



TfW Board minutes

17 July 2025

09:30 – 16:00

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.

1c. Declarations of Interest

None declared.

1d. Minutes & Actions of Previous Meeting

The minutes of the TfW Board meeting 19 June 2025 were approved as a true and accurate record.

The actions log was noted.

2a. Safety Moment

The Board reflected on the impact of weather on services and the challenges between operational delivery and health and safety.

2b. Customer moment

The Board considered the recent findings of a report around customer choices across different demographics.

3. Safety performance

Seamus Scallon and Josh Hopkins joined the meeting.

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

- The Joint Industry interim report for the Talerddig accident. Seven of the recommendations have already been addressed or work is in progress to close them out. The Board requested that the TfW Rail Ltd board discuss Autumn preparedness and that the subsequent Autumn Preparedness plan is shared with the Board at an appropriate time **[Action Marie Daly]**. The Board also emphasised the need to consider Summer preparedness.

- Indicators for last few periods are showing a positive trend with SPAD incidents, workforce and non-workforce injuries showing improvements. The Board noted that data is being subjected to an on-going normalisation process.
- A focus on trespassing took place during the last quarter looking at underlying behaviours. An action plan is in development including considerations around the use of technology to identify unknown risk areas. The Board were informed that more frequent patrols and technology are currently being deployed at known hotspots and making links with the local community.
- Work continues to improve single-source data with BTP.

4. Strategic Risk report

The recent focus has been on risks underpinning Tier 1 risks at the Tier 2 level, including consideration of seasonal preparedness.

The Board noted the report.

Seamus Scallan and Josh Hopkins left the meeting.

5. CEO report

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

- High profile events in Cardiff over recent weeks have been managed very well, but risks remain around staff fatigue. The Board welcomed TfW's part in the success of these events. The Board inquired as to whether TfW has a voice around event scheduling and were informed that there is involvement across various forums but there is a need have more influence on decision making. The Board discussed issues around venue ticketing arrangements and impact on non-event passengers and requested that the Customer Experience & Growth Committee discuss in more detail [**Action Vinay Parmar**]. The Board noted that these are loss-making events for TfW and have been factored into 2026/27 budgeting.
- There is greater clarity on rail infrastructure funding announced as part of the recent spending review and what this means for Wales. The Board noted the intention of using the additional funding granted but an on-going requirement to collaboratively bid for additional funding in the context of driving economic growth and social coherence.
- Several incidents recently occurred on both track and train due to the seasonal heat. The Board noted that climate change may result in this being the new normal and work is on-going to ensure plans are properly in place across the whole business to address this.
- The increased financial controls on the design and build of the CVL continue to have a positive impact. However, a funding gap of £15m remains for 2025/26 and work is on-going to identify potential mitigations. The Welsh Government has been updated on the current position.
- A clear people strategy on bus in partnership with the key Trades Unions is required. Meetings have commenced to start the process. A letter is being drafted from the Welsh Government and TfW setting out TfW's policy franchising intentions for those who will work for operators.
- The Board welcomed CAF's improved performance of the Chester depot, but risks remain and are being managed [REDACTED]

- Operational performance has in general continued its better trajectory hitting PTL targets for both CVL and WCB. However, the gap between the WCB and better performance on CVL requires careful management.
- Work continues to bid for Network North Wales funding for 2026/27. All commitments for 2025/26 are on track for delivery. However, risks remain around bringing forward the North Wales timetable improvement which is reliant on local authority support for level crossing closures. Discussions are on-going.
- Work continues to enhance TfW's IT security and resilience. The Board sought assurance around business resilience and cyber security including regular reporting and specific actions being taken to manage risks **[Action Heather Clash]**.

The Board were also updated on an on-going internal exercise around streamlining the business, culture surveys, and Safety Director recruitment.

6. Finance

The Board noted the financial management accounts for June 2024 and TfW Rail Ltd management accounts for rail period three.

The Board were briefed on the revenue and capital position for June 2024 and year-to-date. The Board noted underspend on both revenue and capital, neither of which will impact the outturn position, the capital position being due to rephasing [REDACTED]

The Board noted that Annual Report and Financial Statements will be published next week.

Scott Waddington handed over the chairing of the meeting and TfW to Vernon Everitt. The new chair thanked Scott Waddington for his significant contribution to TfW over the last six and a half years which provided a foundation for all that has been achieved over that period, working side-by-side with the CEO and the rest of the team, especially in dealing with the issues around covid, taking on rail, and the recovery of CVL after covid. The chair also thanked Scott Waddington for creating a comfortable and effective board environment.

The Board approved Peter Strachan joining the Board as a non-executive director next month.

The Board were introduced to version 1 of the budget for 2026/27 which will be discussed with the Welsh Government.

7. Pullman Rail update

Jon Bridge joined the meeting.

The Board were updated on developments in Pullman Rail. [REDACTED]

8. Corporate reporting

Zoe Smith-Doe joined the meeting

The Board were briefed in plans for delivering the 2026/27 Business plan.

An update was provided on quarterly KPIs including changes made to provide more focus, the need for more targets and the need to review the Welsh Language measure **[Action Zoe Smith-Doe]**. It was agreed not to include a pre-cancellations target as TfW does not p-code, but it will be carefully monitored. A metric on passenger assist will be included.

9. Cyber security

Mandy Garrett and Stuart Elliot joined the meeting

The Board were updated on the delivery of a programme of work undertaken to baseline and enhance protective measures, improve governance, and embed cyber resilience across the organisation. A discussion took place on achieving Cyber Essentials Plus; rolling out cyber security controls, cyber education learning across the organisation, cyber response plans, and the use of desktop exercises.

The Board welcomed the procurement of a cyber-security partner and stressed the need for business resilience work and understanding roles and responsibilities. It was agreed that the Board should receive business resilience reporting as part of the executive assuring the Board that the right and effective controls are in place.

Mandy Garrett and Stuart Elliot joined the meeting

10. CVL update

Dan Tipper joined the meeting

The Board were updated on key achievements over the last month including ORR approval for Coryton to Caerphilly to allow the rollout CI 756s on the route next week, on-going measures to manage the budget, a recent track issue which resulted in disruption over the weekend, progress with Cardiff intersection bridge and energisation.

The Board noted the on-going work around toilet provision owing to their being no facilities on the CI 398s and increasing provision at stations. Issues around CI 398 entry-into-service are being worked through.

Dan Tipper joined the meeting

11. Subsidiary update

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

12. Update on sub-committees

Sub-committee chairs updated the Board on recent meetings of the Health & Safety, People, Major Projects and Customer Experience & Growth committees.

13. Steering Board

The recent meeting of the Steering Board focussed on the trajectory of the Crossrail project, TfW CEO report, Pullman Rail, CAF, rail performance, Network North Wales, the cost efficiency project, progress with appointing a safety director, cyber security, major events, finance and TfW's future status.

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