



# TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

## **TfW Rail Ltd Board Minutes**

**31 January 2025**

1100 – 1500

Venue: Llys Cadwyn

### **Attendees**

James Price (Chair) (JP), Heather Clash (HC), Alexia Course (AC), Marie Daly (MD), Jan Chaudhry Van der Velde (JC), Marie Daly (MD), and Julian Edwards (JE).

### **In attendance**

Nick Millington (NM), Sam Hadley (SH), Jeremy Morgan (JM) and Stephen Morgan (SM) (Minutes).

The Chair welcomed everyone to the meeting.

### **1a. Apologies for Absence**

None.

### **1b. Notice of Quorum**

A quorum being present, the Chair declared the meeting 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. Heather Clash, Alexia Course and James Price are TfW Fibre Ltd directors.

## **2. Safety moment**

The Board discussed reducing passenger misadventure through the work of operation Genesis and how learnings can be implemented on non-event days to reduce incidents and injuries. The Board agreed that learnings from Operation Genesis should be shared with other TOCs to share best practice and reduce incidents.

**ACTION – JC to share learnings from Operations Genesis with other TOCs**

## **3. Customer moment**

The Board were updated on the implementation of pay as you go (PAYG) services. The Board noted a customer proposition audit and ongoing work with commercial and marketing teams to promote understanding with customers and improved customer communications on how to use the system.

The Board discussed the placement of PVALs on platforms, noting that customers are having to come in and out of Cardiff Central when continuing their journey on non TfW services. The Board were advised that work to rectify this situation is ongoing.

**Action – Marie Daly/Alexia Course to provide a periodic update to the Board on work being undertaken to address Tap On/Off issues when transferring to other services at Cardiff Central.**



The Board discussed concerns regarding holding charges when using PAYG [REDACTED]

[REDACTED] The Board were advised that work is ongoing to develop better customer communications when systems are not working. The Board agreed that where a failure is present on the PAYG system, a refund should be issued immediately followed by rectification work.

#### 4. Minutes and Actions

Minutes of the meeting on 3 January 2025 were approved. The Actions Log was noted.

#### 5. Chief Operations Officer report

Board received and noted an overview of the COO's report. Key points of discussion included:

- The impact of storm events on the P&L and work being undertaken in conjunction with Network Rail (NR) to reopen lines as soon as possible. NR updated the Board on action being taken by the rail industry on a national scale to improve network resilience.  
**ACTION – NM to provide an overview the wider rail industry's actions to increase network resilience nationally and a retrospective assessment of previous storm events and if current plans are appropriate for future storm events.**
- The need for further discussion on climate change strategic plans and consideration of planning for more regular storm events.
- December 2024 timetable change rollout. The Board noted the positive impact of reduced coupling and de-coupling at Cardiff.
- Movements at Canton now being more intensive and a review of parking procedures remains ongoing as rolling stock cannot protrude onto the mainline.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- The Board discussed tyre turning through Autumn 2024, noting this rectified the issue of trains queueing for service through the winter. The Board noted that this practice will continue in 2025 and noted further improvements are expected when the Holyhead lathe is operational.
  - The Board noted positive impacts from the introduction of Class 756s on TAM services, with five units now active and 14 expected to be in service to run all TAM services. [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- The Board discussed CVL cancellations, noting the significant level of on-the-day alterations to trains following any disruptive event to bring services back to normal. Work is ongoing to determine the balance between dealing with late running and service recovery, and a high cancellation rate resulting



in passenger inconvenience. The Board discussed causes of disruption including trespass, rolling stock availability and signal failures.

- The Board noted a recent incident where a unit hit a trolley. The deployment of drones to increase network visibility is planned with the aim of reducing similar incidents.
- The Board discussed the current trespassing policy and actions taken when incidents occur, including service disruption.
- The Board discussed Transport Focus' recently released customer satisfaction data, noting the improved performance over the last 18 months and the continued rollout of new rolling stock to help drive continual improvement.
- Negotiations are underway with the drivers' and conductors' company council on moving CVL traincrew into the Taffs Well depot now that the facilities are ready. The Board noted the development of a temporary structure at Barry Down Sidings to provide Stadler technicians high level access to Class 756s, removing pressure from Canton Depot.

**ACTION – JC to assess metrics used in ORR reporting and the impact of removing 'Metro' elements of CVL metrics will have to overall rankings.**

- The Board discussed potential changes to the strategic marketing strategy.

## 5.1 Strategic KPI Report

Key items of discussion included:

- cancellation rates on the CVL and subsequent red gradings;
- improvements through period 12 as rolling stock issues are resolved;
- consideration of investment in security across the network and if there is a business case to increase investment; and
- convictions for trespassing on the network and the effectiveness of previous campaigns to reduce incidents.

## 5.2 Strategic Health, Safety, Environment & Resilience Report

The Board discussed the risk of violence towards women and girls in the context of encouraging people to more regularly use public transport.



The Board also discussed issues around reporting and noted BTP's statistics are hard to aggregate as reporting often happens at larger stations when incidents often occur at smaller, local stations.

**ACTION – Seamus Scallan to review women and girl's safety reporting, provide an overview to the Board on training needs and ensure sufficient reporting is in place.**

## **6. Rail Risk Dashboard**

The Board discussed risks around planned electrification works. The Board discussed a planned TfW-wide review of the risk management process. The board noted that storms, including the impact on P&L are not currently covered in the risk register.

## **7. Financial review**

*Stephanie Raymond (SR) and Andy Quinton (AQ) Joined the joined the meeting.*

The Board discussed the finance report for rail period 09, noting budgetary requirement against forecast, passenger revenue figures, and the impact of recent storms and extreme weather events. The Board were briefed on progress of building a multiyear financial view.

[REDACTED]

### **7.1 TfW Budget FY26**

The Board noted and discussed the Budget FY26.

*The Board thanked SR and AQ and they left the meeting.*

## **8. Commercial Update**

*Chris Williams (CW) joined the meeting.*



[REDACTED]

The Board were advised on the impact of storm events on revenue and considered internal revenue recovery plans including increasing revenue protection.

**Action – CW to provide update on revenue recovery plan**

The Board discussed weekend operating capacity and the impact of revenue increasing services, including potential opportunities to increase Sunday services.

**Action - CW to provide a deep dive on generating revenue/increasing subsidy for weekend travel**

The Board were updated on the implementation of PAYG, noting increased staff for the monitoring of PVALS.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Action – CW to review capability of live reporting for faulty PVALS.**

*The Board thanked CW and he left the meeting.*

**8.1 Event Ticketing**

The Board discussed maximising revenue from event ticketing [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Action – AC to bring discussion on how further improvements can be made to event ticketing and revenue**

**9. AOB**

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