



TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

TfW Board minutes

19 December 2024

09:00 – 16:00

Venue – Llys Cadwyn and Teams

Attendees: Scott Waddington (Chair), Alun Bowen, Heather Clash, Vernon Everitt, Louise Cheeseman, Rhian Langham, Vinay Parmar and James Price.

In attendance: Jeremy Morgan, Sam Hadley (TfW), Peter McDonald (Welsh Government) Andrew Morgan (WLGA) and Alan McCarthy (Unite).

The Chair welcomed everyone to the meeting.

1a. Apologies for Absence

None.

1b. Notice of Quorum

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

1c. Declarations of Interest

Louise Cheesman is a Director of Go Ahead.

1d. Minutes & Actions of Previous Meeting

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

1e. Safety moment



1f. Customer moment

The Board noted the performance on the network being consistently better in all aspects over the last few years which is reflected in the Transport Focus figures published this week.

2. Safety update

Jan Chaudhry Van der Velde and Dean Katchi joined the meeting.

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

- Progress with the industry Level 3 investigation panel report on the Talerddig incident. The Board were informed that the report was well balanced in terms of initial findings. The final report is not likely to be published until early 2026. [REDACTED]

[REDACTED] The Board discussed industry risk assessments on leaf fall in the location. The Board also discussed colleague perspective on the back of the incident.

- Recent evacuation of Chester Station due to a false security threat.
- The commencement of Operation Genesis, a Christmas Operation with BTP involving an enhanced security and policing presence across the network as a result of increased footfall and nighttime economy travel.

- The impact of health and wellbeing events and obtaining feedback. The Board discussed the complexities around measuring impact and challenges around use of metrics.
- Three SPADs reported during the last rail period. Two were low risk with the third being more concerning but action being taken to address the situation.

Dean Katchi left the meeting.

3. Strategic risk management

Josh Hopkins joined the meeting

The Board noted the content of the strategic risk management report.

A 'first principles' review of TfW's approach to risk management is to commence in the new year through an initial ELT review. It was agreed that the approach needs to be more intuitive across the organisation. It was agreed that the review should include corporate risk appetite review **[Action Jan Chaudhry Van-der-Velde]**.

The Board were updated on bus franchising deep dives and plans for a risk workshop on the potential future operating model for infrastructure. Risks around TfW fibre and power outages have been de-escalated. It was agreed to add risks on cyber-security **[Action Heather Clash]** and extreme weather **[Action Jan Chaudhry Van-de-Velde]**.

Jan Chaudhry Van der Velde and Josh Hopkins left the meeting.

4. CEO report and update

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

- Despite two significant storms, performance targets were achieved over the previous period for both Wales and Cross Borders and CVL. Last week's timetable change went smoothly and to date, has not affected performance.
- Good progress has been made in working with local government and the Welsh Government through a series of meetings with local authority leaders and Chief Officers on bus and regional transport planning. The Board discussed the need to internally mainstream bus activities across and to engage with people with relevant operational experience as well as franchising. The accompanying organisational change needs to be managed as a significant programme. The Board requested an update on the implementation of the target operating model **[Action Marie Daley]**.

- The focus on CVL transformation over the last month has been around on further tightening controls on design, programme and spend and ensuring contingency for 2025/26. [REDACTED]
[REDACTED]
- A recent meeting with CAF [REDACTED]
[REDACTED]
[REDACTED]
- An update on work with the Welsh Government, Network Rail and GBRTT on what Great British Railways will look like in Wales and how both Welsh Government and TfW will work with the new entity and what TfW is seeking to gain from the rail reform agenda. The Board noted plans to for Network Rail's Wales & West Route Director to attend TfW Rail Ltd board meetings.
- The Board were also updated on recent meetings and conversations around the North East Wales Metro; plans to further develop the concept of four trains per hour to the Treherbert, Merthyr and Aberdare valley heads via a shuttle service; bus safety; budget challenges; and rebranding 'active travel' to 'safer streets'.

Alan McCarthy left the meeting

5. Finance

The Board noted the management accounts for TfW for November 2024/25 and TfW Rail Limited rail period seven.

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

Daily calls are taking place to oversee the CVL budget for 2024/25.

The Board were also updated on [REDACTED], National Insurance increases and internal challenges around savings and cost avoidance for next year in preparation for the 25/26 budget.

The Board agreed it needed to have insight on Traws Cymru finances [**Action Heather Clash**].

6. Business plan

Zoe Smith-Doe and Michael Pearce joined the meeting.

The Board discussed and approved the draft Business Plan for 2025/26 which is subject to Welsh Government approval.

Zoe Smith-Doe and Michael Pearce joined the meeting.

7. CVL

Dan Tipper joined the meeting

In early December, the ORR provided Approval to Place Into Service (APIS) for the OLE System on the Treherbert Line, marking the final significant authorisation for the infrastructure works on the TAM side of the network and allowing the Class 756 fleet be to introduced onto the route. However, Class 756 introduction has been

affected by intermittent issues with beacon reading following recent flooding events with two needing replacing. Further work is required to secure the necessary access to support the Class 398 testing and commissioning process, with the issue escalated to AIW senior leadership.

Progress and key milestones achieved in 2024 were discussed with the understanding that although it was a very difficult year, significant and complex milestones were achieved with more challenges to come in 2025 and beyond. The Board thanked all involved for the progress made in 2024.

Dan Tipper left the meeting.

8. Brand and marketing strategy

Kim Townsend and Lewis Brencher joined the meeting

The Board received a presentation on the strategic marketing approach required to achieve TfW's commercial revenue [REDACTED]

The Board endorsed the proposed first three strategic phases of the approach [REDACTED]

The Board discussed customer expectations, further emphasis on creating a better customer experience which encourages repeat custom, reaching out to local businesses, and the need for communities to feel ownership of the network.

The Board requested information on revenue generated by new customers compared with that generated by longer-term repeat business **[Action Lewis Brencher / Kim Townsend]**.

9. Subsidiary Boards

The Board were updated on the recent Pullman Board meeting. [REDACTED]

The Board approved the appointment of Roger Evans and Mike Whitten to the Pullman Board.

The Board also noted on the recent TfW Rail Ltd board meeting.

10. Sub-committee updates

An update was provided on the recent meetings of the Major Projects, Customer and Communications, T-network, and Audit and Risk committees. The Board invited Mandy Garrett to provide an update on progress with delivering the IT and Digital Services strategy progress and 'pen testing' **[Action Jeremy Morgan]**. The Board approved TfW's Internal Audit Charter and Audit Policy.

The Board approved changes to sub-committee membership and noted that a review of terms of reference will be carried in early 2025.

11. Steering Board

The recent meeting of the TfW Steering Board focussed on finance and budgets .

12. Confidential session

The Board entered into a confidential session.

The Chair thanked everyone for their attendance and contributions and closed the meeting.