



TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

TfW Board minutes

18 July 2024

09:00 – 16:00

Venue – Lys Cadwyn and Teams

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

In attendance: Peter McDonald (Welsh Government), Jeremy Morgan, Andrew Morgan, Alan McCarthy and Gareth Pembridge (Observer, items 1 to 11).

The Chair welcomed everyone to the meeting.

1a. Apologies for Absence

Alison Noon-Jones gave her 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 20 June 2024 were approved as a true and accurate record. The Actions Log was noted.

1e. Safety Moment

The Board were reminded of the need for preparation and planning before taking on tasks which could present a health and safety risk, and to guard against complacency.

1f. Customer moment

Research into generative AI suggests it could be used effectively for telesales and customer enquiries and allow people to concentrate on more complex cases.

2. Safety

The Board received and noted an overview of the Health, Safety and Resilience report contained in the pack. The Board were updated on:

- Establishment of a cyber safety working group to enhance TfW’s security and mitigating risks across the organisation.
- Collation and submission to ORR of the Annual Safety Report. Overall, the findings show a positive year across a range of activities.
- An increase in non-workforce accidents and the need to focus on assaults and increasing levels of anti-social behaviour. There were two RIDDOR reportable accidents during the period.
- Taking part in a multi-agency tabletop business resilience exercise in preparation for the up-coming Eisteddfod.

The Board were also updated on activities with Pullman Rail and infrastructure/transformation.

3. Strategic risk management

A full review of the National Risk Register has taken place to align with TfW strategic risks and to assign owners and mitigations.

Deep dive CVL risk reviews have taken place and improvements to the process have made where necessary.

The Board noted minor changes in the Board level risks.

Leyton Powell left the meeting.

4. CEO report and update

The Board received an overview of the Chief Executive Officer’s report:

- Rail operational performance was generally good over the last month with satisfactory PTL and cancellation levels, but work is on-going to ensure a consistent and steady service. Challenges remain on the CVL resulting from the new timetable, leading to more mileage and less opportunity for service recovery when challenges arise. The Board discussed the need for better proactive and reactive maintenance and a clear service recovery plan. Risks around maintaining the current good PTL levels are being managed and include Class 150 resilience, introduction of the ETCS 197 units and managing the Autumn period without a North Wales wheel lathe.
- Work on delivering the T-network continues with the last two months seeing strong progress on growing farebox and patronage. [REDACTED]
- A Head of Regional Transport has been appointed to lead work on regional transport planning and development of an underpinning evidence base.
- [REDACTED]
- Working with operators and local authorities on plans for bus franchising and the bridge to franchising continues. Over the last month, costed policy options have been worked on to bring high-level thinking on bus to a conclusion and moving to a phase of more detailed planning. However, the current work is attempting to constrain a series of aggregated options for franchising which are budget constrained. Options are being developed in the event of more budget being made available.

- Cardiff Bus Interchange is open and working with positive user feedback received to date. The Board expressed its thanks to all involved in bringing the project to a conclusion and for a successful opening period.
- Risks remain around switching on the Metro system with significant technological change. The Rail Integration Group is bringing issues to the surface and working through them.
- A meeting with CAF’s CEO took place in London at the end of June to accelerate new train delivery and work through associated commercial issues. The meeting was positive and a process was agreed.
- Recent Millenium Stadium events have been handled well with positive customer feedback received.

• [REDACTED]

5. Finance

The Board were provided with the main messages from June’s Management Accounts. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Alan McCarthy left the meeting.

[REDACTED]

[REDACTED]

[REDACTED]

6. Subsidiary board meetings

The Board was updated on recent meetings of the TfW Fibre and TfW Rail boards. The Rail board approved the TfW Rail Ltd annual report and carried out deep dives on commercial and safety.

[REDACTED]

[REDACTED]

7. Sub-committees

The Audit and Risk Committee met the day after the last Board meeting. The meeting included the first formal session on IT.

The recent Major Projects Committee reviewed a range of on-going infrastructure projects.

Peter McDonald left the meeting.

8. Steering Board

The Board were updated on items discussed at the previous Steering Board.

9. CVL

Dan Tipper joined the meeting

The Board were updated on the significant volume of work carried out to close out already constructed works and prepare for future major commissioning activities. The Board were updated on preparations for the next

energisation event and associated stakeholder management; the good progress made with the Taffs Well depot; successful Class 756s EMC testing and associated driver training which remains on target; and Class 398 commissioning.

[REDACTED]

The Board were updated on on-going work to tighten up the change management process including the use of more fixed price target cost contracts.

Dan Tipper left the meeting.

10. TfWIS

Geoff Ogden joined the meeting.

The Board reviewed and approved the TfW Innovation Services Ltd business plan and agreed for the TfW CEO to send a remit letter for 2024/25.

Geoff Ogden left the meeting.

11. Corporate Reporting

Michael Pearce joined the meeting.

61% of quarter one business plan milestones were delivered, which was up from 55% over the same quarter last year. Two milestones are at risk of delivery around Pontypridd Station and first-class revenue. It was noted that the first-class revenue milestone and target is under review.

A quarter one corporate key performance indicator report has been produced but is not yet published. The Board discussed the need to ensure clear supporting narrative [**Action Lewis Brencher**].

Michael Pearce left the meeting.

12. Talent succession

Marie Daly joined the meeting.

The Board were updated on measures to develop TfW's approach to talent management and succession planning. The Board noted the update which covered the current landscape; proposed talent management and succession planning principles; the benefits of developing a talent pipeline; a succession management plan and talent distribution and identification.

13. Confidential session

[REDACTED]

[REDACTED]

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