



**TfW Rail Ltd Board Minutes**

**28 March 2024**

0900 – 1400

Venue: Llys Cadwyn

**Attendees**

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

**In attendance**

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

The Chair welcomed everyone to the meeting.

**1a. Apologies for Absence**

Alexia Course and Peter Strachan.

**1b. Notice of Quorum**

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

**1c. Declarations of Interest**

Members confirmed that their published declarations of interests were up to date and there were no additional interests to declare specifically relating to agenda items.

**2. Safety moment.**

Members were provided with an overview of TfW's Health, Safety, Security and Business Resilience Plan. The plan includes overarching objectives and sections relating to rail, bus and Pullman. The Board noted and the plan and in the context of the meeting, specifically welcomed the rail objectives.

**3. Customer moment**

The Board were provided with a summary of the recent planning and delivery of specific operations relating to the Euro Championship football qualification fixtures. Lessons had been learnt from previous operational challenges to allow for more effective event planning and delivery based on improved engagement with stakeholders, a bespoke train plan and contingency planning. The Board welcomed the successful execution of the plan including positive stakeholder feedback and customer sentiment. The Board noted that the final North Wales service was deliberately delayed due to the extension of the Poland fixture to extra-time and penalties. It was agreed that the delay would not be included in performance data. The Board wished to express its thanks to all involved in the successful planning and delivery of the operation **[Action Lewis Brencher]**.

The Board discussed a recent misunderstanding involving around a Cross Country Trains incident near Cheltenham. There were lessons to learn around the time taken to conclude the investigation.

The Board discussed sickness levels and occupational health provision.



#### 4. Minutes and Actions

Minutes of the meeting 1 March 2024 were approved as a true and accurate record. The Actions Log was noted.

#### 5. Chief Operations Officer report

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

- Service delivery improved during Rail Period 12 (the period) continuing the recent trajectory of good performance, demonstrating the current positive status around train crew which now needs to be matched with better rolling stock availability to enable further improvement. The Board noted recent Class 231 engine reliability issues which have affected Rhymney line services and for which the manufacturer is looking for a solution.
- Local flooding during the period caused issues across the network which have been discussed with Network Rail. The Board noted ongoing research by Network Rail and the RSSB exploring the merits of more localised risk assessments and the use of 'blanket' speed restrictions across the network.
- Recent planned engineering works at Cardiff Queen St closed the stations for four days with another closure planned for the Easter weekend. Lessons learnt from the first closure will be applied to the Easter weekend works.
- MKIV services remain affected by the shortage of serviceable locomotives. Work continues to improve reliability. It was noted that the coaches are performing adequately.

[REDACTED]

- A significant number of mobile phones and tablets inadvertently had their memories wiped during the period because of unintended consequences of a routine software change. All devices were re-programmed with restored settings within 10 days. Lessons have been learnt and recorded.
- Most safety indicators remained within prediction, but there were four Cat A SPaDs during the period. Whilst the year end prediction will be met on SPaDs, the Board noted the unusually high number in a short period. All incidents are being investigated.

The Board discussed the introduction of new legislation requiring all workplaces to separate recyclable materials in the same way that most householders do in Wales. The Board discussed the scope of the legislation and the practical issues of implementation. It was agreed to discuss further at TfW ELT [Action Leyton Powell].

[REDACTED]

#### 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. Marches update**

*Piers Croft joined the meeting.*

The Board discussed on-board resourcing to further improve Marches service customer experience. It was agreed to bring back a range of options to the Board [REDACTED]

A discussion took place on a range of potential options for better informing customers when the First-Class service was non-operational. It was noted that ticket offices were now being informed when the service was not operating to allow the information to be passed to customers buying tickets.

Further discussions took place on revenue, capacity plan, customer satisfaction and rolling stock performance.

It was agreed that Marches updates will be provided on a bi-monthly basis.

*Piers Croft left the meeting.*

## **8. 24/25 Performance targets**

*Colin Lea joined the meeting.*

The Board were updated on progress since the previous meeting on further discussions and proposals around base forecasts for 2024/25 performance. The Board were informed that work has been on-going with the business functions to agree targets on top of base-forecasts. The Board discussed, reviewed and approved the proposed performance targets for 2024/25 and agreed to further review, and if necessary, recalibrate the PTL target in June 2024. It was also agreed to discuss management targets in the Operational Performance sub-committee to further encourage a performance culture.

*Colin Lea left the meeting.*

## **9. Financial review**

*Stephanie Raymond joined the meeting.*

The Board were updated on revenue and capex performance for the period and outturn for the financial year. The Board noted variances and plans for capex spend before year-end.

*Stephanie Raymond left the meeting.*

## **9. Marketing update**

*Lewis Brencher joined the meeting.*

The Board were informed that subject to further validation the target to achieve an overall return on investment of 3:1 has been achieved. Although target levels have been achieved, lessons are being learned to encourage a further push on growing revenue and increase the overall return on investment for 2024/25 spend.

The Board were updated on completed and on-going campaigns and risks to delivery of the current marketing plan.

#### **10. Future gateline Strategy**

The Board considered the content of a paper providing an update on the development of a Future Gateline Strategy, outlining a proposed list of stations for gating, including new locations not currently gated on TfW's network. The Board approved the proposed approach.

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