TfW Rail Ltd Board Minutes

24/07/2026

09:00 – 13:00

Venue: Taffs Well Depot

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

1.d Previous Minutes

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

2. Safety moment.

The Board reflected on the operational, customer and colleague impacts of the recent extreme heat events, noting that climate-related disruption is increasingly becoming a normal operating condition rather than an exceptional occurrence. Members discussed the need for a more structured climate resilience strategy, including fleet modifications, contingency planning, infrastructure adaptation and an accelerated focus on practical mitigations to reduce future operational and safety risks.

3. Customer moment

The Board received a presentation on the catering proposition and customer experience. Members noted that customer feedback remained broadly positive despite operational challenges, noting that customer expectations around service availability, consistency and convenience continued to increa [redacted]

Members welcomed the work underway to improve rostering, develop a competency framework, strengthen leadership engagement and introduce clearer service standards.

4. People Update

The Board discussed absence management, [redacted]

[redacted]

5. Chief Operations Officer report

The Board considered lessons learned from the recent heatwave, noting that customer and colleague impacts had been particularly severe on routes operated by older fleets. Members recognised that although service choices had been made with safety at the forefront, future contingency plans should seek to distribute operational impacts more equitably across the network and avoid disproportionate impacts on individual routes or communities. The Board welcomed the leadership visibility demonstrated throughout the disruption, the decision to prioritise operational presence over routine business activities and the positive feedback received from colleagues regarding management support. Members discussed the need for a formal contingency timetable that could be introduced quickly during extreme weather events, supported by agreed customer, operational and commercial assumptions. [redacted]

5.1 Rail Performance in Periods 2 and 3

[redacted] Whilst underlying performance trends remained broadly positive, members noted the need to improve resilience, strengthen supplier accountability and ensure future service decisions balance customer, operational and financial impacts [redacted]

6. Network Rail Updates

The Board discussed performance following significant infrastructure investment and noted that while incident frequency had reduced, infrastructure failures could still have a substantial service impact. Members supported ongoing reliability improvement programmes and targeted renewals to address known vulnerabilities.

7. Safety

The Board discussed safety performance, including SPADs, TPWS activations, level crossing risk and recent operational incidents. [redacted]

[redacted] Members welcomed ongoing driver engagement, targeted interventions and risk-based briefing activity but requested stronger assurance reporting and clearer evidence of risk reduction. **Action LV: Review opportunities to apply additional immediate controls at locations presenting similar risks to Llangadog pending completion of wider investigations**.

8. Finance Update

The Board received a finance updat [redacted]

9. Commercial Update

The Board noted that overall revenue performance continues to outperform wider industry benchmarks despite recent operational disruption. Strong growth was recorded across North Wales and Central & West Wales, reflecting the benefits of recent timetable changes and increasing passenger demand. Members discussed weaker performance on the Marches route and reviewed interventions currently under development to improve yield, demand and overall commercial performance. The Board discussed industry reform, future revenue allocation arrangements, digital retailing developments and the need to ensure TfW remains well positioned within future industry structures. **Action: Assess revenue and customer impacts associated with alternative disruption-management and contingency timetable options.**

9.1 Traws Cymru Revenue Update

The Board noted the Traws Cymru Revenue Update

10. Marketing Update

The Board received an update on marketing performance and noted that campaign activity continued to deliver positive revenue and outcome. Members discussed improved attribution methodologies, strong return on investment and positive movement in customer consideration and purchase intent metrics. The Board discussed opportunities to increase the use of partnerships, influencers, destination marketing and behavioural insight to support patronage growth. Members encouraged continued exploration of innovative marketing approaches while maintaining a clear focus on measurable commercial outcomes and revenue generation.

11. AOB

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

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TRANSPORT FOR WALES