TfW Rail Ltd Board Minutes

27 Feb 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 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 dispatch irregularities and how performance compares with similar sized TOCs. It was noted that benchmarking is typically based on metrics such as incidents per kilometre and station calls. Reference was made to previous comparative work undertaken for SPADs, where benchmarking against TOCs experiencing similar organisational changes showed no significant deviation from industry norms. [redacted]

3. Customer moment
The Board discussed trials to reroute queues at Cardiff Central during event days, noting limited space on the south side of the station. The Board challenged whether reduced queuing areas could work effectively and drew on lessons from major event crowd management. Collaboration with the local authority, including road closures and signage, was discussed, and discussed alternatives including queueing at Cathays. The trial will run on a public walkway with mitigation plans in place to avoid congestion and traffic impact. The need to protect everyday customer experience, especially during frequent event days was considered, with suggestions such as dedicated queues for local workers to limit travel disruption. Clear communication will be key to explaining why the trial is being undertaken and how it should improve movement out of the city.

4. Minutes and Actions

The minutes of 30th January 2026 were approved subject to amendments. The Actions Log was noted.

5. Chief Operations Officer report

The Board reviewed current fleet challenges [redacted]

Positive progress was highlighted in local railway partnerships and the maturing T-Network model, though long-distance performance, particularly the key north south route remain below forecast, prompting discussion on accelerating performance improvement and minimising revenue loss from extended possessions, with **[MD/NM tasked to present the North Wales Line for discussion next month]**. [redacted] Train cleanliness, notably on Class 158s, was discussed. [redacted]

5.1 – Marches Local T-Network Route

The Board discussed engagement with Marches staff, noting improvements made to the lowest temporary speed restrictions on the WCB. It was noted that delay-minute figures represent target reductions, and he Board discussed establishing clear targets and how performance will be measured. The Board were advised that targets will be added to business plans to support accountability, and work is underway to consolidate the performance team and create a unified dashboard, with an update to be provided to Board.

6. Performance Strategy

The Board reviewed projected performance levels across key service areas, considering general operational challenges, external factors, and ongoing improvement initiatives [redacted] The Board discussed the importance of maintaining reliable services, updating operational practices in line with modern fleet capability, and ensuring that performance measures, such as punctuality and capacity management, remain aligned with customer needs.

[redacted]

TRAFNIDIAETH CYMRU
TRANSPORT FOR WALES

[redacted]

8. Safety Repot

[redacted]. Ten physical assaults were recorded during the period, consistent with averages, with discussion around whether a stronger zero tolerance stance should be adopted, noting that four incidents resulted in minor injuries and overall rates remain low. [redacted]. The Board noted incidents on Traws Cymru Bus service, with four of six recorded collisions this period occurring on the T1 service, attributed to low-speed observation issues among newer and less experienced drivers.

9. Periodic Finance Review

[redacted]

10. Commercial Update

[redacted] Further operational reflections highlighted mistakes made during recent severe weather events and the need to revise route-specific strategies, **[with an action to assess options for regionalised warnings and to refine customer messaging and refund processes MD/CW/LB**[redacted]

[redacted]

[redacted]

10.1 Traws Cymru Revenue
The Board noted the Traws Cymru Revenue update.

11. Marketing Update
The Board noted ongoing CRM [redacted] issues, with IT prioritising fixes, and a short, mid and long term plan being prepared for wider circulation. Marketing performance discussion prompted requests for clearer forward planning and ROI analysis, with updates confirming ongoing econometric work, development of a refined media strategy and a new marketing mix model. The board requested commercial and marketing sections be aligned to promote collaborative discussion, **[with an action to align sections on the next agenda SM]**. Limited data for bus marketing was raised alongside uncertainty around future spend, leading to **[an action to confirm the appropriate bus marketing budget LB]**. The Board discussed growing employer interest in workplace travel planning, business-to-business engagement tools, and potential service adjustments to support workforce needs; **[an action was agreed for teams to return with workplace journey planning proposals SH,LB,AC,KT]**. [redacted]

12. A.O.B [redacted]

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