



**TfW Rail Ltd Board Minutes**

**1 March 2024**

0900 – 1400

Venue: Llys Cadwyn and online

**Attendees**

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

**In attendance**

Julian Edwards (Associate NED) and Jeremy Morgan (Sec).

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**

Julian Edwards declared he is the interim managing director of Cross Country Trains Ltd. Peter Strachan is Director of Merseyrail Electrics 2002 Ltd. Both have agreed mitigation plans in place.

**2. Safety moment.**

Exercise Cluedo took place at the end of January. It was a well-attended tabletop exercise in conjunction with BTP, NR, AIW, Silurian Security and Sword Crowd Management. The objective was to test communications, decision making and liaison with Gold Command / Emergency services during a major incident.

The Board requested an update on lessons learnt from the Manchester Arena bombing [**Action Leyton Powell**].

**3. Customer moment**

The Board were updated on ticketing fraud and the work being done around scanning and encouraging better behaviours.

**4. Minutes and Actions**

Minutes of the meeting 2 February 2024 were approved as an accurate record. The Actions Log was updated and noted. The Board were updated on the status of several items awaiting Welsh Government approval.

**5. Chief Operations Officer report**



Board received and noted an overview of the COO's report. The review focussed on:

- Overall performance in Rail Period 11 was positive. However, there is room for improving with rolling stock availability remaining as the key pressure point. Board noted that the rolling stock situation has been exacerbated by a slowing Class197 delivery. The first Class 150 to reach its C6 periodicity will come off lease during March and an extension is not possible. Issues with Class 231s have also been experienced and it was agreed that JP and JC will discuss.
- The Class 175 fleet redelivery programme has been impacted following several storms causing water ingress on units ready to be removed from lease and further delays to Alstom's bogie overhaul programme. A recovery plan has been formalised.
- There was one SPAD in during Rail Period 11 which was a low-risk driver error.
- Major event planning, especially for the recent rugby matches, has continually improved. A plan has been shared with the Football Association of Wales for the international matches at the end of March. It was noted that evening events are more difficult to plan for than daytime events.
- The plans for the Holyhead wheel lathe have been resubmitted to TfW's Investment Committee with a view to finding a quicker solution. [REDACTED]  
[REDACTED]  
[REDACTED]
- Refurbishment of the Newport catering depot including the new "prep kitchen" for the MkIV restaurant service has stalled whilst station projects resolve a dispute with the contractor. No work has taken place on site since 25 November 2023.

### **5.1 Strategic KPI Report**

Board noted the report.

### **5.2 Safety Assurance Report**

Board noted the report.

### **6. Rail Risk Dashboard**

Board received and noted an overview of the risk dashboard.

### **7. Financial review**

*Stephanie Raymond joined the meeting.*

[REDACTED]  
[REDACTED]  
[REDACTED]



The Board were updated on the likely end-of-year position and noted that position on capital spend is being continuously assessed in order to optimise utilisation of the available funding envelope.

## **8. Budget assumptions**

The Board were updated on budget assumptions for 2024/25 including passenger revenue [REDACTED]

[REDACTED]

The Board noted key assumptions for the 2024/25 budget from timetable and infrastructure, rolling stock transition, staff costs, rail affordability, infrastructure changes and rail replacement services.

*Stephanie Raymond left the meeting.*

## **9. Commercial update**

There is a current focus on revenue management and gaining maximum yield, gateline coverage and countering ticketing fraud.

There were more than 3,000 users of the pay-as-you-go service between Cardiff and Newport and overall good customer feedback which has been used to solve several minor issues. The next planned rollout is on the Ebbw Vale line at the end of March.

[REDACTED]

## **10. Rail risk dashboard**

The Board noted the redesigned rail risk dashboard and better alignment to Board discussions.

## **11. Performance Forecasts for 2024/25**

*Colin Lea joined the meeting.*

Board noted an annual review of performance metrics. Further discussions are due to take place, but the Board endorsed the proposal to undertake reforecasts in both June and September 2024 to improve target fidelity to help ensure targets are stretching, but not unachievable. Board discussed Network Rail's influence on setting and achieving targets and agreed to invite Rob Kearns to a future meeting [**Action Jan Chaudhry Van der Velde**].

*Colin Lea joined the meeting.*

**There being no other business, the Chair thanked everyone for their contributions and closed the meeting.**