



TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

TfW Board minutes

19 September 2024

09:00 – 16:00

Venue – Lys Cadwyn and Teams

Attendees: Scott Waddington (Chair), Alun Bowen, Heather Clash, Vernon Everitt, Sarah Howells, Vinay Parmar, Rhian Langham, Alison Noon-Jones and James Price.

In attendance: Jeremy Morgan and Alan McCarthy.

The Chair welcomed everyone to the meeting and Rhian Langham and Vinay Parmar as new members of the Board.

1a. Apologies for Absence

Peter MacDonald and Andrew Morgan gave their 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 July 2024 were approved as a true and accurate record. The Actions Log was noted.

1e. Safety Moment

The Board discussed the safety implications of target fixation whereby a person becomes so focused on an observed object, be it a target or hazard, that they inadvertently increase their risk of colliding with the object.

1f. Customer moment

A discussion took place on the limitations of AI and digitisation and to preserve the need for human intervention for issues such as passenger assist.

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:

- ORR liaison meeting and end of year review recently took place. The reviews are showing a year-on-year improvement which is welcomed in the context of the current level of infrastructure works.
- The recent meeting of the Rail Safety Executive took a deep dive into statistics where there is the potential for a longer-term impact.
- Learning from the recent Transport for London (TfL) cyber-attack including working with both TfL and TfW IT teams to implement lessons learnt. The Board noted work already underway under the SIM project. The Board's attention was also drawn to the fact that the attack on TfL not only had an immediate impact, but a significant aftermath. The Board were informed that a change in IT security personnel is providing an opportunity to review TfW's capabilities and competencies. The Board encouraged the use of daily penetration testing [**Action Heather Clash**]. A desktop IT resilience exercise is being considered. It was agreed to update the Board towards the end of the year [**Action Heather Clash**].

Alan McCarthy joined the meeting.

- The number of trespass suicide related incidents are rising. The Board discussed the need to identify good practice around the world and have clarity over TfW's responsibilities. The Board were informed of work done around training, education, BTP's role and the contract with the Samaritans.

2a. Updated ToR for HSS Committee

The Board approved the changes to the Health, Safety and Sustainability Committee Terms of Reference

[REDACTED]

2b. Health, Safety and Sustainability meeting 2 September 2024

The members had thanked the outgoing chair for her time serving the sub-committee. The sub-committee considered safety metrics across TfW activities and carried out a deep dive on Pullman Rail.

3. Strategic risk management

There continues to be a reducing number of risks. Work continues with the Corporate Fraud team to identify and articulate fraud, bribery and corruption risks.

Minor changes to the risk register were noted.

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 for the previous rail period continued to hold its improved position with better PTL figures, a gradual improvement in the number of new units accepted for operation, and an improvement in MKIV reliability and availability.
- The Board welcomed the news that the Rail Period 05 revenue result was the highest ever achieved on the Wales & Borders network.

- Work continues on developing the T-network. The new First Minister is supportive and recently reiterated its importance. T-network is featuring more in Board sub-committees.
- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] The Board discussed current project risks and planned mitigations including cost and entry into service. The Board welcomed the good pace at which construction continues.
- Autumn rail preparations are underway including increased tyre turning and the conversion of the Canton wheel lathe to allow Class 197 tyre turning. The lack of a North Wales wheel lathe is being felt.
- Regarding bus, close working with operators and local authorities continues on both future plans for franchising and the bridge to franchising. The Board considered three issues around financial modelling and bus franchising, [REDACTED]
[REDACTED] a Zero Emission Bus premium is heading the industry's way in the medium to long-term [REDACTED] and there an inflationary cost in the system.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Alan McCarthy left the meeting.

5. Audit report

The Board were notified of an Audit Wales report published today on the Welsh Government's Active Travel arrangements, The report included findings and recommendations relevant to TfW. The Board were introduced to the process and possible next steps.

6. Finance

The management accounts for August 2024 were noted. The Board undertook a detailed review of the financial outlook for the remainder of 2024/25 and the draft budget for 2025/26.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[Redacted]

The Board discussed central services costs and requested more information at the next meeting [**Action Heather Clash**].

7. Future of CVL Infrastructure Management

Phil Rawlings, Becky Owen and Leena Patel joined the meeting

[Redacted]

Phil Rawlings, Becky Owen and Leena Patel left the meeting

9. CVL

Dan Tipper joined the meeting

A significant volume of construction work was completed over the last period as well as focussing on the options for closing out the programme and realigning the supply chain.

Taffs Well Depot is operational with the track and overhead lines to be handed over to TfW Rail in October.

Class 756s are on programme for November entry into service. Class 398 entry into service remains on programme.

[Redacted]

The Board discussed the next phase of the programme and were informed that entry into service and ORR approval by the end of October is key. Looking into 2025, as the programme draw towards a conclusion, releasing staff and destabilising of the supply chain will require careful management.

[REDACTED]

Dan Tipper left the meeting.

Subsidiary board meetings

The Board was updated on recent meetings of the TfW Fibre and TfW Rail boards. The Board noted that the Welsh Government loan for TfW Fibre has yet to be finalised. Guy Reiffer has stood down as a Non-Executive Director to take up the post of Interim Managing Director until February 2025.

7. Sub-committees

The Board were updated on the recent meeting of the Customer Experience & Communications sub-committee.

8. Confidential session

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