared understanding priorities.
- The Board requested an update on revenue protection for an upcoming meeting [**Action Marie Daly and Alexia Course**].

Part B – Operational update session

Anthony McKenna and Dan Tipper joined the meeting.

5. Cardiff Central Enhancements

[REDACTED]

Anthony McKenna left the meeting.

7. CVL update

The Board were informed that the main focus during the month has been finalising the CVL Transformation Programme delivery options to secure confirmation of Welsh Government’s preferred option for completion of the Infrastructure works.

[REDACTED]



13 Subsidiary Boards

The Board were updated on the recent meeting of the TfW Rail board which focussed on operational performance; fleet availability and size; risks; finance and commercials; TFW 2.0; ticket office transformation; and pay.

14. Steering Board

The Welsh Government approved the OM&R submission. Discussions were also held on the 2024-25 budget; CVL options; TfW 2.0; and the finance dashboard.

Peter McDonald left the meeting.

15. TfW 2.0

The Board discussed the on-going development of 'TfW 2.0'. The Board:

- (1) fully acknowledged the need for cultural change across TfW to deliver the outcomes required by Welsh Government, including behaviour change thinking to inform all of our interventions and services and to maximise mode shift to deliver transport in an integrated, multi-modal way;
- (2) recognised the magnitude of change required and the importance of ensuring that this is firmly embedded in the work of the TfW Executive Leadership Team, the Board itself and through all Board sub-committees and of course crucially through all of TfW's wider teams – from those engaged on planning right through to front line delivery.
- (3) will challenge the TfW executive to demonstrate sustained focus on, and delivery of, TfW 2.0 throughout the business, including in its analysis, decision-making, ways of working and external engagement; and
- (4) agreed to dedicate significant time at every Board meeting to reviewing progress on delivery of TfW 2.0. and in addition to set up a Board led challenge group to drive thinking forward in this area, to add value to the Executives thinking and to hold the Executive to account.

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