TfW Rail Ltd Board Minutes

26/06/2026

09:00 – 14:00

Venue: Llys Cadwyn

Attendees

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

In attendance

Sam Hadley, Lorenzo Visentin, Stephen Morgan (Minutes)

1a. Apologies for Absence

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 level crossing safety following recent industry incidents and reflected on the wider societal, operational and safety impacts of level crossing risk. Members considered the balance between infrastructure investment, public behaviour, railway safety, accessibility, and economic impacts on communities. The discussion highlighted the importance of adopting a whole-system approach to risk management, improving understanding of local conditions, strengthening collaboration with infrastructure partners, and ensuring future investment decisions appropriately consider both railway and wider societal benefits.

3. Customer moment

The Board discussed the introduction of the North Wales Coast timetable recast and noted positive performance, increased capacity and encouraging customer feedback, particularly regarding new journey opportunities and the Liverpool-Llandudno service. Members welcomed the collaborative approach taken across teams, acknowledged the operational response during recent periods of extreme heat, and discussed the commercial implications of timetable changes by other operators on TfW revenue. Concerns were raised regarding anti-social behaviour and assaults on railway colleagues during periods of high demand and hot weather. **Action: Continue to pursue prosecution relating to recent assaults on colleagues and report progress back to the Board.**

4. Minutes and Actions

The Board approved the minutes of the previous meeting subject to amendments.

5. Financial review

The Board received the financial update and noted that implementation of new reporting systems continues to mature, with further improvements expected in future reporting periods. [redacted]

[redacted]

7. Chief Operations Officer report

The Board discussed operational performance across the rail network and noted year-on-year improvements in several key performance indicators despite weather related challenges during the reporting period. Members discussed the impact of heat, infrastructure failures and fleet reliability issues on punctuality and cancellations and recognised the need to strengthen organisational resilience as periods of extreme weather become more frequent. Whilst recognising areas of progress, the Board agreed that further work was required to improve operational resilience and ensure future service levels remain robust under increasingly challenging conditions. **Action: Develop enhanced performance reporting and supporting narrative demonstrating long-term trends, weather impacts and resilience planning for future Board consideration.**

8. Safety

The Board reviewed the organisation's safety and security performance, including recent assaults on colleagues, anti-social behaviour and the actions being taken to improve protection for staff and customers. Members stressed the importance of taking a firm approach to prosecutions where evidence supports legal action and agreed that visible consequences for offenders would help reinforce the organisation's commitment to colleague safety. The Board also considered wider behavioural challenges across the network, including fare evasion and anti-social behaviour on specific routes, and noted progress in implementing Railway Behaviour Notices and other preventative measures. Members welcomed the proactive engagement with external partners, including BTP, to develop longer-term interventions that address underlying causes rather than solely relying on enforcement activity.

8.1 Talerddig

The Board discussed progress against the RAIB recommendations arising from the Talerddig collision investigation. Members welcomed the structured programme of work and governance arrangements now in place but stressed the importance of maintaining momentum, improving visibility of delivery progress and ensuring evidence is obtained where actions rely on external organisations. The Board requested more meaningful reporting focused on risk reduction, completion evidence and organisational learning rather than process compliance. **Action LV: Provide**

assurance on driver competence and behavioural considerations arising from the introduction of new rolling stock and operational systems.

[redacted]

10. Commercial Update

The Board reviewed commercial performance and noted continued year-to-date revenue growth, supported by timetable improvements, marketing activity, PAYG expansion and revenue management initiatives. Members welcomed the positive impact of the North Wales timetable changes, which have driven both customer and revenue growth, and considered opportunities to maximise returns from new journey opportunities and improved connectivity. Particular focus was given to weaker performance on the Marches route, where further interventions are being developed to stimulate demand and address declining revenue trends. [redacted] Members agreed that maintaining a strong focus on revenue growth, customer experience and data-led decision-making would remain critical as the organisation continues to pursue ambitious commercial objectives

9.1 Traws Cymru Revenue Update

The Board noted the Traws Cymru Revenue Update

10. Marketing Update

The Board received an update on current marketing activity and noted that performance remains broadly in line with expectations. Members welcomed the introduction of improved revenue attribution methods, enabling clearer understanding of marketing effectiveness and return on investment. The Board discussed several campaigns currently in market, including activity supporting network growth, modal shift, PAYG expansion and destination marketing. Positive progress was noted in customer consideration measures and brand performance, while members encouraged continued use of customer insight, behavioural analysis and emerging technologies to maximise the effectiveness of future campaigns.

11. AOB

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

TRAFNIDIAETH CYMRU
TRANSPORT FOR WALES