

Transport for Wales Board

Minutes of the meeting 16 January 2026

Held at Conwy Business Centre, Conwy and online

Members:

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

In attendance:

Sam Hadley	Policy Director
Peter McDonald	Observer (Welsh Government)
Jeremy Morgan	Head of Corporate Governance and Compliance
Ian Lucas	Associate Non-Executive Director
Ceri Taylor	Corporate Support Manager
Lorenzo Visentin	Safety & Risk Director (Item 3)
Alan McCarthy	Trade Unions observer (Items 4)
Zoe Smith-Doe	Head of Corporate Reporting (Item 8)
Marie Daly	Chief Operating Officer (Item 6)
Dan Tipper	Chief Infrastructure Officer (Item 6)
Lee Robinson	Executive Director for Regional Transport (Item 5)
North Wales local authority stakeholders (Item 9)	Gwen Thomas - Strategic Transport Manager (Wrexham), Tony Ward - Corporate Director for Environment and Economy (Denbighshire), Iwan ap Trefor - Traffic and Projects Service Manager (Gwynedd), Cllr Paul Johnson - Deputy Leader (Flintshire), Cllr Ieuan Williams - Highways, Waste and Climate Change Portfolio Holder (Anglesey), Huw Percy - Head of Highways (Anglesey)

Part A – Standing items

1a. Chair’s welcome and apologies for absence

The Chair opened the meeting welcoming all attendees, particularly Marcia Sinfield who was attending her first meeting as a new non-executive Board Member.

Apologies were received from Andrew Morgan.

1b. Notice of quorum

A quorum being present, the Chair declared the meeting open.

1c. Declarations of interest

None.

1d. Minutes & actions of previous meeting

The minutes of the TfW Board meeting held on 18 December 2025 were approved as an accurate record. The actions log was noted.

1e. Safety moment

The Board discussed issues arising from snow in North East Wales, particularly customer complaints regarding inadequate real time information for bus services. The Board emphasised the need for effective and reliable live information systems.

1f. Customer moment

A positive customer service example was shared relating to a TfW service at Birmingham New Street, where staff secured a train hold to support passenger transfers. The Board highlighted the importance of recognising and commending positive staff actions and maintaining consistent customer service.

2. Briefing on North Wales public transport

Ian Lucas briefed the Board on current challenges in North Wales's public transport system, highlighting cultural and historical issues. The Board discussed the importance of improving transport in all parts of the country and harmonising robust data to inform those improvements.

3. Safety Performance

Lorenzo Visentin joined the meeting and presented the safety performance report. Key points included:

- Christmas period safety issues.
- A pilot scheme for non-station environments.
- A continued reduction in Signals Passed at Danger, though improvement rates are slowing; a mini "deep dive" will be taken to the next Operational Board.
- Strong TrawsCymru bus driver telematics performance, achieving a 56% improvement compared against the November 2024 score and one mark off the national benchmark.
- Pullman Rail reported zero incidents this period.
- [REDACTED]
- The need to review police partnership working arrangements to improve actual and perceived levels of safety and how current relationships will evolve to embrace multi-modal operations including bus. This would be a focus at a future board meeting [**Action: Lorenzo Visentin**].

Lorenzo Visentin left the meeting.

4. CEO Report

The CEO provided an update across key areas:

adapted in the light of experience with live operational service. It was confirmed that consultation had taken place with accessibility groups.

The Board endorsed a recommendation for the approach to stranded trains policy and procedures based on setting a strategic target of achieving Platinum status, recognising that this presents a significant uplift in customer welfare provision, operational capability, and colleague readiness.

Marie Daly and Dan Tipper left the meeting

7. Governance

The Board noted subsidiary company updates for TfW Rail Ltd, Pullman and Ffeibr. The Board noted that James Price is standing down from the Ffeibr company board and were updated on good progress being made on sales and the increasing request to provide off-network services which are currently being discussed with the Welsh Government.

The Board endorsed the Innovation Services (TfWIS) board decision to not extend the Services Agreement beyond its current term which ends in February 2026. This agreement underpins the entire JV arrangement between TfW and Keolis/Amey, and preparations are underway for the demobilisation of the TfWIS joint venture. This is expected to take place during the first half of the next financial year and a cross-functional demobilisation team has been established within TfW to oversee the process.

8. Business plan and Key Performance Indicators update.

Zoe Smith-Doe joined the meeting.

The Board noted that 92% of 2024/25 Business Plan milestones remain on course for delivery by the end of the financial year, with 54% complete to date. Thirteen new activities have been added and seven items have requested a delay, two of which require Welsh Government notification.

Corporate KPIs were noted. The Board discussed the need for alignment with the Executive's Personal objectives and the on-going need to reflect TfW's role delivering a multi-modal transport service. Marcia Sinfield agreed to review a proposed suite of KPIs before the next meeting [**Action**].

9. Stakeholder session

The Board welcomed stakeholders from the six North Wales local authorities.

The Board received an update on the challenges and opportunities associated with delivering active travel and wider transport solutions across the North Wales region, particularly in rural areas. It was noted that different geographies in Wales requires a range of different interventions.

Concerns were raised regarding reductions in bus routes. It was highlighted that Transport for Wales and local authority officers continue to utilise shared data and insight through regional transport models, supporting collaborative planning. Demand-responsive transport (DRT), including the Fflecsi model, was identified as an effective means of providing service in low-patronage areas, with pilot schemes encouraged.

Franchising examples, such as the significant patronage growth observed in Manchester, were discussed, noting the corresponding requirement for increased revenue funding. Local experience from Anglesey indicated openness to further Fflecsi deployment. The additional staff resource provided by TfW was recognised as enabling innovative project development and trials.

Community transport initiatives were discussed, with particular reference to volunteer-led schemes in Anglesey. Maintaining volunteer capacity remains a challenge, though TfW has supported providers through data and evidence for funding applications. Behaviour change was identified as an important strategic priority, with an emphasis on using community networks to influence modal shift, for example, encouraging residents to substitute one in four car journeys with bus travel.

Both local authority representatives and the TfW Board emphasised the need for stronger integration between transport and the planning system. Regional Transport Plans should shape local development plans. Standardised approaches across Wales to Section 106 and the Community Infrastructure Levy (CIL) were suggested to better support transport interventions. A potential TfW-led Section 106 toolkit was proposed, including case studies where transport-oriented development has been prioritised.

Transport assessments accompanying planning applications were noted as inconsistent in quality, while WelTAG requirements remain challenging. The Board also noted missed opportunities in major planning applications, including the previous Wylfa proposal which did not explore rail-based access for the anticipated workforce. Opportunities to engage with new developers, including Rolls Royce, were highlighted.

Further discussion covered the potential for private sector contributions to transport investment in North-West Wales, the localised nature of rail demand in areas such as Flintshire, and the opportunity to increase rail station usage through more frequent semi-urban services. The importance of close working with Corporate Joint Committees (CJCs) was reiterated.

North Wales Mainline electrification was identified as a key priority for the region requiring ongoing engagement. The strategic potential of Holyhead Port for rail freight was noted, referencing previous discussions with British and Irish operators. Local rail corridor issues, including the Amlwch line, were also raised.

A discussion took place on the value of a collective regional voice, while recognising that administrative boundaries do not always reflect local transport needs. TfW's role in supporting such collaboration was welcomed.

Car-sharing schemes were considered, with evidence suggesting strong uptake among certain workforce groups such as teachers and shift workers, particularly when supported by park-and-ride arrangements. There is a risk of overemphasising commuter travel, which accounts for only around 20% of total traffic. Liability considerations remain a challenge for local authorities, though TfW could provide support.

The Board concluded with a positive discussion on bus reform, recognising the significant opportunities it presents to deliver better transport for the people of the region.

The Chair thanked everyone for their contributions and attendance and ended the meeting.