TfW Rail Ltd Board Minutes

29/05/2026

09:00 – 13:00

Venue: Llys Cadwyn

Attendees

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

In attendance

Sam Hadley, Lorenzo Visentin, Stephen Morgan (Minutes)

1a. Apologies for Absence

Julian Edwards

1b. Notice of Quorum

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

1c. Declarations of Interest

James Price declared their position as Chair of the Board of Cardav Avition has now commenced.

2. Safety moment.

The Board noted delays and inefficiencies in the CCTV approach, with unclear timescales, overly restrictive processes, and slow footage retrieval impacting incident response. Discussion emphasised the need to focus on investment decisions, streamline GDPR-related checks, align CCTV improvements with wider capital programmes, and adopt best practice from outside the rail industry. Fragmented monitoring across the organisation was highlighted as a key issue, alongside the need for a clear end-state process enabling rapid review of footage (e.g. within an hour). **Action MD/LV: Bring a proposal to ELT outlining outputs, required changes, and enablers to accelerate CCTV retrieval and incident response.**

3. Customer moment

The Board discussed placing customer experience at the centre of operations, recognising gaps in consistently delivering high-quality service despite a strong “do the right thing” culture. Progress has been made through clearer structure, improved information initiatives, and engagement activities, but issues remain with inaccurate communications, feedback loops, and a disconnect between frontline and support teams. There is a need to strengthen customer insight, improve real-time information for both staff and customers, and address process frustrations. Priorities include more cohesive communication processes, better use of existing forums, enhanced scenario planning, and improving access to information and tools to build confidence and deliver a more consistent experience.

4. Minutes and Actions

The Board approved the minutes of the previous meeting.

5. Chief Operations Officer report

Performance this period was mixed, with WCB missing OTT3 targets but improving trends on CVL, and cancellations slightly below target despite disruption from infrastructure faults, OLE issues, and external factors. Rolling stock reliability remains a key concern, with engagement underway with the manufacturers [redacted] and improve availability. Infrastructure challenges, including ongoing TSRs, continue to impact service, with a clear ambition to move towards a TSR-free railway where feasible. Trespass incidents remain high, with increasing welfare-related cases and operational impact, prompting a call for a more fundamental, segmented and potentially more assertive approach, including policy review and behavioural interventions. Customer performance is strong, but targets may no longer be sufficiently stretching and should be reviewed. Overall, there is a strong focus on accelerating performance improvement, increasing accountability, and setting higher operational and customer standards.

Actions:

- **Introduce TSR management report and forward plan into pack MD**
  [redacted]
- **Provide three trespass segmentation examples and review bylaw options (including CVL) — MD**

5.1 Fleet Cascade

A credible fleet plan is in place, dependent on the introduction of Class 398s to enable wider stock cascade; short-term mitigations including Class 153 deployment and extended use of Class 158s are supporting capacity, but material risk remains if key milestones [redacted] An urgent decision is required on Class 158 lease extensions and subleasing options, supported by improved modelling of fleet introduction scenarios and mitigation assumptions.

6. Financial review

The Board received a finance update, noting that the Dynamics 365 system is still bedding in, with improved reporting and insight expected in Q2 and longer-term analysis being developed by the FP&A team, including depot and rolling stock strategies. [redacted]

[redacted]

6.1 Adoption of FRS – 101

The Board considered a proposal to adopt reduced exposure framework, consolidating most disclosures at group level, noting no thresholds are breached and that the timing is appropriate. The main impact relates to presentation changes for property, plant and equipment, including asset valuations and gains on bargain purchase, with no effect on overall values. It was confirmed that a basic profit and loss will remain in statutory accounts, and potential regulatory implications will be clarified, with no significant unintended consequences identified. The Board endorsed the adoption of FRS 101.

7. Workforce Strategy

The Board discussed workforce strategy risks and resilience, [redacted]

7. Safety

Safety discussions noted a Class 67 door issue under engineering review [redacted] Changes to railway banning terminology were discussed Regulatory inspections were broadly positive, with ongoing work on training, overspeed, and fatigue management, alongside a wider discussion on supporting staff in relation to knife crime.

8. Commercial Update

[redacted]

Monthly marketing and commercial reviews will focus on routes, capacity and digital conversion, despite some constraints on yield flexibility. Network performance is strong overall, with notable growth on CVL and in South and West Wales, though the Marches line growth is softening [redacted]

[redacted]

Actions:

[redacted]

8.1 Fares Simplification

The Board discussed fares simplification to support PAYG and reduce legacy [redacted]

9.1 Traws Cymru Revenue Update

The Boad noted the Traws Cymru revenue update

10. Marketing Update

Discussion covered the opportunity presented by upcoming major sporting events, with expectations of large crowds linked to Liverpool and North Wales, and a need to consider any targeted marketing and operational response. An update was provided on the implementation of a new marketing model, with ongoing work to improve campaign-level reporting, introduce more detailed in-period performance analysis, and better track volume growth, with further reporting to follow in the next period. Feedback on the north/south coach concept was well received at senior level, with a clear steer to be more ambitious in developing an iconic yet cohesive brand within the wider network that allows for differentiation, while recognising that brand strength relies on service quality; the overarching challenge remains to deliver a consistently high-performing service that supports and reinforces the brand promise.

11. AOB

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