

20/03/2026

Business Plan, 2026/27



TRAFNIDIAETH CYMRU
TRANSPORT FOR WALES

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Our Business Plan

Our Business Plan 2026/27 sets out the key activities which we'll deliver between April 2026 and March 2027 which have been developed and agreed with the Welsh Government. We also work in close partnership with local authorities, the four Corporate Joint Committees, Network Rail, Amey Infrastructure Wales and other stakeholders.

This plan should be read alongside our [Corporate Strategy, 2021-27](#) which details our business planning framework, sets out our priorities and how we'll work towards making our vision a reality. In delivering our Business Plan, our priorities are set in the context of [Llwybr Newydd: The Wales Transport Strategy](#) 2021.

Ten years of Transport for Wales

It's 10 years since we were established by the Welsh Government in 2016 to transform public transport in Wales. We've achieved a lot in our [first decade](#). We've electrified and improved the Core Valley Lines to deliver the South Wales Metro. We've introduced new trains, with more on the way. We're working towards franchising the bus network in Wales and aim to have completed franchising by 2030.

We're not resting on our laurels. This Business Plan highlights the main projects we're going to invest time and money in over the coming year. It will allow politicians and the public to hold us to account.

Our focus is on interventions that benefit Wales socially, economically and environmentally.

Our vision, mission, purpose and values

Our vision, mission and purpose set our direction, and our Annual Business Plan sets out how we're working towards this during 2026/27:

<p>Gweledigaeth</p> <p>HOFF FFORDD CYMRU O DEITHIO</p>	<p>Vision</p> <p>WALES' FAVOURITE WAY TO TRAVEL</p>
<p>Cenhadaeth</p> <p>UN RHWYDWAITH UN AMSERLEN UN TOCYN UN TÎM</p>	<p>Mission</p> <p>ONE NETWORK ONE TIMETABLE ONE TICKET ONE TEAM</p>
<p>Pwrpas</p> <p>Ry'n ni'n helpu pobl i deithio mewn ffyrdd sy'n dda i'r blaned, yn dda i'r boced ac yn dda i fywyd go iawn.</p>	<p>Purpose</p> <p>We help people travel in ways that are good for the planet, good for the pocket and good for real life.</p>
<p>Gwerthoedd</p> <p>01 Ry'n ni'n gwneud y peth iawn 02 Ry'n ni'n herio ein hunain 03 Un ydym ni</p>	<p>Values</p> <p>01 We do the right thing 02 We challenge ourselves 03 We are one</p>

Well-being of Future Generations (Wales) Act 2015

As a named body under the [Well-being of Future Generations \(Wales\) Act 2015](#), we've published our corporate well-being objectives and the activities within our Business Plan aim to contribute to the delivery of these four objectives. We've considered and documented how each of the activities within our Business Plan contribute towards this and we're committed to ensuring that our work benefits the people of Wales today and in the future. These four well-being objectives structure and guide our work and require us to:

- Enable people and communities
- Benefit the environment
- Support local areas and the economy
- Elevate Welsh language and culture



Enabling people and communities

We're connecting people and communities by delivering reliable, accessible, and sustainable transport services on the T Network. Our collaborative approach with industry partners will improve rail and bus performance, ensuring more services run on time and fewer are cancelled. We want to provide a high-quality customer experience. By introducing new timetables and investing in infrastructure and vehicles, we're making travel easier and more dependable across Wales.

Highlights for the coming year include:

- Establishing the T Network as an integrated travel network that works for communities and people in Wales.
- Developing the technology and systems required to launch our T Network digital platform in 2027/28.
- Continuing the transformation of the South Wales Metro.
- Introducing pay-as-you-go ticketing to North Wales.
- Improving how we approach accessibility and inclusion across the T Network.
- Focusing on equality, diversity and inclusion with our recruitment.
- Running our apprenticeships and graduate schemes to help develop and retain new talent in Wales.

Benefitting the environment

We want to help people to travel in ways that are good for the planet, reducing the environmental impact of transport in Wales. We're playing our part in decarbonising transport in Wales. We'll be putting more new trains and tram-trains into service this year. Improved

accessibility and customer experience will encourage people to use public transport more often, reducing carbon emissions. As part of bus franchising, we're developing our approach to the bus fleet and depots. This includes replacing the oldest buses, with newer, cleaner buses and planning how we move to a zero-emission fleet in the future. This will include consideration of the upgrades required to bus depots to enable this. We're making it easier for people to walk, wheel and cycle, helping people adopt healthier and more sustainable travel habits.

Highlights for the coming year include:

- Our new Class 398 tram-trains will be introduced to the Core Valley Lines between Cardiff and Treherbert, Aberdare and Merthyr.
- Our new Class 197e trains will also be introduced to the Cambrian Line this year.
- Introduce cleaner buses to the TrawsCymru routes that we manage.
- Supporting local authorities in the development of infrastructure that encourages walking, wheeling, and cycling.
- Working with stakeholders to create a network of electric vehicle charging points.

Supporting local areas and the economy

We're investing in new and improved infrastructure, new trains and buses, and service improvements to keep Welsh communities connected. By developing the T Network, we're bringing together rail, bus, walking, wheeling, and cycling routes into one easy-to-use system. This makes it simpler for people to travel for work, education, healthcare and leisure. It supports local economic development. Growing our passenger numbers will allow us to increase revenue, reducing our subsidy from the Welsh Government and providing more investment back into the T Network.

Highlights include:

- Preparing for a franchised bus network that is reliable, accessible and meets the needs of the communities within each region.
- Network North Wales where we're working to create an integrated, high-frequency transport network in the region including improving train frequency and key stations at Wrexham, Deeside and Bangor.
- South Wales Metro where we'll introduce more new trains, start construction work for enhancements to Cardiff Central station, and begin design work for the first phase of Cardiff Crossrail.
- Continuing our industry-leading innovation programme, working with start-ups and scale-ups to develop solutions to the major challenges we face.
- Implementing an artificial intelligence (AI) framework that supports our colleagues to use AI in a safe, ethical and effective way.
- Work collaboratively with the Corporate Joint Committees and Network Rail to make improvements to regional transport that will allow more people to travel for work, education and leisure, supporting local economies.
- Simplifying fares and making it easier for customers to get the best value ticket including through pay as you go.

Elevating Welsh language and culture

We want to support the continued growth of a thriving Welsh language. We're doing this by providing information bilingually wherever we can. We're also supporting our colleagues by providing opportunities to learn and use the language, both in an informal environment to practice and in a professional capacity. We work closely with the Welsh Government to develop transport and rail-specific Welsh language standards.

Highlights include:

- Working to increase the number of colleagues who are learning Welsh and including it as a key skill for recruitment to key roles.
- Supporting events including the National Eisteddfod and Dydd Gŵyl Dewi Sant/St David's Day.
- Helping thousands of people travel safely to and from major cultural and sporting events across Wales including Six Nations rugby matches, major music concerts, and Chester races.
- Working closely with partners like the British Transport Police and local authorities, we'll keep our services safe and accessible for everyone at times when we have a large spike in passenger numbers.

Our expenditure plans for 2026/27

Our income comes from the Welsh Government via remit grant and for activities reflected in our remit letter, as well as passenger revenue and other income sources. 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 2026/27 reflecting revenue and capital in key areas although this is subject to change.

Table 1 – how we plan to spend in 2026/27

2026/27		£m
Revenue	Rail passenger services and transport interchanges	405
	Other rail related spend including infrastructure owner costs, stakeholder management, customer engagement and pre-capital works on station improvements	54
	Bus passenger service funding and other bus support costs	13
	Other multi-modal revenue funded advisory services	4
		476
Capital	Investment for rail passenger services, including new rolling stock, depot and station improvements	77
	Design and build works to transform the CVL rail assets	77
	Infrastructure management renewals and other rail asset management related spend	27
	Bus franchising development and mobilisation including acquisition of buses and depots	50
	Other projects, including Regional Transport Planning, Network North, other Metros, Active Travel programmes and electric vehicle charging infrastructure	28
		259

The table above sets out our net Welsh Government funding requirement for 2026/27. The value is termed as “net” because we receive other revenue from a variety of sources which reduces the Welsh Government funding requirement, the most significant being rail passenger revenue and other transport mode related revenue.

We recognise these figures in the Business Plan 2026/27 may present several funding pressures against the Welsh Government funding letter. We'll continue to work with the Welsh Government's partnership team and policy officials to address and mitigate these as well as planning for future years.

In accordance with our Articles, TfW require consent from the Welsh Ministers to undertake any land or property transaction, including sales, purchases, and leases. TfW will maintain a Transactions Tracker to monitor progress on the land and property transactions listed therein and to document the terms of these transactions. TfW have received consent from the Welsh Ministers to undertake the land and property transactions detailed in the Transactions Tracker as at 1 April 2026. For the avoidance of doubt, any subsequent property or land transaction not listed in the Transactions Tracker as at 1 April 2026 will require additional and separate consent from the Welsh Ministers.

Delivering our remit

This section of our Business plan sets out what we'll be delivering in 2026/27.

Our work to improve travel options in Wales is designed to support jobs, economic growth and new housing. We want to encourage transport behaviour change to support modal shift to more sustainable transport usage. This will reduce the carbon impact of private car journeys and increase the number of people choosing to use public transport or walk, wheel and cycle. This section is structured to highlight the day-to-day work and our change activities that we'll carry out in 2026/27. Our Corporate Strategy sets out our four **Strategic Priorities** and our activities in this Business Plan are aligned to show to which priority they most strongly contribute.

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 our approval process within our delegations framework and controls environment, and (where necessary) relevant legislation being passed.

Create a safe, sustainable, resilient and effective transport network

The safety of our customers and colleagues is our priority. We're upgrading our stations, trains and buses to provide the best quality network possible, with a focus on accessibility and inclusivity. When things go wrong, we've got plans and procedures in place to respond. To futureproof our rail network, we're introducing more electric trains, using resilience plans to mitigate the effects of climate change and supporting the natural environment on the Core Valley Lines.

Regional programmes

We're working with partners across Wales to improve rail, bus, and active travel. This includes new stations, better connections, and upgrades to make journeys on the T Network easier and more reliable for everyone.

Network North Wales

We'll work with the Welsh Government and the Corporate Joint Committee in North Wales to continue to deliver the Network North Wales vision. We're focusing on planning, engagement, and delivery of key projects such as:

- Improvements to the freight connection at Padeswood Sidings to enable a future uplift in services on the Wrexham-Liverpool line
- 50% increase in TFW services on the North Wales Main Line
- Pay as you go introduction to North Wales
- Working towards delivery of a new station at Deeside Industrial Park
- Aligning bus franchising plan with the priorities of Network North Wales
- Commencing detailed design of key gateway projects at Wrexham and Bangor with the aim to begin delivery by the end of the financial year.

South Wales Metro

We're building the South Wales Metro. This year, we'll deliver significant infrastructure interventions at several locations on the Core Valley Lines to improve accessibility and reliability. This work will support faster journeys and improved frequencies on the Core Valley Lines by 2027.

Cardiff Metro Central

Following the opening of Cardiff Bus Interchange in 2024, this year we'll be working with partners to complete design work for enhancements to Cardiff Central station and for the first phase of Cardiff Crossrail, beginning construction of both in 2027.

Walnut Tree (Taff's Well) depot

We'll bring the depot into use as a train maintenance and stabling facility. Walnut Tree Depot houses Class 398 tram trains which will eventually operate a 4 train-per-hour service between Cardiff and Treherbert, Aberdare and Merthyr Tydfil. This will allow the move of the Class 756 trains to the Rhymney line and the Class 231 trains to other parts of the network.

Swansea Bay and West Wales Metro

We're working with the Welsh Government, Corporate Joint Committee and local authorities to develop options for a rail Metro in the Swansea Bay and West Wales area. This programme aims to build up to seven new stations in the region and new and more frequent rail services. We'll continue to work with public sector partners to secure the funding required to deliver these

improvements. This will build on the benefits from this region being the first zone to have a franchised bus network, launching in 2027.

South Wales Main Line ('Burns') stations and services

We'll work with Network Rail to progress the outline design and full business case for five new stations between Cardiff and Newport. We'll develop the land planning and consent strategy for the stations and develop the service proposition. We'll work with Network Rail to support with the integration of the South Wales relief line improvement scheme.

Rail infrastructure projects

We're making improvements to key rail infrastructure to enable better journeys across Wales.

Cardiff West junction

To fully realise the benefits of the South Wales Metro we're upgrading Cardiff West Junction which is currently a bottleneck. This work will unlock capacity on the Cardiff City Line. We'll work with Network Rail (who are designing the project) to develop the outline of a full business case.

Train maintenance facilities

We'll complete construction of a ground wheel lathe at Canton depot. We'll apply the lessons we've learnt from the construction of a similar facility at Holyhead depot.

Depot capacity solutions

We'll investigate options to increase the capacity to maintain our trains. This will involve engagement with the owners of Landore depot to agree for maintenance activities to be carried out there and could include expansion of Holyhead and Canton depots.

Strategic rail parking

We'll develop proposals for additional car parking facilities, where appropriate, to support rail usage. This will focus on longer distance routes and parking particularly in more rural locations.

Streets and highways

We're making it easier for people to walk, wheel and cycle. We're installing cycle hire facilities and secure cycle parking to increase access to cycling.

Cycle hire

We'll work with partners to install cycle hire facilities at some stations on our network and progress the business case for community cycle hire proposals that will widen access and encourage more people to cycle.

Cycle parking

We'll work to implement a secure cycle parking hub and finalise proposals for further roll-out. We'll provide guidance to local authorities about on-street cycle hangars to improve secure cycle parking.

A465 road operation and maintenance

We'll work with the Welsh Government to define our role in the operation and maintenance of sections 5 and 6 of the A465 and to continue developing a long-term strategy for this.

Building resilience

We're taking steps to protect the environment and make our transport network more resilient for the future. This includes supporting biodiversity and ensuring we have sufficient capacity to maintain and store our trains to enable our services to operate as planned.

Supporting the natural environment on the Core Valley Lines

We'll deliver our section 6 duty under the Environment (Wales) Act 2016 to ensure we maintain and enhance biodiversity and promote the resilience of ecosystems. We've published our biodiversity action plan detailing our biodiversity initiatives and publish a report every three years detailing our actions and progress.

Depot operating strategy

We'll develop a strategy that optimises our depots. This will include completion of a Train Services Agreement with CAF to facilitate maintenance of our new Class 197e fleet at Machynlleth depot. These trains are planned to enter service on the Cambrian Line this year.

Gatelines and ticketing

We're improving ticket barriers at stations to make them easier to use and enable frontline colleagues to better support customers. We're also making it easier for colleagues to sell and inspect tickets.

Future gateline strategy

We'll implement our strategy, renewing current ticket barriers at stations, and including help points and remote operation. This will free up frontline colleagues' time, allowing them to more effectively assist customers. This will help protect our revenue so that it can be re-invested into improving the T Network for our customers.

Ticket selling equipment

We'll explore innovations in ticket issuing, validation and inspection. We'll provide ticket office, gateline and on-board colleagues with the required training to use the equipment.

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

Meeting customer needs and improving their experience is at the heart of what we do. We're introducing improvements in ticketing such as pay-as-you-go and integrated tickets for bus and train. Through wayfinding and signage, we're encouraging more people to walk, wheel and cycle to our train and bus services. We're always looking to improve the accessibility of our stations, trains, buses and safer streets infrastructure and make our services more inclusive.

The T Network

We'll bring together and manage the different workstreams that will enable us to deliver the T Network. The T Network is our ambition for travel in Wales and the borders that will bring together rail, bus, walking, wheeling and cycling routes into one integrated network.

Culture

We'll embed our new values. We'll do this by fostering greater collaboration, upskilling colleagues to use their expertise to build an integrated travel network and developing our leaders to ensure we're equipped for the future.

Corporate governance and ways of working

We'll review and rationalise our governance structures, policies and procedures, streamlining our decision-making processes.

Integration

We'll work with regional partners (including the four Corporate Joint Committees) so that communities across Wales benefit from the T Network. For example, in rural areas we'll consider solutions such as demand-responsive transport and electric car clubs. We'll improve access to places of employment, education and healthcare.

Systems and technology

We'll develop the digital infrastructure required to deliver an integrated and effective T Network. This includes developing the foundations of the T Network digital platform, expanding the parts of our network where pay as you go is available, and developing our backend systems to enable multimodal transport ticketing in the future.

Brand

We'll build the T Network brand by engaging with customers, potential customers, stakeholders and others. We'll develop a range of campaigns and other engagement approaches to introduce the brand across Wales.

Supporting the T Network

We're developing a new digital platform, to help people plan journeys, buy tickets and access travel information easily. We're also working with local teams to solve problems and make the T Network brand part of everyday travel across Wales.

T Network digital platform

To deliver our T Network vision of "one network, one timetable, one ticket and one team", we're developing the T Network digital platform. This year we're carrying out work behind the scenes before we launch in 2027/28. It will be an accessible, bilingual digital travel companion, with the ability to plan multimodal journeys, purchase tickets and access corporate membership benefits. Internally, it will provide a robust digital system for the T Network.

Local T Network partnerships

We'll build on the success of our Local Railway initiative with Network Rail to embed the T Network brand at a local level. These teams will work with frontline colleagues to find solutions for longstanding problems that will benefit customers, taxpayers and our colleagues.

Travel For All

We're committed to making travel on the T Network accessible for all. As part of Travel For All, we'll focus on removing barriers to accessing the T Network. We'll work with the Welsh Government to establish Travel For All principles and embed them across the organisation.

Information

We'll prepare to launch our T Network digital platform (due in 2027/28). This will give people the information they need to feel confident in using the T Network.

Rail infrastructure

We'll work to identify where we can improve accessibility at railway stations. We'll develop a pipeline of enhancements that we'll prioritise for delivery over future years.

Bus infrastructure

We'll work to identify where we can improve accessibility at bus stops and stations in Wales. We'll begin to develop technical guidance that will set the standards for this improved accessibility.

Our vehicles

We'll engage with people who have experienced accessibility challenges when using buses. We'll use these findings to inform our decisions when buying new buses as part of bus franchising.

Training

We'll ensure our colleagues receive regular and up-to-date training on accessibility and inclusion. This will include topics like anti-racism and will help them to feel confident in welcoming and supporting customers from diverse backgrounds.

Partnerships and involvement

We'll continue to work with our Disabled People's Travel Panel. This ensures that those with lived experience of being disabled inform our decision making. We'll also engage with other user groups and stakeholders to consider a variety of opinions to create an accessible T Network.

Inclusive Travel Board

We'll work with the Inclusive Travel Board to provide advice and assurance to the Welsh Government.

Our services

We'll support the Corporate Joint Committees and local authorities to deliver their regional transport delivery plans and other travel projects to embed the Travel For All principles.

Bus travel

We're making bus travel easier on TrawsCymru routes that we manage. We're improving processes, ticketing systems and making it simpler to combine cycling with bus journeys as we work towards improving bus travel more widely when franchising is introduced, beginning in the autumn of 2027.

Affordable bus travel

We'll streamline the concessionary travel process, ensuring operators are reimbursed in a timely manner. We'll also manage the mytravelpass scheme that enables young people to travel on buses for a reduced fare.

Bus ticketing

We'll implement a new system to manage ticketing, revenue and the management of the associated data. This will be an integral part of bus franchising and support us as we move towards integrated ticketing.

Cycles and buses integration

We'll implement a plan that will enhance the integration of journeys between cycles and buses. We'll explore the option for cycles to be transported on buses and improved cycle parking at key bus stops and stations.

Customer experience

By listening to customers and improving our services, we're making journeys better for everyone. This includes making travel safer, providing clearer information, and enhancing comfort and connectivity on long-distance trains.

Customer experience strategy

We'll strengthen our customer offering, using feedback from our customers to tailor services that meet the needs of different groups more effectively. This work will support the development and launch of our T Network digital platform. We want to encourage greater use of the T Network by making the customer journey more personalised and seamless.

Accessible customer information

We'll improve the information we provide to our customers. This will support customers to plan journeys and find the best alternative option in the event of disruption. We'll make information accessible to all, looking at the potential for videos with British Sign Language and visual maps.

Premier service long-distance offer

We'll develop a long-term strategy to improve our long-distance Mark 4 trains, including First Class, interiors and catering options. We'll explore the use of internet satellites to improve on board Wi-Fi.

Customer communication and insights

We're improving how we communicate with our customers by using new technology and making our contact channels more efficient. We also use customer insights and support bilingual services to continue to improve services.

Customer contact

We'll deliver a future-ready contact centre model that utilises emerging technology to improve customer experience and operational efficiency across all contact channels. We'll grow our network of corporate partners and revenue by implementing a targeted marketing strategy.

Customer and potential customer insight

We'll use segmentation data to target our marketing, growing revenue and informing the development of our brand.

Welsh language standards

We'll support the Welsh Government in developing transport and rail-specific Welsh language standards. This will ensure that our knowledge and feedback is captured and that our services are available bilingually and the best bilingual service is provided to our customers.

Enhancements to our services

We're introducing new trains and improving others to make journeys better and more reliable. We're also taking over the management of rail replacement bus services to improve standards and adding rail services in North East Wales to give passengers more travel options.

New trains and enhancements

We'll continue to introduce new trains and tram-trains to further decarbonise our transport operations and improve customer experience. We'll ensure that the necessary infrastructure work is carried out to enable our new trains to enter service.

Class 197e

In autumn 2026, we'll introduce these trains to the Cambrian Line. These new trains are equipped to work with the digital signalling and control system on the Cambrian Line.



Class 398

We'll introduce these new tram-trains on the Core Valley Lines between Cardiff and Treherbert, Aberdare and Merthyr Tydfil. In the future, these tram-trains will enable us to run four trains per hour on the Core Valley Lines.



Class 756

We'll move these trains to the Rhymney line as our Class 398 tram-trains are introduced.



Class 230

We'll introduce an improved maintenance regime for these trains to improve reliability and align with our ambitions for Network North Wales.

Train enhancements

We'll consider options to convert our Class 231 trains from diesel power to bi-mode capability, using electrified infrastructure on the South Wales Main Line. We'll define our strategy for our long-distance Mark 4 trains, assessing how we might keep them in service for longer.



Rail replacement services

We'll take over the management of our rail replacement bus services, allowing us to improve standards and deliver better value for money. We'll work with local bus and coach operators to provide a service that meets the needs of our passengers and is aligned to the opportunity of bus franchising.

New rail services in North East Wales

We'll run hourly trains from Liverpool to Llandudno, extend the existing hourly Manchester Airport services to Bangor and Holyhead, and introduce hourly Wrexham to Crewe services.

New rail services in South Wales and South West England

Later in 2026 (subject to relevant funding and approvals) we aim to commence direct rail services from West Wales to Bristol Temple Meads. This will increase regional connectivity between Pembrokeshire, Carmarthenshire, Swansea and Bristol.

Our performance

We're working to improve how our services run by focusing on reliability and reducing cancellations. We're also making sure the TrawsCymru routes we manage align with our wider plans for bus franchising.

Rail performance

We'll drive performance improvement through a system-wide approach, aligning common metrics and shared data across our organisation. We'll focus on increasing the number of services that are on time and reduce the number of cancellations.

TrawsCymru services

We'll take over management of the TrawsCymru T8 service that operates between Chester and Corwen. We'll ensure the route follows our bus franchising standards and integrates with the wider network.

Safety and security

We're strengthening safety and security across transport modes by updating management practices, safeguarding approaches and our security framework.

Expansion of safety management

We'll expand safety management to cover a multimodal transport system and relevant subsidiaries. We'll ensure that bus franchise template agreements include suitable and sufficient reference to safe operations, including a commitment to reporting the contracted safety and security key performance indicators. The agreements will also include commitments to ensure that vehicles and staff are operating safely.

Safeguarding

We'll develop a refreshed and community-focused, strategic approach to safeguarding. We'll review our current approach against Welsh and UK Government priorities and ensure we're ready for bus franchising. This will take place under the oversight and scrutiny of a new Strategic Safeguarding Committee. Where we can, we'll leverage appropriate grant funding to support this.

Security framework

We'll review and update our physical security threat, vulnerability and risk assessments. We'll ensure our approach is proactive and preventative, and make sure we have suitable monitoring arrangements in place. We'll collaboratively review our approach to cyber security and other emerging threats.

Deliver trusted expert advice through leading, innovating and collaborating

Using data and modelling, we're finding ways to improve our services deliver better value. We advise the Welsh Government and local authorities to support improved travel across Wales. Through our innovation services, we're always seeking ways to improve customer experience. We evaluate our performance through regularly published [key performance indicators](#). Being transparent is important to us and we regularly publish [plans and reports](#) on our progress.

Bus reform and enhancements

We're working with partners to prepare for the launch of bus franchising in South West Wales in 2027. We're working with communities and other stakeholders to plan better routes, improve bus stops, and make fares simpler and more joined up with other ways to travel.

Bus Franchising

Bus is a core element of the T Network. We'll work with the Welsh Government, local authorities and operators to prepare for bus franchising. This year we'll work with partners ahead of the launch of the first zone where franchising will go live in South West Wales in 2027.

Network planning

As part of the T Network, routes and timetables will be developed to integrate with other modes of travel. We'll engage extensively with stakeholders and local communities to ensure the networks meet their needs.

Market engagement and procurement

We'll work with suppliers and operators as we begin to carry out significant procurement exercises for bus franchising. These will include tenders for bus services through packages of routes suitable for various-sized future operators, and for new buses and infrastructure development.

Branding

We'll ensure that the T Network brand is functional, understandable to customers and supports integration with other modes of travel to encourage increased use.

Marketing

We'll maximise the revenue opportunity that bus franchising presents. We'll produce marketing campaigns that drive passenger growth and revenue.

Engagement

Effective engagement with local communities, local authorities, the Welsh Government and bus operators is key to the success of bus franchising. We'll also engage more broadly, communicating the benefits that bus franchising will bring, now and in the future.

Decarbonisation

Bus franchising will help support the Net Zero Wales Plan vision by running more environmentally friendly buses. We'll look at options for buses and bus depots for the North Wales franchise zone.

Fares and ticketing

We'll provide guidance to the Welsh Government to support them to set fair and simple bus fares. In line with one network, one timetable and one ticket, we'll agree an approach to integrate rail and bus fares to create simpler and more joined up fare structures.

Bridge to franchising

Many of the services in Mid Wales are local authority contracted. This gives us the opportunity to improve standards, develop and test our T Network branding. We'll work with Powys County Council and Ceredigion County Council.

Bus stop improvements

We'll define the national bus stop standards in collaboration with regional partners, our Disabled People's Travel Panel and other user groups to capture different perspectives. We'll work with partners to develop a bus stop infrastructure strategy that will set out how we deliver roadside customer information and how we fund, design, deliver and maintain bus stops that are accessible and support travel for all.

Rail reform

We're working with partners like the Welsh and UK Governments, Network Rail and Great British Railways to develop a better rail operating model for Wales and the borders.

Great British Railways

We'll continue to work with key partners including the Welsh and UK Governments, Network Rail and Shadow Great British Railways to design the operating model for Great British Railways Cymru a'r Gororau (Wales and Borders). With these partners, we'll ensure that the model works for Wales and that the rail network is a key component of an integrated T Network.

Stations and depots

We'll work closely with Network Rail to consider the positive business case for the long lease of Wales and Cross Borders stations and depots. This will then be subject to Welsh and UK Government approvals.

Passenger and revenue growth

We're working to grow our passenger numbers and revenue by making fares easier to understand and improving how we sell tickets. We're exploring other sources of revenue to reduce our reliance on subsidy and reinvest back into the T Network.

Revenue growth

We'll grow our revenue from ticket sales. We'll do this by making it easier for customers to understand our fares and by reducing the cost of selling tickets.

Revenue reporting

We'll standardise the way we manage and report our revenue data across transport modes. We'll use new technology including AI to improve our revenue forecasting. This will provide more robust data and help us set our future revenue targets more effectively.

Growing business services

We'll develop our business-to-business marketing strategy to grow revenue. This includes promotion and expansion of our owned business services where we see a revenue opportunity outside of ticket sales.

Making travel management easier

To make it easier for businesses to book travel, we'll build a self-service digital portal. We'll increase revenue by communicating with customers through their employers.

Property investment fund

The property investment fund provides the mechanism for investing in revenue generating or cost saving property initiatives. Revenue generated gets reinvested to reduce reliance on subsidy. We'll develop the pipeline, deliver initiatives and monitor performance against previous investments.

Innovation

We're building a community that encourages new ideas and ways of working, helping us find better solutions together. By exploring new technologies, digital tools and creative projects, we're making travel safer, more efficient and more sustainable.

Innovation community

We'll continue to build a community of colleagues and partners to foster innovative thinking and new ways of working. We'll share ongoing projects to increase collaboration and produce new

ideas and products. We'll develop a Research and Development strategy to seize future opportunities.

Emerging technologies

We'll identify new technologies to address challenges. These will be identified through our colleague ideas scheme and developed via our annual accelerator programme working with start-ups.

Drone strategy

We'll develop and implement a drone strategy with the aim to improve safety and monitor infrastructure. This strategy will consider data capture, storage and regulatory standards.

Global Centre of Rail Excellence opportunities

We'll review and update our plan for working with the Global Centre of Rail Excellence to maximise the opportunity of having this world-class facility in South Wales.

Digital innovation on our infrastructure

We'll continue to develop digital innovation on our infrastructure, including intelligent systems, remote condition monitoring and train-borne monitoring equipment. This will improve the speed and frequency that we can monitor our infrastructure, enhance efficiency, reliability and safety.

Walking, wheeling and cycling demonstrator town

We'll co-ordinate a multi-year programme of schemes to make Newtown our walking, wheeling and cycling demonstrator town. We'll evaluate how safe infrastructure and behaviour change activities impacts the number of people choosing to walk, wheel and cycle.

Regional and local collaboration

We're working closely with regional partners to deliver transport plans that connect communities and support sustainable travel.

Supporting the Corporate Joint Committees

We'll establish T Network Advisory Panels with key partners to provide guidance and advice to the Corporate Joint Committees. These advisory panels will develop a shared understanding of transport performance in the regions and support the development of shared priorities. We'll work with them support delivery of the Regional Transport Delivery Plans and to develop a programme that delivers safe walking, wheeling and cycling routes to rail and bus connections.

Electronic vehicle (EV) charging infrastructure development

We'll continue to support the Welsh Government and local authorities as advisory partners and deliver some of the charging infrastructure directly.

Supporting our teams and partners

We're working closely with partners and colleagues to make travel better across Wales. This includes developing advisory panels, supporting new projects, improving design, promoting Welsh culture, and helping deliver greener and more connected transport.

Working with a new Welsh Government

We'll establish relationships and provide information to the 96 Senedd members with an 'introduction to TfW' induction package. We'll hold Senedd drop-ins and host visits for Members of the Senedd.

Design office

We'll use the expertise of our design office to support Welsh Government and local authorities to deliver their projects. Working in collaboration with Design Commission for Wales, we'll help our colleagues to consider place and quality at the start of every project. This will help us to deliver schemes that create accessible, welcoming spaces.

Station reviews

As part of a rolling programme, we'll carry out a placemaking and design quality assessment at selected stations on our network. We'll recommend improvements that support greater integration with the local environment, other forms of public transport, and walking, wheeling and cycling routes. Recommended improvements will consider future development plans for the area to optimise the impact they have.

Engagement strategy

We'll deliver the engagement strategy. We'll further develop a network of key influencers, stakeholder and community groups to support our wider priorities and allow them to contribute to our plans. We'll also work to strengthen the TfW Advisory Architecture to support with our behaviour change initiatives and encourage a shift to sustainable travel for all.

Welsh cultural programme

We'll promote Welsh culture through an event programme which will include the National Eisteddfod and culturally significant days such as Dydd Gŵyl Dewi Sant (St David's Day).

Collaboration to improve the rail network

We're working with partners to develop business cases for rail projects that will bring the greatest benefits to people and communities in Wales. Together, we're planning for a greener rail network and supporting the agreements needed to keep public transport running smoothly.

Wales Rail Enhancements Board business cases

We'll develop business cases for projects identified by the Wales Rail Enhancements Board. We'll prioritise projects which will deliver the greatest positive social and economic impact.

Rail network decarbonisation

With Network Rail, we'll continue development of a joint long-term strategy for rail decarbonisation in Wales. We'll look to align infrastructure and rolling stock investment plans by working with train and freight operating companies.

Insight

We use up-to-date data and research to help us make better decisions about travel in Wales. By collecting information on travel patterns, monitoring active travel and working with experts, we can plan for the future and respond to challenges like climate change.

Regional transport models

We'll update the evidence base for our decision-making tools, including the regional transport models. The updates will ensure we're making decisions based on accurate and up-to-date travel demand data.

Wales National Travel Survey

We'll review responses from the first year of the Wales National Travel Survey. We'll publish interim and first-year datasets. This will give us valuable insight into how people in Wales are travelling and support decision making based on up-to-date data.

Active travel monitoring

We'll implement a national active travel monitoring dashboard to improve the consistency and quality of data collection. This will support local authority reporting and identify opportunities to develop a more strategic approach.

Flood forecasting

We'll work with Cardiff University to develop a forecasting and early warning tool for floods impacting our infrastructure. This will help us mitigate and adapt to the impacts of climate change.

Capital programme pipeline

We'll publish an infrastructure investment pipeline to provide transparency. We'll include updates on performance so stakeholders can understand our investment priorities and progress.

Build an organisation and partnerships capable of delivering our purpose

Collaboration is key to our success. We're committed to sharing knowledge and best practice with our colleagues and the partners with whom we work. Developing our expertise requires excellent training and secondment programmes. Our secondment programme with the Welsh Government has helped us to share expertise and better understand each other's ways of working.

We want our workforce to reflect the communities we serve. To achieve this, we focus on equality, diversity and inclusion in recruitment and attainment. We also offer apprenticeships and graduate schemes to help develop new talent. A robust internal audit plan provides assurance that we're carrying out our work in the right way.

IT and innovation

We're strengthening our technology and data systems to support our work and keep information safe. By improving cyber security, building better digital tools and using AI where helpful, we aim to make our services more efficient and useful.

Artificial Intelligence (AI)

We'll develop and implement a strategic framework to guide the safe, ethical and effective use of AI. We'll use AI where it improves operational efficiency, enhances customer experience and can increase revenue opportunities. Our approach will be business-led, prioritising situations where AI can provide measurable value to colleagues and customers.

Cyber security

We'll continue to improve our cyber security strategy to strengthen our organisational resilience. This strategy promotes best practice and is informed by recent assessments and threat intelligence, ensuring we address current vulnerabilities and emerging risks.

IT enterprise architecture

We'll strengthen our enterprise architecture capability to align technology investments with organisational goals. We'll ensure these are resilient, scalable and provide value for money. Our approach will embed principles that drive increased digital functionality and security, and support our ability for data-driven decision making.

Data strategy and enterprise data platform

We'll work with our supplier to build and implement a scalable data platform that will manage and integrate data from across the organisation. This will strengthen our data governance and assurance. It will enable increased automation, efficiency and support data-driven decision making.

IT service desk

We'll deliver an integrated, customer-centric IT service desk to support colleagues. Colleagues will be able to access self-service options and we'll increase automation. This will allow the team to support colleagues more effectively and to respond to complex issues swiftly.

Sustainability

We're committed to reducing our carbon emissions and supporting the shift to more sustainable ways of travel. We're also improving recycling at our stations and on our trains. We'll continue to embed and report on our progress towards our well-being objectives.

Net zero

We'll continue to work towards net zero, working to decrease our carbon emissions as an organisation and, more broadly, through encouraging a shift to more sustainable modes of travel. We'll also investigate approaches to better enable us to quantify the carbon impact of our programmes.

Reporting on our well-being objectives

We're established as a named body under the Well-being of Future Generations (Wales) Act 2015. This year we'll publish our first report, detailing the progress we're making against our four well-being objectives.

Recycling

We'll work to ensure our new recycling infrastructure at our stations, interchanges and on-board our trains is being used correctly. We'll measure the impact this has made, aiming to meet the national target of 70% of waste being recycled.

Our colleagues

We're supporting our colleagues by listening to their feedback, offering more learning and development opportunities and making sure everyone feels valued. We're also encouraging the use of Welsh, improving communication and focusing on engagement with all teams.

Culture change

We'll conduct a large-scale survey following a pulse survey last year. We'll address the feedback and the results will help shape future changes.

Learning and development

We'll enhance our learning and development provision for our colleagues by creating programmes of learning and training to support them.

Reward and recognition

We'll begin implementation of a long-term reward and recognition strategy that ensures our employees feel valued and motivated.

Welsh language culture

We'll enable more colleagues to learn Welsh and provide opportunities for them to practice it and incorporate it into their roles. We'll increase the number of colleagues learning Welsh and make it an essential skill for recruitment in key roles.

Colleague communications

We'll deliver our objectives within the colleague culture programme with a focus on improving engagement with frontline and operational colleagues. We'll use tools like colleague surveys, Glassdoor and Trustpilot to understand what our colleagues feel and think.

Finance and governance

We're improving our financial management and organisational governance to support better transport services. By making processes simpler and building strong partnerships, we can develop our capability, use resources wisely and plan for the future.

Finance and Governance transformation

We'll embed the new ways of working following a significant Finance and Governance transformation programme. This will enable finance support across modes of travel, scalability, resilience, and control. We'll automate more, improve data management and provide consistent reporting.

Funding routes

We'll build and maintain relationships with financial institutions and other third parties. We'll leverage these contacts to identify potential funding routes for our work, providing options and strategies to the wider business.

Corporate Strategy

We'll develop and publish our Corporate Strategy, setting out how we'll deliver the T Network. Our Corporate Strategy will provide strategic direction aligned to Llwybr Newydd: The Wales Transport Strategy, the Well-being of Future Generations (Wales) Act 2015 and other key drivers.

Insight and statistics

We're expanding the tools and data we use to help us make better decisions about transport in Wales. By improving the quality of our statistics and working towards official recognition for our surveys, we'll provide trusted information for everyone.

Decision-making tools

We'll expand the range of decision-making tools we use, focusing on the most cost-effective options. This will include utilising new datasets and developing capability to use new and existing tools.

Statistics quality oversight

We'll develop our capacity to produce trusted and reliable transport statistics and enhance the quality of statistical publications. We'll complete stakeholder engagement activities linked to gaining accredited official statistics status for the Wales National Travel Survey outputs.

Enabling our teams and projects

We're supporting our teams by improving how we manage projects, develop skills and share information. Building in-house expertise, using digital tools and working with partners will allow us to deliver better projects, promote sustainable travel and connect with more people.

Plan of works update

We'll improve the project lifecycle framework used by our colleagues. This version will include amendments to accommodate walking, wheeling and cycling projects, and provide greater social value to projects involving public spaces.

TfW utilities service

We'll develop our in-house capabilities to support infrastructure projects that have an impact on utilities (such as underground gas mains or require road closures). This will make us less reliant on consultants, providing increased value for money.

Intelligent infrastructure projects

We'll develop an informative [digital twin](#), aligning data such as design documents, manuals, condition monitoring and coordinates with our assets. This will support colleagues and partners by providing a single source of information on assets. We'll align standards with recognised best practice including collaborative working to help projects succeed.

Business communication support

We'll deliver high-impact communications that support our work on key projects and connect with our audiences. This will ensure consistent messaging, help build relationships with partners and increase visibility of the benefits of our work.

Sustainable travel support

We'll work with Public Health Wales, Healthy Travel Wales and other stakeholders to develop proposals that support sustainable travel for businesses.

Promoting our services

We'll deliver a marketing strategy to encourage more people to choose our services. This includes building long-term awareness and consideration of our brand, and running targeted campaigns.

Owned and earned media strategy

We'll continue to deliver and implement comprehensive media and social media strategies. These strategies focus on building and protecting our reputation, increasing engagement, promoting sustainable travel and supporting external communication around Welsh Government's wider transport objectives.

Commercial

We're making sure our procurement and property services are compliant with the latest legislation and provide value for Wales. We're also working with the Welsh Government to support the transition to new ways of funding transport programmes.

Social Partnership and Public Procurement (Wales) Act 2023

We'll integrate the necessary elements of the act into our procurement and tender process to ensure compliance and to generate social value.

Property service delivery

Following successfully bringing this service in-house, we'll continue to refine delivery through portfolio optimisation and development of the next phase of our website and system.

Welsh Government transport grant management

We'll work with the Welsh Government to agree and implement a plan to support the transition from TfW's management of the Active Travel Fund programme to a Regional Transport Fund programme.

Safety, risk and resilience

We're reviewing and improving our risk management framework to ensure it works for us. We're strengthening business resilience and introducing a unified safety competence system. Through this, we aim to better prepare for incidents and reduce risks across the organisation.

Enterprise risk management framework

We'll review the enterprise risk management framework to ensure that it is accurate, proportionate, tailored and agile.

Business resilience

We'll work with colleagues to build greater business resilience and enhance the approach to incidents and emergencies. We'll ensure that proportionate business continuity plans are in place, current and tested.

Safety competence management framework

We'll review the multiple models for safety competence management across the different areas within the organisation. We'll propose a single system to aid efficiency, quality and reduce the competence risks we may face.