

**Transport for Wales Board**  
**Minutes of the meeting 13 November 2025**  
**Held in the Tramshed, Newport and Teams**

**Members:**

Vernon Everitt	Non-Executive member and Chair
Alun Bowen	Non-Executive member
Louise Cheeseman	Non-Executive member
Heather Clash	Chief Finance, Governance & Corporate Services Officer
Rhian Langham	Non-Executive member
Vinay Parmar	Non-Executive member
James Price	Chief Executive Officer
Peter Strachan	Non-Executive member

**In attendance:**

Sam Hadley	Policy Director
Gareth Evans	Observer (Welsh Government)
Jeremy Morgan	Head of Corporate Governance and Compliance
Alan McCarthy	Trade unions observer (Items 4 - 6)
Ian Lucas	Associate Non-Executive Director
Ceri Taylor	Corporate Support Manager
Rhian Howells	Cabinet Member for Assets & Infrastructure – Newport City Council (Item 2)
Paul Jones	Strategic Director Environment & Sustainability – Newport City Council (Item 2)
Lorenzo Visentin	Safety & Risk Director (Items 4 & 5)
Owen Davies	Head of Finance (Item 8)
Richard Marwood	Bus Programme Director (Item 8)
Lee Robinson	Executive Director for Regional Transport and Integration (Item 8)

**Part A – Standing items**

**1a. Chair’s welcome and apologies for absence**

The Chair welcomed everyone to the meeting.

Apologies were received from Andrew Morgan (local government observer).

**1b. Notice of Quorum**

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

**1c. Declarations of Interest**

Louise Cheeseman is a Non-Executive Director at the Go-Ahead Group.

#### **1d. Minutes & actions of previous meeting**

The minutes of the TfW Board meeting 16 October 2025 were approved as a true and accurate record. The actions log was noted. The Board requested that as many actions as possible should be cleared ahead of the next meeting.

#### **1e. Safety and T Network moment**

A discussion took place on the need to harness technological advances to improve staff and customer safety. The Board agreed the need to more fully engage with the work of TfW's Innovation Lab in providing insight and foresight in this area and for a Board paper on the top challenges to be tabled at a future meeting [**Action James Price / Heather Clash**].

### **2. Newport stakeholders**

Cllr Rhian Howells (Cabinet Member for Assets & Infrastructure – Newport City Council) and Paul Jones (Strategic Director Environment & Sustainability – Newport City Council) joined the meeting.

A discussion took place on transport issues affecting the city of Newport and surrounding areas with a particular focus on M4 congestion and implementation of the Burns Report recommendations. The Board were provided with contextual information including the increasing demand for new housing and the importance of Bristol connectivity. Topics covered included:

- Funding for Burns stations is welcomed, but clarity is required as to what the stations will likely achieve. Studies suggest that people use the M4 for 'junction hopping' for travelling around the city which the proposed new stations could potentially help to alleviate.
- The Old Green Roundabout project is a good scheme but will not take traffic off the M4 in isolation from other Burns projects.
- The potential to replicate the Network North Wales model for the Newport area to facilitate high level and open conversations, dealing with cross border issues and effective stakeholder engagement.

A discussion took place on bus franchising [REDACTED]

[REDACTED] It was agreed that the local population need to feel the benefits of bus franchising. The Board confirmed this is a central part of its focus.

The discussion also covered:

- issues around school transport, particularly the costs and potential opportunities to align with bus franchising;
- the benefits of a post-Burns rail station in Caerleon which is a strong town in own right with a good tourist offering; and
- improved access for Newport station.

Rhian Howells and Paul Jones left the meeting.

### **3. Governance**

TfW's CEO / Pullman Chair is spending half a day each week at Pullman [REDACTED]

[REDACTED]

The recent **TfW / Welsh Government Steering Board** discussed bus and rail reform, CVL progress and a letter to the Cabinet Secretary providing an update on CVL deliverables, work remaining to complete the programme and cost controls. The Board welcomed the quality of the letter which serves as a strong template for board reporting and budgeting.

November's **TfW Rail Ltd** board reviewed performance, Network Rail performance, Autumn preparedness, South Wales Metro Growth project and concluded with a session around integration of bus into TfW's wider operations including the scrutinization of bus performance activities.

The recent **Major Projects Committee** focussed on the positive progress of the Cardiff Central Enhancements project and positive developments in the Crossrail project.

#### **4. Safety Performance**

The Board noted the content of the safety performance report. The Board were updated on:

- The reduction in physical injuries among customers and staff, with a focus on preventative measures for incidents. Emphasis is being placed on addressing verbal abuse through mapping, training, and coordination with TfW's Security team and British Transport Police.
- SPaDs (Signal Passed at Danger) continue to decline. The Board discussed investigating the leveraging of new technology to further reduce SPaDs and address risks related to Train Protection Warning System non-compliance.
- A recent arrest of a bus passenger for verbal abuse directed towards another passenger, which reinforces the zero-tolerance message around crime and anti-social behaviour.
- Ongoing review of Pullman operations.

#### **5. Strategic risk report**

- The Board noted and discussed the content of the quarterly strategic risk report. The Board noted mitigations in place for each high level strategic risk item.

#### **6. CEO Report**

The Board received an overview of the Chief Executive Officer's report:

- Positive feedback on TfW was received at a recent Welsh Government Cabinet presentation. The Board asked for thanks to be extended on its behalf to the rest of the organisation [**Action Sam Hadley**].
- Rail reform risks are actively being managed including clarification around the intergovernmental MoU, future partnership arrangements and supporting the case for enhanced funding and greater benefits for Wales. The Board noted letters from TfW to both Network Rail's Chief Executive and Chair which will be sent shortly. The Board endorsed both letters. It was agreed that Sam Hadley would brief Ian Lucas on rail reform [**Action Sam Hadley**].
- Rail performance continues to be positive, especially on CVL. However, work continues to make further improvements.

- [REDACTED]
- [REDACTED]
- Significant work continues around bus franchising, particularly around agreeing the policy position with the Welsh Government, strengthening the mobilisation and operational team, and developing plans for the first round of regional bus franchising.

The Board were also updated on work around multi-year budgeting and financial planning, and refining figures for percentage of journeys on new trains.

### 7. Nominations Committee paper

The Board noted the Nominations Committee’s approval of a paper setting out the terms of Louise Cheesman stepping down as a Non-Executive Director of Transport for Wales. On behalf of the Board, the Chair thanked Louise for her significant contribution to TfW over the past 12 months.

Louise Cheeseman left the meeting.

### 8. Strategic Session

Lee Robinson, Richard Marwood and Owen Davies joined the meeting.

The Board entered a discussion on the South West Wales bus franchising delivery architecture. It was noted that the detail in the information presented to the Board builds on previous discussions at September’s meeting and a draft policy letter to the Welsh Government.

The Board discussed detail around network architecture, depot acquisition, compulsory purchase powers for future planning, fares, capacity, and the need for ongoing data validation.

The Board emphasised the need for there to be complete clarity around statutory safety accountabilities and where TfW must operate in this area.

A discussion took place on considerations around customer experience, including the need to get the balance right between, emphasising that technology should support customers and not replace strong visible presence of staff around the TfW network digital and human support, and the integration of AI. The Board agreed that this matter would be discussed at the Customer Experience & Growth Committee [**Action Vinay Parmar**].

The Board discussed engagement with the trade unions on a number of people issues.

Discussions also took place on career progression opportunities and of organisational culture; approaches to evaluation of SME and large company franchise bids; the significance of school transport; the need to clarify network management and engagement principles; and the importance of capital investment so that the benefits of franchising can be felt by people in all parts of Wales.

The Board noted the key objectives for day-one implementation including fares and a clear understanding for all stakeholders on the benefits of franchising.

The Board thanked all those who participated in a useful session and the reassurance it received on progress made to date.

The Board entered a confidential session.

Following the confidential session, the Chair thanked all attendees for their participation and closed the meeting.