



## TfW Board minutes

19 June 2025

09:30 – 16:00

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### Attendees

Scott Waddington (Chair), Alun Bowen, Heather Clash, Vernon Everitt, Vinay Parmar, Louise Cheesman, Rhian Langham, and James Price.

In attendance: Ian Lucas; Gareth Evans (Welsh Government); and Jeremy Morgan.

The Chair welcomed everyone to the meeting.

### **Part A – Full Board Meeting**

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

Andrew Morgan (WLGA); and Alan McCarthy (Unite).

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

A quorum being present, the Chair welcomed everyone to the meeting and declared the meeting open. The Board congratulated Vernon Everitt on being the preferred candidate for TfW Chair.

#### **1c. Declarations of Interest**

None declared.

#### **1d. Minutes & Actions of Previous Meeting**

The minutes of the TfW Board meeting 15 May 2025 were approved as a true and accurate record.

The actions log was noted.

#### **2a. Safety Moment**

Board discussed issues with high temperatures and potential effects on rail disruption. The Board requested further information on mitigations in place to deal with the risks **[Action Seamus Scallan]**. The Board also discussed the need to prepare Board Statements regarding situations where TfW goes above and beyond industry standards **[Action Seamus Scallan]**.

#### **2b. Customer moment**

The Board's attention was brought to a group found yesterday walking around Cardiff Central taking photographs. Action is being taken by BTP. The Board also considered customer messaging around train cancellations and delays and requested a review **[Action Marie Daly]**.

### **3. Safety performance**

*Seamus Scallan and Josh Hopkins joined the meeting.*

The Board noted the content of the safety performance report. The Board were updated on:

- The ongoing investigation into the incident at the Norden Farm user-worked-crossing on 22 May [REDACTED]. The Board discussed user-worked-crossings.
- The current focus on non-workforce injuries and understanding the customer mindset around slips, trips and fall risks. The Board agreed to review in the context of on-going behavioural science and for further consideration at the Customer Experience & Growth Committee **[Action Seamus Scallon, Lewis Brencher and James Gough]**.
- SPaDs are in-line with predictions with a reduction in the moving annual average in rail period two. The Board inquired as to whether there are links to the impacts of shift working **[Action Seamus Scallon]**.
- The Safer Travel Strategic Plan has been developed to join up several strands of delivery with the emphasis on enhancing the management of violence and anti-social behaviour towards customers and colleagues.
- [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

#### 4. Strategic Risk report

The Board noted that discussions have taken place with all ELT members to further refine the Tier 1 risk descriptions and agree risk scoring and mitigation.

The Board noted the report.

*Seamus Scallon and Josh Hopkins left the meeting.*

#### 5. CEO report

The Board received an overview of the Chief Executive Officers Report:

- Board members agreed to assist with the recruitment process for a new Safety Director **[Action JP]**.
- The Transport Summit took place in Wrexham last month and included the launch of Network North Wales. The Board noted the change in focus of Network North Wales from planning to delivery.
- The Board were updated on several recent discussions on Rail Reform.
- Investigations into the Talerddig incident are on-going with continuing efforts to understand the cause of the incident and to learn lessons.
- Work continues with the Welsh Government to support rail infrastructure funding with a focus on Network North Wales. The Board agreed the need to continue efforts in attracting investment and to support this, increasing the promotion of TfW's achievements and accomplishments.
- The Board discussed succession planning and talent management with the need for a more detailed discussion in the near future.
- Operational rail performance continues a good trajectory but has been affected by infrastructure incidents, particularly on the Wales and Borders section of the network. Work continues to find a solution. The Board discussed time to recovery and agreed this should be considered at Rail Board.
- Funding deficit for 2025/26 was discussed and ongoing discussions to close the gap.

- Following the formal launch of Network North Wales in May, delivery is focussed on a revised timetable, the roll-out of Pay as You Go and delivering an uplift in Wrexham to Chester services. The Board welcomed the presence of a clear delivery plan, accountabilities and structures.
- The Board discussed issues around rolling stock with a focus on the potential consequences of retaining Class 153s for longer than planned and ongoing efforts to find a solution to ensure the delivery of additional services. The Board discussed rolling stock funding and the need for a further review **[Action Heather Clash]**. [REDACTED]
- Increased financial controls on the design and build of the CVL appear to be working. [REDACTED]  
[REDACTED]  
[REDACTED] The Board were reminded that on approaching the back-end of the CVL programme, it remains more difficult to be very precise about exact outturn figures.
- [REDACTED]  
[REDACTED]  
[REDACTED]
- Updates were provided on hydrogen bus [REDACTED] early plans for four trains per hour on the City and Coryton lines, Class 398 entry into service, and ongoing discussions around data.

## 6. Finance

Board noted the financial management accounts for May 2024 and TfW Rail Ltd management accounts for rail period two.

[REDACTED]  
[REDACTED]  
[REDACTED]

The Board noted the content of the Annual Report and Financial Statements for 2024/25 and accepted the Audit and Risk Committee's recommendation to approve the report for publication.

The Board approved the content of a Representation Letter to TfW's external auditors that the representations it makes in the letter are in accordance with the definitions set out in the Appendix to letter.

The Board noted a letter from the Welsh Government confirming that it will provide funding to Transport for Wales to meet its commitments for 2025-26, provided those commitments have been made in accordance with the Management Agreement, the term of government remit letters and the costs for 2025-26 identified in TfW's Business Plan.

The Board were updated on recent developments around cyber security over the last 12 including pen testing, and recovery strategies. TfW's strategic approach will be shared with the board in July.

## **Part B – Operational update session**

### **7. CVL update**

*Dan Tipper joined the meeting*

The Board were updated on key achievements over the last month including:

- Power supply to Ninian Park substation from Network Rail successfully energised completing the first of four energisation events reliant on Network Rail interfaces.
- Significant blockade of the Bay line successfully handed back having completed all civils, track slue and signalling works required to transition passenger services on to the newly reconstructed Platform 2 at Cardiff Bay.
- Introduction of the Class 756s on the Coryton and Caerphilly lines remains on programme for mid-July with trial runs scheduled in during late June to replicate the service pattern.
- Recent reports around fraud on the HS2 programme have been noted.

## **8. Subsidiary update**

The Board noted updates from recent Board meetings of TfW Fibre Ltd, TfW Rail, and Pullman Rail.

## **9. Sub-committees**

The Board noted a memorandum from the Chair of the Audit and Risk Committee drawing the Board's attention to several matters in the draft Annual Report that the Audit and Risk Committee focused on which were consistent with the committee's responsibilities. The Board also noted updates on implementation of the Audit and Assurance Policy; and business continuity, resilience and cybersecurity.

## **10. Steering Board**

The previous meeting of the Steering Board focussed on Network North Wales, the recent Transport Summit, CEO report, letter of comfort, risk report, Project UNO, and corporate KPIs.

## **11. Counter Fraud strategy**

The Board approved the Counter Fraud, Bribery & Corruption Strategy for 2025-2027, noting the emphasis on fraud prevention and compliance with the Economic Crime and Transparency Act (2023).

## **12. AOB**

Congratulations were given to Louise Cheeseman who was recently awarded an OBE.

The Chair thanked all attendees for their contributions and closed the meeting.