



TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

TfW Rail Ltd Board Minutes

05/12/2025

1000 – 1430

Venue: Llys Cadwyn

Attendees

James Price (Chair), Heather Clash, Alexia Course, Marie Daly, Jan Chaudhry Van der Velde, Julian Edwards

In attendance

The Chair welcomed everyone to the meeting.

1a. Apologies for Absence

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

2. Safety moment.

The Board discussed gaps in assurance, noting actions on RSSP SPAD incidents [REDACTED]. The Board discussed clear ownership, realistic timescales, root cause analysis, and evidence-based verification, noting governance should deliver outcomes, not just track actions. Evotix configuration as the source of truth will be reviewed, and a Board summary will outline historic open actions and proposed improvements, including random deep dives and SME challenge.

3. Customer moment

The Board noted progress in customer information management under new leadership, with improved social media data flow and plans for real-time compensation and “Meet the Manager” sessions. Discussion focussed on addressing root causes of service failures, particularly infrastructure reliability on CVL and collaboration with Network Rail, alongside performance reviews of worst-performing routes via ODSG. [REDACTED]. The ongoing Trustpilot project was noted, having raised scores from 1.9 to 3.5 with a clear path to 4.5.



4. Minutes and Actions

The Board approved the minutes of

5. Chief Operations Officer report

- Achieved period targets despite infrastructure challenges and storm-related availability issues; delivered year-on-year performance improvement and advanced root cause analysis
- CVL performing well with positive YoY growth. WCB closed at 71% PTL but currently not on course to hit target performance. Deep dives with local teams on Marches being held before period ends. The Board requested MD and NM bring further detail on Marches performance [Action MD/NM]. SH and MD to attend and observe level One meetings.
- Class 398 Fleet, noting ongoing defects despite modification progress. Software update expected today with testing resuming Monday and escalation initiated with consolidated fault data.
- Absence management remains a key focus, with senior HR leadership actively driving actions to improve attendance and implement solutions
- Fleet – The Board discussed fleet performance, noting strong recovery efforts and effective collaboration with control teams, despite material shortages and maintenance challenges. TfW-maintained fleets performed well with minimal investment, [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- An update was provided on the Talerddig incident following informal pre-consultation with RAIB; [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]



6. Financial review

The Board discussed readiness ahead of WG scrutiny, [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

7. Open Access

Dafydd Wiliams joined the meeting.

The Board discussed the recent increase in open access applications, [REDACTED]

[REDACTED] The Board discussed strengthening the Newport–Abergavenny corridor through improved local stopping services and a potential fast service [REDACTED]

[REDACTED] The Abergavenny business case is progressing and expected by year-end, with minimal subsidy requirements anticipated, though unit requirements and possible Leominster inclusion remain under review. [REDACTED]

[REDACTED], alongside exploring Mk IV express options for journey-time improvements. [REDACTED]

[REDACTED]

[REDACTED]

8. Grant Agreement

Following discussion, the board approved the Grant Agreement proposal.

9. Commercial Update

The Board discussed marketing [REDACTED], with impact expected to feed through in periods 9 and 10, noting revenue improvements from short-distance fare yield management. Current cumulative revenue stands at approximately [REDACTED]. Journey growth was highlighted as a priority, alongside challenges over efficiency dips following the in-house transition of revenue protection. [REDACTED]



[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] Further analysis and a further update on optimising existing resources for fraud mitigation and revenue protection were requested [Action AC]

10. Marketing Update

The Board discussed marketing performance, noting independent research and econometrics confirm higher ROI with increased spend, and BAU results are tracking above forecast, though the additional [REDACTED] [REDACTED] A Google PPC outage was noted, impacting conversion and algorithm performance, with recovery actions underway, while TfW app updates introduced some user experience issues (login failures, slow performance, [REDACTED] prompting remediation. Metro and Valleys marketing interventions delivered a c20% uplift, with opportunities to optimise channel mix and promote subscription ad loyalty pricing, though peak pricing pilots remain on hold due to capacity constraints. Farebox revenue is stable, suggesting issues are localised to digital channels.

11. AOB

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

