



Business plan 2024/25

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Our business plan

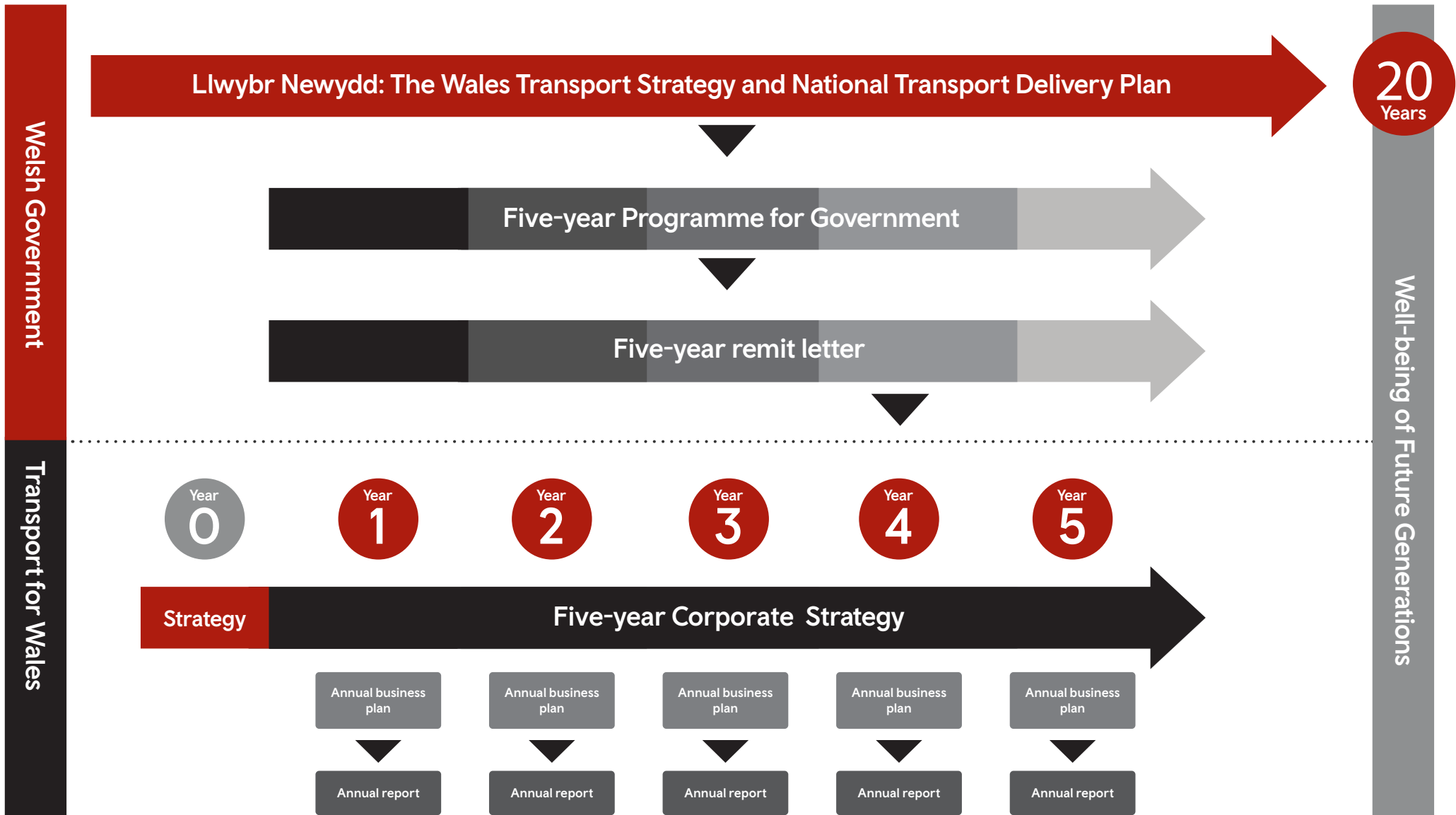
Our Business Plan 2024/25 sets out the key activities which we'll deliver between April 2024 and March 2025. Everything we do is designed to support and encourage people to travel more sustainably. We want more people using public transport. We want more people walking, wheeling and cycling instead of driving.

Our goal is to create, develop and continually improve an integrated transport system for Wales with the customer at its heart. We work in close partnership with the Welsh Government, the local authorities, and Corporate Joint Committees. Our annual business plan details how we'll work towards this goal in 2024/25.

Our activities for the next 12 months have been developed and agreed with the Welsh Government.

This plan should be read alongside our [Corporate strategy, 2021-26](#) which details our business planning framework, sets out our priorities and how we'll work towards making our vision a reality.

The graphic below sets out where this document fits in our overall planning framework.



Our transformation to TfW 2.0

In 2023/24, the Welsh Government provided an update to our five-year term of government remit letter building on it to ensure transport plays its part in meeting the Welsh Government’s climate targets, obligations to future generations and well-being goals. Our updated remit letter was termed ‘TfW 2.0’. It focused on the need to create a truly integrated transport network with one network, one timetable, one ticket and one team to drive modal shift to sustainable transport modes.

The following strategic policy objectives will guide the evolution of TfW:

- Maximise modal shift to sustainable transport modes to support the Welsh Government Net Zero Wales transport obligations and targets.
- Deliver a fully integrated transport system, in close partnership with both local and central government.
- Nurture a multimodal culture in Wales across the public, private and third sectors.
- Encourage and support people to adapt and consider sustainable modes as their default transport option.
- Develop greater commercial opportunities and behaviours to maximise revenue, minimise costs, mitigate risks and exploit opportunities.

Our Board has responded to our updated remit letter and set out the following ways that they'll lead on the implementation of TfW 2.0:

- Planning, building, and operating a fully joined up integrated travel system with the user at the centre will provide massive opportunities to drive modal shift to more sustainable ways of travelling
- We're changing our governance and approach as a Board to provide the leadership on behaviour change, mode shift, integration, and innovation that this requires. We particularly recognise the need to work effectively with local authorities and welcome the Leader of the Welsh Local Government Association's attendance and input at the Board which has already made a significant positive impact
- TfW 2.0 and beyond will be at the core of everything the Board says and does. In addition to the discussions we have at monthly main Board meetings and in Board sub-committees, we've established a

new governance group focused on ensuring that all of the necessary processes and actions are in place to deliver TfW 2.0 and more. Crucially this will need to focus on a significant and prolonged period of training, upskilling, and culture change. This will be chaired by a member of the Board. Membership will include representation from the Board, Executive Leadership team, Welsh Government and external stakeholders.

- In addition to this new governance group, each Board sub-committee will ensure that TfW 2.0 is reflected in their terms of reference and agendas. A specific section of every main Board meeting will continue to be dedicated to bringing together the work of the sub-committees and agreeing further action to deliver on the remit.
- The Board will also continue to focus on core operational and financial performance, always within the context of TfW 2.0 and delivering the outcome of One Network, One Timetable, One Ticket and One Team.
- We'll update the Welsh Government regularly on our progress and be ready to discuss any aspects of this at any time.

The activities detailed in our business plan fully support these strategic policy objectives outlined in the TfW 2.0 remit letter.

We recognise that further evolution of TfW's organisational culture and practices is required to embed a multimodal travel mindset. We'll put accessible and integrated networks at the front and centre of our decision making. We're delivering an organisational cultural change programme, upskilling our colleagues so that skills can be applied across more than one travel mode. We'll become expert at behavioural change, benchmarking our abilities against best-in-class organisations worldwide.

We'll also make sure that our Board's skills are appropriate for an expanding remit by carrying out an annual review. We'll make the TfW team more representative of the people of Wales. We're embracing the use of Welsh language on our services and in the workplace.

Our priorities in 2024/25

Sustainability and climate resilience

We recognise the impact climate change has on transport operations. We also recognise our role in providing support to the Welsh Government to respond to the climate emergency and delivering its net zero goals. This will improve the lives of the people of Wales. TfW's [Climate Adaption and Resilience Plan](#) outlines how we're responding to climate risk by creating a transport network that is more resilient to our changing climate and safe and accessible in the years to come.

We'll reduce our environmental impact by exploring innovative ways to manage carbon across our estate and operations to further enhance sustainability. We'll actively educate and encourage the people of Wales and the borders to make travel choices that will reduce their carbon footprint. We'll carry out our work reflecting our status as a newly named body on the Well-being of Future Generations (Wales) Act 2015. We'll follow the principles of the five ways of working and ensuring that our activities support the seven well-being goals.

Integrated travel network

In 2024/25 we'll introduce additional new trains operating on the Core Valley Lines (CVL) following a significant programme of transformational works on the Treherbert, Aberdare and Merthyr Valley Lines. This has included installing Overhead Line Equipment to enable new sustainable electric trains to operate. The new trains on the CVL will be more environmentally friendly and quieter. This work will also enable shorter journey times and an increase in services from Cardiff to Treherbert, Aberdare and Merthyr Tydfil (and vice versa) in future years.

At every opportunity, we're working to ensure the operational integration of public transport services by coordinating routes and timetables. We're working towards delivering the Welsh Government's goal of a franchised bus network supported by integrating and improving information, fares and ticketing. Bus franchising will enable joined-up multimodal transport network planning and an integrated service for customers. This will improve our customer's access to the public transport network and increase its use with a consequent reduction in journeys made by private car.

We're committed to ensuring that active travel is a key component of Wales' integrated travel network. There are a wide range of benefits associated with more people walking, wheeling, and cycling. We'll work to make it easier to travel actively by improving opportunities for the people of Wales to do so. We'll work with key partners and stakeholders to create and promote networks that can make active travel journeys the right choice, whether for single journeys or connecting with public transport for onward travel.

We're working closely with the Welsh Government to support the development and delivery of a freight and logistics strategy, sharing expertise to offer greater value-for-money and potential innovation. We'll also support the Welsh Government with the implementation of the proposed Taxi and Private Hire Vehicle (Wales) Bill and efforts to include taxis and private hire vehicles in Wales' integrated public transport network.

Rural transport

TfW will work to maximise sustainable and accessible travel opportunities for rural communities. Rural communities account for a third of the Welsh population and are spread across 80% of the land mass of Wales. There is a need to offer a range of transportation options for rural communities that provide easy access to employment, healthcare, education, and leisure opportunities.

Public transport planning will be key. This includes demand-responsive transport solutions such as fflecsi that improve integration and ticketing options between local travel and regional or national services such as the TrawsCymru bus network and rail services. This will be complemented by active travel and third sector solutions, such as electric vehicle car clubs. These will give people living in rural communities viable alternatives to car ownership to allow them to access the places they want to go at the times they need to travel.

Customer experience

We want to ensure that everyone has equitable access to sustainable travel. In line with Llwybr Newydd: The Wales Transport Strategy, we'll look to adopt best practice, use inclusive design principles, and provide training to work towards meeting our legal and regulatory responsibilities. This will ensure our travel network, services, and information are accessible to all.

Customer experience is key to building trust and increasing customer satisfaction. Here, improving our customer digital offer is a priority. We'll continue work to provide an integrated multimodal travel digital solution for journey planning, ticketing and service information. This will help to remove barriers to using, and increase accessibility of, different modes of travel. In addition, we've delivered a pilot of the first Pay-As-You-Go network outside of London and the South-East of England. We intend to roll out Pay-As-You-Go across the entire CVL in 2024/25. This will make rail ticketing simpler, easier and better value for money for our customers.

As part of our digital strategy, we'll develop our vision for TfW to be a digitally enabled, data-led and technology driven organisation. Our digital strategy will be focused on the user need and we'll develop our customer facing value while ensuring our services, infrastructure and colleagues can operate in a secure, modern and frictionless environment. We'll also promote digital, data and technology careers across the organisation to ensure we can be agile and adapt to meet our customer's expectations.

We proactively promote a culture of innovation across the organisation, leading the way on the development and implementation of innovative services, products and technologies to support modal shift. Keeping innovative thinking at the forefront of TfW's work is key to ensuring we deliver on our objectives in an agile, efficient and effective way.

Travel behaviour change

We want people in Wales to choose to use active travel or public transport to get to their destination instead of using their car. To enable this, we need to nurture a sustainable and multimodal travel culture in Wales.

We'll do this by developing and implementing an organisational cultural change programme to embed behaviour change within TfW, alongside organisational culture development with the Welsh Government. This programme will be defined as part of our behaviour change strategy and will be delivered in partnership with Public Health Wales. We'll work to assist Corporate Joint Committees with the development of their Regional Transport Plans, and we expect to see increasing opportunity for further collaboration. This will help promote a culture of multimodal travel options across Wales.

Change in travel behaviour requires a key understanding of behavioural science and the development and application of this capability remains central to our activities in 2024/25. Behaviour change initiatives, as well as broader capability across TfW will provide individuals, communities and organisations with:

- Increased opportunity to make sustainable travel choices
- The motivation to reduce private car use
- The capability to enact changes in their own behaviour through training, support and removal of barriers to drive the use of sustainable travel.

This will be achieved by:

- Continuing to deliver initiatives and services based on well-researched principles and known good practice to increase the utility of sustainable transport
- Enhancing existing activity and investment using behaviour change approaches to maximise their impact
- Delivering demonstrator projects designed to increase sustainable travel use across all modes
- Growing TfW's capability to support the shift to sustainable travel, building on existing training, information provision and integration of behaviour change into the organisational culture
- Consolidating TfW data to inform intervention development and delivery

Building on the behaviour change initiatives and plans delivered during 2023/24, we'll evolve our longer-term TfW strategy for behaviour change. This will support the Welsh Government's objectives in Llwybr Newydd: The Wales Transport Strategy across TfW. We'll do this by making use of the capability we've developed and enabled through our organisational model that embeds behaviour change across the whole business.

Our organisation

Our organisational structure and operating model were designed to deliver more effective and efficient working across transport modes. We'll continue to review this to ensure it is being delivered in the best possible way and supports our transformation to TfW 2.0. This will drive better value for money as we recognise the need to minimise our subsidy per passenger and deliver a truly sustainable travel network.

Through our established Risk Enterprise Management System, we'll manage risks and issues in line with our Board-set risk appetite statements. We'll use these to be aspirational in our approach, seeking and exploiting opportunities when delivering on our commitments.

Commercial opportunities

Since the organisational change carried out in 2022/23, we've redoubled our focus on commercial opportunities. We'll continue to target more commercially focused initiatives and ways to generate value for the taxpayer by generating new revenue opportunities and reducing cost burdens. Some of the ways we'll do this include deriving commercial value from our customer-facing assets. These include advertising, retail provision, experiential opportunities, and partnerships with commercial sponsors. We're also establishing the mechanics for partnering with electric vehicle charging providers to support wider Welsh Government decarbonisation initiatives. We've secured a positive business case for the establishment of a commercial arrangement on the TfW-owned fibre optic network on the CVL. We'll look to progress both these initiatives in 2024/25.

A review of the entire retailing cost of sales channels has been underway. A programme to ensure greater value for money has been established, including rolling out more dynamic revenue management pricing across the network, launching competitive sales products (advanced and multi-flex). A more innovative approach to fares and pricing is under development and will be rolled out across 2024/25.

We're passionate about supporting economic growth in the communities we serve. This includes promoting inclusive participation and maximising sustainability and social value in our procurement opportunities in line with the Well-being Future Generations (Wales) Act 2015 and the Social Partnership and Procurement (Wales) Act 2023. We were pleased to announce last year the award of a contract to produce and deliver uniforms to Ebbw Vale based Elite Clothing Solutions. They are a social enterprise providing employment for local people, opportunities in the supply chain and training for people with disabilities or those at a disadvantage.

We'll continue to publish all our supplier events and open procurement opportunities via Sell2Wales. We'll work with Business Wales and Industry Wales to identify local small and medium enterprises to invite to our supplier and procurement events as we continue to seek opportunities to work with them. We'll ensure that they have visibility of upcoming work by publishing our procurement pipeline. We'll also simplify our approach to measuring social value in procurements and focus on engagements with small and medium enterprises on topics that will enable them to improve their understanding of Transport for Wales. We'll use their feedback to ensure we are simple to do business with.

Our expenditure plans for 2024/25

Our income comes from the Welsh Government via remit grant and for activities reflected in our remit letter, passenger revenue, other income sources such as ERDF and local authorities.

We have shared detailed budgets with the Welsh Government, with priority spend areas agreed. Table 1 below sets out how we'll deliver on our remit for 2024/25 reflecting revenue and capital in key areas although these are subject to change.

In addition, we will receive other significant sources of income from the European Regional Development Fund and rail revenue which includes passenger revenue.

We recognise these figures in the Business Plan 2024/25 may present several funding pressures against the Welsh Government funding letter. We'll continue to work with the Welsh Government's sponsorship team and policy officials to address and mitigate these as well as planning for future years. These funding figures within the funding letter exclude funding from the UK government which has yet to be finalised for 2024/25. They also exclude any budgetary adjustments for IFRS 16 Leases which has been adopted by the UK government—the impact of this continues to be monitored and reported separately.

In accordance with our Articles, TfW requires authority from the Welsh Government to undertake certain forms of property transaction to include sales, purchases, and leases. TfW maintains a Transactions Tracker to monitor progress on property transactions and to document the terms of these transactions. TfW has received authority in order to undertake the property transactions detailed in the Transactions Tracker.

Figure 1: How we plan to spend our funding in 2024/25

		£ million
Revenue	Rail passenger services and transport interchanges	390
	Other rail related spend including infrastructure owner costs, stakeholder management, customer engagement and pre-capital works on station improvements	37
	Bus, road and multimodal revenue funded advisory services	5
	Grants to support bus services	6
	Total	438
Capital	Investment for rail passenger services, including new rolling stock, depot and station improvements	57
	Design and build works to transform the Core Valley Lines rail assets	166
	Infrastructure Manager renewals and other rail asset management related spend	14
	Acquisition of buses and other bus advisory projects	30
	Active Travel grants to local authorities	50
	Other projects, including Transport Strategy, Cardiff interchange, other Metros, roads and electric vehicles	27
	Total	344

Measuring our performance

TfW is a Welsh Government owned company delivering key services. Measuring our performance is essential to ensure that our customers, stakeholders, taxpayers and the Welsh Government can hold us to account. We need to measure our performance to drive continuous operational and organisational improvement in delivering these services and how we run ourselves.

TfW publish on a quarterly basis a suite of corporate key performance indicators (KPIs) to measure our performance as an organisation across different modes of travel, customer, operations, safety, finance, governance, people and other corporate services. The KPIs monitor progress against agreed targets to provide an objective measure of how efficiently and effectively we're meeting our business plan, five-year corporate strategy and broader objectives. We'll review our key performance measures to reflect our evolving remit.

Our performance against these indicators is reported to our Board and the Welsh Government in the form of a quarterly scorecard. In 2023/24 a quarterly Welsh Government and TfW Performance Board was established where progress against TfW's annual business plan and five-year corporate strategy is monitored, highlighting the partnership between the Welsh Government and TfW.

We also report on our performance at a directorate level to our Executive Leadership Team and our Board. This is carried out via both the corporate scorecard and a wider suite of operational KPIs.

Our KPIs are regularly reviewed by our Board and the Welsh Government. Targets are set which refer to current levels of performance. The targets are subject to ongoing review and refinement to ensure they are suitably challenging but achievable.

Delivering our remit

This section of our business plan sets out our main activities that we'll be delivering in 2024/25.

Our activities are designed to encourage transport behaviour change to enable modal shift to more sustainable transport usage, reducing the number of private car journeys and increasing the number of people choosing to use public transport or active travel. This section is structured to show the activities we'll carry out in 2024/25. It follows the same structure as our corporate strategy with the objectives aligned to our systems and supporting-mechanisms and sub-systems and sub-supporting mechanisms. While we've planned our activities to support our long-term ambitions, we recognise the importance of being flexible and agile as an organisation to react to unforeseen circumstances. Our activities below are all subject to TfW's approval process within our delegations framework and controls environment, and where necessary, relevant legislation being passed by the Welsh Government.

Plan



Analysis and insights

Voice of the customer and customer insights

We'll develop multimodal travel datasets and expand our analysis capabilities to better inform the customer experience.

Electric vehicle charging infrastructure mapping support

We'll support the development of new mapping and forecasting tools to better link commercial landlords with attractive commercial proposals for charge point development.

National Travel Survey

We'll launch the new Wales National Travel Survey, collecting data to monitor the success of Llwybr Newydd: The Wales Transport Strategy 2021.

Spatial data sets available to stakeholders

We'll publish spatial datasets that can be downloaded for research use. We'll create a user-friendly viewer to visualise spatial datasets.

Transport models

We'll develop new forecast years for the South East Wales Transport Model. This model will take account of regional housing and employment growth. We'll work with expert advisers to deal with uncertainty in transport demand forecasting in Wales. We'll continue to maintain the North Wales Transport Model and the South West and Mid Wales Transport Model. We'll use this work to advise the Corporate Joint Committees in their development of the Regional Transport Plans.

Active travel and bus networks development

Active Travel (Wales) Act 2013 implementation

We'll develop activities to support the implementation of the Active Travel (Wales) Act 2013, primarily through the Active Travel Delivery Plan. This will include publishing initial data from the National Active Travel Monitoring Framework and supporting the Welsh Government in establishing a new assessment and funding framework to support enhancements to delivery. It will also include the expansion and implementation of a multidisciplinary training programme for active travel practitioners and leaders. This will particularly support local authorities along with a review of how local authorities can access specialist active travel skills from the supply chain, and the provision of suitable guidance. This will enhance knowledge and capability in the sector.

Active travel design team

We'll further develop this team's capacity to support development of the Pathfinder Programme and other relevant activities, including a design review process for schemes funded through the Active Travel Fund Programme.

Active Travel Fund programme

We'll manage the Active Travel Fund on behalf of the Welsh Government and work to improve the management processes and procedures associated with the programme. This will include financial management, completing quarterly claims reports, and providing support and advice to local authorities. It will build on the pilot activity undertaken in 2023/24 to improve inclusive design considerations in schemes funded through the Active Travel Fund Programme. We'll undertake preparations to support the Welsh Government with the administration of the Safe Routes in Communities Grant programme in 2025/26, subject to wider decisions about grant funding for local authorities and the Corporate Joint Committees.

Active travel integration

We'll improve integration between active travel and public transport by working with local authorities to prepare Station Network Plans that will identify and develop high priority active travel routes to stations ready for future delivery. We'll also enhance cycle parking at TfW stations across the rail network by delivering a programme of more secure cycle parking facilities in line with the Active Travel (Wales) Act 2013 Guidance.

Active travel pathfinder programme

We'll work with the Welsh Government, local authorities and other key delivery partners to develop a Pathfinder programme of active travel projects. These include proposals to identify and demonstrate alternative approaches to delivery that enable more innovative, high quality and high impact schemes. They also include proposals for the provision of secure on-street cycle hangars in collaboration with key partners such as local authorities.

Widening availability of cycle hire

We'll develop a business case to establish options for the expansion of cycle hire in appropriate locations across Wales. We'll collaborate with local authorities to develop appropriate schemes with a view to implementing return to base cycle hire at TfW railway stations in 2025.

Bus franchising programme

We'll coordinate the franchise programme, delivering against key milestones.

Bus network design

We'll develop the bus network workstream with the Regional Planning Teams. This will deliver more connected public transport networks that support wider connectivity between buses and with the rail and active travel networks, supported by bus network transition plans to deliver Welsh Government policy and future franchising roll out. This will be based on a consistent set of principles and customer proposition.

Concessionary cards

Working alongside the Welsh Government, we'll plan and coordinate the creation of a central concessionary card delivery team. This will achieve savings from the current duplication of workload across local authorities and TfW.

Bus infrastructure standards

We'll deliver Bus Infrastructure Standards as part of a physical infrastructure workstream in the franchising programme.

fflecsi services

We'll implement the delivery plan for fflecsi.

Bus repowering

We'll identify opportunities to convert diesel buses to battery power. We'll encourage and develop businesses in Wales to undertake the work, creating economic and social benefits.

Network and Systems Development

North Wales Regional Transport Plan

We'll develop the business case and schemes across an integrated programme of multimodal travel projects in North Wales to Plan of Works Stage B+ (Outline Business Case). We'll provide funding application support to delivery partners. The forward plan will be updated and aligned with the Welsh Government's response to the North Wales Transport Commission.

Mid Wales and rural areas Regional Transport Plan

We'll assist the Welsh Government, Corporate Joint Committees, and local authorities in embedding appropriate rural objectives and approaches within their future plans, particularly with regard to the Regional Transport Plans.

South West Wales Regional Transport Plan

We're developing rail, bus and active travel improvements in conjunction with local government. This will create greater opportunities for sustainable, multimodal journeys across Swansea Bay and West Wales.

South East Wales Regional Transport Plan

We're developing a network of rail, bus and active travel improvements in conjunction with local government and Network Rail to expand and integrate opportunities for sustainable, multimodal journeys across South East Wales. This will be informed by development activities for the South East Regional Transport Plan, Strategic Development Plan, the Wales Rail Board priorities and the Burns Delivery Unit.

Core Cardiff Transport projects

We'll continue to develop and deliver an integrated programme of transport projects for Cardiff. We'll work closely with the Welsh Government, Cardiff Council, Cardiff Capital Region, and other stakeholders to deliver existing commitments and identify the new opportunities and suitable funding sources.

Transport links between North West England, North Wales, Mid Wales/The Marches and South Wales

We'll develop proposals to reduce overall journey times and better serve the different needs of local, regional, and long-distance travel on the Marches and Wrexham to Shrewsbury routes to help support future investment. To achieve this we'll work with industry and regional partners.

Transport links between the North and South of West Wales

We'll continue to develop proposals for strategic coach services between Carmarthen, Aberystwyth and Bangor to achieve faster journey times capable of delivery in the medium term. We'll also continue work to identify requirements to protect the alignment of the former rail corridors between Carmarthen to Aberystwyth and Bangor to Afon Wen. We'll work with the Welsh Government, local authorities and the Corporate Joint Committees to include the routes in their Regional Transport Plans.

TfW Support for Corporate Joint Committees and Regional Transport Plan development

TfW will provide specialist advice and guidance to the Corporate Joint Committees to support the development and delivery of the Regional Transport Plans.

Knowledge sharing and skills transfer

We'll work with our partners, professional bodies, specialist advisors and the supply chain to ensure that Wales has the skills required to deliver the National Transport Delivery Plan. We'll do this by sharing our specialist advice and knowledge to ensure skills transfer.

Support of the National Transport Delivery Plan

We'll support the National Transport Delivery Plan. We'll identify key reporting metrics to monitor progress, develop a joint management reporting toolkit and ensure we have the capacity and capability to support regional working and undertake business case work internally.

Rail decarbonisation

Working with the Welsh Government and Department for Transport, we'll seek to secure funding through scheme and business case development for projects to decarbonise the Wales Rail network. It will be delivered by TfW or Network Rail and aligned to our rolling stock strategy and Wales Rail Board priorities.

Bus fleet strategy

We'll finalise our assessment of the bus fleet requirements and continue the procurement of TrawsCymru zero-emission buses.

Bus depot strategy

We'll identify strategic locations for TrawsCymru and local buses across Wales to support a future zero emission fleet. We'll progress development of the initial TrawsCymru sites.

Developing a hydrogen hub

We'll develop a Swansea Bay Hydrogen Bus Pathfinder project capable of capitalising on the potential opportunity to use locally produced hydrogen to power buses.

Highways

We'll work with the Welsh Government to establish appropriate arrangements to oversee the 30-year Operations & Maintenance requirement for A465 Sections 5&6.

National 20mph default speed limit on restricted roads monitoring report

We'll publish the initial national 20mph default speed limit monitoring report.

Delivery of electric vehicle (EV) charging within the public sector

We'll manage and monitor the Welsh Government's Ultra Low Emission Vehicle Transformation (ULEV) grant funding, ensuring we support the recognised standards to promote accessibility. We'll ensure fair and equitable means of prioritising grant funding to the public sector to meet the goals of the strategy. We'll create a Programme Management Office (PMO) to govern delivery arrangements, set standards and monitor progress.

EV charging infrastructure support for the public and private sector

We'll deliver knowledge exchange seminars with local authorities, ensuring they are supported in their understanding of electric vehicle commercial opportunities. We'll offer a comprehensive bilingual customer service function to all public and private sector partners.

Addressing gaps in Wales's EV network, through supporting public sector delivery or direct procurement

We'll address gaps in the EV network that commercial operators cannot address, through technical support to delivery in existing public sector projects. For our EV programme at railway stations, we'll complete any residual stations in rail EV phase 1 by end of June 2024 and support the delivery board for Phase 2 on a commercial model up to the end of March 2025.

New product development

We'll launch two new products that will grow revenue, change behaviour, and improve customer experience. These products will build on traditional rail products and will include digital services, commercial partnerships, and commercialisation of existing services which TfW already delivers. Products will be based on customer insight, market data and be developed in line with behavioural science principles. These could include traditional transport 'products or brand-new products for public transport which enable TfW to deliver its objectives.

Innovation Lab strategy

We'll deliver the innovation lab to support start-ups and entrepreneurs to help grow revenue, change behaviour, and improve customer experience.

Partner



Government and industry partnerships and relationships

Develop transport capability

We'll continue to develop our capabilities. Our particular focus in 2024/25 will include the transport planning capability of the team to develop and deliver the regional transport programmes. We'll provide support to the Welsh Government and other partners such as local authorities and Corporate Joint Committees through placements and advice for transport across a range of activities.

Working in social partnership

We'll continue to work in social partnership with our colleagues and trades unions partners across a wide range of activities to co-create solutions to deliver the current and future needs of TfW, colleagues, customers, and the Welsh Government. We'll engage and empower our people to deliver on these goals.

Local Railway

In collaboration with Network Rail, we'll launch a second Local Railway Partnership in West Wales. This will allow local managers to break down boundaries between functions and organisations to benefit the customer.

Cardiff Central enhancements programme

We'll work closely with our industry partners to complete preliminary designs for major enhancements to Cardiff Central station. We'll then produce a full value-for-money business case to secure funding for detailed design and delivery.

Rail reform: Industry structures

We'll work with the Welsh Government, the Great British Railways Transition Team and Network Rail to design and develop the most appropriate industry structures to best support delivery of Wales and Borders services.

Design of the future Wales rail service and Core Valley Lines regulatory and contractual structure

We'll design and recommend contract and regulatory options to improve the efficiency and cost-effectiveness of Infrastructure Management services on the Core Valley Lines network and all Wales and Borders rail services.

Transport Infrastructure scheme delivery

We'll work with the Welsh Government and local authorities in the delivery of transport infrastructure schemes that have committed funding.

Level crossing interventions to support timetable improvements

We'll work closely with the DfT and Network Rail to develop a robust programme and funding strategy for level crossing interventions to improve the railway timetable.

Supply chain and partnerships

Rail reform: Cyfuno programme

We'll continue to work with Network Rail, building upon the collaboration commitments and Memorandum of Understanding that we've already established. We'll also continue to explore proposals with the potential for better management of stations and depots and therefore a better service to our customers. We'll appraise the success of our combined Sponsorship team and decide with the Welsh Government whether this piloted approach should be continued.

Cardiff Crossrail

We'll work with the Welsh Government and Cardiff City Council to deliver Cardiff Crossrail and ensure it is integrated with the wider Cardiff Central projects.

Maximising land development potential

We'll develop a strategy for capitalising on potential land investment opportunities to enable us to act in a more agile fashion and capitalise on opportunities.

Procurement Act (2023 UK)

We'll implement the changes required to satisfy the new UK Procurement Act (2023).

Review approach to cost estimating

We'll work with the Welsh Government and other experts to review our approach to estimating delivery and operational costs across new infrastructure projects and services.

Sustainable procurement approach

We'll review our approach to evaluating sustainability and social value in procurements using the National Themes, Objectives and Measures Framework (2019). This review will consider the effectiveness of the approach adopted and implement any subsequent recommendations to embed social value in our procurement processes, including meeting our procurement obligations under the Social Partnership and Procurement (Wales) Act 2023.

Customer experience design

Customer experience improvement

We'll develop a clear multimodal transport customer proposition for our services which will detail how we'll meet future customer needs across rail and bus and how we'll deliver products and services to meet these requirements.

Accessibility and inclusion

We'll introduce an industry-leading accessibility and inclusion proposition across our business for all our customers. We'll ensure our compliancy, policy, infrastructure, and practice align in supporting our colleagues in customer-facing roles engaging with stakeholders and accessibility and inclusion panels.

Customer digital experience

TfW digital channels and Mobility as a Service

We'll launch a new TfW multimodal travel journey planning solution.

Development of TfW's multimodal transport data capabilities

We'll further develop our bus data technology to enhance our ability to provide multimodal travel journey planning solutions.

Customer facilities

Interchanges

We'll develop a multimodal travel interchange blueprint to ensure a consistent customer proposition. We'll also embed an operating model for our interchanges that supports the customer proposition and delivers a customer centric ethos across our network.

Cardiff Interchange

We'll deliver the internal fit out of the Cardiff Interchange and commence operation, interlinked with Cardiff Central Station.

Customer, community and stakeholder engagement

Behaviour change strategy

We'll continue to review and update our behaviour change strategy to reflect the strategic policy objectives set out in the TfW 2.0 remit letter update.

Active travel behaviour change

We'll review and update the promotional toolkit developed by TfW in 2023/24, including supporting the new duty to promote active travel as a way of reducing or limiting air pollution.

Brand development

We'll embed our brand framework within TfW to support TfW 2.0.

Welsh language standards

We'll ensure our train and station announcements are bilingual, taking advantage of the new technology on board our brand-new trains. We'll publish our Welsh language compliancy report.

Communications and engagement

We'll develop and deliver our key communications and engagement strategic objectives across our public affairs, media, and social media channels to support engagement with all internal and external stakeholders.

Revenue growth marketing strategy

We'll deliver our marketing strategy to maximise revenue.

Customer relationship management (CRM) and contact centre solution

We'll further develop and integrate our CRM and contact centre solution to ensure that they integrate and provide a single platform to support multimodal journeys and customer contact.

Future contact centre

We'll deliver year two of the five-year Future Contact Centre Strategy and Plan, developing our customer contact arrangements and resources and our commercial strategy. This strategy seeks to develop a high quality, bilingual, multi-modal transport contact centre to support TfW 2.0.

Customer complaints

We'll continue to focus on customer contact volumes to ensure sustainability and resilience and embed the behaviours from our Customer First programme, which is designed to reduce the number of complaints across the organisation.

Customer satisfaction

We're working to further develop our customer satisfaction insights through our own digital, retail and face-to-face channels with a view to gaining real insight into our customers' experiences of and satisfaction with our services. This will enable us to deliver improvements and will feed into our Voice of the Customer and Customer Live reporting. This strives to address issues customers are facing with a view to making changes to improve customer experience.

Launch our Safonol plws/Standard plus service on our Class 197 fleet

We'll launch our Safonol plws/Standard plus offer on our Class 197 fleet. Standard plus offers a quieter and more comfortable area with a two plus one seating layout and a table for every seat. Standard plus seats are wider and also recline.

Community rail partnerships

We'll continue to support our community rail partnerships by encouraging them to promote behaviour change and deliver social value.

Retailing experience

Pay-As-You-Go expansion

Following the successful launch of rail Pay-As-You-Go tickets in 2023/24, we'll expand the area covered to include the whole of South-East Wales. We'll work with suppliers and bus operators in the region to develop cross bus operator Tap On, Tap Off as a move to multimodal Pay-As-You-Go tickets. We'll continue to support the 1bws Tap On, Tap Off scheme across multiple bus operators in the region to grow Pay-As-You-Go tickets across the bus network.

Multimodal transport ticketing

We'll launch a multimodal transport mobile digital ticketing platform that will support better fares, ticket, and retail integration, in line with our fare simplification strategy to remove complexity for the customer.

TrawsCymru bus integration with rail network

We'll deliver integrated journey planning, fares and retail opportunities between the rail network and TrawsCymru buses.

Supporting fares reform on bus

We'll introduce fares reform across the TrawsCymru long-distance bus network and the redesigned local bus networks in North Wales. This will be based on a structured approach that delivers better consistency across bus networks. Changes to fare structures will be supported by a fares model that will be developed to support wider fares reform across future franchised bus networks, where it is proposed pricing and fares policy will be managed centrally.

Cost of sale reduction

We'll deliver our cost of sale reduction strategy to improve cost-effectiveness, simplify the ways in which customers can purchase tickets on our network delivering value for money for us and our customers.

Advance rail tickets

We'll continue to develop and enhance Advance rail tickets to improve value for money for our customers.

First Class rail ticket growth

We'll capitalise on the strong growth in First Class rail ticket revenue in 2023/24 and drive further incremental growth by simplifying our First Class product set and the introduction of an option to upgrade digitally.

Subscription pricing and digital loyalty expansion

We'll expand our subscription pricing and digital loyalty concept to wider audiences.

Customer operations strategy

We'll deliver a gateline strategy which delivers our revenue protection and customer experience aspirations. We'll deliver a redefined proposition for our ticket offices that will improve the customer experience.

Protecting our revenue

We'll deliver a revenue protection strategy which will include increasing ticket scan rates to protect ticket revenue, prevent ticketless travel and reduce fraudulent refund claims. This will mitigate the rise in digital and other forms of retail and ticketing fraud. We'll ensure that deployment of revenue protection campaigns is data-led and driven by identifying when and where there are high levels of ticketless travel across our network. We'll develop a framework that ensures a fair and proportionate deterrent for fare evaders.

Penalty fares expansion

We'll expand the geographical scope of penalty fares across key routes to better protect revenue and encourage pre-purchase of tickets before travel.

Developing our people and organisation

Anti-racism plan

We'll implement the actions of our recently developed anti-racism plan. The plan is aligned with the Welsh Government objective of an anti-racist Wales by 2030.

People plan

We'll develop a People Plan to ensure our culture is aligned to our TfW 2.0 remit with a focus on our customers and multimodal travel aspirations.

Strategic Equality Plan

We'll develop the Strategic Equality Plan for 2024–28 in line with the Public Sector Equality Duty. We'll work with the Welsh Government to ensure it is aligned to the in-development Transport Equality Action Plan.

TfW 2.0 Academy

We'll build on the successful launch of our leadership development programme by investing in our colleagues' development. We'll continue to grow leaders of the future across travel modes who will champion the principles of TfW 2.0.

Organisational design

We'll review our organisational structure to ensure our new operating model is being delivered in the best possible way. We'll focus on delivering closer partnership working and collaboration with the Welsh Government to deliver TfW's expanding remit and TfW 2.0. We'll continue to support the secondment programme to promote collaboration and a shared organisational culture between TfW and the Welsh Government.

Health and well-being

We'll focus on physical and mental health and well-being through the delivery of our Health and Well-being Plan. This will include a planned programme of events that promotes health and well-being and encourages lifestyle improvement which will be inclusive and accessible to all colleagues. We'll support our Mental Health First Aiders to engage with colleagues suffering from mental health conditions and stress.

Operational resourcing

We'll deliver operational resource plans to ensure the right mix of flexibility and deliverability, maintaining an agile response ensuring the optimum use of resources.

Recruitment

We'll continue to improve our approach to recruitment, supporting and encouraging a diverse mix of people to apply for roles with us.

Industry-wide partnerships

We'll work with a range of industry partners to deliver our objectives including those relating to equality, Women in Transport and the recruitment of young people and apprentices.

Annual talent board reviews and succession planning

We'll hold annual People Boards with the Executive Leadership Team and the TfW Board. We'll uphold our commitment to our strategic equality objectives.

Build and maintain



Infrastructure and facility management

Proactive asset management and maintenance

We'll focus on utilising existing and historical asset performance data. This will inform maintenance and renewal activities leading to increased infrastructure reliability. We'll identify operationally critical infrastructure assets for enhanced maintenance.

Retail development

We'll redevelop and refurbish space at Pontypridd railway station to create commercial spaces.

Climate Adaptation and Resilience Plan

We'll incorporate climate change adaptation and resilience requirements into the specifications of our renewals works on the Core Valley Lines.

Commercialisation strategy

We'll develop and execute a delivery plan for the strategy that sets clear objectives for revenue generative opportunities on our network maximizing commercial opportunities, to include car parking, premium catering, advertising, cycle storage, cycle cafes and other innovations. We'll develop a holistic approach to commercialisation of the bus network. We'll develop a Brand Partnerships Strategy that outlines the opportunities to generate value through partnering with established brands.

Portfolio management optimisation

We'll consolidate our land agency and portfolio management contracts to achieve better value for money.

TfW fibre

We'll deliver the CVL Fibre Commercialisation business plan to generate significant Return on Investment from the Welsh Government investment in the CVL, reducing reliance on subsidy.

Service delivery assets and infrastructure

CVL depots

We'll complete the depot works in line with the agreed programme.

Fleet availability and reliability

We'll improve our fleet availability and reliability by increasing our maintenance capability and delivering the planned stabling provision to meet the timetable requirements. This will include the mobilisation of the Taff's Well Train Maintenance Depot.

Acceptance of new train fleet in readiness for entry into service on the network

We'll carry out the acceptance of the new train fleets to ensure that they comply with the technical specification, all contractual clauses and all applicable laws and standards.

Rolling stock infrastructure work schemes

We'll complete all rolling stock infrastructure work schemes to support the delivery of the new fleet programme.

Protecting our assets

We'll develop a clear and agile security and asset protection strategy to protect our investments and operations and provide greater value for money.

Automatic passenger counting data

We'll embed automatic passenger counting data within the organisation and develop systems and processes to automate the use of this data. We'll ensure that it is used appropriately and kept safe.

Infrastructure development

Commissioning of the CVL infrastructure

We'll deliver the Core Valley Lines Transformation Infrastructure works in line with the agreed programme. This will include energisation events on Treherbert, Aberdare and Merthyr lines.

Ebbw Vale enhancement

We'll continue to provide support as industry technical advisors for the delivery of the next stage of rail line enhancements at Ebbw Vale.

Customer delivery



Service delivery

Keeping our customers and each other safe and secure

We'll review all platform and train interface risk assessments. We'll develop a plan to deliver improvements or provide satisfactory mitigations with our partners.

Safety and security

We'll develop and implement a customer focused safety and security programme, ensuring we consider customer behaviours, needs and accommodations to improve safety on our network. We'll work with our partners to gain insight into why people engage in anti-social behaviour and trespass to develop mitigation strategies.

TrawsCymru network delivery

We'll procure the new T5 TrawsCymru bus service.

TrawsCymru depots

We'll provide project sponsorship for the TrawsCymru bus depot projects to ensure projects deliver against the remit and funding envelope.

Lead the contracts workstream in the bus franchising programme

We'll utilise our skills and knowledge from the rail sector and TrawsCymru bus contracts to support the design and development of the future bus franchise contracts and to manage those franchises once let.

Active travel and TrawsCymru grant management

We'll review and improve our bus grant management system aligned to the Welsh Government's review of grant management.

Deliver our rail timetable

We'll deliver our 2024/25 Performance Improvement Plan objectives and renew our tripartite agreement with Network Rail and Amey Infrastructure Wales. We'll work together to deliver the best possible service for our customers.

Delivery of timetable optimisation

We'll optimise our timetables with new trains on the Core Valley Lines.

Optimising our passenger capacity

We'll clear all routes for our Class 197 trains to enable up to six-car trains where planned.

Rail replacement services

We'll review and improve the delivery and value for money of rail replacement services to ensure our customers can be confident of making their journey as planned in the event of disruption to the rail network.

CVL transformation: Method of train dispatch

We'll implement the agreed method of train dispatch on the Metro services running on the Core Valley Lines.

Manage the compliant delivery of Infrastructure Management and rail services

We'll work collaboratively across TfW to develop the working relationship with Amey Infrastructure Wales, defining any resulting contract variations to support effective delivery of CVL infrastructure management services. We'll ensure that TfW Rail Limited fulfils the obligations and commitments contained in its rail services contract.

Customer service quality

Customer information

We'll create a multimodal travel information strategy that will improve delivery of information for our customers, using a secure by design approach for people's data and designing accessibility from the start. Users will be able to access it before, during and after their journey. We'll use customer feedback to improve transport information. This includes on train announcements on current and future fleet, stations and online channels. This will enable us to provide a consistent service to our customers, taking into account those who may be digitally excluded.

Blueprint for our stations: Supporting modal transport shift across our network

We'll deliver a consistent suite of service quality and operational performance measures across all travel modes and facilities that TfW own and operate. This will allow TfW to drive excellent customer experience and ongoing improvements through the analysis of data and trends.

Service planning and reporting

An improved and resilient rail service through regular review and confirmation of the services to be provided

We'll review planned timetable improvements against current customer demand, available new fleet, and infrastructure, to design the optimum rail services for our customers.

Governance and financial management

Financial reporting, controls, and internal governance

We'll provide timely financial reporting and continuously improve insight, controls, and governance to deliver high value decision making, transparency of information and value for money.

Corporate governance

TfW will develop their policies and strategies regarding a governance framework to reflect the developing remit of the organisation.

Enhanced Internal Control Environment

We'll work with key stakeholders to build an internal controls environment that supports all key reporting reflecting the evolving organisation of TfW.

Board development and representation

We'll ensure the Board has sufficient cross-sector representation, skills, and experience to deliver TfW's expanding remit aligned with TfW 2.0 objectives.

Corporate and business planning

Business planning and key performance indicators

We'll produce a business plan and annual report which reflect the remit of TfW and ensure continuous improvement in line with the published key performance indicators.

IT and digital services

Developing IT and digital services

We'll deliver key IT projects within the organisation utilising the latest Welsh Government service [design principles](#), including enhanced cyber security that meets our requirements under The Network and Information Systems Regulations 2018. Our projects will ensure our digital services and infrastructure are secure and that our colleagues are competent in operating them. They will also focus on developing our customer facing value to meet expectations. We'll also work with the Welsh Government to define and implement a collaboration and information sharing model.

Commercial and contract management

Global Centre for Rail Excellence opportunities

We'll work with the Global Centre for Rail Excellence to develop a pipeline of innovation opportunities. We'll look to utilise the world-class facilities in Wales to help deliver our plans.

Rolling Stock Decarbonisation Strategy

Following approval of the Rolling Stock Decarbonisation Strategy, we'll launch a programme to commence due diligence and detailed analysis, including research into future rolling stock traction technology and its availability timescales.

Enabling services



Safety, sustainability and risk management

Climate emergency

We'll continue to deliver our programmes to tackle the climate emergency, including the publication of an energy efficiency strategy to plan a reduction in our carbon emissions. We'll work with the Welsh Government to assess the carbon emissions benefits of their projects or programmes.

Delivering on our commitments under the Well-being of Future Generations (Wales) Act 2015

We'll deliver our commitments as a named body on the Well-being of Future Generations (Wales) Act 2015. We'll work with our trade union partners to develop our well-being objectives and plans to deliver them in accordance with our commitments under the Social Partnership and Procurement (Wales) Act 2023. We'll prepare to publish these objectives in 2025/26 and report annually on our progress. Through training and communication, we'll enhance understanding of, and engagement with, the well-being goals and ways of working throughout TfW, our supply chain and our stakeholders.

Environmental impact

We'll continue to deliver our programmes to reduce TfW's impact on the environment, building on our Green Dragon environmental compliance. We'll continue to reduce the use of single use plastics through our direct control and by influencing our partners and supply chain. We'll develop a waste management process that meets the new legal requirements and supports the waste hierarchy.

Safety by design

We'll ensure major projects are managed to encourage a safety by design mentality which will reduce complexity and enable innovation and efficiency.

Integrated emergency management

We'll develop an Integrated Emergency Management system across all transport modes that we operate, and we'll continue to improve our understanding of the current and future impact of extreme climate events on our networks, facilities and the people of Wales to make decisions for the long term.

Opportunity development

We've worked to develop and integrate our enterprise risk management (ERM) programme through the three lines of defense model. Risks and issues can be efficiently managed and where necessary escalated from the risk owner to Board Level and Welsh Government quickly for awareness and decision making through the Chief Risk Officer and Risk Team. Our Board-set risk appetite statements encourage us to manage organisational risks and mitigate issues. Building on our established ERM process, governance, and culture we will look to proactively identify and realise more opportunities for efficiency and improvement.

Land recovery strategy

We'll develop and implement an effective method of recovery of TfW land (including a decision-making framework) following any illegal occupation, taking into account factors such as urgency and value for money.