



TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

TfW Rail Ltd Board Minutes

2 May 2025

0900 – 1400

Venue: Llys Cadwyn

Attendees

James Price (Chair), Heather Clash, Peter Strachan, Alexia Course and Marie Daly.

In attendance

Lewis Brencher, Sam Hadley, Nick Millington and Stephen Morgan.

The Chair welcomed everyone to the meeting.

1a. Apologies for Absence

Jan Chaudhry Van der Velde.

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

The Board discussed de-vegetation compliance noting ongoing work with Network Rail (NR) and the potential benefits of using cameras to capture images to assist with vegetation management. The Board discussed the potential role of artificial intelligence (AI) and the use of compliance metrics. The Board requested MD and NM provide quarterly vegetation metrics including proposed de-vegetation activity [**Action MD/NM**]. The Board also discussed wheel slippage and its impact on passenger comfort.

3. Customer moment

The Board discussed lessons learned on on-board customer management following a recent train failure.

4. Minutes and Actions

Minutes of the meeting 28 March 2025 were approved. The Actions Log was noted.

5. Chief Operations Officer report

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

- Safety targets, workforce assaults and SPADs, [REDACTED]
- Mark 4 units are now delivering a more reliable service.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- 14 Class 756 units are now in service. The Board welcomed the good work between fleet and infrastructure teams to drive performance improvements.
- The Board noted 52 special events through rail period13 and discussed event management and using event days to drive usage of Pay as You Go services.
- Rail replacement services performing well with enhanced customer communication.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- Barry Depot new walking route and associated risks, noting assessments have been carried out. The Board will be updated at the next meeting.
- Absence was noted to be around 6% for TfW Rail staff, noting a deep dive is being arranged to assess root causes. The Board requested more granular detail on absence, noting mental-health continues to present risk to staff wellbeing and services.
- The Board discussed the focus on delivering profit-making event days while delivering an events focussed on safety and the customer experience and benefit sharing to make NR decision making easier for access to enable more regular late-night services.

6. Strategic KPI Report (including infrastructure resilience)

Board noted the Strategic KPI Report.

7. Safety Assurance Report

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] The Board discussed potential changes to safety governance below Board level including the possibility of a quarterly session to review Safety Executive Committee activity and provide increased assurance to the TfW Rail Board [**Action SM/JM – Include quarterly Safety Executive Committee Review in agenda planning**].



[REDACTED]

8. Rail Risk Dashboard

Board noted the dashboard and discussed the inclusion of SPADs in future versions.

9. Caf Counter Proposals

Owen Clutterbuck joined the meeting.

[REDACTED]

10. Finance Review

Stephanie Reymond joined the meeting.

The Board noted the finance report and were updated on performance and results from P13 and year-to date.

[REDACTED]

11. Commercial Update

Chris Williams joined the meeting



The Board noted the commercial report. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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