

# Communications and engagement strategy summary, 2022/23



TRAFNIDIAETH CYMRU  
TRANSPORT FOR WALES





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# Introduction

This year, the Communications and Engagement directorate has had a vital role in encouraging people back to using public transport. In difficult and changeable circumstances, we've achieved a lot.



**Lewis Brencher**  
Director of Communications and Engagement  
Transport for Wales

Our communications strategy outlines what we've achieved this year and sets how we're going to build on it next year. We use our annual strategy to be transparent about how we're implementing and evaluating our communications and engagement work. It covers the period August 2021 to July 2022.

At Transport for Wales (TfW), our purpose is to provide sustainable transport services that keep Wales moving. We're working to reimagine public transport and the Communications and Engagement directorate has a key role to play. We want more people to choose public transport and active travel over using their car.

This change in behaviour won't be easy. We're building the brand of public transport and active travel. We're supporting the Welsh Government in encouraging changes to travel behaviour set out in Llwyr Newydd (The Wales Transport Strategy). This shift in transport behaviour is imperative to respond to the climate emergency.

As Wales recovers from the coronavirus pandemic, TfW's communications and engagement team have to encourage people back to public transport and attract new passengers. We used our Travel Safer programme to keep customers informed and build back their confidence in public transport.

The pandemic has provided an opportunity to reshape the image of public transport in Wales. Our role is to convince people to choose public transport and to travel more sustainably when reconnecting with loved ones, rediscovering places and returning to work.

We haven't let the pandemic prevent us from communicating with our customers and stakeholders. We've run virtual engagement events, advised government ministers over video calls and engaged with thousands of customers and stakeholders in person. We launched a podcast and have produced 13 episodes. We launched a new integrated website and now have an average of 248,000 customers using it every month. This average is double that for the same period last year and higher than before the pandemic.

This year we launched our 'The Real Social Network' campaign, TfW's first large-scale, multimodal behaviour change marketing campaign. 99.4% of adults in Wales have seen the campaign. This campaign shows our ambition. We want to be a brand the people associate with connecting them with their loved ones and communities.

Over the coming year, we'll bring our ambition and talent to bear on changing the transport behaviour of people in Wales.



# Our vision, purpose and values

## Our vision

**“To create customer-focused services through a safe transport network of which Wales is proud.”**

Our work focuses on improving connectivity—by planning, commissioning and managing efficient transport networks and by drawing on the best skills from across industry, government and society.

Together, we’re creating a transport network fit for the future, that contributes to the long-term sustainability of Wales and of those communities connected to us, achieving the seven well-being goals of the Well-being of Future Generations (Wales) Act 2015.

## Our purpose

**“To provide sustainable transport services that keep Wales moving.”**

A better, more integrated public transport network is a key driver in the delivery of the Welsh Government’s national strategy: Prosperity for all.

Transport connects people and communities, underpins sustainable development and enables economic growth. Better public transport and services will result in real benefits for people, including better access to employment opportunities and better integration of services, such as education and health.

## Our values

Fundamental to everything we do are our values, that are ingrained in our culture and our ways of working.

We’ll create trust with our customers, colleagues and stakeholders, founded on:

<b>Being safe</b> Health, safety and well-being	<b>Being the best</b> High performance, at pace	<b>Being positive</b> Can do, will do
<b>Being connected</b> Enterprising and networked	<b>Being fair</b> Integrity and equality	<b>Creating shared success</b> Passion for the best deal

## Case study: My Name Is campaign

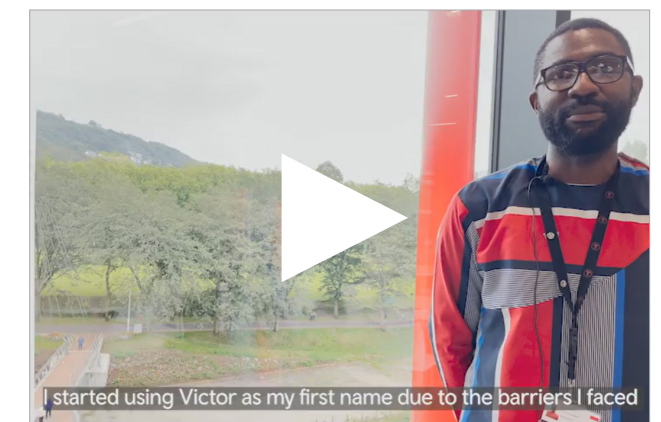
For this year’s Black History Month, we joined the #MyNames campaign. The campaign encouraged colleagues to use the phonetic spelling of their names in their email signatures.

Using phonetic spelling in email signatures means colleagues with unfamiliar names are less likely to have them mispronounced. This in turn supports colleagues from minority ethnic backgrounds and neurodiverse colleagues. It can also increase organisational knowledge of the Welsh language.

The campaign was supported by an internal blog post, a presentation at our all-company call and a video of Inein Victor Garrick (Safety Officer at TfW) talking about the bias he has faced due to his Nigerian name. Inein was asked to be the face of Race Equality Matters’ My Name Is campaign and his story was featured in the national press.

It opened up honest conversations across the organisation. Supported by the Equality, Diversity and Inclusion team, the campaign is ongoing. It is one of the starting points to create an inclusive culture for TfW.

<https://www.youtube.com/watch?v=3eRUrgy2Bdk>



**“Names represent who we are and where we come from—they are the cornerstone of our identities. This campaign is a stark reminder that the ability to be true to yourself in the workplace is not a privilege afforded to everyone.”**

**Celia Enyioko-Hanniford**  
Head of Rail Communications



# Our approach

We employ a human, honest and useful approach to our communications. This approach will mean we're understood and trusted by our customers and stakeholders. This coming year, we're putting in place new tone of voice guidance to help us connect better with our customers.

Human

Honest

Engaging

Useful



## Case study: Welcoming new colleagues

This year, Bidvest Noonan, Pullman Rail Ltd and PTI Cymru transferred into TfW. We welcomed around 90 new colleagues into the TfW family.

Our colleagues needed to feel part of TfW before they joined us. Each organisation's transfer had a detailed communications strategy. Working with People and Organisational Development and Digital Services, we successfully delivered these transfer programmes. Our new colleagues were at the heart of all our planning and decision making, ensuring that they felt part of the organisation and understood their role in creating customer-focused services.

We were consistent in our approach, aiming for the transfer to be a positive and collaborative experience for all colleagues. We made our new colleagues feel welcome ahead of them officially joining TfW and gave them opportunities to have their say.

Feedback from our new colleagues has been positive. This feedback demonstrates the efficacy of our open and transparent approach.

New cleaning colleagues at the Chester Depot



**"Integrating our award-winning team at PTI into TfW was an exciting time. Naturally, we had some apprehension moving from a relatively small team into the much bigger TfW family, but we've been welcomed with open arms. We've brought established relationships with the Welsh transport sector and shared and developed our expertise in customer contact centres, marketing, public transport data and technical knowledge."**

**Katie Timmins**  
Head of Customer Engagement,  
Quality and Development



# Our audiences

Our audience includes customers, stakeholders, government partners, colleagues and suppliers. We engage with people across Wales and the borders through community drop-in events, social media and advertising.

We work with the Welsh Government to deliver their priorities. We lead on all requests from media outlets and provide relevant press releases. This targeted messaging and use of a variety of channels allows us to engage with and listen to a wide variety of voices, ensuring that as many people as possible benefit from sustainable travel.



## Case study: The Real Social Network

In April, we launched The Real Social Network. It is the first Wales-wide, multimodal public transport campaign.

The campaign includes TV, radio, out-of-home and social media advertising. Shot at locations around Wales, it shows ordinary people using public transport to visit the people and places they love.

This 18-month campaign is encouraging more people to use public transport and active travel when seeing family and friends, commuting to work and travelling for leisure. The campaign brings to life our ambitions to support Wales's net zero carbon status by 2050.

In Wales, 99.4% of adults have seen or heard our campaign. Each adult has seen it an average of 30.9 times. The campaign has increased traffic to our website and engagement with our social media channels.

To measure the impact of the campaign, we've developed a bespoke evaluation model, built around the COM-B model of behaviour change. This model will allow us to evaluate a range of measures including media interest, commercial impact, behaviour change and cost effectiveness. We're also surveying customers to understand campaign performance.

[www.youtube.com/watch?v=q9q\\_yftbCPO](https://www.youtube.com/watch?v=q9q_yftbCPO)



**"The Real Social Network encourages us all to rethink how we plan journeys and make sustainable travel choices. If we all use public transport more, we can safely get back to the 'real world', while playing our part in helping to limit the impact of climate change."**

**Neil James**  
Head of Brand, Transport for Wales

# Our achievements

Last year, we highlighted five themes that would guide our communications and engagement. Below are some of the campaigns and projects that we've run in support of these themes.

To recover from Covid-19 and help Keep Wales Safe, we:

- shared government guidance and the impact on our services on our internal and external communications channels.
- launched the Real Social Network, our flagship campaign encouraging the people of Wales back to using public transport.
- managed our stakeholder forums with discussions focused on community safety, transport planning, railway stations and the impact of coronavirus on services.
- delivered a series of primary school activities centred around rail safety, supporting the I am Rail Safe campaign.
- worked to reduce anti-social behaviour, dangerous behaviour lineside, suicide and bullying in partnership with British Transport Police, Network Rail, Flytipping Action Wales and Keep Wales Tidy.
- supported key business events including the CBI Wales lunch and the Mersey Dee Alliance Business Breakfast, promoting our recovery campaign and commuter products.

To respond to the climate emergency, we:

- supported the development of Wales on Rail, a website promoting tourism using public transport in partnership with the Great Little Trains of Wales and our Community Rail Partnerships.
- held several Climate Change Briefing sessions before COP26 for MSs and MPs.
- collaborated with the Cambrian Village Trust to support the local community, creating green spaces and encouraging biodiversity in Clydach Vale.
- worked with our community partners to support the creation of green spaces and the introduction of planters, sensory gardens and wildlife boxes.
- supported Rail Rambles in organising 29 walks attended by 519 walkers, 79.3% of whom travelled by train.
- worked with a variety of groups to install and refurbish 63 planters across the network.

To better integrate different modes of travel, we:

- launched the National Active Travel Officers Group and the National Active Travel Advisory Forum, enabling our stakeholders to contribute to our work and shape our plans.
- ran fflecsi engagement and delivery events such as third-party booking for fflecsi in Ebbw Vale Library.
- launched a new integrated website, with an average of 248,000 customers using it every month.
- collaborated with the Children's Commissioner for Wales to launch Transport for Wales' Children and Young People's Charter.
- branded Cardiff's new bus interchange.
- launched the T1 pilot campaign, publicising one integrated ticket for cheaper and easier bus travel across Wales.
- developed Talking Transport, a toolkit for facilitators to use when engaging with the public on transport-related topics.

To promote Equality, Diversity and Inclusion, we:

- received national coverage for our 'my name is' campaign.
- were a sponsor of Swansea PRIDE.
- ran career workshops with accessibility groups.
- launched Confident Traveller, a project to support people with hidden disabilities to plan and undertake journeys on public transport.
- held career events specifically for girls studying science, technology, engineering and maths.
- supported the Welsh and UK governments' 'Home for Ukrainians' scheme, which provides refugees with free travel on TfW's services.
- produced internal communications campaigns around key dates like Mental Health Awareness Week, National Pronouns Day and Black History Month.
- published two Gender Pay Gap Reports, including one for TfW Rail for the first time, setting out in detail how we intend to narrow the pay gap.
- scoped out our Wellbeing Walks programme, identifying and testing walks in the Valleys and Vale.



To deliver on our commitments, we:

- have been mentioned 2,136 times in the media in the last six months.
- handled 816 requests from politicians.
- formally opened the mock-up train site in Taff's Well Depot and welcomed over 600 colleagues, school children and key workers.
- issued thousands of Metro communities guides to ensure neighbours understand our aspirations.
- shot a film with Cardiff City footballers to raise awareness of the importance of defibrillators.
- welcomed the Deputy Minister for Climate Change to Taff's Well Depot so they could see first-hand the transformation of the Core Valley Lines.
- promoted the launch of Bws Cymru.
- launched the podcast Just the Ticket, gaining over a thousand listeners in the first season.
- continued to collaborate and meet quarterly with the Independent Advisory Panel.
- invited the First Minister Mark Drakeford for the laying of Poppies to Paddington wreaths at Cardiff Central station.





# Our long-term objectives

To build trusted relationships with our customers and stakeholders, we've set out a series of long-term objectives. These will help us create human, honest, useful and engaging communications. In our [business plan](#), we've set out in detail how we'll achieve these goals.

- Work with stakeholders and communities across public transport modes to build lasting relationships and ensure all voices are heard.
- Develop a collaborative, 'one-team' Community Rail approach, encouraging communities to identify and leverage social, cultural, economic and environmental opportunities.
- Market integrated travel that puts our customer at its heart, achieves customer lifetime value and supports the Welsh language and culture.
- Build a trusted and respected brand synonymous with an effective, integrated and innovative multimodal public transport network that encourages sustainable travel choices and positive short and long-term behaviour change.
- Build a Government Relations and Public Affairs team that delivers proactive and reactive, impartial, bilingual engagement to enable scrutiny, promote TfW's reputation and commitment to openness and transparency.
- Produce high-quality content for owned media channels, develop key media relationships to build TfW's reputation, encourage positive perceptions and sustainable travel.
- Develop our Communications Business Partner model to meet TfW's changing needs, creating successful, long-term strategic relationships between directorates and the Communications and Engagement team to achieve shared objectives.
- Deliver our internal communications and engagement strategy, harnessing collaboration and building on our 'one-TfW' approach. We'll drive positive behaviour change among our colleagues to deliver our business strategy.
- Develop our capability to deliver behavioural-insights-led campaigns and activities, to support the delivery of the objectives of Llwybr Newydd: the Wales Transport Strategy 2021.

## Case study: Cambrian Village Trust

Through our Green Routes Project, Cambrian Village Trust was awarded £6,800 to transform their outside area at Cym Clydach Countryside Park.

The funding allowed the Cambrian Village Trust to regenerate a disused area into a community space for growing produce and improving biodiversity. They invested in pollinator-friendly planting, wildlife boxes and garden tools. Our delivery partner Alun Griffiths provided a tool shed and made the area more accessible.

To measure the project's success, we'll look at visitor attendance, events run there, wildlife numbers and total area planted.

The project is part of a wider TfW scheme, funded by The National Lottery Heritage Fund, designed to support biodiversity enhancements at 25 train stations in Wales and five community areas close to train stations.

<https://www.youtube.com/watch?v=xtEhdROjTAK>



**"During lockdown the space was empty. We wanted to develop the facility to give the community a space of their own. We're very fortunate to have this opportunity to work with TfW to help protect biodiversity."**

**Gavin Mcauley**  
Community Development Coordinator at the Cambrian Village Trust



# Our themes for 2022/23

We have five priorities for 2022/23. These will inform our plans, activities and messages over the next year.

## Changing transport behaviour

We're working towards making sustainable transport the easiest option for everyone. We'll work with local communities and authorities to plan sustainable travel. In turn, we'll respond to their travel needs to encourage behaviour change.

## Responding to the climate emergency

Travel has to be sustainable. Through our communications and engagement activity, we'll respond to the climate emergency by supporting projects aligned to this area across the full remit of TfW and our delivery partners.

## Integration

We always integrate by default. This integration will ensure that using different modes of transport is seamless and easy. Working collaboratively with delivery partners across sustainable transport modes, we'll communicate the benefits of this integration.

## Equality, Diversity and Inclusion

Public transport and active travel should be accessible to everyone. Across our communications and engagement activities, we'll champion the diverse communities who work with us and use our services. We'll include them in how we shape our activities and listen to their feedback.

## Delivering on our commitments

Working closely with our customers, communities and stakeholders, we'll deliver our ambitious plans to create a sustainable, integrated transport network. We'll celebrate our successes to demonstrate that we deliver transport networks of which people can be proud.

## Focus on: Changing transport behaviour

We're supporting the Welsh Government in encouraging changes to travel behaviour as set out in Llwybr Newydd: The Wales Transport Strategy. Achieving these targets is central to our activities in 2022-23. The main aims of our behaviour change initiatives are to increase the opportunity, motivation and capability of people to use the car less and sustainable transport more.

Some of the behaviour-change initiatives we're putting in place this year include:

- delivering an engagement plan with businesses and public sector organisations to encourage sustainable commuting.
- making personal travel planning interventions at household, workplace and education levels, delivered in partnership with allied organisations.
- running community-based engagement activities including walking and cycling taster sessions, free cycle checks and cycle maintenance training.
- developing a sustainable tourism strategy by working with partners in the tourism sector to ensure that we are designing and delivering our services to meet their needs and those of the consumer.
- building behaviour change into TfW ticketing and pricing strategies – including revenue protection and station car parking.
- understanding the impact of pricing to act as a motivator for modal shift.
- building on existing TfW-led sustainable transport campaign The Real Social Network to deliver engaging and effective national marketing activities to motivate a change in travel behaviour across Wales.
- evaluating the success of our projects with a model built around the COM-B model of behaviour change.



## Case study:

# Just the Ticket podcast

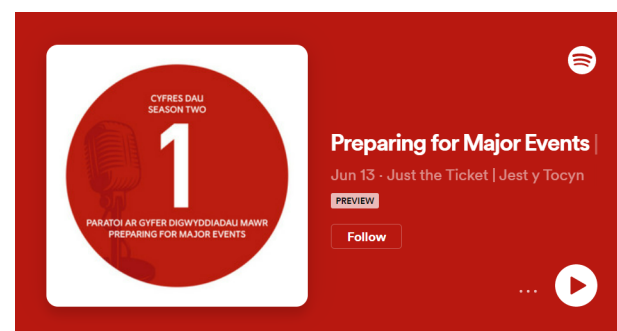
In December 2021, we launched our podcast Just the Ticket. It examines public transport and sustainability in Wales and the borders.

The first season has 13 episodes, each around 30 minutes long. The podcast is fully produced and hosted in-house at Llys Cadwyn by the media team. Expert guests cover issues from vegetation management to Race Equality Week. The format allows us to consider topics in detail and from multiple viewpoints.

The intended audiences are our colleagues, others who work in the transport sector and interested members of the public. In the first six months, the podcast has had over one thousand listeners. The most popular episodes were Active Travel, The South Wales Metro and the Evolution of TfW.

The second season is currently underway and will build on the success of the first. We're putting in place strategies to grow our internal and external audiences.

<https://news.tfw.wales/podcasts/>



**"We're one of the first transport companies in the UK to have our own podcast. We do deep dives into important topics like the Metro transformation. Just the Ticket is becoming an important strand in our communications."**

**James Williams**  
Head of Media

## Evaluating our success

We evaluate our impact throughout the year to ensure that we're reaching the right people and conveying the right messages to drive sustainable travel behaviour.

This year, we've seen a large increase in the number of people engaging with us. The number of customers using online platforms now consistently exceeds pre-pandemic levels.

# 99.4%

of adults in Wales have seen or heard our Real Social Network campaign

We fully resolved Core Valley Lines neighbour requests in an average of

# 11.9 days

# 158

people adopted a station in 2021/22

# 600

people visited our train mock-ups at Taff's Well Depot

# 248,000

average monthly users of our website, up 212.8% on last year

# 2,136

mentions in the media in the last six months, 98% of which were positive, neutral or balanced in tone

# 816

responded to requests by politicians during the period



# Case study:

## Wales on Rails

This year, Wales on Rails was launched. The project will encourage more people to travel around Wales sustainably using the national rail network, heritage railways and buses.

It will enable the use of public transport to link key tourist attractions and offers visitors the chance to experience some of the most scenic rail networks in the world. Visitors are able to plan their trip around Wales and choose from visitor attraction themes and itineraries.

The new initiative was jointly funded by Transport for Wales's Community Rail Partnerships and Visit Wales. The project is managed by the Great Little Trains of Wales.

This project demonstrates the importance of our Community Rail Partnerships at TfW and how they are working collaboratively to bring social and economic benefits to the communities we serve.

[www.walesonrails.co.uk](http://www.walesonrails.co.uk)



**"Wales has some of the most scenic railways in the world. As we start to travel more after the pandemic, we want people to visit Wales sustainably and make public transport part of or their main reason to visit Wales."**

**David Jones**  
Bala Lake Railway general manager  
and Chair of Great Little Trains of Wales