



# TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

## TfW Rail Ltd Board Minutes

30 January 2026

0945 – 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 Stephen 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 treeline management, noting priority actions to address lineside vegetation risks and emphasising the need for sustained management, appropriate funding, and focus on areas where investment will have greatest impact [REDACTED]

[REDACTED] alongside discussion of potential proactive maintenance offers. Operational, safety and access considerations were noted, including recent clearance work, challenges in specific locations, and the need to model performance improvements resulting from the plan. Frontline reporting processes and the high cost of alternative vegetation planting was discussed. **[Action NM Provide detailed line item view of risks, actions and performance impact]**.

## 3. Customer moment

The Board noted strong, positive feedback from the recent Welsh Government scrutiny session and discussed upcoming challenges. Discussion covered the relationship between service level changes, operating subsidy, and revenue assumptions, along with the need to apply tripartite strategy regionally. Performance issues were reviewed alongside expected board interest in targets and deliverability. The Board discussed scaling complex initiatives and ensuring evidence based revenue projections, with particular focus on the Marches route, noting



a deep dive is underway. A clear delivery plan is required for Marches, with a test case to be presented [Action: MD]. Further detailed network plans will also be brought to the Board.

#### 4. Minutes and Actions

The minutes of 2<sup>nd</sup> January 2026 were approved subject to amendments. The Actions Log was noted.

#### 5. Chief Operations Officer report

The Board discussed the implementation of the new timetable and additional services, noting strong embedding and solid operational performance despite isolated incidents, including axle counter failures, points issues, adverse weather, and short formations. Overall performance was strong, with high PTL scores, increased passenger numbers, and several routes achieving their best results in recent periods. [REDACTED]

[REDACTED] alongside the need to monitor revenue impacts from the new timetable.

Infrastructure failures continue to be investigated, and leadership engagement and structural alignment around performance management were discussed.

#### 6. Safety Report

The Board discussed assaults on the network [REDACTED]

[REDACTED] Female staff represented 17% of victims despite being 30% of operational workers, and over a third of colleagues have experienced assault, prompting a review of deescalation training. The Board discussed BTP frontline vacancies and bodycam expectations, and discussed options including [REDACTED] at key sites, and considered the implications of withdrawing travel rights and enforcing bans across locations. The Board reaffirmed full support for staff pursuing charges, discussed barriers to camera use, and requested further work on the assault lifecycle and network theft levels.

#### 7. Periodic Finance Review

The Board received an update on year end progress, [REDACTED]

[REDACTED]



### **8. Commercial Update**

The Board reviewed revenue performance [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

#### **8.1 Traws Cymru Revenue**

The Board noted the Traws Revenue update.

### **9. Marketing Update**

The Board received an update on marketing performance, noting fixes to the customer purchase journey bugs with IT, improving responses to reviews, sending feedback requests after travel, and aligning customer messaging on issues like overcrowding. Monitoring of other operators continues, with an emphasis on remaining authentic, and recognising frontline teams. Consideration has risen from 21% to 22%, adding c100,000 new potential customers.

### **11. A.O.B**

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