TfW Rail Ltd Board Minutes

26/08/2026

09:00 – 13:00

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, Jeremy Morgan (Governance)

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.

[redacted]

3. Customer moment

The Board considered customer experience performance and noted that overall satisfaction remained strong despite significant operational challenges. Members noted the need to continue improving reliability and consistency of service delivery, recognising that customer confidence is strongly influenced by repeated disruption, train availability and service quality.

4. Chief Operations Officer Report

The Board discussed operational performance during a period impacted by sustained high temperatures, infrastructure failures and fleet availability issues. Whilst headline performance measures remained below target, members noted improving year-on-year trends and strong customer satisfaction results. The Board discussed building greater resilience into operations, developing short-term contingency plans that provide customers with greater certainty, and ensure that disruption impacts are shared more fairly across the network rather than falling

repeatedly on the same communities. [redacted]

5. Network Rail / Amey Assurance - Drought and High Temperature

The Board received assurance regarding infrastructure readiness for periods of heat and drought. Members noted compliance with inspection and monitoring requirements and welcomed the proactive management of known risks, including track performance, vegetation management and critical rail temperature controls. The Board noted that prolonged periods of adverse weather are increasingly becoming normal operating conditions and agreed that continued focus on resilience planning remains essential.

6. Finance Update

The Board received an update on the organisation's financial position and wider commercial performance. [redacted]

7. Safety

The Board discussed the Safety and Security Report, noting improvements in trespass performance and the associated reduction in disruption, while recognising ongoing challenges relating to assaults, anti-social behaviour and workforce safety. Members discussed the impact of anti-social behaviour on customers and colleague [redacted] he Board also considered opportunities to strengthen security through targeted operational activity, infrastructure improvements [redacted] noting positive outcomes from previous enforcement initiatives. Members concluded that continued investment in preventative measures, partnership working and sharing lessons learned from incidents would be important to support safety, security and operational resilience across the network.

[redacted]

[redacted]

9. Commercial Update

The Board discussed commercial performance, [redacted] Members discussed the direct relationship between operational performance and revenue generation, recognising that cancellations, short formations and poor train availability were having an immediate impact on passenger demand and income. The [redacted] Members agreed that improving train service reliability and fleet availability remained the single most important factor in supporting revenue growth, reducing compensation costs and improving the overall financial position. **Action** Chris Williams Develop a business case for gating and access-control solutions at key ungated stations in the Cardiff area, including assessment of revenue benefits, operational impacts, technology options and costs.

9.1 Traws Cymru Revenue Update

The Board noted the Traws Cymru revenue update

9.2 Subscription Pricing and Marketing Growth Strategy

The Board reviewed progress on subscription pricing and loyalty initiatives. Members supported the move toward an always-on marketing model designed to drive customer retention, increase digital engagement and create additional opportunities through partnerships and loyalty rewards.

9.3 Travel Management Services

The Board reviewed plans to modernise and digitise the Travel Management Services offer, noting opportunities to grow corporate, educational and business travel revenue. Members welcomed the phased implementation approach and the potential to strengthen business-to-business relationships, increase digital sales and create new growth opportunities. **Action:** Chris Williams to bring a more detailed review of the Travel Management Services proposition, route-to-market strategy and growth opportunities to Executive Leadership Team for further discussion

10. Marketing Update

The Board received an update on marketing activity and noted positive progress across a range of campaigns, partnerships and customer acquisition initiatives. Members welcomed the development of API-enabled booking integrations with external partners, including sporting organisations and attractions, which would allow rail travel to form part of wider customer booking journeys and provide access to new audiences. The Board discussed opportunities to increase leisure, tourism and event-related travel through targeted partnerships, voucher schemes, loyalty offers and customer reactivation campaigns, while emphasising that all activity should demonstrate a clear return on investment through either direct revenue generation, audience growth or increased brand consideration. Members supported the continued development of innovative marketing channels and commercial partnerships to drive sustainable patronage growth.

11. Papers to Note

11.1 Absence Update

The Board noted the absence update.

12. AOB

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