



TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

TfW Rail Ltd Board minutes

29 April 2022

09:00 – 1400

Venue: Llys Cadwyn

Attendees

James Price (Chair); Jan Chaudhry; Heather Clash; Alexia Course; Marie Daly; and Peter Strachan.

In attendance: David O’Leary and Jeremy Morgan. Stephanie Raymond joined the meeting for item 6; Rob Paige joined for item 7; and Colin Lea joined for items 9, 10 and 11.

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 the meeting open.

1c. Declarations of Interest

None declared.

2a. Safety Moment

The Board discussed learning points from a serious passenger injury suffered on Platform 1, Cardiff Central Station on 19 March 2022 following the Wales v Italy Six Nations rugby match.

2b. Customer moment

The Board were introduced to a document outlining a proposed 10-step plan to implement quick changes and measures to address customer "pain points" in business as usual and during disruption. Leaders across conductor, station, customer & commercial, communications and the marketing leadership team worked together to create the plan.

3. Minutes & Actions of Previous Meeting

The minutes of the TfW Rail Board meeting 1 April 2022 were approved as a true and accurate record.

The Actions log was noted. It was agreed that James Price would discuss with Dan Tipper Senior Responsible Owner responsibilities in relation to investigating ORR’s challenge to AIW’s proposal of making Cardiff Queen St to Cardiff Bay “non-mainline” infrastructure [**Action James Price**].

4. Managing Director's report

The Managing Director updated the Board on performance and key activities in Rail Period 13. Period 13 was quite patchy from service delivery point of view, hampered by issues on the Cambrian Line around a blockage between Newtown and Welshpool following several serious "wash outs" which removed the embankments and left unsupported track dangling in mid-air in the aftermath of the previous period's storms.

Service delivery was also affected by Six Nations rugby matches at the Principality Stadium. The Wales versus France game on Friday 11 March, with its 2000 start time, represented a risk with only limited trains available for fans after the game. The combination of a lower than usual attendance and some timetable alterations meant that this event was successfully managed. On Saturday 19 March, the Wales vs Italy post-match rush was significantly disrupted by a person being struck by an arriving GWR train at Cardiff Central station, as outlined during item (2a). The Board discussed the need to identify the potential for more flexibility in the timetable around major events.

Throughout the period, services withdrawn due to Covid were restored in accordance with the ten-step plan. However, further covid-related staff absence has continued to be a challenge as government restrictions were completely withdrawn. Crew shortages were mainly managed to avoid large scale cancellations, but Sundays were a particular challenge due to a lack of volunteers. [REDACTED]

A train failure near Abergavenny on 28 March led to several services being held up for protracted periods of time. The situation was worsened when the rescue by another Class 175 ran into problems. An incident learning review has been held covering the control decision making, service information flows, face to face customer service availability, and provision of alternative road transport. Several improvement plans have been developed including the ten-point customer plan and bus replacement improvements.

Performance on the CVL deteriorated during the second half of the period due to signalling problems on both the Aberdare and Treherbert lines. The root cause of these failures was traced back to disturbances caused by the CVL infrastructure enhancement works. Discussions have taken place with both AIW and TfW's Transformation team. The Board acknowledged that whilst everything will be done to minimise unplanned disruption to train operations during this phase of intensive construction work, some disruption is inevitable given the age of the assets and the amount of time. However, it was agreed that James Price would provide some insight into issues around contractor interfaces involved in CVL infrastructure works [Action James Price].

[REDACTED]

There were no Category A SPADs in the period, but there were three dispatch irregularities. All but one of the operational safety indicators finished period 13 favourable to prediction over full 2021/22 year. The Board welcomed a satisfactory result and encouraged that this is built on in the 2022/23 Safety Plan.

The Board were informed that during the period, a conductor undergoing traction conversion training on the new Class 197 units fell between the train and the platform at Shrewsbury and broke their shoulder. The investigation is focussing on the situation with step boards at the doorways.

The Board were also informed that anti-social behaviour and disorderly youths gathering continues to be problematic, particularly on the CVL. Various security activities have taken place recently to bring the problem under control. A longer-term strategy and action plan is being planned through a multi-agency approach involving the police, security, revenue protection, conductors, station staff, community liaison officers, and press and media functions.

The Board were very disappointed to note that 11 newly installed defibrillators have been vandalised and two have suffered very significant damage. The Board stressed the need for this to be seen as socially unacceptable.

Physical works have commenced at Barry Sidings to provide stabling overspill facilities for CVL rolling stock. Methods of operation and route learning materials for the sidings have been completed. Recruitment of shunters and cleaners, based on a minimum viable product approach, will commence soon.

The Board inquired as to whether there are implications for TfW on the back of the Stonehaven report. It was confirmed that the report had been reviewed but a programme of engineering interventions is yet to be developed. Jan Chaudhry agreed to check whether any specific action is required in relation to MKIV DVTs. **[Action Jan Chaudhry]**.

[REDACTED]

The Executive were asked to review how Network Rail activity and other external events skew performance dashboards and how these can be accounted for in reporting **[Action Marie Daly]**.

5. Safety Assurance Report

The Board noted the Safety Assurance Report and were assured that KPIs were discussed in detail at yesterday's TfW Rail Limited Health, Safety, & Wellbeing Board Committee meeting.

5a. Rail risk report

The report was noted.

6. Management Accounts

[REDACTED]

The Board were informed that the financial year end position reflected TfW Group expectations.

[REDACTED]

The Board noted the management accounts for P13.

7. Commercial update and revenue forecast for 2022/23

Passenger revenue and demand exceeded budgeted targets in P13 following continued period-on-period growth in both metrics. Passenger Revenue has increased by 7.9% period-on-period with the latest periodic actual (£8.8m) is up 487.3% year-on-year to 76.2% of the pre-COVID average. Passenger journeys are up 4.0% period-on-period to 63.4% of the pre-COVID average.

The Network Growth plan for 22/23 was approved at the end of March with a new series of NGDG meetings created to manage delivery against the plan, reporting upwards through NGSG to TfW/TfW Rail board. The Board were informed that a more substantive update on PAYG in next couple of periods, but progress is being made. Metrics are largely green. In particular, yield is strong with increased longer distance journeys, on-train scans have increased to pre-covid levels and refunded journeys are down. The Board agreed it would be useful to have more depth of information on types of refund.

Rob Paige joined the meeting to brief the Board on revenue forecast for 2022-23 based on a high-level re-forecast completed during April 2022, with both a 'Central Case' and 'High Case' modelled based on the Network Growth Plan and individual initiatives within the plan.

The Board challenged whether there is sufficient pace on the Network Growth Plan projects to deliver the intended outcomes.

[REDACTED]

9. Rail replacement improvement plan

The Board noted an update on the rail replacement plan which focussed on key improvements to the new contract and recommendations from a recent review. It was agreed to set up a further meeting to discuss with a sub-set of the Board along with representation from the TfW Bus team [Action Jan Chaudhry].

10. Capacity optimisation

The Board noted a paper providing a short to medium term action plan with recommendations to further understand new patterns of travel and capacity as well as taking steps to mitigate the risks, enhancing customer and colleague experience. The Board emphasised the need to ensure activity outlined in the paper is joined up across the TfW Group, activities are piloted, that bus is a key part of any considerations, activities are based on underlying data from

the Transport Analytics team and all the action owners should be brought together for a discussion [Action Jan Chaudhry].

11. Update on May and December 2022 timetables

The Board noted an update on implementation of the May and December 2022 timetable changes.

12. Canton Depot and Pullman Rail scope

The Board approved implementation of the three-phase scope of works for Canton Depot and Pullmans Rail Ltd site and the organisation and change control governance required to deliver the works. Phases 1 and 2 are the minimum requirements to successfully maintain the new Stadler 231 and 756 fleets. Phase 3, delivery of the Bogie/Underframe Equipment Drop is an operational must have in order to deliver the in-service requirements for the Stadler fleets. [REDACTED]

13. Class 230 Availability and Maintenance Agreement

[REDACTED]

14. Utilisation of first-class seating provision on Class 197 fleet

The Board supported the implementation of an option to trial an 'upgrade on board' product where a premium option is available customers for first class seating without a pre-booking option on the class 197 fleet, subject to identifying a suitable name for the product.

The Chair thanked all who attended for their contributions.