



TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

TfW Rail Ltd Board Minutes

18/07/2025

0900 – 1400

Venue: Llys Cadwyn

Attendees

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

In attendance

Sam Hadley, Stephen Morgan

The Chair welcomed everyone to the meeting.

1a. Apologies for Absence

Peter Strachan

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 customer accident trends and the need for improved accountability and data-driven action. While improvements have been noted, inconsistencies remain, prompting a renewed priority review at the next Safety Executive meeting. Discussions highlighted the importance of using normalised data to understand incident nuances, particularly at high-risk stations like Cardiff Central, where accessibility and short notice platform changes pose challenges. [REDACTED]

[REDACTED], improving communication between signallers and platform staff, and addressing IT resource constraints. Leadership was urged to empower teams and prioritise safety initiatives, with a shift from passive awareness campaigns to active behavioural change and customer engagement.

3. Customer moment

The Board were updated on progress in Passenger Assist over the past 18 months, with data confirming improvements and daily use of a newly established dashboard. A QR code feedback trial is underway at Cardiff Central, noting positive trends suggesting increased travel by disabled passengers. The Board



4. Minutes and Actions

5. Chief Operations Officer report

§ 87(2)(b)



staff should be encouraged to use the GSR button without hesitation. The Board proposed reviewing GSR button guidance and promoting its use [Action MD].

- Class 756 units are experiencing compressor overheating near 50°C due to ineffective cooling fans, with only partial visibility of the suspected damaged fan, noting full removal takes six hours. Additionally, OLE faults are affecting pantograph performance and require further investigation.
- Class 158 wheel life concerns were raised, [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- The Heart of Wales Line active travel plan is behind schedule, with only four of six units in service due to one unit undergoing repairs and fleet deployment issues. MD advised an additional Class 153 unit is needed to meet service expectations. An update will follow in the next Board report.

5.1 Strategic KPI Report (including infrastructure resilience)

The Board noted the Strategic KPI report

6. Break

7. Strategic H&S Report

The Board received a Q1 safety and risk review, improvements were noted in the catastrophic risk profile, particularly around SPADs (Signals Passed at Danger), with ongoing work to develop a more sophisticated analysis and alignment of actions to identify risks. TPWS incidents saw an increase in Q1, prompting further investigation into underlying causes and a review of signalling and driving policies. Colleague engagement showed positive results, supported by continuous workplan reviews. Analysis of SPAD and TPWS incidents by day of the week is being incorporated into a holistic risk presentation, with actions mapped to each area. [REDACTED]

8. Rail Risk Dashboard

The Board were advised that the Rail SLT convened to align strategic risks with previously identified Tier 1 (T1) risks for the Tfw Board and ELT. The Board discussed a disconnect between risks discussed and those formally reported, noting a review of reporting methods. The Board discussed Class 197e's and Class 398 introductions, fleet devaluation risks due to extended use of Class 153s and ordering of new rolling stock. The Board discussed the escalation processes, noting all T1 risks should be visible on the horizon. The Board emphasised the need for team wide awareness of the risk register.



9. Commercial Update

Chris Williams joined the meeting.

The Board received an overview of period 3 performance [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

10. Finance Update

Stephanie Reymond joined the meeting.

The Board received a finance [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

12. Papers to Note

The Board noted the Marketing Update

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