



**TfW Board minutes**

**18 April 2024**

10:00 – 17:00

Venue – St. Patrick’s House and Teams

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

**In attendance:** Peter MacDonald (items 1 to 4), Jeremy Morgan, and Brian Jenkins (Observer, items 1 to 11).

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 21 March 2024 were approved as a true and accurate record. The Actions Log was noted.

**1e. Safety Moment**

The Board considered a report from a train crash in India in October 2023 caused by the driver being distracted and the risk of complacency. The Board discussed the merits of detection technology to enable better focus.

**1f. Customer moment**

The Board’s attention was given to the recent experience of a woman with mobility issues receiving above and beyond customer service.

**2. CEO report and update**

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

- The significant effort by numerous colleagues, particularly the Finance team, to close out the financial year. The Board noted welcomed good collaboration with Welsh Government officials.
- High level strategic discussions with the Cabinet Secretary for North Wales and Transport.



- Continuing improvement across rail operational performance, particularly on the CVL, shown by the performance indicators but also anecdotally evidenced through a reduced number of customer complaints. However, the lack of Class 197 units and MKIV reliability issues continue to be problematic. Noting that an improvement plan is in place to improve the Class 197 delivery rate, the Board challenged the executive to deliver further improvements from CAF and to explore the merits of freeing up the Chief Executive’s time or identifying assistance to facilitate change.
- The Board were updated around the challenges in Class 150s coming out of service and Class 756s entering service at the same pace. The Board noted the issues around Class 756 entry into service and agreed to keep pressing the executive to ensure an effective and timely transition from 150s to 756s. The Board welcomed news of the first Class 756 running a daytime path on the TAM network as part of entry into service testing.
- The Board noted the issues discussed across the rail fleet and challenged the executive to ensure effective mitigation of risks and customer communications.
- Progress in delivering the ‘T-network’ to increase multi-modalism and increase public transport’s market share.
- Recent achievements in managing two international football events where the service provided was a step-up from previous offerings. This included delaying a train for an hour to allow the Wales v Poland match to finish. The deliberate delay to allow fans to catch the train following the delayed end to the match was not included in the performance figures. The Board welcomed the Football Association of Wales’s positive feedback.
- The early positive impact of the newly formed Operational Performance sub-committee of the TfW Rail Board.
- Continued close working with operators and local authorities to drive forward the bus agenda.

*Scott Waddington left the meeting, Nicola Kemmery took over as chair.*

- [REDACTED]

### **3. Finance**

The Board noted the management accounts for March 2024; and the accompanying report highlighting financial activities and results for the full year 2023/24. The report included details of the subsidy to TfW Rail and a comparison to the business plan 2023/24 budget presented to the Welsh Government. End of year results for 2023/24 reflects a marginal reduction of revenue expenditure against funding and an increased capital expenditure aligned with the Welsh Government funding requirements.

The Board were updated on progress with Corporate KPI reporting in the public domain, and continuing work on development of the internal controls environment.

The Board approved letters of support for TfW Innovation Services Ltd and Pullman Rail. As Chair of Pullman Rail Ltd, Alun Bowen declared an interest and did not participate in the vote. As a company director of Pullman Rail Ltd, James Price declared an interest and did not participate in the vote.

The Board noted the content of the five-year medium term financial plan and the need to improve commercial focus and being more creative around revenue generation.

#### **4a. Board Sub-committees**

The recent Audit and Risk Committee meeting included a presentation on TfW climate risks; and updates on insurance, risk management, internal controls environment, and internal audit. The 'T-Network' committee reviewed its terms of reference and agreed a clear calendar of items to bring to the committee.

#### **4b. Subsidiary company boards**

The previous TfW Rail Ltd board meeting focussed on rail performance, June and December 2024 timetable changes, future gatelines strategy and budgets.

### **5. Safety**

*Leyton Powell joined the meeting.*

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

- The development of strategic approach to health, safety, sustainability, risk and resilience supporting and enabling bus franchising.
- Convening of a steering group to facilitate a long-term strategic initiative aimed at positively influencing customer travel behaviours.
- Safety performance, with the Board noting a decrease in the number of workforce incidents and a notable reduction in non-workforce accidents. The Board reviewed stress absence figures and although the analysis identified no particular risks in any demographic group, further analysis and discussion will take place at the next Health, Safety and Wellbeing Committee meeting.

*Scott Waddington rejoined the meeting and retook the chair.*

### **6. Strategic risk management**

The Board noted the strategic risk register and threat level report for April 2024. The Board noted a new risk regarding the financial position of a TfW supplier. The Board also noted risks relating to Pullman Rail and Alun Bowen agreed to give a presentation at a future meeting [**Action Alun Bowen**].

### **7. IT & Digital Services strategy**

*Mandy Garrett joined the meeting.*

The Board were briefed on the emerging three-year IT and Digital Services Strategy. The Board were reminded of the current global technology and mobility trends of which the strategy needs to take account of.

The Board were introduced to the strategy's five key objectives around customer, colleagues, data, team and technology. The Board noted the update and welcomed and supported the proposed strategic approach.

The Board discussed issues around outsourcing versus in-house delivery; risk appetite; and the need for IT to be standing agenda item for the Audit and Risk Committee meeting **[Action Alun Bowen]**.

*Mandy Garrett left the meeting.*

### **8. Future Generations**

*Natalie Rees joined the meeting.*

The Board were reminded that they will be joined at the next meeting by the Future Generations Commissioner. It was agreed to produce a Chair's brief **[Action Natalie Rees]**.

*Natalie Rees left the meeting.*

### **9. Class 765 and Class 398 entry into service**

*Dan Tipper joined the meeting.*

The Board were updated on a meeting earlier in the day discussing issues around Class 765 and Class 398 entry into service. The Board were updated on approval timetables, testing programmes and estimated entry into service dates.

### **10. CVL update**

The Board were updated on CVL programme progress:

- Merthyr Line OLE has been permanently energised opening further infrastructure for train testing.
- Agreement has been reached on the handover process for Taffs Well Depot to TfW Operations. *Phase 1 - Maintenance shed and offices* is targeted for the end June 2024; and *Phase 2 - Track, signalling and OLE Assets*, following ASBO and ORR Approval to follow later in Q3 2024.
- The CAR 1 commissioning blockade (Queen St, Bay Line and remaining elements of CAR 1 footprint) is being booked for Oct/Nov 2025.

- [REDACTED]

*Dan Tipper left the meeting.*

### **11. Steering Board**

The recent steering Board discussed MaaS, NED recruitment, the CEO report, budget and finance, risk, and key performance indicators.



**TRAFNIDIAETH CYMRU**  
**TRANSPORT FOR WALES**

**12. Confidential session**

The Board noted progress on answering recent correspondence received by the Board.

*Heather Clash left the meeting.*

The Board discussed Executive performance.

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