

# Corporate strategy, 2021-26



TRAFNIDIAETH CYMRU  
TRANSPORT FOR WALES



# 1. Contents

2.	Chair's welcome and introduction	3	26.	Retailing experience	36
3.	Chief Executive Officer's introduction	4	27.	Customer digital experience	37
4.	Our business planning framework	6	28.	People and organisational development	38
5.	Our purpose, vision and values	8	<b>29. Build and maintain</b>		40
6.	Our corporate priorities	10	30.	Infrastructure and facility management	41
7.	Climate emergency and decarbonisation	11	31.	Infrastructure development	42
8.	Llwybr Newydd: the Wales Transport Strategy 2021	12	32.	Service delivery assets	43
9.	Transport integration	13	<b>33. Customer delivery</b>		44
10.	Connecting our rural communities	14	34.	Service delivery	45
11.	Our people	16	35.	Service planning and reporting	47
12.	Our operating model	18	<b>36. Value for money</b>		48
<b>13. Plan</b>		20	37.	Governance and financial management	49
14.	Analysis and insights	21	38.	Corporate and business planning	50
15.	Network and system development	22	39.	IT and digital services	50
16.	Active travel and bus networks development	24	40.	Commercial and contract management	51
<b>17. Partner</b>		26	<b>41. Enabling services</b>		52
18.	Government and industry partnerships and relationships	27	42.	Change management	53
19.	Transport advisory services	28	43.	Safety, sustainability and risk management	54
20.	Supply chain and partnerships	29	<b>44. Our governance framework</b>		56
<b>21. Customer and culture</b>		30	45.	Subsidiary company boards	59
22.	Customer experience design	31	46.	Our Executive Leadership Team	60
23.	Customer, community and stakeholder engagement	32	47.	Our relationship with the Welsh Government	61
24.	Customer service quality	34	48.	Working with the Welsh Government	62
25.	Customer facilities	34	49.	Advisory architecture	63



## 2. Chair's welcome and introduction

On behalf of the board of Transport for Wales, I am pleased to introduce our Corporate Strategy for the period up to 2026. We're the Welsh Government's trusted, expert adviser. We're committed to making transport in Wales simpler, easier to use and more accessible. This involves creating an efficient, effective and integrated transport network that encourages the people of Wales to make sustainable travel choices. Customers and their safety are at the heart of our decision making.

We're creating a public transport network that is easy to use wherever people live or work in Wales. Integrating different modes of travel into our transport network will play a key role in connecting Wales and allowing more people to use our sustainable public transport services.

Over the next five years, Transport for Wales will play a pivotal role in addressing the climate emergency and decarbonising transport services. We'll support the Welsh Government's policy ambitions, particularly through our work to increase active travel in Wales and reduce the carbon impact of our rail network.

The next five years will also see the transformation of our rail network in Wales, with the delivery of Metro in South East Wales and the introduction of new trains on our rail network. We'll continue to work with our stakeholders in North and South West Wales to create innovative new regional transport networks and invest in our Core Valley Lines infrastructure.

Alongside this strategy, we've contributed to Llwybr Newydd: The Wales Transport Strategy and the National Transport Delivery Plan consultation. Over the next five years,

we'll work with the Welsh Government to deliver these strategies. These strategies will be pivotal in changing people's transport behaviours to more suitable modes of transport.

We're committed to developing and enabling our people to deliver our priorities. We want a talented, effective workforce capable of meeting current and future challenges. We're building a culture where our people seek innovative ways to improve our services, work closely with our stakeholders and are committed to a great customer experience. Both the board and Executive Leadership Team are committed to effective governance of Transport for Wales by focusing on achieving our objectives as efficiently as possible.

Transport for Wales is building a transport network that will enable us all to travel more sustainably in the future. This strategy sets out how we'll help deliver that change in behaviour over the next five years.

**Scott Waddington**



## 3. Chief Executive Officer's introduction

At Transport for Wales (TfW), we're changing how people travel for the better. We're here to help the people of Wales to make more sustainable travel choices. We need fewer people travelling by car and more taking public transport, wheeling, walking and cycling. Our Corporate Strategy, 2021-26 details how we'll achieve this transformation in transport behaviour.

The coronavirus pandemic changed how people travel. TfW has to respond positively to that change. I'm encouraged by the number of people already returning to public transport. But TfW still has work to do in welcoming our customers back and reassuring them that we'll continue to keep them safe.

The benefits of changing travel behaviour are manifold. Fewer car journeys would reduce greenhouse gas emissions and air pollution. More people walking and cycling will raise health and fitness levels. Putting in place a sustainable transport network now will benefit future generations for years to come.

After consultation with the Welsh Government, we have set ambitious but achievable targets. These targets are informed by Llwybr Newydd: the Wales Transport Strategy and the National Transport Delivery Plan.

If these targets are to be realised, there needs to be a more integrated travel infrastructure and better journey information. Public transport and active travel need to be easier to use, especially in rural communities. We know that unless public and sustainable transport is more effective and easier to use people will find it more difficult to leave their cars at home

To encourage this behaviour shift, we're transforming the Core Valley Lines and Metro areas. To help integrate Welsh buses, we're working towards building one network, one timetable and one ticket. We intend to expand cycle hire opportunities throughout Wales. We're introducing a new ticketing system for public transport so that customers get the cheapest price.

This behaviour change cannot be down to TfW alone. We're engaging with communities, councils, businesses, colleges and schools to embed these changes in travel in people's everyday lives. We're developing localised solutions that benefit rural and urban areas.

I'm privileged to lead an adaptable organisation of talented people. In the past years, TfW have delivered a huge amount in the face of the coronavirus pandemic. Over the coming years, we're going to work just as hard to make public transport, walking, wheeling and cycling the preferred way to travel in Wales.

We have a long but exhilarating journey ahead of us to encourage people to change their travel behaviour. Our ambitious Corporate Strategy sets out in detail how we're going to get there.

**James Price**

Chief Executive Officer





## 4. Our business planning framework

Our Corporate Strategy details Transport for Wales's (TfW) strategic direction from 2021-2026, setting out our future vision and the priorities we'll focus on. Each year we'll publish our annual Business Plan, which will set out how we'll work towards meeting our strategic objectives.

Our business planning framework enables us to align our activities with our longer-term objectives to ensure that what we do is aligned to our vision for transport in Wales and the borders.

**Our Corporate Strategy** sets out:

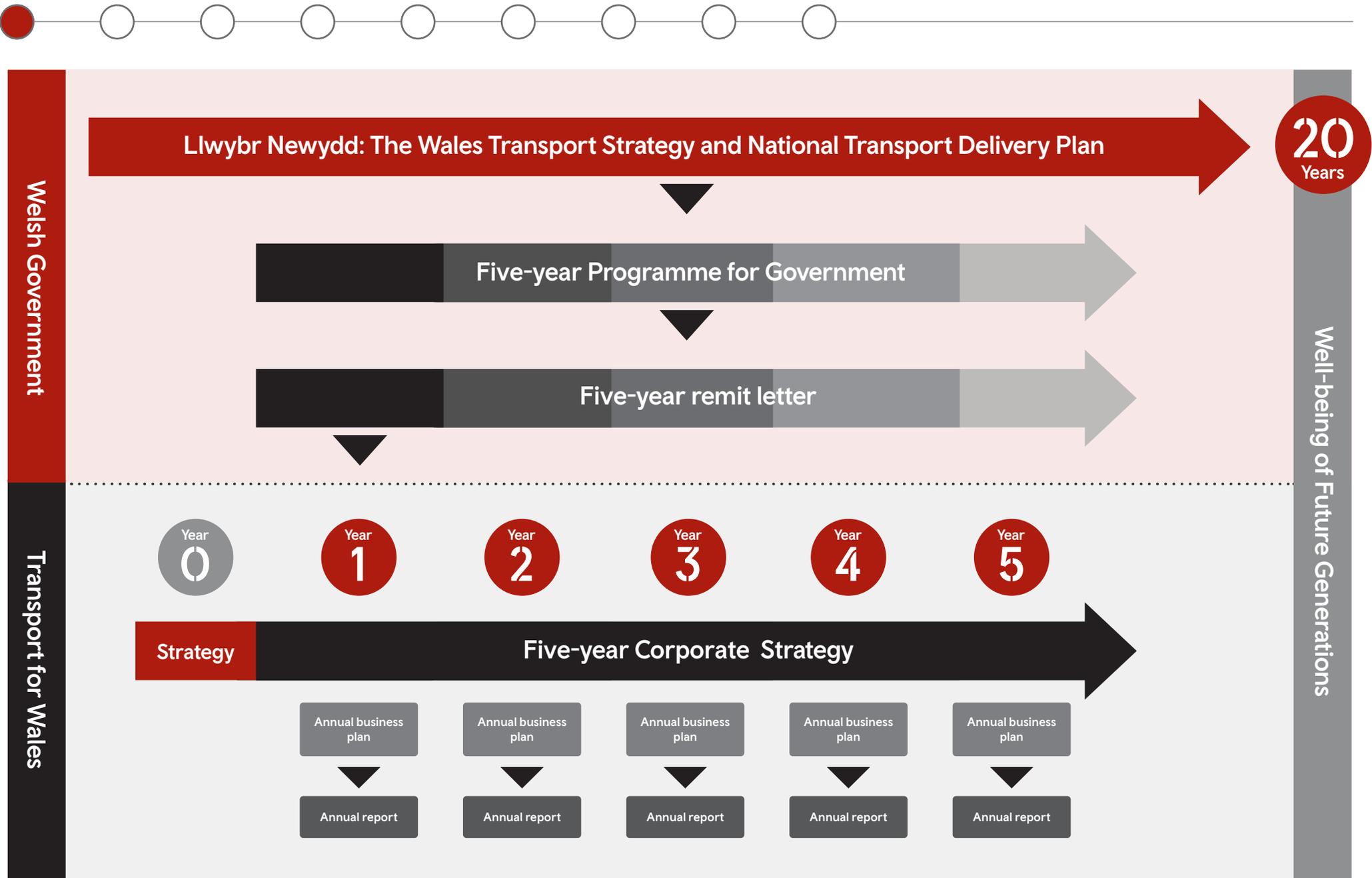
- Our strategic vision for each activity TfW undertakes
- The strategic objectives we'll set out to achieve to meet our vision

**Our Annual Business Plan** will set out:

- The key activities which we intend to deliver each year, aligned to our strategic objectives
- Details of how and when we intend to deliver these activities

**Our Annual Report and Financial Statements** will set out:

- Our achievements during the year against our Annual Business Plan
- Reviews by our board on the progress we've made during the year





## 5. Our purpose, vision and values

Our vision and purpose drive and shape our corporate decisions. We'll embrace and respond to change with agility while engaging with our customers, colleagues and partners. Considering the constant evolution of the transport industry more widely, our organic growth and the Welsh Government's expansion of our remit, staying current and flexible is essential in delivering our objectives.

### Our purpose

"To provide sustainable transport services that keep Wales moving"

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.

Transport for Wales is a not-for-profit company, wholly owned by the Welsh Government. Across Wales and its borders, we collaborate with other transport providers, partners, communities and other stakeholders to deliver a safe, accessible, reliable, affordable and integrated transport network with a focus on sustainability.

We don't set policy, nor do we exercise any statutory functions. We're the Welsh Government's transport delivery partner, expert adviser and advocate for transport-related matters. Everything we do is within the Welsh Government's policy framework.

### 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, one that contributes to the long-term sustainability of Wales and of those communities connected to us, to help achieve the seven well-being goals of the Well-being of Future Generations (Wales) Act 2015.

### 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:

- **Being safe** - health, safety and well-being
- **Being the best** - high performance, at pace
- **Being positive** - can do, will do
- **Being connected** - enterprising and networked
- **Being fair** - integrity and equality
- **Creating shared success** - passion for the best deal





## 6. Our corporate priorities

### 1. Create a safe, sustainable, resilient and effective transport network

We're making travelling easier, transforming our transport network into one that's fit for the future and one that can be relied on. Whether travelling by train, bus, cycling, wheeling or walking, our customers can expect safe, more efficient services and better connections. We're delivering this by making the most of technology and being sustainable.

### 2. Develop a continuously improving experience – placing the customer at the heart of what we do

Our customers are at that heart of everything we do, and we're continuously improving our understanding of their needs to provide customer-centric services. Our people and services will make our customers feel appreciated, cared-for and valued and we'll empower our people to make the right decisions.

### 3. Deliver trusted expert advice through leading, innovating and collaborating

We're continuously developing our capability to be a trusted adviser and deliver the Welsh Government's vision for transport in Wales. We're doing this by collaborating with our customers, partners and stakeholders and by being a leader in the sector. We aim to be respected for our well-informed and reliable advice.

### 4. Build an organisation and partnerships capable of delivering our purpose

Our strong organisational culture, our capable and passionate team and our close partnerships are fundamental to our success in achieving our purpose. Safety and people's well-being will be at the core of everything we do and we're developing our people's knowledge and skills to achieve these goals. We've become an accredited Living Wage employer and aim to cascade this through our supply chain.



## 7. Climate emergency and decarbonisation

Climate change is the globally defining challenge of our time. The Paris Agreement and, more recently, the 26th United Nations Climate Change conference has set the direction for the international community to come together to take action. The latest Inter-governmental Panel on the Climate Change report was a stark reminder of the urgent actions the international community needs to take.

Climate change transcends political and social boundaries and often the most vulnerable in our communities are impacted the most. Decarbonisation offers us enormous opportunities to create a vibrant and socially just economy.

The Welsh Government has committed to “Embed our response to the climate and nature emergency in everything we do”, with a vision and ambition to address the climate and nature emergency by increasing the use of sustainable transport for all journeys to 45% by 2040.

We recognise TfW’s pivotal role in meeting this objective and we’re committed to putting the climate emergency and the decarbonisation of transport at the forefront of all we do.

Over the next five years we’ll deliver a number of significant programmes to support the Welsh Government’s commitment, including:

- Electrifying the Core Valley Lines, powering it sustainably, and introducing Metro in South Wales
- Supporting the Welsh Government in designing Wales’ future bus network
- Increasing our investment in promoting walking and cycling, including the development of new Active Travel Integrated Network Maps

- Working with partners to decarbonise Wales’ bus fleets
- Delivering new travel information and ticketing technologies to enable easier, more connected travel
- Protecting and enhancing resilient ecosystems and biodiversity in alignment with our section 6 duties under the Environment (Wales) Act 2016

Tackling climate change isn’t an issue that can be left to individuals or the free market. It will require the collective action of TfW and all our partners.

Our Corporate Strategy sets out our key objectives for 2021 to 2026, including those for decarbonising our transport fleets and infrastructure, accelerating our active travel agenda and investing in new technologies to make travel easier across Wales and the borders.



## 8. Llwybr Newydd: the Wales Transport Strategy 2021

Llwybr Newydd, Wales' new transport strategy sets out a vision for how our transport network can help us deliver our priorities for Wales, helping to put us on the path to creating a more prosperous, green and equal society.

Using the five ways of working set out in the Well-being of Future Generations (Wales) Act 2015, TfW collaborated with the Welsh Government to engage transport users, service providers and key partners to co-produce Llwybr Newydd.

As well as setting out short-term priorities and long-term ambitions, Llwybr Newydd sets out 9 mini-plans and explains how they'll be delivered for different transport modes and sectors. It's also supported by a detailed Mobility in Wales report, a Transport Data and Trends report and an Integrated Sustainability Appraisal.

With sustainability at its core, Llwybr Newydd sets out a new way of thinking that places people and tackling climate change at the heart of an accessible, sustainable and efficient transport network.

Wales needs fewer cars on its roads and TfW has an influential role in delivering Llwybr Newydd by encouraging more people to use public transport, walking or cycling.

As the Welsh Government's expert delivery partner, we're creating a National Transport Delivery Plan setting out how we'll meet the objectives of Llwybr Newydd: the Welsh Transport Strategy 2021 over the next five years. We'll embed our activities in our annual business plans.

## 9. Transport integration

Integrated transport is at the heart of TfW's goals as we work to bring together different ways to travel into one integrated travel network. Effective integration will play a key part in increasing the use of sustainable modes of transport and helping to reduce the impact on society of carbon generated by travel.

This can be achieved by:

- The physical integration of our assets. The creation of interchange facilities between different transport networks such as our bus and rail networks
- The operational integration of our services by coordinating routes and timetables
- The integration of information and ticketing to improve access to our services and journey planning by use of a single website or ticketing system

TfW's goal is to create, develop and continually improve an integrated transport system for Wales with the customer at its heart.

Six guiding principles underpin our work to integrate the transport network across Wales and the borders:

- 1. Aligning our strategic plans for transport and land development**
- 2. Delivering operational and shorter-term decision-making for rail and bus services in an integrated and aligned manner**
- 3. Considering end-to-end journeys so that the beginning and end of each journey is adequately incorporated into the network**
- 4. Managing demand to ensure we understand and actively manage supply and demand over all timescales**
- 5. Providing information to enable our customers to make sustainable travel decisions**
- 6. Understanding how our infrastructure can support or hinder our operational effectiveness and efficiency**

Our Integrated Transport Strategy is at the forefront of this work. Although enhancing connectivity also sits across many of our other strategies, including our plans for planning and network development, digital technology, infrastructure development and transport services.



## 10. Connecting our rural communities

Connecting our rural communities is one example of where Llwybr Newydd and transport integration come together, demonstrating the ambition to create better access to, from and between rural communities.

Over a third of the Welsh population live in rural areas. Connecting rural communities does not sit in isolation to the rest of our work so we'll develop the strategic outline and business cases for Metro and rural areas. We'll use these business cases to work collaboratively with the UK Government on non-devolved areas to secure the investment that Wales needs.

This integrated national approach will also support regional and local-authority bids for additional funding from the UK Government from sources such as levelling-up funding, maximising their impact and benefit across Wales's transport network.

Our approach to connecting our rural communities will include:

- Direct transport interventions such as improving bus connectivity, creating virtual stations and safe active travel routes
- Transport-related interventions, which could include car clubs and e-bike schemes
- Technology-related interventions such as improving digital connectivity





# 11. Our people

We'll provide trusted, transformative and strategic organisational development to support Transport for Wales' growth and diverse remit.

We'll do this by developing policies which engage people from all backgrounds and at different stages of their careers. We're focused on building capability and employee development by offering challenging work and career pathways in an environment where people can be themselves at work.

We've extended our Apprenticeship Programme, which we launched in 2019, to offer degree apprenticeship opportunities – reaffirming our ambition to be an employer of choice for early and developing talent in Wales.

We recently launched our Graduate Programme which provides graduates with opportunities in engineering and functional disciplines. Not only is this programme good for the individuals taking part, but also represents good value for money for us as an employer.

Following publication of our equality objectives, which demonstrate our commitment to being an inclusive employer, we developed our Equality, Diversity and Inclusion Strategy to ensure that equality, diversity and inclusion underpins all our policies and procedures and builds a culture of inclusion and respect.

We'll continue to drive employee development by setting clear objectives, development plans and by implementing performance-related pay. Our Talent Management Programme will further focus on developing our top talent and providing meaningful career opportunities and learning.

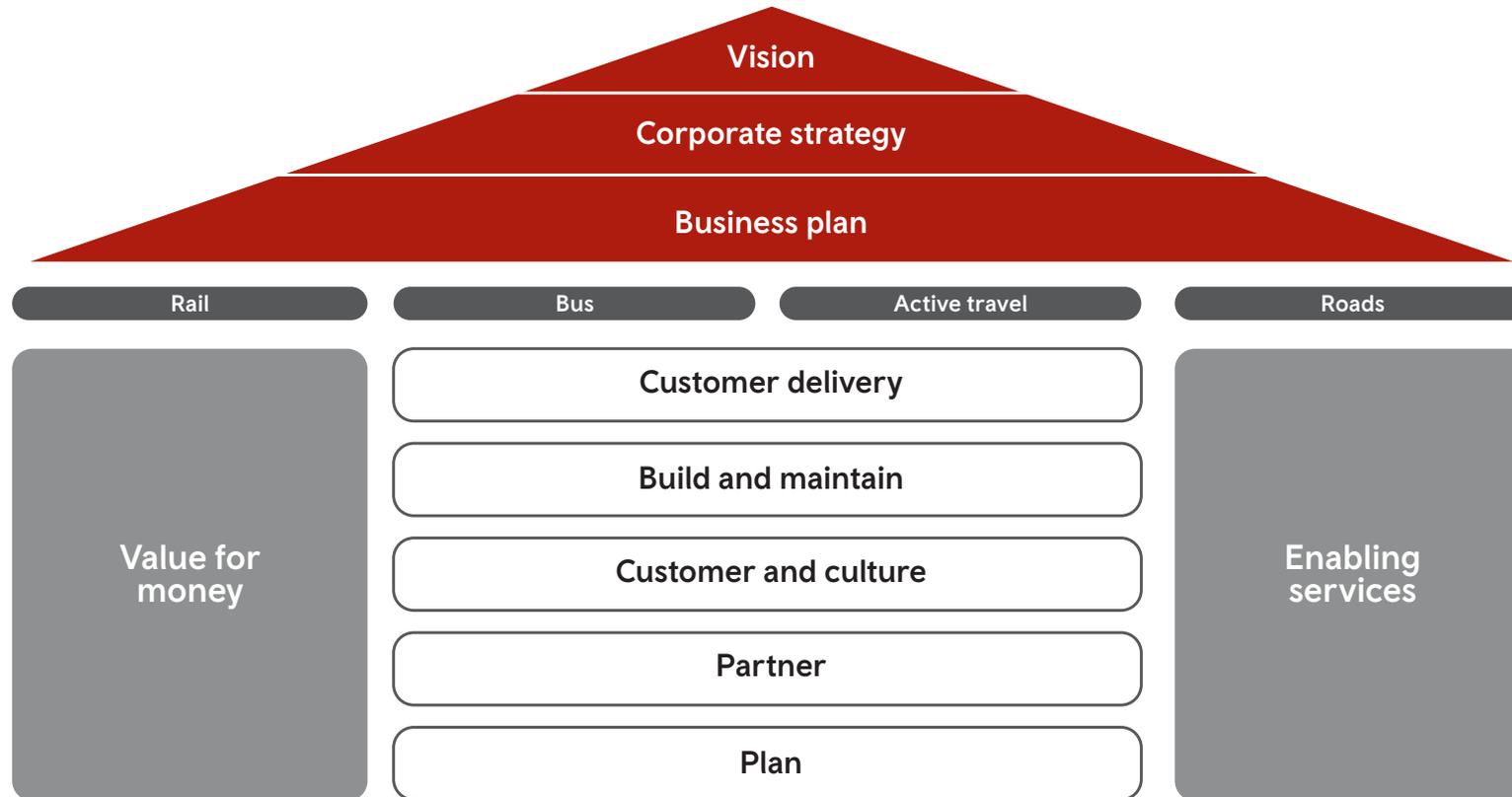
Our aim is to be an employer of choice, achieve fair employer accreditation and invest in our people as we want to attract people motivated by building an effective transport network for the people and places of Wales.





# 12. Our operating model

TfW's operating model sets out how we've structured our business activities into five core systems of work: plan, partner, customer and culture, build and maintain and customer delivery. These are bolstered by the supporting mechanisms, value for money and enabling services. This model will allow us to provide the Welsh people with better bus and rail services, active travel networks and roads. The model is guided by our annual business plan, five-year corporate strategy and our vision.



**TRAFNIDIAETH CYMRU  
TRANSPORT FOR WALES**





## 13. Plan

Transport for Wales plays a key role in creating a sustainable transport network for the future generations of Welsh people. We work to understand current and future customer travel needs, work with government to develop an integrated, sustainable transport network and put in place plans to provide services the people of Wales need.



## 14. Analysis and insights

- Develop and grow our customer insights, improving the quality and consistency of our data to enable us to make more customer-centric and data-led decisions.
- Maintain, update and facilitate access to the Wales Regional Transport Models and other industry standard tools so that they continue to be a cost-effective and informative resource for transport decision making in Wales.
- Support programme and project managers across TfW, the Welsh Government and Welsh local authorities in designing and implementing suitable and proportionate methodologies for assessing the need for and likely transport impacts of programmes and projects.
- We'll develop and implement a Wales National Travel Survey which will provide high-quality, representative, repeatable data insights for evaluating the impacts of transport strategies, plans and interventions.
- Widen accessibility to the data we hold by creating and maintaining a geographical information systems solution for TfW to store, visualise and query a wide range of geospatial data.
- Work across TfW and the Welsh Government to identify methods, datasets and technologies for monitoring and evaluating the success of Llwybr Newydd, the National Transport Delivery Plan and individual activities, aligned to best practice guidance wherever possible.
- Work with TfW's other directorates to understand wider informational and analytical needs, identifying new data sources and methods that will help to speed up analysis and decision making.

“Our transport analytics team works closely with stakeholders from across Wales to develop insights that ensure our decisions are based on robust evidence. Over the next five years we'll continue developing the regional transport models across Wales to support the Welsh Government and Welsh local authorities in evaluating the impact of our programmes and projects.

Having clear and reliable information is vital to making informed decisions and designing a transport network of which Wales can be proud.”

**Geoff Ogden**

Chief Transport Planning and Development Officer



# 15. Network and system development

- Deliver and grow a network of electric vehicle charging locations across Wales, so that all electric car and van drivers in Wales can be confident that they can access electric vehicle charging infrastructure when needed.
- Deliver better, integrated network design to create a truly integrated transport network across Wales.
- Develop an innovative culture and company structure that promotes innovative thinking and effective and efficient working to improve customer experience.
- Establish a pipeline of sustainable transport programmes in support of Llwybr Newydd: the Wales Transport Strategy, the National Transport Delivery Plan and the wider decarbonisation agenda.
- Grow and develop our team's resources and capabilities to ensure the successful delivery of current sustainable transport programmes and the potential expansion into other transport sectors .
- Identify and develop innovative solutions which improve the quality of experience for customers and remove barriers to using our services.
- Identify and secure multiple sources of funding to enable the development of the pipeline of sustainable transport programmes.
- Provide globally gathered insights and advice on best practice in the fields of safety, operational efficiency, and customer experience.
- Work with Network Rail to develop plans to decarbonise Wales's rail network, reducing carbon creation and working towards a carbon-neutral network.
- Work with partners as a trusted peer to maximise successful strategic transport-oriented planning and development as well as to monitor sustainable transport programmes.
- Integrate the planning and development of Wales's Strategic Road Network as defined and agreed through the Future Integrated Transport Programme and carry out the planning and development of the agreed Strategic Road Network enhancement schemes within our overall sustainable transport programmes.
- Work with the Welsh Government, operators and suppliers to deliver a zero-emission Welsh bus fleet by 2028, supporting the Welsh Government's wider decarbonisation targets and aspirations.



“Llwybr Newydd – or new path in Welsh – is Wales’ transport strategy. It sets out a vision for how our transport network can put us on a path to creating a more prosperous, green and equal society. TfW is working closely with the Welsh Government to create the National Transport Delivery Plan, which will set out how we’ll meet the objectives of the strategy.

We’ll also continue to work with the Welsh Government on the future delivery of transport in Wales, taking on new roles and responsibilities to build a transport network that’s fit for the future.”

**Geoff Ogden**

Chief Transport Planning and Development Officer



## 16. Active travel and bus networks development

- Attract more people to use Wales's bus services by helping to improve standards, ticketing, fares, access to information and reduce journey times.
- Deliver an improved and better integrated bus network and service in partnership with Welsh local authorities and Corporate Joint Committees in the four regions.
- Deliver TfW's commitments in the Welsh Government's Bws Cymru strategy including transition to the 'Guiding Mind' operating model.
- Develop a five-year plan for fflecsi and deliver the planned outcomes for the benefit of customers and service.
- Develop an understanding of the potential expansion of our role into other transport sectors in support of the Programme for Government and Llwybr Newydd's strategic objectives.
- Develop station travel plans that can inform our station improvement programme and support the development and delivery of local authorities' active travel networks.
- Drive the decarbonisation of Wales's service bus operations to deliver a carbon-neutral vehicle fleet for local and national services, working closely with local authorities, operators and partners.

"TfW is doing as much as we can to promote walking and cycling as an attractive choice, especially for short journeys.

For several years now, TfW has been working closely with the Welsh Government and Welsh local authorities to promote and invest in active travel, supporting with the creation of active travel networks and the development of new facilities in Wales. We'll be continuing this work over the next five years, encouraging more people to use these healthier, more sustainable ways to travel."

**Geoff Ogden**

Chief Transport Planning and Development Officer



- Improve the integration of active travel networks with public transport services.
- Widen the availability of cycle hire facilities across Wales to improve access to active travel as part of an integrated sustainable transport network.
- Work with the Welsh Government, operators and Welsh local authorities to deliver the reforms and 'roadmap to franchising' required to ensure the long-term sustainability of Wales's bus services.
- Work with the Welsh Government, Welsh local authorities, Corporate Joint Committees and other key stakeholders to improve the quality of Wales's active travel infrastructure.
- Work with Welsh local authorities and Corporate Joint Committees where appropriate to develop active travel networks that connect to public transport interchanges as part of a comprehensive active travel network that links people with the services and facilities they need.

"TfW has played a key role in developing bus services across Wales. We've taken on responsibilities for the TrawsCymru network and introduced the innovative new fflecsi bus service.

Over the next five years, TfW will advise and support the Welsh Government, Welsh local authorities and Corporate Joint Committees to continue reforming the bus services. We're committed to supporting the creation of better, more connected bus and public transport networks and to supporting the decarbonisation of travel to deliver one network, one timetable and one ticket."

**Lee Robinson**

Development Director for Mid, North and Rural Wales



## 17. Partner

Having an integrated transport system requires us to work in partnership with others to deliver the change to which we aspire. We work closely with the Welsh and UK Governments to understand their future aspirations, other authorities to plan a collaborative approach to meeting our needs and our supply chain partners to shape the future.



## 18. Government and industry partnerships and relationships

- Build good working relationships with the Welsh Government and develop strong relationships with our key partners.
- Identify and pursue continuous improvement opportunities in running rail services that deliver value for money by challenging industry structures and funding responsibilities and by influencing and building effective industry partnerships to facilitate the delivery of an integrated Wales and Borders rail network.
- Work in partnership with Welsh local authorities and third-party investors to ensure efficient delivery of changes to Wales's transport infrastructure.
- Work with the Welsh Government, Network Rail and the UK Government to align investment and identify investment opportunities that support the delivery of objectives.

“The devolution of railway operations to Wales in 2018 began a journey of transformation. Over the next five years we’ll continue to work with our partners in rail and government to enhance the infrastructure and services we provide.

In the next five years we’ll introduce our brand-new fleet of trains, increasing passengers’ comfort and encouraging greater use of public transport. We’ll also continue to support the development of the Global Centre for Rail Excellence in South West Wales to bring rail testing and innovation to our own network.”

**Alexia Course**

Chief Commercial Officer



## 19. Transport advisory services

- Play an integral role in the building and developing of the Global Centre of Rail Excellence.
- Provide strategic and specialist advice and support internally to develop public transport in Wales.
- Support the delivery of a carbon-neutral taxi fleet across Wales, working with the Welsh Government, local authorities and the private sector to reduce the amount of carbon created by taxis in Wales.



## 20. Supply chain and partnerships

- Deliver and grow a network of electric vehicle charging locations across Wales, so that all electric car and van drivers in Wales can be confident that they can access electric vehicle charging infrastructure when needed.
- Achieve value for money through appropriate use of competition and ensuring we and our suppliers fulfil contractual obligations.
- Develop a delivery-focused, technically capable, resilient and agile team that can respond to new opportunities and provide consistent support.
- Develop a supply chain that is sustainable and diverse, meeting the needs of the Well-being of Future Generations (Wales) Act 2015.
- Develop strategic relationships with our key suppliers, ensuring alignment of strategic objectives through a structured Strategic Supplier Management programme.
- Ensure TfW is simple for suppliers to engage with by publishing appropriate information, using standard contracts and processes and the appropriate use of digital tools including to support collaboration.
- Increase resilience and continuity of supply by understanding our supply chain and ensuring that we engage with all tiers in relation to strategic issues, including sustainability, risk management and cost effectiveness.
- Make our supply chain aware of available opportunities and enable early supplier engagement by publishing our procurement pipeline.

“Our supply chain continues to play a significant role in how we achieve our objectives. In the next five years, maintaining a diverse and sustainable supply chain will continue to be of utmost importance to TfW. We’ll continue to engage with our suppliers on strategic issues such as sustainability and risk management, driving cost efficiencies for the organisation and improving contract performance.

Within TfW we’ll continue to develop an effective Supply Chain, Procurement and Commercial function capable of responding and meeting our needs efficiently and effectively.”

**Alexia Course**

Chief Commercial Officer



## 21. Customer and culture

We are committed to creating a transport system which places the customer at its heart. We continue to develop engaged and positive relationships with our customers and stakeholders, ensuring that we design and deliver facilities and services which meet their needs. We'll also continue to develop a skilled and engaged workforce, working in partnership with our people and trade unions to deliver for our customers.



## 22. Customer experience design

- Attract more people to use Wales's bus services by helping to improve standards, ticketing, fares, access to information and reduce journey times.
- Develop a clear customer experience improvement plan for all our services, working across the organisation to continuously improve the quality and consistency of transport in Wales and the borders.
- Improve accessibility to our network and services through effective and continuously improving engagement with all our customer user groups.
- Make Wales's rail network more accessible to people with reduced mobility.

“Over the last three years we've developed a deeper understanding of our customers, invested in our network and started to create a culture where the customer is at the heart of our decision-making.

We'll be continuing this work over the next five years and are committed to developing our customer engagement, making our network more accessible for all, improving the information available to our customers and bringing innovative solutions to improve experience.”

**Marie Daly**

Chief Customer and Culture Officer



## 23. Customer, community and stakeholder engagement

- Develop our brand and capability to deliver behavioural-science-led activities across TfW, to support the delivery of the objectives of Llwybr Newydd: The Wales Transport Strategy 2021.
- Build a Government Relations and Public Affairs team that delivers proactive and reactive, impartial and bilingual engagement to enable scrutiny, promote TfW's reputation and support elected members to advocate changing transport behaviour to constituents.
- 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.
- Create brand value by seeking opportunities for further expansion of TfW's ancillary services that meet and exceed customer expectation.
- Deliver an engagement strategy with customers and those who don't use public transport to provide an insight into customer needs and views, enabling us to better understand and address barriers to travel and inform customer journey design to increase public transport usage.
- Deliver our internal communications and engagement strategy, harnessing collaboration and building on our 'one-TfW' approach. We'll encourage positive behaviour change in our colleagues to deliver our business strategy.
- Develop a collaborative, 'one-team' Community Rail approach, encouraging communities to identify and leverage social, cultural, economic and environmental opportunities.
- Develop and continuously improve our customer and community relationships, providing a high-quality feedback service to the people of Wales and the borders.
- 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.
- Grow our Community Rail Programmes, connecting and engaging communities in their local station and transport network, while promoting Wales to new audiences.
- Encourage sustainable and integrated travel through customer focused campaigns that achieve customer lifetime value and support Welsh language and culture.
- Influence car users' behaviour by promoting the use of public transport for local, regional and national travel.
- Produce high-quality content for owned media channels, develop key media relationships to build TfW's reputation and encourage positive perceptions and sustainable travel.
- Work with key stakeholders to develop behaviour-change initiatives and campaigns to promote active travel and inform the delivery of physical infrastructure.
- Work with stakeholders and communities across public transport modes to build lasting relationships and ensure all voices are heard.
- Deliver communications campaigns which promote the railway and the customer proposition, encourage use of the network and enables behaviour change, ultimately increasing customer use.



“Our customers, colleagues, stakeholders and communities are incredibly important to us. In the next five years, we’ll continue to engage with our partners to communicate the work we’re doing to deliver a transport network Wales can be proud of. With many transformation projects reaching completion, we’ll focus our efforts on ensuring our customers understand how they can best benefit from our new services and ensure their views are heard. We will build a brand that becomes intrinsic to the fabric of Welsh life. We’ll communicate effectively to help the people of Wales make sustainable travel choices.”

**Lewis Brencher**

Communications and Engagement Director



## 24. Customer service quality    25. Customer facilities

- Deliver a consistent suite of service quality and operational performance measures across modes and facilities that TfW owns, providing worthwhile management information.
- Develop and continuously improve our customer engagement, providing a high-quality information and assistance service for the people of Wales and the border regions.

- Create and develop our customer and commercial offer for transport interchanges, creating experiences and facilities which complement the customer journey and deliver commercial return.
- Develop an interchange network that sets TfW's standard for transport facilities.
- Support the creation and delivery of transport interchanges which enable the efficient, safe and comfortable travel of customers.





## 26. Retailing experience

- Create and deliver accessible fares and ticketing solutions that offer the best value for the journey and enable simpler door-to-door solutions for our customers.
- Deliver a more strategic approach to revenue protection, enabling and promoting buy before you board and implementing a step change in ticket validation to control fraud, informed by improved analysis of emerging revenue risks.
- Deliver a multimodal fares and product strategy for Wales's Metro regions, integrating bus and rail and developing interchanges which enable efficient movement between modes and genuine door-to-door journeys.
- Develop and promote retailing distribution channels that demonstrate the lowest cost of sale and offer customers the most convenient and frictionless 'ticket buying' experience.
- Develop our ticketing solutions to meet customer expectations and ultimately deliver growth by 2026.
- Increase the level of smart ticketing and reduce cash usage while maintaining inclusivity by introducing alternative channels in the community.
- Reform our approach to fares, optimising pricing and revenue management to meet customer needs and increase rail revenue and modal share across our network.

"In a post-pandemic world, we know we'll need to work hard to understand our customers' needs and adapt to them if we are to see more people return to public transport.

Over the next five years we'll work hard to create retailing channels and systems which work for our customers, an easier-to-understand fares system and a service which works for all of our customers. We're determined to remove the barriers that prevent people from travelling our network and encourage growth in public transport use in Wales."

**Marie Daly**

Chief Customer and Culture Officer



## 27. Customer digital experience

- Develop and deliver integrated journey planning, enabling smooth and seamless journeys across Wales.
- Develop and launch an effective multimodal journey planning proposition, increasing customers' confidence in using alternatives to the car.
- Develop and provide consistent and accurate travel information which enables our customers to make seamless and intuitive integrated journeys and make sustainable transport their preferred choice instead of the car for most journeys.
- Ensure that we communicate and market our customer proposition across public transport effectively using digital channels by 2025.
- Provide real-time information on our network and performance so that operators and customers can see benefits in improved safety, reduced costs and increased trust by 2026.

“We know that people are increasingly using technology to plan their journey. Over the next five years we’ll continue to invest in providing up to the minute information and state of the art ticketing systems so that our customers can travel seamlessly on our network.

Simultaneously, we’ll invest in technology which enables TfW to respond quickly, be more efficient and better encourage the use of public transport across Wales.”

**Dave Williams**

IT and Digital Services Director



## 28. People and organisational development

- Achieve Investors in People accreditation for TfW by 2024 and a minimum of silver status by 2026.
- Create an engaged and empowered workforce, ensuring that we have the right people with the right skills in the right place at the right time.
- Deploy recruitment and retention strategies to attract and retain qualified and diverse individuals to TfW.
- Enhance our colleagues' experience by creating an inclusive culture of employee engagement, well-being and diversity, that leads to greater overall colleague well-being, improved productivity and better retention.
- Establish industry-wide partnerships and initiatives to address the long-term skills gap and future needs of Wales's transport sector.
- Invest in our colleagues' development and grow our succession management plans to reinforce our strategy of building a capable organisation.
- Provide an employee experience that creates engagement and opportunity.
- Support a more efficient organisational structure through successful development and transfer of services and businesses.

"We're committed to ensuring that we put people and skills at the heart of our agenda and create a diverse, engaged and capable workforce for the years to come. Over the next five years we'll engage people from all backgrounds and at different career stages. We'll focus on building organisational resilience and developing our employees by offering challenging work and achievable career pathways in a workplace where people can be themselves."

We'll continue to focus on ensuring our organisation is agile and responsive to business needs. We'll ensure our people are aligned to our strategic objectives, outcome-focused and have a continuous-improvement mindset."

**Marie Daly**

Chief Customer and Culture Officer





## 29. Build and maintain

Developing and maintaining our infrastructure is essential to our work. It allows us to meet the needs of our customers and the people of Wales. We'll continue to transform Welsh transport infrastructure, developing our facilities and operating infrastructure, introducing new trains and buses to deliver our services.



## 30. Infrastructure and facility management

- Build a portfolio of analytical tools and techniques that supports the continuous improvement of asset knowledge and underpins other objectives.
- Continuously develop our 'Informed Client' capability to ensure our Infrastructure Manager is contractually compliant and delivers good value.
- Continuously review and develop opportunities to use our assets for community and commercial benefit, creating a pipeline of new initiatives and improvements.
- Create and deploy a framework to optimise the long-term stewardship of our Core Valley Lines assets.
- Deliver our plans for social and commercial development of our station network, working with our station retail partners to improve the customer offer and achieve a greater return for our transport network.
- Develop a car parking proposition which meets the needs of our customers, optimises use of our property estate and creates revenue streams for reinvestment in our network.
- Develop an evidence-based and proportionate climate change adaptation strategy for the Core Valley Lines.
- Develop the Core Valley Lines funding submission to the Welsh Government for Control Period 7 (2024-29).
- Develop, establish, maintain and manage an integrated digital buildings system and common data environment which is used across TfW.
- Drive the transition from reactive and time-based maintenance to a proactive regime focused on reducing service-affecting failures.
- Effectively manage our station retailing, car parking and advertising contracts, developing and delivering initiatives which achieve or exceed these contracts' target income.

“The devolution of the Core Valley Lines infrastructure to Wales in 2020 was a pivotal moment for the railway - bringing Welsh infrastructure under Welsh control. These routes sit at the heart of South East Wales and are the backbone of Metro.

Over the next five years we'll continue to develop our infrastructure, supporting the work of TfW's infrastructure development team and maintaining our assets to the highest possible standard. We'll continue to ensure our railway infrastructure consistently delivers for our railway operator and our customers.”

**Dan Tipper**

Chief Infrastructure Officer



# 31. Infrastructure development

- Continue to lower the capital costs of construction projects we deliver, using methods of working that continue to increase value for money.
- Create and deliver robust programme delivery plans which deliver projects to agreed timescales.
- Create and develop retailing and commercial propositions at our stations and transport interchanges which meet the needs of our customers and create new income streams for reinvestment.
- Develop our Core Valley Lines estate to create new and improved spaces for use by the communities we serve and businesses, bringing value to local society.
- Enable the transformation of Wales's transport network to enhance customer experience, improve operational delivery and deliver services which support changing customer needs.
- Ensure that we're delivering our infrastructure development activities safely and creating a safe rail network in Wales.
- Support modal shift by creating assets which support and enhance our customer experience in both our new and existing infrastructure.
- Support the transformation of the transport infrastructure across Wales and the borders.

"TfW is currently overseeing the delivery of the largest infrastructure transformation programme seen in Wales for decades.

Over the next five years we'll continue to upgrade rail and bus infrastructure, particularly in South East Wales with the transformation of the Core Valley Lines, a key part of the South Wales Metro. We'll also oversee the opening of a new bus interchange in Cardiff and support, plan and develop other infrastructure schemes across Wales."

**Dan Tipper**

Chief Infrastructure Officer



## 32. Service delivery assets and infrastructure

- Deliver all new trains, and depot capacity requirements to ensure timetable enhancements can be delivered in line with Llwybr Newydd.
- Ensure that all new technologies available on the trains to enhance the asset management and asset performance capabilities are fully activated and deployed within the business.



## 33. Customer delivery

We know that nothing matters more to our customers than delivering reliable, high-quality services every day. We focus on planning and delivering our services consistently, providing information and assistance when and where our customers need it. We'll continue to reflect regularly on our own performance, engage with customers on their experience and make continuous, positive change.



## 34. Service delivery

- Deliver our transport contracts to achieve value for money, including the Core Valley Lines Infrastructure Agreement, the Core Valley Lines agreements with Network Rail and the TrawsCymru and active travel grants.
- Deliver a fully competent service-delivery team capable of safely meeting customer expectations across all TfW's transport modes and facilities.
- Deliver a Healthy, Safety and Secure Environment which enables safe travel for all our customers while continuously reducing our impact on the environment.
- Deliver the best possible service for our customers by consistently delivering our timetable promise, optimising our capacity and providing the best possible experience.
- Develop and deliver an improved and more focused TrawsCymru service in line with an agreed five-year plan.

“When we took over running on-board catering and cleaning services in 2020, we achieved a significant milestone in our transport services team and a fantastic opportunity to develop and further improve these services for our customers and colleagues.

Over the next five years, we'll continue investing to improve the quality of our services. The opening of our first major bus interchange in South East Wales will also be a significant milestone for TfW.”

**Jan Chaudhry-Van der Velde**

Chief Operations Officer



[www.trctrenau.cymru](http://www.trctrenau.cymru)



## 35. Service planning and reporting

- Deliver strong commercial and performance management of Transport for Wales Rail Limited, focusing on delivering value-for-money rail services for our stakeholders and customers.
- Transform rail services across Wales and the borders, working with our infrastructure partners in an integrated and seamless manner to deliver a network of which Wales can be proud.

“In 2021, we saw the transfer of railway operations to our wholly owned subsidiary, Transport for Wales Rail Ltd, bringing services into public ownership for the first time.

Over the next five years we aim to transform our railway network by investing in trains, enhanced railway infrastructure and rejuvenated stations. We’ll continue to provide our customers with the safest and best possible service, and deliver value for money for taxpayers. This will deliver a rail network that will better serve the people of Wales and the Borders.”

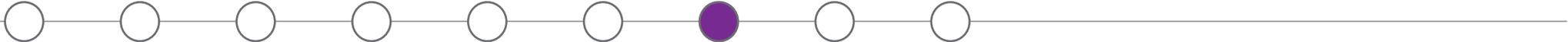
**Jan Chaudhry-Van der Velde**

Chief Operations Officer



## 36. Value for money

In delivering our work, we're committed to ensuring that we deliver value for money to the people of Wales – ensuring that we plan and deliver in a financially astute manner. We will ensure that we have robust financial plans, manage our finances responsibly and govern our organisation to ensure that we make the best possible decisions. Working closely with our supply chain and effective procurement will ensure that we obtain services which fulfil our organisational needs and deliver the best value for money. Underpinning all of this is our work to develop our IT and Digital systems effectively, creating services for our customer and organisation which meet their needs.



## 37. Governance and financial management

- Build partnerships capable of delivering TfW's purpose, providing trusted advice, insightful analysis and effective management information.
- Deliver better value for money for the people of Wales, rebuilding our services following the coronavirus pandemic and ensuring that we have a network our customers choose to use.
- Ensure strong budget management and decision making is in place with an evidence-based approach to financial risk.
- Ensure TfW is well governed with robust and flexible processes, building on self-audit with clear improvement targets.

"TfW has evolved and grown rapidly since 2018. During this period, we have focused on our relationships, governance and decision-making.

Over the next five years we'll continue to place emphasis on effective decision-making and transparency, maintaining robust governance arrangements and embedding a culture of effective budget management, business planning and financial control. We'll continue to seek the best outcomes and value for money for Welsh taxpayers, supporting the priorities of the Welsh Government."

### **Heather Clash**

Chief Finance, Governance and Corporate Services Officer



## 38. Corporate and business planning

- Deliver TfW's business plan and support challenge for the organisation to build an efficient cost base.

## 39. IT and digital services

- Manage TfW's IT and digital estate across transport operators, ensuring it is secure, resilient and dependable, minimising service disruption.
- Transform TfW's digital infrastructure to deliver a high-quality proposition valued by our customers and throughout our operations.



## 40. Commercial and contract management

- Deliver a strategic and cost-effective commercial approach to rail rolling stock and associated deliverables and manage our assets effectively.
- Develop business cases for further and future continuous investment in decarbonisation through fleet expansion, technologies and configuration beyond what is already committed to within the current orders.
- Explore opportunities as to how the new Global Centre for Rail Excellence can be utilised as part of the fleet delivery strategies and new technology developments to aid the decarbonisation strategy.
- Provide financial control for infrastructure programmes and projects and spend European Union funding effectively.
- Reduce carbon creation by TfW's rail operations by introducing new, lower-emission fleets and developing a strategy to achieve net zero by 2040.



# 41. Enabling services

We continue to develop services which enable us to deliver and change effectively, allowing the organisation to become more effective. To meet our needs more efficiently, we're creating centralised services which bring expertise and knowledge into one place. As we change and develop, we'll ensure that we develop and change as one organisation – working together to improve what we do every day. We're also committed to working in a safe and sustainable manner, proactively working to reduce our impact on the environment – and will work across the organisation to support and enable this change.



## 42. Change management

- Agree and implement a strategically aligned approach to the management of organisational change which achieves consistency in approach and methodology and is responsive and agile to business needs.
- Create a mindset where change is embraced through a culture of continuous improvement.
- Deliver a Technical and Advisory Group to provide technical services to Welsh Government and partners to optimise the delivery and maintenance of infrastructure projects.
- Ensure that TfW's infrastructure projects are safe, interoperable, technically compliant and delivered to the specified quality, timescales and cost to safeguard the Welsh Government's investment.
- Undertake (in consultation with TfW's board, Senior Leadership Team and the Welsh Government) a review of our existing operating model to support the development of a new target operating model for TfW, based on systems thinking and aligned to our agreed vision, objectives and capability.

"TfW is committed to being an efficient and effective organisation, meeting the needs of the people of Wales and providing a network of which we are proud. Over the next five years, we'll continue to develop our organisation and capabilities, putting in place an effective operating model and integrated management systems which encourage continuous improvement and innovation in all we do."

**David O'Leary**

Transformation and Business Change Director



## 43. Safety, sustainability and risk management

- Continuously improve the health, safety, well-being and security of our colleagues, customers and partners across a multimodal transport network.
- Embed sustainability into our new and existing infrastructure development work, working with suppliers to create local employment opportunities, increasing social value and reducing our environmental impact.
- Ensure we evolve our three lines of defence approach to risk so that the risks associated with our projects and activities are managed, challenged, tested and treated at appropriately and provide our customers with the best business outcome.
- Ensure that TfW meets its duties under the Well-being of Future Generations (Wales) Act 2015 and working to ensure that our people, our projects and activities go above and beyond this ambition by leading through our behaviours, creating positive impacts and offering support and advice through our supply chain, communities and partners.
- Provide advice and expertise to the Welsh Low Carbon Delivery Plan 2, working with Welsh Government officials to shape solutions to decarbonise transport in Wales.

“Safety and sustainability will always be at the heart of all TfW does. We’re committed to ensuring our services and facilities remain safe and secure for customers and colleagues and we are considerate to the communities and the environment in which we operate.

Over the next five years we’ll also continue to develop and deliver assurance activities which ensure we’re delivering our objectives perceptively, technically compliant, effective, efficient with a clear lens on our sustainability targets. We’ll do this by continuously evolving our project management methodologies, providing competent engineering intelligence as well as key assurance activities to further support our risk management framework.”

**Leyton Powell**

Safety, Sustainability and Risk Director

TRAIN OPERA

TRANSPORT FOR WALES IS YOU

We know you deserve a world  
class service. The journey

Nadeem  
Customer Service Advisor  
Wylfa Newydd (Gwynedd)

TRAFNIDIAETH CYMRU  
TRANSPORT FOR WALES

TRAFNIDIAETH CYMRU  
TRANSPORT FOR WALES





## 44. Our governance framework



TfW's key governance framework sets out how we're managed. The framework comprises TfW's Board and its committees, Executive Leadership Team, subsidiary company boards, the Welsh Government's TfW Steering and Operations boards.

- TfW's Board is responsible for providing strong governance and strategic vision including:
  - Establishing our vision, purpose and values.
  - Setting our strategy and structure.
  - Promoting high standards of public finance, upholding the principles of regularity, propriety and providing value for money.
  - Management delegation such as holding management to account against delegations, governance and delivery.
  - Exercising accountability to the Welsh Government as sole guarantor member and being responsible to relevant stakeholders, supporting and providing constructive challenge to our Executive Leadership Team and holding them to account on the delivery of our business plan and our key deliverables including safety, service and costs.
  - Helping our Executive Leadership Team by offering advice and mentoring to develop TfW's business strategy and continuing to improve TfW's performance.
  - Holding the performance of Transport for Wales Rail Ltd and Transport for Wales Innovation Services Ltd to account through their Chairs.

Ensuring that adequate resources are available, and that senior-level succession is well-planned. Our Board's work is supported by six subcommittees, each chaired by a Non-Executive Director. Subcommittee membership comprises an additional Non-Executive Director, members of our Executive Leadership Team together with other relevant employees. Our People, Remuneration and Nominations Committee also includes an employee representative.

TfW's Board is chaired by Scott Waddington.



## TfW's Board sub-committees

- **Audit and Risk**
- **Communications and Customer**
- **Health, Safety and Well-being**
- **Major Change Projects**
- **People, Remuneration and Nominations**

## Other members

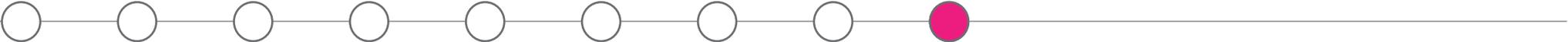
- **Sarah Howells** (Communications and Customer)
- **Alison Noon-Jones** (People, Remuneration and Operations)
- **Nikki Kemmery** (Health, Safety and Well-being)
- **Alun Bowen** (Audit and Risk)
- **Vernon Everitt** (Major Projects)

## Executive Directors

- **James Price** (Chief Executive Officer)
- **Heather Clash** (Chief Finance, Governance and Corporate Services Officer)

## Observer/Trades Union Representative

- **Transport Salaried Staffs' Association**



## 45. Subsidiary company boards

Transport for Wales Ltd operates several subsidiary companies in which it has either shared or full ownership.

### Transport for Wales Rail Ltd

Transport for Wales Rail Ltd is wholly owned by TfW and is responsible for delivering the obligations set out in the Grant Agreement relating to the Wales and Borders rail franchise between the Welsh Ministers and Transport for Wales Rail Ltd.

The board is chaired by our Chief Executive Officer, TfW's Accounting Officer and line manager of Transport for Wales' Chief Operations Officer.

TfW's Board holds our Chief Executive Officer to account for Transport for Wales Rail's performance.

Transport for Wales Rail's Board also includes our Chief Finance, Governance and Corporate Services Officer, Chief Commercial Officer, Chief Operations Officer, Chief Customer and Culture Officer and Non-Executive Director, Peter Strachan.

### TfW Innovation Services Ltd

TfW Innovation Services Ltd is a joint venture between TfW, Amey and Keolis. It was set up to be the catalyst for change and driver behind innovation for the Transport for Wales group of companies, enabling the delivery of an integrated transport network in Wales and the borders. Our Chief Transport Planning and Development Officer chairs the company. Our Chief Commercial Officer, Transformation and Business Change Director and IT and Digital Services Director are TfW's appointed directors.

### Pullman Rail Ltd

A wholly owned subsidiary of TfW, Pullman Rail provides rolling stock maintenance and overhaul services to a range of third-party companies including Transport for Wales Rail Ltd.

Chaired by one of our non-executive directors (Alun Bowen), our Chief Executive Officer, Chief Commercial Officer and Head of Finance Transport Operations are TfW's appointed directors.

### PTI Cymru Holdings Ltd

TfW acquired in 2022 the business of PTI Cymru Holdings Ltd, in line with our objective to create a contact centre service for customers travelling across Wales. The integration of this business is currently underway and is expected to be completed by early 2023. Chaired by TfW's Transformation and Business Change Director, our Communications and Engagement Director, Customer Engagement Director and Strategic Advisor for Integrated Transport are appointed directors.



## 46. Our Executive Leadership Team

Our Executive Leadership Team is responsible for:

- Running TfW – including Finance, People, and Health and Safety matters within our agreed governance framework.
- Project performance and delivery.
- Day-to-day performance and delivery, including rail services and infrastructure development.

### Our Executive Leadership Team:

- **James Price**, Chief Executive Officer
- **Heather Clash**, Chief Finance, Governance and Corporate Services Officer
- **Lewis Brencher**, Director of Communications and Engagement
- **Jan Chaudhry Van-der Velde**, Chief Operations Officer
- **Alexia Course**, Chief Commercial Officer
- **Marie Daly**, Chief Customer and Culture Officer
- **Geoff Ogden**, Chief Transport Planning and Development Officer
- **David O’Leary**, Transformation and Business Change Director
- **Leyton Powell**, Safety, Sustainability and Risk Director
- **Lee Robinson**, Development Director for Mid, North and Rural Wales
- **Dan Tipper**, Chief Infrastructure Officer



## 47. Our relationship with the Welsh Government

TfW's structures, governance arrangements and relationship with the Welsh Government have been developed in accordance with the guidance on managing relationships with external partners described in the Welsh Government's 'Managing Welsh Public Money'. We've also considered the UK Government's Cabinet Office guidance on establishing public bodies.

Our structures and governance mean that TfW has a clear, legal identity within a robust and well-established framework, distancing us from the Welsh Government and allowing it to make independent operational decisions.

The Welsh Government sets TfW's overall goals and performance at a strategic level, making sure that we operate efficiently and act in the public interest.

TfW's current company structure also offers significant flexibility should changes be required in future. The model is also more familiar to the commercial organisations with which TfW works closely.

While TfW is publicly funded, we could potentially generate additional income from external sources.

Any additional efficiencies TfW create would be available for us to re-invest in Wales's transport network.

TfW could also leverage assets, such as the land and buildings we own and operate to provide additional income streams to the benefit of Wales's public transport network.



# 48. Working with the Welsh Government

## The Welsh Government and Transport for Wales Steering Board

This Steering Board:

- Seeks assurance from TfW's Chief Executive as accounting officer for the funding the Welsh Government provides TfW.
- Discusses, at a strategic level, performance in supporting the Welsh Ministers to discharge their functions.
- Is a regular forum for strategic discussions about TfW's future remit.
- Seek assurances from TfW on our governance framework.
- Discusses issues escalated from our Operational Board.
- Provides oversight of TfW to the Welsh Government's Principal and Additional Accounting Officers responsible for TfW's funding.
- Advises Ministers on TfW's performance and direction.

Our Chair and Chief Executive represent TfW on this board which also includes in its membership a Non-Executive Director of the Welsh Government Board.

## The Welsh Government and Transport for Wales Operations Board

This Operations Board:

- Discusses TfW's operational performance in supporting Welsh Ministers to discharge their functions.
- Discusses progress on spend and profiling.
- Facilitates operational discussions about TfW's day-to-day management, future direction and remit.
- Assures the Welsh Government about TfW's performance and, where necessary, escalates issues and risks to the Steering Board.
- Provides management reporting about TfW to both the Principal and Additional Accounting Officers at the Welsh Government responsible for Transport for Wales's funding.
- Reports to the Steering Board which advises Welsh Ministers on TfW's performance and direction.

The Operations Board is chaired by the Welsh Government's Director of Economic Infrastructure and also attended by other senior managers.



## 49. Advisory architecture

We established our independent Advisory Panel in 2020 to help provide good quality advice to our organisation and effective scrutiny of TfW, through the lens of the Well-being of Future Generations (Wales) Act 2015 and the Equalities Act (2010). The panel elects an independent chair and drives its own agenda in challenging and supporting TfW in delivering on our ambitious remit.

The panel has representation from a broad range of individuals and organisations, including Transport Focus, the Equality and Human Rights Commission, Children and Young People Commission, Sustrans, Stonewall Cymru, Cytûn, Community Transport Association and the Confederation of Passenger Transport. So far, the panel has looked at key issues including fares, the response to the coronavirus pandemic and the TfW young person's charter. Going forward, we expect it will continue to challenge and guide us on our future development and delivery.

Part of the role of the panel is to ensure TfW draws in the views and engages with groups and organisations right across our remit, and in addition to the panel itself, TfW hosts a number of forums and engagement mechanisms to ensure representation of communities, customers and representative groups are able to influence our activity.

This includes the ongoing hosting of four regional forums, as well as subject specific groups, including the sustainable advisory panel, active travel advisory group, passenger panels and accessibility and inclusion panel. This is all about ensuring that we're listening, collaborating and implementing the necessary improvements for an inclusive transport network.

In future, we plan to develop our overall advisory architecture in line with the development of our remit from Welsh Government, helping ensure we continue to listen and engage across all our areas of delivery.



## The current membership of our Advisory Panel includes:

- Federation of Small Business
- Network Rail
- Office of the Future Generations Commission
- Sustrans Wales
- Transport Focus
- Community Transport Association
- Confederation of British Industry
- Children's Commissioner for Wales
- Cytûn: Churches Together in Wales
- Equality and Human Rights Commission Wales
- Ethnic Minorities & Youth Support
- Bevan Foundation
- Stonewall Cymru
- CPT Wales
- Chair, Transport for Wales
- TfW Accessibility and Inclusion Manager



TRAFNIDIAETH CYMRU  
TRANSPORT FOR WALES