



# TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

## TfW Board minutes

15 February 2024

09:30 – 16:00

Venue – Integrated Control Centre, Taffs Well

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### Attendees

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

In attendance: Gareth Evans, Jeremy Morgan, Dean Katchi (item 2), Josh Hopkins (item 5.1), Zoe Smith-Doe (Items 5.2), Dan Tipper (Item 5.3), Marie Daly and Lewis Brencher (item 5.4).

### Part A – Full Board Meeting

The Chair welcomed everyone to the meeting.

#### 1a. Apologies for Absence

Alan McCarthy (Unite) gave apologies.

#### 1b. Notice of Quorum

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

#### 1c. Declarations of Interest

None.

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

The minutes of the TfW Board meeting 18 January 2024 were approved as a true and accurate record. The Actions Log was noted.

#### 1e. Safety Moment

National Apprenticeship Week takes place next week. The Board were informed that statistics show accidents are more likely to happen in the first six months of a new role than at any other time. This period is therefore critical in understanding health and safety procedures and processes.

#### 1f. Customer moment

The Board discussed a recent incident involving a customer being taken ill, how it was dealt with by on-board staff and lessons that can be applied to TfW.

## 2. Health, Safety and Resilience

*Dean Katchi joined the meeting.*

The Board received and noted an overview of the Health, Safety and Resilience report contained in the pack. The highlights included:

- DSEAR Assessment Report has been provided and a review undertaken with the assessors and project team to understand the actions.
- Safety performance was acceptable but there is a continuing trend of higher than predicted levels of total workforce incidents but lower levels of harm.
- The increasingly proactive health and safety leadership and positive interventions at Pullman Rail.
- Quakers Yard programme assurance review and a recent lighting issue including potential mitigations.
- The need for emergency services to be factored into depot planning and co-location of emergency services in the control room during major events.
- A recent internal meeting regarding escalation from TfW Rail Board of non-workforce injuries and a communications campaign for better customer behaviour based on lessons learned from the OLE campaign.

*Dean Katchi left the meeting.*

## 4. Strategic / Development Update

### 4.1 – CEO Report

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

- The continuing focus on the evolution of TfW 2.0 with good engagement throughout the organisation and with the Welsh Government. The Deputy Minister's speech and follow-up session at recent All Company Exchanges calls was well-received and very well attended by several hundred people both online and at Llys Cadwyn.
- Rail performance continues to improve, with particularly encouraging performance on the Wrexham-Bidston route. The Board noted the importance of dedicated management time spent on the route. The Board were informed that performance targets were being reviewed across the network. However, unit availability remains an issue mainly because of the lack of Class 197 units. The Board noted that the Chief Executive receives daily update reports on delay causes and performance against targets. It was noted that the Operational Performance Board, a sub-committee of the TfW Rail Ltd Board, will meet for the first time tomorrow. The Board will initially focus on unit availability and evolve to consider a wider set of issues.
- MKIV availability continues to be poor. It was agreed that a detailed session will take place at the next meeting **[Action Jan Chaudhry Van der Velde]**.
- The Board requested a summary of the changes passengers can expect to see as a result of the continuing CVL transformation programme **[Action James Price]**.
- The Board welcomed news that the Treherbert line would likely reopen in the next few weeks, subject to regulatory approval. The Board agreed to write to the ORR to thank them for their engagement and collaboration **[Action Dan Tipper]**.

- Good progress has been made on bus including several deep dives across various aspects of the programme. [REDACTED]

[REDACTED] The Board requested an update on demand responsive services [Action Lee Robinson].

- [REDACTED]

The Board were updated on CVL funding; the current Suez Canal situation impacts on inflation and materials delays; Cardiff Central projects; responding to the recent cultural review at South Wales Fire and Rescue Service; and Active Travel spend.

#### 4.2. Finance (Management Accounts)

The Board were updated on and noted financial results for January 2023/24, including subsidy to TfW Rail; and a full year view reflecting the current business plan for 2023/24 budget as presented to the Welsh Government.

[REDACTED]

The 2025/26 budget timetable is under early development and is applying lessons learned from last iteration.

### Part B – Operational Update Session

#### 5. Operational Updates

##### 5.1 Strategic risk register

*Josh Hopkins joined the meeting.*

The Board noted that an audit of the risk management function for the CVL programme has been undertaken to review the current risk management arrangements in place. The Internal Audit team is preparing a report to document findings and recommendations.

Following a review, an updated rail risk management process has been established to ensure alignment with the three lines of defence model. The process was presented to the Rail Delivery Steering Group in late January and was reported to the TfW Rail Board in early February.

The Board noted that there are no new risks and four have been reduced. Horizon principle risks were also noted.

*Josh Hopkins left the meeting.*

##### 5.2 2024/25 Business Plan

*Zoe Smith-Doe joined the meeting*

The Board were updated on progress with agreeing and publishing the 2024/25 business plan. Subject to some minor editing suggestions, the plan was approved for sharing with the Welsh Government. The Board noted the caveat that some of the deliverables are subject to variation if there are funding changes.

It was confirmed that there would be no new remit letter for 2024/25, but the Welsh Government issue a funding letter.

*Zoe Smith-Doe left the meeting.*

### **5.3 CVL**

*Dan Tipper joined the meeting.*

Good progress has been made on Taffs Well depot since the last meeting with the main works remaining around the gatehouse and car park. Drivers will be working from the depot from September this year. The Board noted the progress made following its visit during the morning.

The Board were updated on Treherbert Station sign-off; Porth Interchange which is nearing completion and handover to the local authority; and OLE progress.

The Board welcomed the update, the progress made and the confidence provided in completion of the remainder of the programme despite some key complex areas and challenges still to complete including signalling.

*Dan Tipper left the meeting.*

### **5.4 Brand update**

*Marie Daly and Lewis Brencher joined the meeting.*

The Board were presented with a brand development update including proposed new TfW vision, mission, purpose and values. It noted and welcomed the progress made in plans for evolving 'the T brand' in the context of brand awareness increasing by 40% over the last five years. It was agreed that some of the suggested changes require further debate, development and testing, particularly around bus.

*Marie Daly and Lewis Brencher left the meeting.*

### **5.5. Board Sub-committees**

**TfW 2.0.** The committee recently met to review the committee's draft Terms of Reference. The Board agreed with the committee's proposition that the committee's scope should focus on the cultural change and people development needed to ensure the successful delivery of the remit set by the Deputy Minister, rather than network planning and more operational issues.

The committee also discussed committee membership and risk. The Board agreed that as there is likely some cross-over with all sub-committees, the committee should adopt a flexible membership and for all board members to have the option to attend meetings [**Action Jeremy Morgan**].

**Major Projects Committee.** The recent meeting reviewed the Project Management Office; Cardiff Crossrail; bus; CVL; and infrastructure renewals.

**People Committee.** The committee's recent meeting focussed on the recent results of the ED&I survey / audit; dashboard; uniforms; reward alignment; integrated operating model for bus; workforce planning; and community engagement.

### **5.6 Subsidiary company boards**

The recent meeting of the **Rail Board** covered performance, safety, OPB sub-committee, MKIVs, finance, end state of the WCB fleet, and rolling stock strategy.

### **5.7 Steering Board**

The last Steering Board focussed on performance, KPIs, finance, and budget.

### **5.8 Advisory panel**

The recent meeting of the Advisory Panel updated members on rail performance, timetable changes, rolling stock, active travel and bus franchising. Members were also briefed on TfW's new KPI reporting mechanism.

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