



TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

TfW Rail Ltd Board minutes

18 August 2023

09:00 – 14:00

Venue: Llys Cadwyn, Hybrid

Attendees

James Price (Chair), Peter Strachan, Heather Clash, Jan Chaudhry Van der Velde, Alexia Course, and Julian Edwards.

In attendance: Lewis Brencher (Item 6 - 11), Tristan Guyard (Item 12), Dean Fry (Item 13), Owen Clutterbuck (Item 13), Scott Waddington, Ross Whiting (Sec).

The Chair welcomed everyone to the meeting and introduced Julian Edwards who had joined as an associate non-executive director.

1a. Apologies for Absence

Marie Daly sent 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 were received.

2. Safety moment

Board received and praised the safety moment contained in the meeting pack on Rail Safety Week activities and agreed on the need to fully engage staff on public safety matters.

3. Customer moment

Board received and welcomed the customer moment in the meeting pack on the Community Rail Team's 'Confidence to Travel' project.

4. Minutes and Actions

The minutes from the meeting 23rd July 2023 were approved subject to amendment and the latest Actions Log was noted and amended.

5. Chief Operations Officer report

Board received and noted an overview of the Chief Operations Officer's report contained in the pack. The highlights included Cl. 197s operation and performance, removal of Cl. 175s from passenger operations in the future, gauge clearance and infrastructure, Cl. 230s on Wrexham-Bidston, performance improvement, Cl. 231 performance, update on crew / DRI, a joint initiative with Network Rail on a 4-car service on the Cambrian line, causes and factors in recent

SPADs, CI. 756 introduction date, bogie drop construction at Canton, a safety incident in Cardiff Bay, and ongoing work with AIW. Board agreed that the relevant teams would work together with AIW to resolve issues.

5.1 Strategic KPI Report

Board noted the report.

5.2 Safety Assurance Report

Board noted the report.

5.3 Rail Risk Dashboard

Board noted the dashboard.

6. MkIVs

Lewis Brencher joined the meeting.

Board received and noted an overview of MkIV rolling stock availability, reliability, and how teams had been considering risks and addressing logistical challenges.

In discussion, Board noted that reliability and confidence had improved but more was required, particularly to boost commercial performance. [REDACTED]

7. Commercial update

Board received and noted an overview of the commercial update included in the pack. Board discussed the update, with attention drawn to:

[REDACTED]

[REDACTED]

- Cashless – including ways to promote cashless without leading to social exclusion,

[REDACTED]

[REDACTED]

The approach to ticket offices was discussed, and it was agreed that work would be done to roll-out the Chester model more widely [Action – Marie Daly]. [REDACTED]

8. Marketing Update

Board received and noted an overview presentation of the marketing update in the meeting pack. Members discussed the update, focussing on return on investment and level of marketing spend, and the need to ensure point

of transaction / sale is performing (e.g., app, digital sales) to make the most of marketing performance and ensuring that all campaigns are driving revenue. It was noted that opportunities exist to promote investments coming to fruition, and that price point led campaigns are now the default for the marketing team.

9. Financial review

Board received and noted a presentation on the period 04 finance review, noting that reconciliation on post IFRS16 to be include in future, additional costs on Cl. 175s, security and taxis and the reasons for these costs, and that the outturn position was as per the budget. It was noted that the financial team was moving towards a monthly forecast position for more agile forecasting, and messaging consistency.

Board discussed vacancy management (discretionary and nondiscretionary), schedule IV and Network Rail, outstanding claims, management challenge, assumptions work, and budget and cost ownership. It was agreed that Julian Edwards would join financial challenge summary sessions **[Action – Heather Clash]**.

10. First Class Revenue Management Proposal

Board received an overview of the papers included in the meeting pack, and Board were asked to note the contents of the paper and to endorse the proposals to adopt a ‘go’ decision on 18 August subject to the outlined success criteria being met, to allow limited revenue management of MkIV services to commence from 20 August.

Following consideration, Board agreed to the proposal and to increase pressure where appropriate to maximise reliability. It was agreed that the refund policy would be shared with the Board **[Action – Alexia Course]**.

11. Marches Line of Route

Board was informed that Julian Edwards would be spending two days per week with TfW which would involve director level support on Marches and his associate non-executive director status with the TfW Rail Board.

[REDACTED]

Board also discussed MKIV first class, 197 standard premium upgrade offers onboard, and clarified that the line also includes Holyhead.

Lewis Brencher left the meeting.

12. 175-197 Dashboard

Tristan Guyard joined the meeting.

Board received and noted the dashboard and welcomed the positive progress that had been made. Board noted that the main mitigation at Chester is efficient replacement of Cl. 175s, driver training and route clearance, storage of 197s. stabling capacity, timescales, and fuelling locations. Board agreed that potential solutions would be tested to ensure they are absolutely required, whether to hold contractors to it, and whether it will work, and temporary solutions could be considered where they make sense in the long term.

Tristan Guyard left the meeting.

13. Class 175 Third Lease Extension

Dean Fry and Owen Clutterbuck joined the meeting.

Board received a presentation on the Class 175 third lease extension and were informed that the business case had been received by TfW ELT the previous day. It was noted that ELT had agreed to the principle of the business case, subject to:

[REDACTED]

Board agreed to defer this item for a final decision by correspondence prior to the lease end date of 31 August, once further conversations and negotiations had taken place.

Dean Fry and Owen Clutterbuck left the meeting.

14. Any Other Business

There was no further business.

The meeting ended and the Chair thanked everyone for their contributions.