Transport for Wales Board

Minutes of the meeting 21 May 2026

Held at Llys Cadwyn, Pontypridd

Members:	
Vernon Everitt	Non-Executive member and Chair
Heather Clash	Chief Finance, Governance & Corporate Services Officer
Rhian Langham	Non-Executive member
James Price	Chief Executive Officer
Marcia Sinfield	Non-Executive member
In attendance:	
Sam Hadley	Policy Director
Ian Lucas	Associate Non-Executive member
Jeremy Morgan	Head of Corporate Governance and Compliance
Ceri Taylor	Corporate Services Manager
Lorenzo Visentin	Safety & Risk Director (items 1-3)
Lee Robinson	Executive Director for Regional Transport & Integration (Item 9)
Peter McDonald	Observer (Welsh Government) (Item 13)

1. Welcome, apologies, quorum, declarations, and previous minutes

The Chair welcomed members to the meeting. Apologies were received from Vinay Parmar, Peter Strachan and Andrew Morgan.

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

No declarations of interest were made.

The minutes of the meeting held on 16 April 2026 were approved as an accurate record. The Board noted the actions log and received an update on progress against the two remaining open actions.

2. Safety and customer moment

The Board considered a customer and safety moment focused on resilience and customer response during disruption based on an incident abroad in which loss of connectivity prevented ticket purchase. The Board discussed the implications for business continuity and station operations in comparable circumstances. It was agreed that business continuity plans and technology principles should be reviewed in the event of technology failure [**Action Heather Clash**].

The Board also reflected on a recent service failure of a TfW service and noted the positive response of TfW teams to the incident in contrast to service received from other operators. The Board reflected on the importance of prioritising the needs of customers and colleagues when responding to operational disruption.

3. Safety performance

Lorenzo Visentin joined the meeting and presented the safety performance report. The Board noted overall positive performance and welcomed the continued improvement across several key safety indicators.

The Board noted that Signals Passed at Danger (SPaD) incidents in Periods 12 and 13 of 2025/26 had been the lowest since before the pandemic, although three SPaDs had occurred in Period 1 of 2026/27. The Board noted that Train Warning Protection Systems (TWPS) incidents remain within expected predicted figures.

The Board noted the reduction in physical assaults on staff compared with the same period last year, welcomed the impact of preventative measures, and asked that future safety reports clearly distinguish between validated data and the latest available management information.

The Board also discussed security matters, including railway banning notices; colleague wellbeing following operational incidents; and cyber resilience. Members sought further assurance on network resilience and noted that policing on the network will be brought back for fuller discussion at the next meeting.

Lorenzo Visentin left the meeting.

5. CEO report

The Chief Executive presented his report and updated the Board on the results of the recent Senedd elections, progress in discussions on the future relationship between Great British Railways and Network Rail, and the implications for TfW's role in delivery and prioritisation of rail services and in infrastructure investment.

The Board discussed rail performance, including the need for a deeper understanding of customer experience on north-south services and the importance of ensuring services meet the needs of disabled passengers through a whole-system approach.

Members also noted the continuing criticality of Class 197 reliability including the need to convert non- ERTMS (European Rail Traffic Management System units into ERTMS units; the planned incremental introduction of Class 398s; and progress with the bus programme.

The Board considered revenue performance, noting stronger than anticipated passenger revenue and journey growth in Period 1 of 2026/27, and agreed that this positive position should be communicated [**Action Lewis Brencher**].

The Board also discussed ticketless travel and the risks around mixed messaging with the children go free when accompanied by an adult policy and the importance of clear messaging [**Action Lewis Brencher**]. The Board requested a further discussion between the Chief Executive and the Safety and Risk Director positioning safety risks in the overall wider corporate risk reporting.

6. Board areas of focus and CEO objectives 2026/27

The Board reviewed its areas of focus for the remainder of 2026/27 and agreed that these should be mapped clearly to the work of the Board's sub-committees, the strategic risk framework and the wider governance landscape. It was further agreed that the areas of focus should be scheduled more systematically through the Board's forward agenda [**Action Jeremy Morgan**].

The Board emphasised the importance of strengthening focus on business continuity, resilience and cyber security under the existing theme of being safe and resilient, and agreed that stakeholder engagement should continue and deepen with regions, local communities and local businesses.

Subject to minor amends, the Board discussed and approved the CEO's objectives for 2026/27. The Board focussed its discussion on service performance, leadership capability and succession, noting the importance of 'bench strength' at Executive Leadership Team. The Board would also exercise oversight over internal engagement and management development. Chair to write to CEO with confirmation of 2026/27 objectives (Action Completed).

7. Governance

The Board received feedback from the recent meetings of the WG/TfW Steering Board, the subsidiary boards and Subcommittees. Members noted positive developments across the group, including encouraging operational performance in several areas. The Board asked for its thanks to be conveyed to the teams who successfully planned and implemented pay-as-you-go on the rail network and the new timetable in North Wales which has been accompanied by good performance. The Board also noted that consideration was being given to strengthening customer perspective on the Ffeibr board.

8. Key performance indicators

The Board reviewed the latest key performance indicators and noted that, while most targets had been met, performance was off target in relation to passenger journeys and revenue which was still materially up year on year but below the stretch target and cancellations. Members also discussed the safety incidents metric per 1,000 journeys. The Board recognised that the existing Key Performance Indicator framework did not yet fully reflect the breadth of TfW's activities and noted that a revised suite of indicators would be brought forward shortly. The Board requested further consideration of people-related measures [**Action James Price and Elle Elliott**] and for a clear narrative around how the business and corporate planning process aligns with reporting [**Action Zoe Smith-Doe**].

The Board noted progress against business plan milestones, emphasising that the next business plan should align more explicitly to the Corporate Strategy and provide a clearer set of organisational priorities.

9. Pullman

Alexia Course, Mark Parker and Owen Davies joined the meeting. The Board received an update on Pullman

[redacted]

Alexia Course and Mark Parker left the meeting.

[redacted]

12. Bus Franchising Programme Health Status Report

Robert Montgomery joined the meeting. The Board received an update on the status of the Bus Franchising Programme [redacted]

Lee Robinson, Robert Montgomery, Owen Davies and Richard Marwood left the meeting.

13. Government deliverables

Rob Holmes and Peter McDonald joined the meeting. The Board were advised that it should expect most likely an emerging remit would combine a set of immediate short-term priorities and longer-term expectations

separately with particular emphasis on demonstrating how transport contributes to the Welsh Government's five priority areas. The Board noted that a letter to the Chair was expected in due course. The Board also noted the relevance of the government's early priorities, including north-south coach services, fares and consequential funding issues.

The Chair thanked everyone for the contributions and closed the meeting.