TfW Rail Ltd Board Minutes

27/03/2026

1000 – 1430

Venue: Llys Cadwyn

Attendees

James Price (Chair), Heather Clash, Marie Daly, Jan Chaudhry Van der Velde, Julian Edwards, Peter Strachan

In attendance

Lorenzo Visentin, Sam Hadley, Nick Millington, Stephen Morgan (Minutes)

1a. Apologies for Absence

Alexia Course

1b. Notice of Quorum

A quorum being present, the Chair welcomed everyone to the meeting and declared it open.

1c. Declarations of Interest

2. Safety moment.

The Board discussed increasing levels of fly tipping and illegal dumping on railway land, tracks, and stations, noting safety risks, rising clean up costs, and limited ability to recover costs or enforce penalties. Members noted common issues such as easy access points, commercial waste avoidance due to waste management charges, abandoned vehicles, and confusion around waste segregation, with current recycling arrangements often resulting in mixed waste. Ongoing proactive measures include investigations, CCTV use, security patrols, vegetation clearance linked clean ups, and collaboration between AIW and Network Rail, though challenges remain around trespass, hotspots, and enforcement responsibility. There was broad agreement on the need for a zero tolerance policy approach, better hotspot intelligence, clearer messaging to Welsh Government (WG) on waste and bin challenges, and a strategic focus on achieving a clean estate while controlling costs. The Board requested JG Raise fly tipping, illegal dumping, and zero-tolerance enforcement at policy level, including with local authority enforcement partners **[Action].**

3. Customer moment

[redacted] importance of North Wales revenue, including PAYG rollout, increased services, and revenue performance. The Board requested JG review Cathays gate configuration and feasibility of an additional gate **[Action]**

4. Minutes and Actions

The Board approved the minutes of the previous meeting

5. Chief Operations Officer report

The Board noted a strong operational period, with year on year passenger growth and TfW frequently leading TOC performance since Christmas, particularly on CVL and WCB. Improvements were attributed to strong leadership, integrated control, cultural change, better incident recovery, fleet reliability gains, dwell time changes, and refurbished control environments, delivering an improved customer experience. While confidence was expressed, members cautioned against complacency as Class 398 and 197 introductions and fleet cascades present challenges; readiness on 398s is progressing well with training, testing [redacted]

Strategic discussion covered phasing toward 4tph, shuttle options, demand uncertainty post Covid, communications to stakeholders and politicians, marketing opportunities, and wider network considerations. Operational trade-offs and asset concerns were noted.

- **Action** - MD/CL to produce 5–6 bullets outlining expected positives and risks over the next 12–24 months.
- **Action** - MD to assess and report on shuttle service options and phasing toward 4tph
- [redacted]

[redacted]

7. Finance Review

The Board discussed the lead into year end, [redacted]

8. Safety

The Board noted continued strong performance on incidents resulting in injury, and discussed applying performance forecasting methods to safety metrics, with work underway with RSSB to develop two stretch targets. Assault levels remain low, noting unions support increased use of body worn cameras, which were only activated in a third of relevant cases; a joint campaign encouraging their use will be discussed at the April Joint Safety Committee. ORR activity has intensified, prompting discussion on standards, mitigations, and the need to avoid unintended safety impacts or triggering community complaints. The Board also discussed dispatch irregularities, TPWS progress, and the need for a more targeted operational safety plan.

[redacted]

10. Commercial update

[redacted]

10.1 Revenue Protection

The Board discussed revenue protection [redacted]

11. Marketing

The Board discussed the current behavioural approach to fare compliance and whether existing deterrents are effective with suggestions to explore stronger, risk based messaging informed by successful public safety campaigns. Marketing discussions highlighted the opportunity to better promote rail's cost advantage amid rising fuel prices, with a campaign already in development and expected to launch on owned channels within a week. Updates on network growth noted strong performance in North Wales, with future opportunities identified around timetable enhancements, improved operational capability, and expanding partnerships with major brands and organisations to strengthen visibility and collaboration.

13. AOB

[redacted]

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