



TRAFNIDIAETH CYMRU TRANSPORT FOR WALES

TfW Rail Ltd Board Minutes

01/05/2026

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, Nick Millington, Stephen Morgan (Minutes)

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

2. Safety moment.

The Board discussed TPWS activity and SPAD data, noting no clear trends but a need for deeper insight, particularly around human factors and higher-risk locations. Concerns were raised that data collection is not translating into actionable intelligence, with limited accessibility and analytical maturity. It was agreed to explore temporary analytical resource, utilise AI to improve insights, and strengthen mentoring for less experienced staff. Engagement with external data sources and integration of safety into broader analytics were supported. Broader risks, including infrastructure design and animal incursions, were also discussed.

3. Customer moment

The Board discussed new timetables and approach, supported by strong governance, communication, and collaboration between TfW and Network Rail, with key risks understood though some resourcing pressures remain, particularly around staffing availability. Mitigations are being progressed, including flexible deployment and incentives, but a baseline risk persists. Fleet discussions highlighted ongoing reliability and parts challenges, the need for clearer performance visibility, and consideration of maintenance resourcing and contingency planning. Depot performance variability was linked to temporary resourcing, with a need for more sustainable solutions.

4. Minutes and Actions

The Board approved the minutes of the previous meeting.

5. Chief Operations Officer report

The Board noted positive trends including improved reliability, reduced cancellations, strong safety indicators, and passenger revenue outperforming the wider market despite not meeting plan. The Board discussed improved



6. Financial review

[REDACTED]

The Board discussed increases in passenger injury instances, noting this broadly aligns with increased passenger footfall, with slips and falls the most common cause. The Board advised there is a need to benchmark performance across the wider industry. Concerns were raised that this metric stands out against otherwise positive performance, with behavioural factors such as reduced handrail use post-Covid and passengers rushing for trains highlighted. Potential mitigations include handrail hygiene awareness campaigns, more dynamic platforming at central locations, and reviewing whether KPI's remain appropriate if data remains highly variable. Seasonal trends were also noted, with winter improvements not sustained into warmer months, and further analysis and discussion will be brought back.

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The Board received a commercial update, noting resilient performance, with revenue continuing to outperform national growth despite ongoing market pressures and close scrutiny of key drivers. Driving volume remains a clear priority, supported by increasingly robust analytical insight and a strong focus on translating this into targeted, effective actions. Encouraging short-term opportunities, including PAYG expansion, park-and-ride, and regional growth (notably in West and North Wales) were identified as important levers for further progress. PAYG now accounts for around half of adult journeys and, while currently below full potential, presents significant upside, with early plateauing offering valuable insight into areas such as pricing, customer confidence, and operational improvements including ungated stations and legacy products.

9.1 Traws Cymru Revenue Update

The Board noted the Traws Cymru revenue update.

10. Marketing Update

The Board noted that focus is shifting toward more targeted, insight-led approaches, including segmentation and location-specific interventions, to better understand customer behaviour and convert trial into repeat use. Building trust and clarity around PAYG is a key priority, with improved customer education, clearer signage, and simpler processes needed to address confusion and negative experiences. While digital remains central, there is growing recognition of the importance of traditional channels including posters and in station messaging to reach less digitally engaged customers and support broader behavioural change toward rail use. **Action The Board requested LB to provide a summary of PAYG demographics.**

11. Class 398 Performance Impact

The Board discussed service readiness by June and managing risks beyond that milestone. Modelling has been completed and attention is now on mitigation, including extensive work to de-risk infrastructure and address identified issues. The programme is supported by a structured plan that tracks both immediate priorities and longer-term milestones, alongside a developing “metro mindset” and the need to bring passengers on the journey. [REDACTED]

11. AOB

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