



TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

TfW Rail Ltd Board Minutes

15/08/2025

0900 – 1300

Venue: Llys Cadwyn

Attendees

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

In attendance

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.

The Board discussed autumn preparedness, noting increasing extreme weather events and infrastructure vulnerabilities, referencing incidents linked to shifting seasonal risks. A tripartite meeting between TfW, AIW, and Network Rail (NR) is planned to coordinate efforts, including vegetation management and network risk assessments. The Board discussed emergency speed restrictions and over speeding incidents, noting a review of driver communication methods and available technologies to prevent occurrences of over speeding. The Board discussed leveraging Network Rail's (NR) weather resilience team and integrating meteorological expertise [Action – NM to bring forward network risk overviews and share rainfall intensity data.]

3. Customer moment

The Board discussed the performance and strategic direction of the Pay as You Go (PAYG) system, noting current yields and potential yield dilution as PAYG usage grows. Validator faults and gate frustrations were noted, [REDACTED]. The Board noted £1 fare promotions boosted traffic, however fare evasion and yield impact require further analysis. Enhanced

presence of revenue inspectors, improved zoning definitions, and integration with bus franchising were discussed.

4. Minutes and Actions

The Board approved the minutes of 18 July 2025 subject to amendments.

5. Chief Operations Officer report

The Board received an overview of the COO report and discussed

- Disruption to performance and driving factors, including Mk 4 reliability, a trespass incident at Cardiff Queen Street causing 11% of cancellations alongside two signalling faults at the station of which a deep dive is being performed to understand root causes.
- Fixed infrastructure and NR performance, noting key signalling issues at Newport with Hitachi working alongside NR to resolve issues

[REDACTED]

[REDACTED]

- Fleet availability, noting distribution on a recent event day resulting in rolling stock not returning to correct depots which resulted in cancellations. SLT is reviewing to develop optimised next day plans where fleet availability is impacted to reduce cancellations
- Mk 4 life extension plans, AC to assess viability of acquiring additional units to support capacity and reliability of services [Action – AC to provide one page document on Mk 4 life extension, improvements and future plans]
- Body worn cameras, noting a well managed roll out of equipment, strong procurement practices and inputs from security team on specification, noting usage of body worn cameras has increased as a result of action taken.

[REDACTED]

[REDACTED]

[REDACTED]

5.1 Strategic KPI Report (including infrastructure resilience)

The Board noted the Strategic KPI report

6. Strategic H&S Report

The Board reviewed safety performance, noting two SPADs in period four and improvement from the same period last year. TPWS issues are under investigation, with a focus on signal approach in driving policy. One



overspeed incident is being reviewed, self-reported by the driver. A spike in staff incidents was observed in period four, noting minor injuries reported. Passenger related events, including staff assaults, are rising, with improved reporting and a mitigation team now in place. A positive drug test at Barry was noted [REDACTED]

7. Rail Risk Dashboard

The Board noted the Rail Risk Dashboard.

8. Commercial Update

Rob Paige and Lewis Brencher joined the meeting.

The Board discussed [REDACTED], noting a trend of single advance ticket purchases and the need to compete with return fares, noting implications on increasing return ticket sales. Infrastructure improvements and reduced short-notice possessions on the Marches was discussed. Seasonal revenue dips, notably in December and January were noted, with suggestions to rethink service patterns and public perceptions [REDACTED]

The Board reviewed current revenue performance and forecasts [REDACTED]

9. Confidential Commercial Session

The Board entered a confidential commercial session [REDACTED]



[REDACTED]

10. Finance Update

The Board received a finance update, [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

11. Papers to Note

The Board noted the Marketing Update

12. AOB

The Board were advised that sickness levels are falling [REDACTED]

[REDACTED]. Weekly meetings between MD and Human Resources are helping manage cases, [REDACTED]

[REDACTED]

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



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