



TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

TfW Rail Board Minutes

12/09/2025

0900 – 1300

Venue: Llys Cadwyn

Attendees

James Price (Chair), Heather Clash, Alexia Course, Marie Daly, Jan Chaudry, Julian Edwards, Peter Strachan, Seamus Scallan

In attendance

Sam Hadley, Nick Millington, Stephen Morgan

The Chair welcomed everyone to the meeting.

1a. Apologies for Absence

No apologies were received.

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.

Canton depot continues to face congestion challenges, noting recent improvements from increased night staffing and coordination with train planning. The Board discussed overcapacity causing service delays, noting efficiency measures and the use of Barry depot helping to ease congestion. Infrastructure limits remain, and a working group is addressing operational bottlenecks. A revised shunter progression policy is in place, and remote possession devices are being installed to improve access. Strategic expansion options were discussed. The Board encouraged further innovation to manage demand until fleet changes ease pressure.

3. Customer moment

The Board reviewed a recent incident in Period 5, noting the train manager acted with good intent by opening doors for ventilation, however this led to an uncontrolled evacuation, raising concerns about communication and decision-making under pressure. The Board were advised that actions underway include boosting fleet resilience, exploring physical barriers and rail guards to prevent premature exits, and



benchmarking best practices from other intercity services. The Board discussed using transfer ramps for side evacuation, track safety training for catering staff to assist in similar scenarios and improving onboard communications.

4. Minutes and Actions

The Board approved the minutes of 15 August 2025 subject to amendments.

5. Chief Operations Officer report

The Board received an overview of the COO report and discussed:

- ODSG is focusing on scorecard metrics, customer and colleague impact, revenue protection and granular breakdowns on delay minutes are being developed.
- CVL performance is strong at over 92 PTL, comparable to other metro operations
- Lift Maintenance, noting Cwmbran lift reopening Monday. Broader concerns raised over reliability, contractor performance, and cost barriers across 13 lifts. [Action NM to review issues and engage maintenance providers]
- Customer Satisfaction & KPIs, noting need for deeper analysis beyond raw data [Action MD] KPI narratives now clearer and unbundled and discussed proposal made to introduce visual data tools for trend monitoring.
- Update on Class 398 fault free running and modification work requested for Operational Board [Action MD]
- Noted CVL growth and low community awareness of available services [Action LB to promote reopening of Taffs Well car park to improve visibility and encourage public engagement with Metro services]

• [Redacted]

• Work continues with legal teams on drafting specification requirements for fleet procurement, including depot needs [Redacted]

• [Redacted]



[REDACTED]

5.1 Strategic KPI Report (including infrastructure resilience)

The Board noted the Strategic KPI report

7. Commercial Update

Chris Williams joined the meeting.

The Board reviewed period five results, noting strong results delivered, [REDACTED]

[REDACTED]

[REDACTED] Key risks to revenue include engineering disruptions and competition from alternative travel modes including EVs and buses. The Board discussed improving data accuracy and validating promotional impact data. The Board requested AC/CW prepare fraud insights for future Board review.

8. Finance Review

Stephanie Raymond joined the meeting

The Board reviewed revenue and capital expenditure, [REDACTED]

[REDACTED]

8.1 Rolling Stock

The Board discussed rolling stock requirements amid ongoing cost pressures and evolving service needs. The Board advised the need to understand future costs and securing funding, [REDACTED]

[REDACTED]. A list of rolling stock needs identified post-cut one budget is being finalised, with business cases unlikely to be ready in time for the next cut one budget. The Board discussed the need to replace Class 158s with ETCS converted Class 197s. The Board discussed retaining 17 Class 153 units until 2027, [REDACTED]

[REDACTED] The Board requested a fleet-by-fleet statement with cost-benefit analysis to support decision-making [Action AC/HC]



9. Autumn Preparedness

Colin Lea joined the meeting

The Board reviewed the final draft of the Autumn preparation plan, noting the plan consolidates learnings from previous years, including Salisbury and Tãllerddig, and includes the establishment of a Control Desk to manage daily performance and monitor actions through the Operational SLT. Technical preparations are progressing, with treatment programmes underway, flood-prone areas covered under the updated RCN strategy, and low adhesion monitoring trials on Class 153s. Fleet readiness is being addressed through increased wheel lathe usage and driver briefings, while competency management systems are under review. Communications and commemorations around the one-year anniversary of Tãllerddig were discussed, with emphasis on the need to close out all related actions.

[REDACTED]

10. Papers to Note

The Board noted the Marketing Update

11. AOB

The Board were advised that a commercial pack including funding agreements for the next financial year will require board approval and will be presented when finalised.

[REDACTED]

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



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