



TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

TfW Rail Ltd Board Minutes

2 January 2026

0900 – 1400

Venue: Llys Cadwyn

Attendees

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

In attendance

Lewis Brencher, Sam Hadley, Nick Millington and Jeremy Morgan.

The Chair welcomed everyone to the meeting.

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

Members confirmed that their published declarations of interests were up to date and there were no additional interests to declare specifically relating to agenda items.

2. Safety moment

The Board discussed winter preparedness, noting the shift from autumn related risks to those associated with severe cold weather. Operational colleagues are implementing protocols for sub-zero temperatures, including point-swinging arrangements and overnight system checks to ensure morning readiness. Particular reference was made to increased slip, trip and fall risk during winter conditions, with stations and fleet teams receiving refreshed guidance. It was also observed that the terminology used in safety reporting, particularly around describing OTT3 performance trends, should be clarified in future papers.

3. Customer moment

The Board received an update on operational digitalisation, [REDACTED]. It was noted that driver tablets remain the highest priority, with interim arrangements in place for other frontline roles. The Board also considered recent customer demand patterns, including increased weekend volumes and successful additional capacity interventions over the Christmas period, which resulted in improved customer feedback.

4. Minutes and Actions

The minutes of 5th December 2025 were approved subject to amendments. The Actions Log was noted.

5. Chief Operations Officer report

The Board noted that safety performance in Period 9 had been generally positive, with no high-severity incidents recorded and workforce harm remaining below predicted levels. Two SPADs occurred at longstanding multi-SPAD signals, and non-workforce injuries had increased due to adverse weather. Performance results showed strong progress on the Core Valley Lines, with PTL reaching 89.5% and cancellations significantly reduced, while the Wales and Borders network achieved its



PTL target but continued to face underlying issues, particularly on the Marches corridor. The Board requested further detail on Marches improvement plan **[Action MD/NM]**. The Board discussed the need for a robust strategic improvement plan for WCB performance and agreed that forthcoming national performance planning with Network Rail must fully reflect this. Discussion also centered on the need for consistency between PTL and OTT3 reporting, and an action was assigned to propose an aligned future framework **[Action MD]**

6. Safety Repot

The Board was informed of an increase in TPWS activations, recognised as potential precursors to SPADs, and noted the continuing importance of operational briefings, behavioral safety initiatives, and targeted station interventions. The impact of Operation Genesis over the Christmas period was discussed. The Board agreed that SPAD and TPWS analytical work would continue to be brought to each Rail Board.

7. Periodic Finance Review

[REDACTED]

8. Commercial Update

The Board noted strong commercial performance in Period 9, [REDACTED] Partnerships and digital product developments continue to support revenue, although overcrowding on short-formation services remains a risk to both satisfaction and yield. Challenges in digital marketing performance were acknowledged, and ongoing remedial work was discussed. The Board requested an update on fraud mitigation & revenue protection be brought for future discussion **[Action AC]**

8.1 Traws Revenue

Updates were received on Traws Cymru revenue performance, which continues to show strong year-on-year growth. Journey completion and punctuality performance remained high overall, and the Board noted the continued need to monitor customer complaints and operational variability.

9. New and Refurbished Trains Definition

The Board discussed emerging requirements from Welsh Government regarding the classification of refurbished trains within the 'new and refurbished' metric. [REDACTED]

[REDACTED]



11. A.O.B

The Board discussed ongoing rolling stock challenges, [REDACTED]

[REDACTED] ETCS conversion delays were discussed and the Board requested RW to Pursue ETCS conversion timeline and funding options [Action RW]. Persistent lift outages over the Christmas period were discussed, and it was agreed that a paper on alternative maintenance models would be presented in March. [REDACTED]

[REDACTED] [Action EE]. Snow-protocol messaging for staff was discussed, and the timing of future Board meetings was raised for review.

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