

# Agenda – Climate Change, Environment, and Infrastructure Committee

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Meeting Venue:	For further information contact:
Committee room 4 Tŷ Hywel and video Conference via Zoom	Marc Wyn Jones Committee Clerk
Meeting date: 19 June 2025	0300 200 6565
Meeting time: 09.30	<a href="mailto:SeneddClimate@senedd.wales">SeneddClimate@senedd.wales</a>

## Hybrid

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**Private pre-meeting (09.15–09.30)**

**Public meeting (09.30–14.10)**

**1 Introductions, apologies, substitutions, and declarations of interest**  
(09.30)

**2 Stage 1 scrutiny of the Bus Services (Wales) Bill – Evidence session with Transport for Wales**  
(09.30–10.45) (Pages 1 – 76)

Lee Robinson, Executive Director for Regional Transport and Integration, Bus Reform Lead – Transport for Wales

Richard Marwood, Bus Programme Director – Transport for Wales

Attached Documents:

Research brief – Bus Services (Wales) Bill, evidence summary and questions

Research brief – Bus Services (Wales) Bill, Background information

Research brief – Bus Services (Wales) Bill, Points of clarification

Paper – Transport for Wales



**Break** (10.45–11.00)

**3 Stage 1 scrutiny of the Bus Services (Wales) Bill – Evidence session with the Cabinet Secretary for Transport and North Wales**

(11.00–12.30)

Ken Skates MS, Cabinet Secretary for Transport and North Wales

Alex Walters, Deputy Director, Public and Integrated Transport – Welsh Government

Hannah Dudley, Lawyer – Welsh Government

Catrin Dellar, Head of Bus Reform – Welsh Government

**Lunch break** (12.30–13.10)

**4 Chair of Transport for Wales – pre-appointment hearing**

(13.10–14.10)

(Pages 77 – 110)

Vernon Everitt – Welsh Government’s preferred candidate for Chair of Transport for Wales

Attached Documents:

Research brief – Transport for Wales Chair pre-appointment hearing

Paper – Welsh Government (Recruitment of Chair to the Board of Transport for Wales)

Paper – Information pack for applicants

Paper – Preferred candidate (Personal statement)

Paper – Preferred candidate (CV)

Paper – Preferred candidate (Pre-appointment questionnaire)

**5 Papers to note** (14.10)

**5.1 Bus Services (Wales) Bill**

(Pages 111 – 124)

Attached Documents:

Letter from the Cabinet Secretary for Transport and North Wales to the Chair following the 7 May meeting

Letter from the Chair to the Cabinet Secretary for Transport and North Wales in relation to the Stage 1 scrutiny of the Bus Services (Wales) Bill

## **5.2 Marine environment management**

(Pages 125 – 133)

Attached Documents:

Letter from the Deputy First Minister and Cabinet Secretary for Climate Change and Rural Affairs to the Chair in relation to the Independent Review of Marine Planning Approaches for Wales

Independent Review of Marine Planning Approaches for Wales – Summary Report

## **5.3 Inter-Institutional Relations Agreement: Transport Inter-Ministerial Standing Committee**

(Pages 134 – 135)

Attached Documents:

Letter from the Cabinet Secretary for Transport and North Wales to the Chair of the Legislation, Justice and Constitution Committee in relation to the Transport Inter-Ministerial Standing Committee

## **6 Motion under Standing Order 17.42 (vi) and (ix) to resolve to exclude the public from the remainder of this meeting**

(14.10)

**Private meeting** (14.10–14.30)

## **7 Consideration of evidence received under items 2 and 3**

**8 Consideration of evidence received under item 4**

**9 Consideration of the Supplementary Legislative Consent  
Memorandum No.2 on the Planning and Infrastructure Bill**

(Pages 136 – 145)

Attached Documents:

Legal note on the Supplementary Legislative Consent Memorandum No.2 on  
the Planning and Infrastructure Bill

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By virtue of paragraph(s) vi of Standing Order 17.42

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Llyr Gruffydd MS  
Chair of the Climate Change, Environment, and Infrastructure Committee

1 May 2025

Dear Llyr Gruffydd MS

To aid the Climate Change, Environment and Infrastructure Committee's scrutiny of the Bus Services (Wales) Bill, I am writing to you to outline our joint vision, in partnership with the Welsh Government, for a new bus system that plays a key role in creating a truly integrated transport network for the people of Wales.

We believe that Wales deserves a bus network that is reliable, affordable, flexible and easy to use, as well as one that contributes towards the achievement of Welsh Government's sustainability targets. I want to use this opportunity to evidence our proposed approach to bus franchising, the work that we have already begun to prepare for its roll out across Wales and the key industry relationships we're developing in order to shape bus reform.

### **One Network, One Timetable, One Ticket**

In March 2022, the Welsh Government published the White Paper 'One Network, One Timetable, One Ticket' that sets out proposals to transform bus services in Wales. In this document, it was stated that 96.1% of respondents agreed that change is required to deliver bus services that meet the needs of people in Wales and respond to the climate emergency. Welsh Government have also set out ambitious sustainability targets and if Wales is to meet these, we must help people make sustainable transport decisions by ensuring that bus is an accessible and attractive mode of travel.

Alongside the Welsh Government, we are building an integrated transport network that brings together walking, wheeling, cycling and public transport to make sustainable transport the easiest way to travel. Buses are a key part of this vision and we have three objectives for the new bus system which support our modal shift ambitions:

- A bus network which is linked in with the rest of public transport in Wales and easy to navigate (One Network).
- Coordinated timetables which are easy to use and allow connection across public transport in Wales (One Timetable).
- Simpler ticketing which enables travel across public transport in Wales with affordable and consistent fares (One Ticket).



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Around 190,000 journeys in Wales are made by bus every day and three quarters of the total journeys made on public transport are made by bus. This makes them a vital service for the 19.4% of households in Wales without a car. However, we don't believe that the current Welsh bus network is fulfilling its potential, with many barriers discouraging people travelling by bus altogether. For example, the current network is considered to be unreliable; tickets are not accepted across multiple operators; information on journeys is hard to find and trust; and services lack integration with other modes of transport. Other less visible barriers also exist, such as concerns regarding personal safety when using the bus network.

The shortcomings of the current bus network are driven by wider systemic issues including deregulation, historic planning decisions that have left communities without public transport connectivity, and the Covid pandemic changing the way people travel. However, we believe our approach of 'One Network, One Timetable, One Ticket' will greatly support the breaking down of these barriers and transform bus services in Wales.

## **Our Approach**

Our approach to redesigning bus services is whole product, which means we are considering everything that impacts the customer experience when travelling by bus. From the appearance of buses and the timetables we produce, to the arrangements we have with operators behind the scenes.

It's been agreed between Welsh Government and Transport for Wales that we will roll out franchising across four zones which overlay with the Corporate Joint Committee (CJC) footprint. In 2024, the Cabinet Secretary for Transport and North Wales, announced the following timetable for the roll out:

- South West Wales 2027
- North Wales 2028
- South East Wales 2029
- Mid Wales 2030

The key considerations made when agreeing the sequencing of franchise areas includes the complexity of the network, such as cross-country and cross-border movements; current levels of control and competition within those zones; ability to grow revenue in the area; and the bus decarbonisation opportunities available. Our engagement with key stakeholders, including Local Authorities, the Welsh Local Government Association (WLGA) and CJs, was integral to these considerations and have greatly informed our thinking for this timeline.

As part of our continued partnership with CJs and Local Authorities, we've jointly agreed a methodology for how we'll work together in preparation for Bus Reform. This way of working provides opportunities for Local Authorities and Transport for Wales to enhance passenger experience and encourage behaviour change at a regional and local level. The methodology has also been approved by the WLGA and the transport cabinet members from across all 22 Local Authorities. This stakeholder endorsement has been a central aspect of shaping the methodology.



We're committed to facilitating the co-development of the bus network with Local Authorities, CJs and other key partners, as was stated in the republished 'Our Roadmap to Bus Reform' (March 2025). This ensures that the future network is strategically joined up across Wales and integrated with other modes of travel by prioritising the use of their local and regional knowledge. We've already begun our work with Local Authorities to develop bus network proposals and we're providing our network planning expertise, data and insights to support the process.

Using a data led approach, we want to understand the three key aspects of the network:

- Access: How convenient is the network?
- Opportunity: How well does it connect people to where they want to go?
- Connectivity: How well does it connect people to other transport services?

This will allow us to measure the success of the network in terms of improvement to access (being 400m from a bus stop, railway station or interchange with hourly or more frequent services); access to opportunity (where and what can you access by public transport within a given time from your home); and measure of connectivity (multimodal integration). We've already begun to implement this methodology in the South West, as this is the first zone in which we plan to franchise, and also supporting in Powys in their network development as part of the 'Bridge to Franchising' in Mid Wales.

Further to this, we're basing our approach on key network planning principles, which are intended to act as a foundational guide and shape network design. As we continue on the journey to bus franchising, they will be supplemented with wider input from key partners, public engagement and data insights to develop the future local bus network. The principles are as follows:

- Plan as a single unified network: Bus services are planned and arranged to offer a unified transport network that is intuitive, easy to understand and co-ordinated, based on realistic timetables that deliver reliability.
- Establish a core network connecting key destinations: the core network should form the backbone of an integrated local or regional network.
- Develop secondary and local feeder networks around the core: formed around and to support the core network, with lower frequency and/or demand responsive services.
- Deliver service directness for the core network: arranged as straight-line routes with minimal diversion.
- Provide consistent routing: services should operate along the same routes throughout the day wherever possible to improve understanding of the network and reduce operational complexity.
- Deliver co-ordinated services on common corridors: timetables on common corridors rationalised to provide regular headways, avoid duplication and simplify the network.
- Achieve integration and co-ordination of services: services should be co-ordinated with other bus and rail services to create an integrated transport network that maximises the connection opportunities and the range of destinations accessible.



- Provide clock face departures: departure times for services should be at consistent times past each hour to support passenger understanding and confidence wherever possible and consistent with other objectives.
- Provide consistent operating hours: to support an integrated transport network and wider journey opportunities, timetables need to be complementary in terms of coverage through the day.

## **Engagement**

As I've already briefly touched upon, we're committed to maintaining open and honest dialogue about bus provisions by engaging with people across Wales and the borders. Understanding the priorities of our stakeholders and communities is key to building the bus network that Wales needs. An important way in which we uphold this is through our multimodal travel advisory architecture that bring together representatives from customer groups, government, industry and people with protected characteristics. They provide feedback, scrutiny and advice. As part of this advisory architecture, we've established a comprehensive framework for engaging and consulting with key stakeholders relating to bus franchising which has resulted in the co-creation of a dedicated Bus Industry Forum.

Our bus reform framework, and multimodal transport advisory architecture is helping us to:

- Partner with stakeholders, benefitting from their local knowledge and insight.
- Understand the needs of the public to deliver a passenger-centred bus network.
- Reach those who currently face barriers to using public transport and prompt modal shift.
- Ensure all partners are clear on their roles and responsibilities.
- Bring partners together to set a joint strategic direction for the future of bus services in Wales.

I'm pleased to say that engagement with key stakeholders is already underway in South West Wales and we've delivered activities including sessions on franchising for elected representatives. Colleagues in Tfw have also attended formal and informal cabinet meetings to provide updates on our progress.

In preparation to lay the Network Plan before the Senedd in 2026, we will be launching a programme of both online and in-person public engagement in Summer 2025 for stakeholders, customers and bus operators to have their say on how the bus network should look. This engagement will continue as we move closer to the first roll out milestone, as we refine our approach to franchising and build passengers the best possible network using these key insights.

## **Engagement with Local Authorities and Corporate Joint Committees**

As well as prioritising public engagement, our work with Local Authorities plays a pivotal role in shaping bus reform. Local Authorities have an integral part in our bus reform engagement framework and we hold twice monthly meetings, alongside Welsh Government, with Transport Officers and Managers from all 22 Local Authorities across Wales. These meetings, which have been taking place for almost two years, focus on agreeing forward engagement topics and plans; providing interactive sessions led by



workstream leads to draw on Local Authority experience; creating opportunities for question and answer sessions to develop FAQ documents to share more widely; and developing engagement plans with cabinets, locally elected members and wider colleagues within the Local Authority. In particular, as South West Wales is the first zone to be franchised, we've been working very closely with Local Authorities in the region.

As previously mentioned, we've also engaged with all four Corporate Joint Committees to discuss Bus Reform, the Zonal Methodology, core principles, the engagement framework, regional and public engagement in South West Wales, school transport, and funding. The Zonal Methodology formalises this engagement and provides a framework that supports collaborative working with Local Authorities and Corporate Joint Committees, helping to define a zonal delivery plan.

One of the main outputs from our engagement with Local Authorities in the South West so far is the production of a 'base network'. This co-created 'base network' uses the application of the network design principles to the current network in order to improve the customer offer, whilst also being deliverable within the current funding and resources available in today's system. Following the bus operator and public engagement taking place this summer, we will re-introduce the 'base network' to the CJC for the region and all four individual Local Authority Cabinets. Our approach ensures that our network proposals are not static, and by maintaining open dialogues with Local Authorities on the effectiveness of this 'base network', we're able to review network performance and develop our evidence base for proposed changes and enhancements over time. The progress being made in relation to network design in South West Wales and on the Mid Wales Bridge to Franchising is planned to be reflected in the All-Wales network plan when it is laid in the Senedd following Royal Assent in 2026."

So that we uphold this standard of engagement, the Zonal Methodology commits us to our partnership with Local Authorities, codifies the requirements for locally elected members to approve network and service provision, and allows each Local Authority/region to adapt the methodology to their specific requirements. Local Authorities across Wales and the Association of Transport Coordinating Officers (ATCO) have had the opportunity to provide feedback and develop the methodology collaboratively. We view this partnership working as an essential element to creating a bus network that reflects the needs of local communities in Wales and will continue to prioritise these relationships in the other zones as we progress through the timeline for bus franchising.

### **Engagement with Bus Operators**

Another key stakeholder group we're working with is bus operators. Our engagement strategy for operators has been centred around a two monthly structured engagement session with the operators that have shown an appetite for franchising opportunities. Promoting engagement opportunities through industry bodies and other channels has brought together a diverse group of operators from various regions and sizes, with about 25-30 operators participating in each session so far. The content of these sessions has been driven by previous feedback and so far, we've focused on the introduction of legislation, the strategy for fleet and depot ownership and our wider commercial and procurement strategy for the delivery of franchising in Wales.



As well as engaging with operators so they are aware of the bus franchising process, we're committed to learning from their experience and are keen to use these sessions to gather feedback to help inform our forward planning. For example, their experiences delivering previous transport contracts both within Wales, and further afield, are key insights that will help us shape franchising from a commercial and procurement perspective.

Although our engagement with bus operators so far has been productive, we're aware that as the zonal approach takes shape, our approach to engagement with bus operators will need to be further tailored. The engagement will need to account for the differing needs of the larger national organisations and the local Small or Medium-sized Enterprise (SME) market in Wales, as well as catering for those who, due to their geography, require greater detail and guidance at an earlier stage. Again, we recognise the need to be dynamic and flexible in the ways we're working in order to ensure we're not creating a 'one-size fits all' approach.

### **Engagement with Community Transport Operators**

We appreciate the important role of Community Transport (CT) and the need to closely engage with the sector as we develop our network proposals. We are working with the Community Transport Association (CTA) and local authorities to hold engagement sessions with CT Operators in South West Wales to share their views about network design, and how it can be improved moving forward. We will seek to replicate this across Wales as we move through the rollout process.

It's key to note that CT services will be able to continue operating without a franchise contract and community transport operators will not be expected to meet the conditions of franchised services by default. However, CT operators will also be able to bid for franchise contracts where appropriate. We're engaging with the sector to understand how franchise opportunities can be accessible to CT Organisations that wish to bid for franchises. Although CT operators can attend the operator engagement framework, we're also working with the CTA to hold separate sessions with CT Operators to ensure we take account of the unique challenges facing the sector.

### **Engagement with Trade Unions**

Throughout our work on bus franchising so far, we have actively engaged with Trade Unions through a comprehensive approach rooted in Social Partnership. We've established a Social Partnership Framework, consisting of regular engagement opportunities with Trade Unions. This collaboration aims to ensure that the interests and insights of their members and bus operator colleagues are central to the development and implementation of bus services across Wales.

TfW is maintaining an ongoing dialogue with Trade Unions and bus operators to promote best practice, service provision and seek opportunities to improve the working environment, ensuring workers' rights and interests are upheld. This includes looking to agree a Trade Union proposed Neutrality Statement where operators commit to how they will approach working with Trade Unions. The statement would be signed up to by Franchising Bus Operators to demonstrate their acknowledgement of the right to freedom of association.



## **The Franchising Process**

I hope the above outlines our extensive work to ensure that our proposals for bus franchising reflect the needs of a range of stakeholders in Wales and gives you a good understanding of how we will be continuously engaging with both the industry and the public. I'd now like to provide you with further detail on the bus franchising process and how we propose this will work in practice.

Franchising brings together the strengths of private, municipal and community operators in efficient service delivery within a coordinated and planned public transport network. Bus franchising means that decisions about bus services in Wales, including routes, timetables, fares, hours of operation and service quality standards will be made by Welsh Government and Transport for Wales, working in partnership with Local Authorities and Corporate Joint Committees (CJCs). Bus operators can bid for contracts to run services to this specification.

We're currently developing our approach to how we will procure the franchised network, using our engagement framework to work closely with the stakeholders list above. Within each zone, the franchise network will be formed of a number of franchise packages, and these packages will be the specific elements of the network that operators will bid to deliver.

Three main principles were used to define how the franchise packages within a zone should be developed:

- Are packages operationally efficient?
- Do the packages generate acceptable competition?
- Do the packages support the existing SME market?

A range of variables will be considered when identifying franchising packages, including the routes in the proposed network, vehicle requirements to operate these routes, interworking of buses, depot locations and the profile of the market.

Our intention is to retain the richness of the current bus operator market in Wales that includes a high number of SMEs, community transport operators, municipal bus operators (in Cardiff and Newport) and larger multi-national operators. We are designing packages to be attractive to this diverse mix of operators and ensure that in a franchise network, all types of operators continue to deliver local bus services. As well as this, we are conscious of the important role that SMEs in particular have in delivering learner travel, and other important commercial services such as coach travel. Hence, we are looking to sustain the SME market to ensure that these other important services are not adversely impacted by franchising.

We've developed our initial plan for packaging the network in the South West, and have already worked with the Local Authorities in the region to further inform our approach based on their understanding of the routes and local operators. We intend to test our proposed franchises with the bus operators through our engagement framework to ensure they are attractive to operators and ensure that we generate sufficient competition.



To further generate this healthy competition for franchise packages, it is expected that several strategic depots will need to be owned by TfW but most depots will remain owned by operators. We're currently in the early stages of identifying suitable locations for these depots which, in the South West, includes a potential new depot operating a fleet of hydrogen fuel cell electric buses supporting the Welsh Government's intent to move to zero emission vehicles and develop the hydrogen economy.

As previously mentioned, we're engaging with Local Authorities and bus operators on key features of franchise contracts and what performance standards might look like. As part of this, we're gathering feedback from operators on specific metrics and how effective they think these will be in encouraging the right behaviours and outcomes during procurement. Additionally, we've been working with other franchising authorities, such as Transport for Greater Manchester, to understand their lessons learned and review best practice.

Over time TfW will introduce new vehicles into the Welsh Bus Fleet, as we have already for several of the TrawCymru routes. This will include zero emission buses, with the majority being battery electric but some using hydrogen as fuel. At the outset of franchising, it's likely that the majority of buses will be those in the existing fleet, with a smaller number of new vehicles introduced at the start. These new vehicles will introduce a clear branding to create consistency and identity for the bus fleet across Wales.

We have also proposed to bus operators that a 'residual value' mechanism should be introduced, which allows TfW to buy vehicles from operators who are not successful in winning franchise contracts. This protects the investment operators have already made in their fleet, and ensures that we are able to redeploy the existing fleet in a franchised environment.

### **Customer Focus**

As with all things we endeavour to deliver at TfW, customer needs and experience are at the centre of our approach to bus franchising. Although the first public engagement exercise in Summer 2025 will be focused on the South West, our intention is to create and maintain an open feedback loop with the public and our customers as we rollout franchising across Wales. We're also undertaking a range of surveys to understand customer sentiment and requirements, which includes the Transport Focus Your Bus Survey and use of our own existing engagement platforms. In March 2025, we launched our own Bus Network digital panel that encouraged participants to share their views on how they would like to 'have their say' on elements of bus franchising. This exercise identified that over half of participants noted that bus frequency discouraged them from using services more frequently and that leisure travel was the most common reason for journeys.

Franchising brings the opportunity to provide a more reliable customer proposition, and our approach will mean that we introduce consistency across areas including the availability of information to customers including timetables, journey planning and real time information. We'll also have a consistent approach to fares and ticketing across Wales, with the expectation that we move to a distance-based fares approach. Passengers will be able to either use Pay-as-you-go ticketing or purchase tickets through a range of mechanism including on bus or via an app that will cover all bus services in the network. Further to this, our approach to fares and ticketing will continue to support concessionary travel,



accommodate promotional discounts and deliver a simpler, more equitable solution for customers.

### **Preparation for Franchising**

Although the initial zonal roll out in South West Wales is not planned until 2027, we're aiming to achieve some partial benefits from bus reform ahead of legislation receiving planned Royal Assent in Spring 2026. There are opportunities to implement some of our ambitions for franchising early, given the nature of how bus services are currently delivered. This includes our work with Local Authorities in Mid Wales and our procurement of TrawsCymru services. For example, we're working closely with both Powys Council and Ceredigion Council on the 'bridge to franchising' initiative. Most of the Mid Wales network is already contracted which has provided us with an opportunity to test our plans and help boost bus provision in the region.

We're also keen to learn about the impact that bus reform will have on services so we're applying some of the franchising objectives around fares, ticketing, timetable and contracts to our TrawsCymru services. Additionally, we're partnering with Local Authorities, like Cyngor Gwynedd, on re-tendering and providing new vehicles for use in the Local Authorities' contracts.

Where we contract TrawsCymru routes, we have also implemented a number of features that allow us to test and understand the potential for franchising. The investment in the new fleet, improved timetables, simpler distance-based fare structures and increased connectivity with other services has seen a significant increase in passenger numbers. We continue to hold public engagement events on specific routes to understand needs and address issues. We have also fully integrated our tickets for Traws with the rail network, with customers able to buy tickets through National rail systems and, where relevant, buses display live train departures to support passengers to make bus to rail connections.

Specific examples I'd like to highlight of the success of TrawsCymru services include the flagship T1 service between Carmarthen and Aberystwyth that launched in March 2023 and saw the introduction of eight highly specified electric vehicles from a purpose-built charging depot in Carmarthen. A new timetable that integrated with trains at Carmarthen and Aberystwyth enabled us to launch an integrated rail/bus ticket which achieves sales of over 10,000 journeys a year. In the first full year of operation, the T1 saw a 60% growth in passengers.

In 2023, a further five routes were contracted directly by Tfw and in the 2024/25 financial year, passenger growth over the six routes was 11.8% compared to 23/24 (an increase of 153,000 passenger journeys), with a revenue growth of 13.1%. Our joint marketing initiatives and promotional activities contributed to growth in patronage across all TrawsCymru services in the 23/24 and 24/25 financial years, with uplifts in patronage ranging from 6.4% through to 43.5%. As existing contracts expire and we proceed with our preparations for Bus Franchising, we'll bring more TrawsCymru services into our portfolio and will continue to work in partnership to achieve this.



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I hope this letter gives the committee an initial insight into how TFW is working with the Welsh Government and other key stakeholders to prepare for Bus Franchising. Our Executive Director for Regional Transport and Integration, Lee Robinson, will be joining the Bus Bill panel to give oral evidence on Thursday 19 June and is looking forward to further delving into the detail.

Kind regards,

James Price  
Prif Weithredwr / Chief Executive

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Llywodraeth Cymru  
Welsh Government

## **Information Pack for Applicants**

### **Transport for Wales**

#### **Appointment of a Chair**

**Closing date: midnight, Sunday 16 March 2025**

## Introduction



**Thank you for showing an interest in becoming Transport for Wales's new chair.**

Transport for Wales (TfW) is pivotal in delivering a unique approach to transport in Wales underpinned by our relationship with passengers, our collaboration with communities, and our social partnership with employees. I am proud of the achievements of TfW to date which have seen transformational changes to the transport network as well as the organisation. However, I recognise there are still significant challenges to overcome and opportunities to exploit as we deliver our ambition of one network, one timetable, one ticket and one team.

TfW is a not-for-profit company wholly owned by the Welsh Government. It is now responsible for effectively managing a combined capital and revenue budget approaching £1bn annually and has around 4,000 employees in its four operating subsidiary companies.

TfW's Board plays a key role in shaping the strategy, vision, purpose and the culture of the organisation. The current Chair has played a critical role in the development of the remit and scale of the organisation since its incorporation in 2018. The new Chair will need to provide similarly effective leadership and support to TfW while challenging, scrutinising and monitoring the performance of the organisation. I will look to the successful candidate to ensure TfW is effective in delivering our ambitions and ensuring the delivery of the organisation's priorities.

I hope, after considering the information, you are interested in this role, and I look forward to reading your application.

**Ken Skates MS,  
Cabinet Secretary for Transport and North Wales**

## Role Description

### Role and Responsibilities

The Chair is accountable to the Cabinet Secretary for Economy, Transport and North Wales and is held to account by the Senedd for the performance of the Board and its effective governance.

The Board plays a key role in shaping the strategy, vision, and culture of the organisation. The TfW Chair is responsible for ensuring the effectiveness of the Board and is the key interface between the TfW Board and Welsh Ministers. The TfW Chair will also ensure that the TfW Board's policies and actions support the Cabinet Secretary's wider strategic policies, that TfW's role in discharging the functions of Welsh Ministers is delivered effectively and that TfW's affairs are conducted with probity.

Further information regarding TfW as an organisation is available here:

[About us](#) | [TfW](#)

The Chair will –

- formulate the TfW Board's strategies, providing effective leadership and governance and ensuring the Board, as a whole, promotes TfW;
- consolidate the transition of TfW into a world class integrated transport organisation;
- support the organisation to take on the significant responsibilities associated with bus franchising;
- be an external advocate and champion for TfW, representing the views of the TfW Board to the public, including potential media appearances;
- support Transport for Wales to deliver for all regions of Wales through the new Regional Transport Plans;
- understand the importance of, and develop effective cross-border economic relationships;
- be sensitive to cross-border transport issues within national, regional, and local government;
- play a key public role in developing effective relationships with strategic stakeholders;
- lead the interface with other Train Operating Companies and transport providers serving Wales;
- ensure the TfW Board, in reaching decisions, takes proper account of statutory and financial management requirements and all relevant guidance including guidance provided by the Welsh Ministers;
- ensure robust processes are in place to provide assurance on governance matters and financial management and the proper use of public funds;
- ensure the Board operates effectively in scrutinising and monitoring TfW's progress in delivering objectives and key performance indicators, providing challenge where necessary;

- promote the economic, efficient and effective use of staff and other resources;
- ensure high standards of integrity, regularity, propriety and governance; and
- have oversight of Board sub-committees facilitated by NEDs to ensure they are effective and delivering wider strategic objectives.

The Chair must also –

- ensure all TfW Board members are briefed fully on the terms of their appointment and on their duties, rights and responsibilities;
- ensure TfW Board members receive appropriate training, including on the financial management and reporting requirements of public sector bodies and on the differences which might exist between private and public sector practice;
- ensure the TfW Board has a balance of skills appropriate to directing TfW's business;
- take positive action to achieve cognitive diversity at a decision making level;
- in instances where appointments to vacancies on the TfW Board are to be made by the Cabinet Secretary, advise the Cabinet Secretary on the needs of TfW and how it might best reflect the people of Wales;
- assess the performance of individual TfW Board members in accordance with the arrangements agreed with the Welsh Government's TfW Partnership Team;
- provide appropriate support, guidance and challenge to the Executive Leadership Team and in particular, to the Chief Executive to ensure he is able to deliver his objectives as effectively as possible;
- ensure an appropriate Code of Conduct for TfW Board members, including rules and guidance on TfW Board members' interests and conflicts of interest, is in place, enforced and consistent with the Nolan Principles; and
- take responsibility for communications between the TfW Board and the Cabinet Secretary and provide appropriate challenge and leadership to deliver the Welsh Government's objectives.
- ensure TfW and its Board comply with TfW's Articles of Association, Management Agreement with the Welsh Ministers, remit letter from the Welsh Ministers, five year corporate plan, annual funding letter and annual business plan.

## **Person Specification**

As the TfW Chair you will lead the development of TfW's strategy and the establishment of challenging objectives and performance targets, as well as providing oversight across the breadth of TfW's activities in delivering its remit from the Welsh Ministers and as a corporate entity.

You will provide general advice and an independent perspective on matters raised and provide guidance on specific items, drawing on your specialist expertise and experience.

You will be able to uphold high standards of integrity and probity. This will include TfW's governance, decision-making and financial management assurances when

considering, promoting and safeguarding regularity, propriety, affordability, sustainability, risk, and value for money across the public sector; and accounting accurately and transparently, for the company's financial position and transactions. You must be able to ensure high standards of probity in the management of public funds consistent with [Managing Welsh Public Money](#).

To be considered, you must be able to demonstrate that you have the qualities, skills and experience to meet all essential criteria for appointment.

### **Essential Criteria**

- A track record of strategic, board level leadership with evidence of leading complex programmes and culture change in large complex regulated and trade union represented industries
- A track record of managing growth and securing investment opportunities. Be familiar with technological advances that will offer opportunities and threats to transport systems and infrastructure
- Ability to instil vision and lead the development of defined strategies in the pursuit of achieving Welsh Ministers' long, medium and short-term goals, with the customer at the heart of the goals
- Experience of delivering services, particularly during a crisis, that would help TfW withstand significant events;
- Experience in dealing with major disruptive events, either in an executive role or at a Board level;
- Ability to understand and facilitate the understanding of complex issues
- Strong interpersonal and influencing skills, proven experience of building and maintaining strategic relationships with clients and stakeholders, and the ability to act as an effective advocate and ambassador;
- Ability to help develop, mentor and support senior talent within the organisation
- Experience of implementing and maintaining strong governance, scrutiny and ensuring accountability
- Commitment to bringing independent and diverse perspectives to the Board and ensuring that diversity, equality, and inclusion are central to the culture of the organisation
- A keen understanding of the Welsh & UK political environments and how these interface with the provision of public services
- Commitment to promoting TfW's values, the seven principles of public life, the seven well-being goals of Wales and ensuring that Welsh public money is used appropriately and effectively
- Media training or willingness to undertake such training as required for the role

### **Welsh Language**

The Welsh Government acknowledges the importance of developing and growing bilingual capabilities in public appointments in Wales, and whilst Welsh language skills are not essential for this role, applicants are expected to show an appreciation of bilingualism and a commitment to promoting and mainstreaming the Welsh language. We welcome your application whatever your skills level.

**Key facts about the post Location:**

Hybrid, the TfW offices are in Pontypridd and Wrexham and the role will include a mix of remote and in person meetings. The Chair can be based anywhere and is welcome to use any offices as their regular office.

Additional travel to other TfW or Welsh Government locations in Wales will also be required

**Time commitment:**

60 days per year

Note that scheduling of meetings can be arranged to accommodate flexible working arrangements and caring responsibilities

**Tenure of office:**

Initial appointment of 3 years

**Remuneration:**

The salary for the TfW Chair is circa £35,000 for a commitment of 60 days per annum, plus reasonable expenses.

**Eligibility**

Candidates should also note that membership of the TfW Board is a disqualifying office for membership of the Senedd Cymru under the Senedd Cymru (Disqualification) Order 2020.

[The Senedd Cymru \(Disqualification\) Order 2020 \(from legislation.gov.uk\)](http://legislation.gov.uk)

Applicants who have previously been disqualified as a UK company director will not be eligible to apply.

All candidates must have the right to work in the UK.

Candidates cannot be a current director or employee of any other rail or bus company that is registered in or operates in the UK.

**Making an application**

Please make sure your application is submitted by the closing date: midnight Sunday 16 March.

To apply please visit: <http://execroles.penna.com>

For an informal discussion about this exciting role, please contact our recruitment partners Penna LHH, directly on +44 (0)141 220 6460 or email [fizza.islam@lhh.com](mailto:fizza.islam@lhh.com) or [pete.john@penna.com](mailto:pete.john@penna.com)

Applications for this post can be submitted in either Welsh or English.

Please apply by submitting a CV, and a supporting statement which outlines your motivation for applying for the role and how you meet the person specification (no more than 2 sides of A4 in length).

Please ensure that you address the key requirements set out in the person specification.

### **CV**

Please ensure your CV includes details of your current or most recent post and the dates you occupied this role. Please identify any past or present Ministerial appointments.

### **Personal Statement**

The personal statement is your opportunity to demonstrate how you meet each of the criteria set out in the person specification. How you choose to present the information is your choice. You should, however, aim to provide detailed examples demonstrating how your knowledge and experience match each of the criteria, and your role in achieving a specific result.

It will benefit the selection panel if you can be clear in which particular evidence relates to the criteria. Providing separate paragraphs in relation to each criterion is common practice.

Information on any political activity or potential conflicts of interest would also be useful as would information around your Welsh language skills.

Please limit your personal statement to no more than 2 (two) pages.

### **Indicative timetable**

#### **Closing date - midnight Sunday 16 March**

Interviews – It is anticipated that interviews will be held, in person, in May 2025.

Appointable candidates following these stages of the process may be invited to an informal discussion with the Cabinet Secretary for Transport & North Wales and the chair of the interview panel. Candidates should expect this to be an in-person conversation, subject to the Cabinet Secretary's diary commitments.

The appointment of the Tfw Chair will be at the discretion of the Cabinet Secretary and will subject to pre-appointment hearing with a Senedd Committee.

## **Diversity Statement**

The Welsh Government believes that public bodies should have board members who reflect Welsh society, people from all walks of life, to help them understand people's needs and to make better decisions. This is why the Welsh Government encourages applications from a wide and diverse audience.

Applications are particularly welcomed from all under-represented groups, including:

- Women
- People under 30 years of age
- People from diverse ethnic communities
- Disabled people
- Members of the LGBTQ+ community

Please complete the Equal Opportunities monitoring when you upload your details. We are keen to ensure that all our jobs are accessible to all members of the community and use this data to monitor our progress in achieving this.

## **Disability Confident**

The Welsh Government accepts the social definition of disability, in which it is recognised that barriers in society act to disable people who have impairments or health conditions, or who use British Sign Language (BSL).

We are committed to removing barriers so all staff can perform at their best. The Equality Act 2010 uses the medical definition of disability "a physical or mental impairment which has a substantial and long-term impact on a person's ability to carry out normal day-to-day activities".

We guarantee to interview anyone who is disabled, whose application meets the minimum criteria for the post. By 'minimum criteria' we mean that you must provide us with evidence in your application which demonstrates that you generally meet the level of competence for the role and any qualifications, skills or experience defined as 'essential'.

If you would like a guaranteed interview, please contact [fizza.islam@lhh.com](mailto:fizza.islam@lhh.com)

If you have an impairment or health condition or use BSL and need to discuss reasonable adjustments for any part of this recruitment process, please contact [fizza.islam@lhh.com](mailto:fizza.islam@lhh.com) as soon as possible to discuss your requirements and any questions you may have.

## **Conflict of Interests**

When applying, you will be asked to declare any private interests which may or may be perceived to conflict with the role and responsibilities of the TFW Chair including any business interests and positions of authority outside of this role.

Any conflicts of interest will be explored at interview. If appointed, you will also be required to declare these interests on a register which is available to the public.

## **Due Diligence**

Welsh Government Public Bodies Team will undertake due diligence checks on all candidates successfully sifted to interview. This will include, but not necessarily be limited to, social media and internet searches. As a result, you may be asked questions at interview in relations to any findings from due diligence searches.

## **Standards in Public Life**

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Code of Conduct for Board Members of Public Bodies.

## **Code of conduct for public bodies in Wales**

Civil servants must not misuse their official position or information acquired in the course of their official duties to further their private interests or those of others. Conflicts of interest may arise from financial interests, and more broadly from official dealings with, or decisions in respect of, individuals who share a civil servant's private interests (e.g. freemasonry, memberships of societies, clubs, organisations and family).

Where a conflict of interest arises, civil servants must declare their interest to senior management, for senior management to determine how best to proceed.

## **The selection process**

The interview panel will assess candidates' CVs and personal statements to determine who it believes best meet the criteria for the role, and who will be invited to interview. The panel will rely only on the information you provide in your CV and statement to assess whether you have the skills and experience required. Please ensure that you provide evidence to support how you meet all of the essential criteria.

The selection panel will be chaired by Peter McDonald, and will comprise of Andrew Slade, Alex Walters and Moawia Bin-Sufyan as a Senior Independent Panel Member.

Your application may be "long listed", subject to the volume of applications received, before it is passed to the selection panel for consideration. You should be aware that in this situation, your application may not be considered in full by all of the panel.

We anticipate that towards the end of April the panel will have decided who will be invited for interview.

The panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet the criteria set out in the person specification. However, if you have applied under the guaranteed interview scheme and you meet the **essential minimum criteria** for the post, you will also be invited to attend an interview.

If you are unable to make an interview date, we will endeavor to re-arrange it, but it

may not be possible due to time constraints within the appointment timetable or selection panel availability.

If you attend an interview, the panel will question you about your skills and experience, asking specific questions to assess whether you meet the criteria set out for the post.

There may be a time gap between interview and a final appointment decision being made. Candidates who have been interviewed will be kept informed of progress by our search partners Penna LHH. If you are successful, you will be advised and receive a letter appointing you as TfW Chair, which will confirm the terms on which the appointment is offered.

If you are successfully appointed as Chair, you will be asked to attend a Senedd Cymru Committee hearing.

Pre-appointment scrutiny by select committees is an important part of the process for some of the most significant public appointments made by Ministers. It is designed to provide an added level of scrutiny of the overall process and verify that the recruitment meets the principles set out in the Governance Code on Public Appointments. This scrutiny may involve the relevant select committee requesting and reviewing information from the Transport Department and the Minister's preferred candidate. The select committee may also choose to hold a pre- appointment hearing.

Pre-appointment hearings are held in public and involve the select committee taking evidence from the Minister's preferred candidate. These public hearings take place before an appointment is confirmed, but after the selection process has been completed.

Where a public appointment is subject to pre-appointment scrutiny, it is a matter for the relevant select committee to undertake such scrutiny, including whether to hold a pre-appointment hearing. Following a review of information provided by the Transport Department about the recruitment process, the select committee may decide that a pre-appointment scrutiny hearing is not required before it publishes its report, if it agrees with the Minister's choice of candidate.

We appreciate it takes a lot of time and effort to apply for roles and that feedback is a valuable part of the process. As a result, our search partners, Penna LHH will provide you with as much feedback as we can.

### **Queries**

For queries about your application or the process, please contact [fizza.islam@lhh.com](mailto:fizza.islam@lhh.com)

22 March 2025

Dear Mr John,

### **Transport for Wales - Appointment of Chair**

I am applying for the exciting privilege of serving as Chair of Transport for Wales (TfW).

My Board-level experience, including as a chair, spans over 25 years and I lead with an inclusive and decisive style. I believe that this makes me well placed to lead further rapid improvements to transport on behalf of the Cabinet Secretary for Economy, Transport and North Wales and the wider Welsh Government, building on the excellent progress made so far led by the existing chair.

I possess deep board-level experience of motivating and supporting executive teams to be successful and accountable while bringing constructive challenge and scrutiny to their performance. My transport credentials are founded on a strong track record of delivering modern, integrated public transport and active travel networks in London, Greater Manchester and elsewhere. This includes nearly six years as an effective non-executive director of TfW where I have worked closely with the chair, CEO, fellow board members and Welsh Government officials to drive forward positive change in transport.

A particular strength I hold is the ability to publicly communicate in plain language the positive benefits of transport improvements to passengers, media and a whole range of external stakeholders. This forms a core part of my current roles as Transport Commissioner for Greater Manchester and as chair of the Board of Transport for Greater Manchester on behalf of Mayor Andy Burnham and the Greater Manchester Combined Authority.

I have a deep personal commitment to the ambitious vision set out by the Cabinet Secretary encapsulated in 'one network, one timetable, one ticket and one team'.

This vision places communities and customers firmly at the heart of the country's transport strategy and plans and recognises that transport is an enabler of wider economic and social outcomes set by Welsh ministers. This is inspiring. I strongly believe that better transport is core to sustainable economic growth, cross-border collaboration, improving health, creating access to homes and jobs, connecting communities and creating opportunity for every family. Drawing on my extensive experience, I can clearly see how I can lead the TfW Board and executive - drawing on all of their skills and knowledge and those of a whole range of external partners such as local authorities - to deliver better outcomes in all these areas.

I have built a comprehensive network and constructive personal relationships around the country with ministers, local authorities, businesses, consumer groups and transport operators. This means that I can also face outwards to support the executive of TfW and Welsh Government to move forward with a whole range of

game-changing innovations and to make the case for funding from UK Government. These innovations include bus franchising (recently completed under my leadership in Greater Manchester), regional development that genuinely supports the whole of Wales, transport network development, better customer service, integrated fares and ticketing to make transport more affordable and the delivery of complex capital programmes.

I have extensive commercial experience in dealing with, among others, the supply chain, Network Rail and other transport operators. I am acutely conscious too of the need for TfW to grow its way out of a very difficult revenue funding and capital investment position and to progressively reduce the financial call on Welsh Government. This needs to be achieved through a mix of increasing patronage by making transport more attractive to use, managing down TfW's costs and delivering capital programmes on time and to budget with rigorous and effective governance and controls.

I attach my cv in support of my application for this wonderful position.

Yours sincerely,

Vernon

Vernon Everitt

## **CV - Vernon Everitt (March 2025)**

### **Summary**

Highly experienced and effective leader in transport.

Leads executive teams to success while constructively challenging and scrutinising their performance. Deeply experienced chair and operator at Board level for over 25 years. Politically astute and with extensive and positive relationships, including at senior ministerial level, across public and private sectors. Commercially savvy in dealing with the supply chain, Network Rail, transport operators and others and deep understanding of all forms of transport and their place in driving economic growth and greater productivity, better health, access to homes and jobs and wider opportunity for all. Strong media, stakeholder and people skills. Successful track record both as an executive and chair in driving transformational change in large transport and financial organisations and increasing revenue while reducing the cost base.

Currently Transport Commissioner for Greater Manchester and Chair, Transport for Greater Manchester appointed by, and reporting to, Mayor Andy Burnham and the ten leaders of the Greater Manchester Combined Authority. Leading delivery of the Bee Network, an integrated transport system bringing together trams, buses (since January 2025 fully brought back under local control), trains and active travel for the UK's fastest growing city-region. Revenues, patronage and punctuality are up and the costs of operating the bus service is one-third cheaper than the previous commercial arrangements. Personally engineered further devolution of transport powers from Whitehall to Greater Manchester, including on rail services, infrastructure investment, capital programme governance and joined-up fares and ticketing. Regular appearances in the media to lead communication on the benefits of the Bee Network and wider improvements to transport.

Non-executive Director at Transport for Wales for nearly six years and chair of the Major Projects Committee. Advises other Mayors, public authorities and private sector on bus franchising and integrating rail and other services.

Former senior Executive Committee member at Transport for London for 14 years, latterly effectively leading the organisation during the challenges of, and recovery from, Covid. Transformed a siloed and bureaucratic organisation to become agile and focused on putting passengers at the heart of the business, delivering cultural change, improved fare and commercial revenues and reduced costs. Ran London Underground for an interim period.

Delivered at London-wide scale improved customer service and revenue ('Every Journey Matters'); huge cost reduction through central service transformation and coherent technology and data plans; city transport planning and policy making, including on bus services and rail; and communications and stakeholder engagement to enable progress in complex areas.

Full range of collaborative and productive relationships at local and national government level (including Ministerial, Mayoral and senior official level), customer representatives, the third sector and transport authorities across the country to drive transport improvements.

Clear communicator with strong reputation for authenticity and engaging people leadership to earn trust from all stakeholders and at all levels. Comfortable dealing with media and public scrutiny.

**Transport Commissioner, Greater Manchester (March 2022 to date) and Chair, Transport for Greater Manchester (April 2024 to date)**

Working through the Greater Manchester Combined Authority and Transport for Greater Manchester to lead delivery of the Bee Network, a London-style multi-modal system to transform the economy, business environment and inclusivity of this fast growing city-region. Led with the Mayor over the last three years to successfully bring buses back under local control. Leading on the development of regional rail in GM under the UK Government's Rail Reform agenda (covering services, infrastructure, operations, fares and ticketing and customer service).

Challenges and supports top executives on all aspects of transport planning, operations and network development covering rail services and infrastructure, bus franchising, operations, decarbonisation, travel demand management, fares and ticketing, highways management, cost control and revenue optimisation, revenue protection, customer service and organisational capability/design.

Helps lead wider relationships with central Government to secure the operating and capital funding and powers necessary to deliver transformational change. Strong relationships with transport authorities, Mayors and other stakeholders across the country and currently undertaking a review of winter resilience on Merseyrail for the Mayor of Liverpool City Region.

**Managing Director, Customers, Communication & Technology, TfL – November 2015 to January 2022 (and variations on these roles since joining TfL in 2007)**

Executive team member for 14 years and led the organisation through Covid. Personally developed 'Every Journey Matters' (EJM) to drive modal shift and increased operating revenues across all modes. EJM established a new standard for what should be expected from transport organisations driven by clear analysis of what incentivises people to use public rather than private cars. Cities in the UK and around the world seek to replicate this model as it has been proven to increase mode share.

Accountable for key customer and mode shift targets on the TfL scorecard and the execution strategy and budget to improve services spanning the entire end-to-end journey. TfL's metrics for customer care, public trust and value for money raised to record levels and benchmark favourably against public and private sector comparators.

Reported to the Transport Commissioner, personal accountability for c£150 million of commercial revenue, c£90 million in capital investment and collecting c£4.5 billion of passenger revenue (pre-pandemic) and direct leadership of over 2,500 people. Covered Customer & Revenue, City Planning, Technology & Data, Media & Stakeholder engagement: Led the world's largest travel demand management programme during the London 2012 Olympic and Paralympic Games.

## **Interim Managing Director, London Underground and TfL Engineering, Transport for London – June to November 2019**

Leadership of one of the world's most iconic transport services, delivering immediate and lasting impact by engaging with 16,000 colleagues to plan for the future and re-focus on better safety, reliability, cost and revenue management and customer service.

Plans for improved service reliability implemented with benefits now flowing through. People engagement, inclusion and wellbeing ratings all significantly improved through visible and empathetic leadership. Designed 5 year Business Plan and plan to better engage colleagues through listening and acting on their ideas and concerns. Major breakthrough in tackling workplace violence and aggression and fare evasion. Championed approach to safeguarding and suicide reduction.

## **Financial Services Authority (FSA) – April 1998 to September 2007**

The FSA was the integrated regulator of the financial services industry. Worked with the Chairman and CEO of the FSA to set it up, bringing together 13 individual regulatory bodies into one. Member of the Executive Team and held various senior leadership positions including:

- Retail Themes Director, leading on protecting customer interests using data and led the National Strategy for Financial Capability to improve the financial skills of people across the country
- People and Communications Director, accountable for the organisation's Human Resources and communications strategy and plan.

## **Bank of England – 1980 to 1998**

The UK's central bank. Began as a junior clerk straight from school. Analyst and leadership positions, including as part of the Bank's accelerated staff development programme. Ran Press Office advising the Governors of the Bank on public handling and presentation and held senior positions in Banking Supervision and Banking Operations.

## **Non-executive positions**

- Non-executive Director, **Transport for Wales** (TfW) Board and Chair of the TfW Major Programmes Committee (September 2019 to date): I advise the Chair and Welsh Government officers and constructively challenge the executive on all aspects of building an integrated transport body.
- Chair, **National Grid ESO** Technology Advisory Council (September 2020 to September 2023): brought together players from across the energy sector to enable National Grid to work with innovative start ups and established generators to transform how electricity is distributed across the UK
- Senior strategic transport adviser, **Teneo Consultants** (April 2023 to date)

- Trustee, **London Transport Museum** (2014 to 2023). The LTM is an independent charitable trust and the corporate social responsibility arm of TfL.

**Referees - Available on request**

## **Pre-appointment questionnaire – responses from Vernon Everitt**

Your response to this questionnaire will be used to inform the pre-appointment hearing with the Senedd's Climate Change, Environment and Infrastructure Committee.

### Personal background

#### **1. Do you have any business or financial connections, or other commitments, which might give rise to a conflict of interest in carrying out your duties, or impact on the time you are able to commit to the role?**

I am Transport Commissioner for Greater Manchester and Chair of the Executive Board of Transport for Greater Manchester. I also provide periodic strategic-level transport advice to a consultancy company called Teneo. I do not envisage that any of these positions will give rise to conflict of interest and none have arisen during my near 6 year service as a non-executive director of Transport for Wales. In keeping with TfW's established policies and procedures around effective corporate governance, should any actual or perceived conflict of interest arise then I would declare it and appropriate mitigation would be put in place, including recusal from any involvement in that particular matter.

Having spent time working in Wales over the past six years, I have developed a strong understanding of the country's transport network. I believe there to be a clear convergence of interest between all parts of Wales and the North of England as we all work to grow the size of our economies, increase productivity and better support opportunity and prosperity for our urban and rural communities. In addition to a focus on improving local transport in every part of Wales, there is in my view enormous scope for Wales and the 'Northern Arc' regions of England to work together cross-border to optimise our local plans and connectivity and win the case being made to the UK Government for greater investment in transport infrastructure and services in Wales. Reform of the UK rail industry and bus franchising in Wales provide the platform to advance this case.

I can guarantee that none of my other roles will affect my ability to dedicate all the time necessary to discharging my obligations and responsibilities as Chair of Transport for Wales.

#### **2. Have you ever held any post or undertaken any activity that might cast doubt on your political impartiality?**

No.

#### **3. How were you recruited: were you encouraged to apply, and if so, by whom?**

I was approached by a recruitment agency acting on behalf of the Welsh Government as part of the open recruitment process.

#### **4. Please explain how your experience to date has equipped you to fulfil your new responsibilities.**

My experience has led to a deep understanding of how better transport improves the ability of people to live better lives. Transport is not an end in itself. It is about people, places and prosperity and my job would be to ensure that Transport for Wales listens and continues to face outwards to deliver for the people, communities and businesses of every part of the country. Safe, frequent, reliable and affordable transport is a core enabler of sustainable economic growth, higher productivity, access to homes, jobs and education, better health

outcomes, tackling inequality and greater opportunity for all families. We must never lose sight of that.

This understanding has been formed from extensive leadership-level experience in running and shaping integrated transport networks, and in particular changing organisational cultures to make them customer focused. This experience has embraced bus (where in Greater Manchester we have recently successfully completed franchising as part of building the integrated Bee Network), tram, train, active travel and roads, delivering positive results for the communities we serve. A central element of this has been my executive and Board level roles in motivating, supporting and constructively challenging the performance of executive teams. My experience of this in transport has been derived from my time working at:

- Transport for London (2007-2022)
- Greater Manchester Combined Authority & Transport for Greater Manchester (2022-date)
- and as a non-executive director of Transport for Wales (2019-date)

This experience has taught me the vital importance of proactive and inclusive chairing, listening carefully to staff and stakeholders and actively drawing on the diverse perspectives and talents of executives, non-executives, local authorities and community groups, businesses, the third sector and many others. A chair must first and foremost listen to those the organisation serves and then ensure that the organisation delivers for them.

My experience has also taught me how to lead an organisation by example, being visible, proactive and working alongside people at all levels – from front line staff, teams working on major projects to the Executive Team. I also have deep personal commitment to delivering Welsh Government's ambitious plans for transport encapsulated by the vision of 'one network, one timetable, one ticket, one team' and have spent my time as a non-executive director at TfW helping to shape this. This vision is inspiring and my track record in this industry demonstrates how I can help lead TfW to make these plans a practical reality.

## **5. What will be your key priorities in your new role?**

The role profile for the Chair of Transport for Wales sets out Welsh Government's requirements and expectations of the Chair in leading TfW's Board to shape the strategy, vision, purpose, delivery capability and culture of the organisation. I will go about discharging those responsibilities in a prioritised way by setting a clear agenda for the Board. This will include the successful delivery of mission critical work, on time and to budget, on bus franchising and completion of major projects and programmes such as the South Wales Metro and Network North Wales (including North Wales Metro), all supported by ensuring TfW's financial stability and sustainability and leading the further development and strengthening of its organisational capability. This extensive and exciting agenda will draw on the many talents of the Board and build on the success delivered under the leadership of the existing Chair.

A key priority for me will be to engage with TfW's stakeholders to listen and deepen my understanding of what they need from transport and to communicate the benefits being delivered by TfW to the people, communities and businesses of Wales. Under my leadership, the Board will be proactive in offering frank professional advice to Ministers on the development and delivery of better transport in every part of Wales and shaping/making

the case to UK Government for greater investment in the country's transport services and infrastructure. There is a huge amount of work to be delivered immediately on all this given bus franchising, rail reform and the need to engage with stakeholders cross-border as well as those in Wales itself to secure the necessary resources to enable economic growth and greater prosperity.

## **6. What criteria should be used to judge your performance over your term of office?**

- Have I delivered against the promises and strategic plans of Welsh Government for transport across the country and has this been recognised and felt by people in every part of Wales?
- Have I been able to help Welsh Ministers secure greater investment in our transport infrastructure and services from UK Government?
- Do we have an increasingly highly capable, responsive and effective TfW executive team with strength in depth and clear succession plans for the future development of the organisation?

## **7. What criteria should be used to judge the performance of TfW as a whole?**

Transport for Wales is measured on a range of published service delivery, financial and customer service measures agreed with Welsh Government and we should be measured on the overall performance against these.

Furthermore, Transport for Wales should be judged on its delivery of its business plan – to time and budget – driven from its remit from the Welsh Government. This plan sets out the key future deliverables including the completion of the South Wales Metro, Network North Wales (including North Wales Metro), bus reform, rail reform and the practical delivery of the T Network – 'one network, one timetable, one ticket, one team'. These improvements will deliver a step change in transport connectivity between all parts of Wales.

Performance should also be judged against delivery of other vital 'in flight' work, including:

- New trains entering service: 77% of Transport for Wales' fleet now consists of new trains and this will materially increase over time
- Simpler and more integrated fares and ticketing to improve customer experience, including further delivery of more convenient 'pay as you go' travel and integrating payment across different forms of transport

## **8. What do you see as the key risks to delivering TfW's objectives?**

- Continuing to evolve TfW's culture and capability to approach transport in a truly integrated and multi-modal way, putting the people of every part of Wales at the heart of its work
- A lack of adequate resources to deliver the ambitious plan for transport in Wales
- Making TfW services genuinely resilient to major threats such as climate change and cyber attack
- Not taking sufficient advantage of advances in technology – eg AI as a network planning tool – to help drive rapid change for an affordable price

- Not delivering on our ambitious ridership and revenue growth targets which are our key means by which we decrease net-subsidy for Welsh Government
- A further major shock such as that imposed by Covid

Transport for Wales' T Network vision is ambitious and requires continued culture change to ensure the delivery of a truly integrated and multi-modal network. This has already begun and a relentless focus on continuing this shift is key to delivery.

As well as an internal cultural change, we need to take the public with us as we encourage more people to use public transport and active travel such as walking, cycling and wheeling. We will win further public support for this by improving the transport options available to people, keeping fares as low as possible, investing in providing good travel information and improving the accessibility of transport at stations and stops across the country.

### **9. What do you consider to have been the main successes and failures of TfW? What lessons can be learned from the failures?**

#### Successes

- Public Service Ethos: as an innovative, publicly-owned and accountable not-for-profit organisation, TfW operates with a clear public service mandate with an emphasis on reducing transport poverty and improving mobility for all. While operating efficiently, its focus is on people rather than profit
- Better and increasingly more reliable services: leading to strong revenue growth on rail and bus (eg Traws Cymru) – TfW has seen recovery and growth in passenger numbers, with growth faster than the UK rail industry average. During 2024/25, TfW achieved £175 million in rail passenger revenue, a 17.5% increase on the previous year, with train journeys up by one-fifth to over 30 million
- Better experience for customers: more frequent services, new trains and buses, better accessibility, simplified ticketing and better travel information, contributing to increased ridership and revenue
- Lower cost base: since taking ownership of rail, TfW has operated with a lower cost base due to tighter financial controls, direct control over procurement and operations and retaining all revenues to reinvest in running and further improving services
- South Wales Metro/Core Valley Lines: tackling the impact on the CVL project of COVID and resultant external price inflation to re-set the programme and now be on the cusp of delivering transformational change for the people of the region
- Network North Wales: delivery of an ambitious vision and plan to rapidly improve transport throughout the region. TfW has established strong cross-border and cross-agency partnerships with Network Rail, UK Government, local authorities and English transport bodies to deliver a metro-style service across North Wales
- Innovation: TfW is pioneering the deployment of tri-mode Class 756 trains on the South Wales Metro which switch between electric, battery, and diesel power and

Wales is the first part of the UK outside London to introduce convenient 'tap and go' ticketing for customers. Wales is also blazing a trail with the work to franchise bus services as a way of integrating all forms of transport for the convenience of passengers.

- Industrial Relations: TfW has engaged constructively with trade unions through transparent communication and a shared commitment to public service delivery. Social partnership continues to be a key priority for TfW.

### Failures

- Delivery of new train fleet into service: There has been an underestimation of the difficulties of introducing new fleet. Lessons can be learned on the contracting model, inherited from the former operator, which has made change and negotiation incredibly difficult and complex.
- Improvements across every part of Wales: while ambitious plans are in place bringing benefits to the whole country, more can be done to ensure improvements are delivered and felt across all parts of Wales. It is vital that all communities within North, South, East and West Wales feel the benefits of investment in transport improvements.
- Organisational development: this is not a 'failure' but an 'opportunity' – we need a renewed focus on continuing to build TfW's organisational capability as it takes accountability for more things – eg bus franchising. TfW's CEO is an exceptionally talented leader with deep personal commitment and strong delivery. There is a highly capable senior team. Naturally, there are opportunities to further build capability at all levels to reflect the evolution of TfW's role and responsibilities.
- Reflecting the communities TfW serves: progress has been made in improving the representation of the communities and people of Wales in TfW and this needs to continue to be an area of focus.
- Major events: significant improvements have been made in supporting and delivering major events, including those held at the Principality Stadium, international football and Eisteddfod. Again, there needs to be continued focus on delivery of transport provision for events of National and regional importance given their central place in the economy and culture of Wales.

The key lessons are:

1. Set realistic and transparent targets: taking into account the complexity of the supply chain and challenging funding and financing environment.
2. Enhance transparency and accountability: by continuing to develop regularly published performance data and improving stakeholder engagement to listen and communicate what is being delivered to the benefit of people, communities and businesses in every part of Wales.

3. Strengthen cross-Government collaboration: forge closer alignment and engagement between TfW, the Welsh Government and UK authorities such as Shadow Great British Railways given the critical importance of these relationships to securing additional investment and funding in transport in Wales.

#### **10. What is your assessment of the public profile and reputation of the organisation?**

TfW is increasingly recognised for its ambitious vision to create a sustainable, integrated transport network across Wales. This includes rail, bus and active travel and aligns with broader Welsh Government goals. While there is much more to do, TfW has improved transparency around its business plan and performance. TfW has also engaged in public summits and stakeholder events, such as the fantastic 2025 Public Transport Summit in Wrexham to foster broader dialogue and collaboration. TfW has also taken steps to improve gender and ethnic diversity in its workforce to make further progress towards better reflecting the communities it serves.

TfW's strategic vision and social values are generally respected, but inherited infrastructure and historic under investment—especially in rail services—have been detrimental to public perception. This is changing, and is likely to continue to improve further as more new trains and the benefits of the North and South Wales Metros are felt by communities and businesses across the country.

9 June 2025

Ein cyf/Our ref – KS/PO/281/2025

Llŷr Gruffydd MS  
Chair Climate Change, Environment and Infrastructure Committee  
Welsh Parliament  
Cardiff Bay  
Cardiff  
CF99 1SN

10 June 2025

Dear Llŷr

## **Bus Services (Wales) Bill**

Thank you for inviting me to give evidence on the Bus Services (Wales) Bill (“the Bill”) to the Committee 7 May 2025, and for your diligent scrutiny of the Bill. I am writing to provide you with the further information requested by the Committee on that date.

### **1. The Committee asked me to write to further advise about how the views of children and young people and families could be consulted and could be taken under section 6(4) of the Bill.**

1.1 I agree with the Committee that listening to and acting on the views of children, young people and families will be an important step in planning bus services and their delivery. The young people who have recently worked with us on learner travel and wider bus reform have made a significant difference in our approach to on-going policy development.

Canolfan Cyswllt Cyntaf / First Point of Contact Centre:  
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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

- 1.2 Recent engagement includes work with Transport for Wales and the Office of the Children's Commissioner, young people who spoke to Welsh Government officials at a dedicated transport session at the Young Wales residential in Bala over half term in February, and children who have been actively involved, through Children in Wales, in the refresh of the All Wales Travel Behaviour Code.
- 1.3 As the first zone scheduled to go live, consultation on the network in South West Wales begins in July 2025. Young people and families are amongst groups that will be specifically targeted for their views through social media and in-person events. There are practical issues around consulting with children about the wider bus network. In reality, their bus use is largely managed by others, that is, they will either be using school transport or will be accompanied by an adult on their bus journey. However, further consideration is being given as to how to consult with children and recognising that they are the future users of buses.
- 1.4 Transport for Wales published a document in early June 2025 titled "Commitment to Involving Communities" specifically looking at the commitment to engaging with users in the South West. This document can be found here: [Commitment to Community Engagement in South West Wales](#)
- 1.5 Transport for Wales are seeking to progress a Young Person's Engagement Forum and will be teaming up with a third sector provider to enable this. They envisage this work to progress through the second half of this year.
- 1.6 In the meantime, they have recently established links with the advisory panel established by the Children's Commissioner for Wales. The inaugural workshop with them in February – a diverse group of 20 – included discussions on:
  - fares – looking at existing initiatives in Wales and elsewhere in the UK
  - safety - particularly women and girls
  - accessibility - including for wheelchair users and young parents with pushchairs
- 1.7 The advisory panel recommended that TfW:
  - increased the number of buses and trains during peak hours to reduce overcrowding
  - provide additional wheelchair spaces on buses
  - have more discount options for students and young people and better advertise them

- develop an app that can enable people to book trips across modes and keep an eye on service disruption
- employ a diverse range of staff for buses and trains who are kind and compassionate and help make public transport feel safer for them.

1.8 The feedback has been vital in helping TfW shape the Uno project (the multi modal app which is in development) and gives helpful input that can be considered as we move towards bus reform.

1.9 In addition to the above projects, around 30 young people are signed up to TfW's digital customer panel which is used to ask panel members to share their views to help shape the way Wales travels.

**2. In the context of considering section 1(5) of the Bill, the Committee asked if we could provide any examples of where part of a non-qualifying services meets the distance condition in section 1(3).**

2.1 Currently there are no examples in Wales where an existing long-distance service would be subject to the provisions of the Bus Bill.

2.2 However, there is an example in England (for which the definition of "local services" under section 2 of the Transport Act 1985 also refers to 15-mile conditions). The Oxford Tube, from Oxford to London, is registered as a local service between Carterton, Witney, Oxford and Lewknor, and also between Hillingdon and London Victoria. If this journey were in Wales, the Carterton to Lewknor via Witney and Oxford, and the Hillingdon to London Victoria, portions of the service would meet the conditions in section 1(3) of the Bill given the proximity between those embarkation/disembarkation points. However, the portion between Lewknor and Hillingdon is not registered as a local service with the Traffic Commissioner under the 1985 Act, and, if it were in Wales it would not meet the conditions in section 1(3) of the Bill, because the distance between those points is more than 15 miles.

2.3 It is possible that in the future part of a long-distance service in Wales could fall under the definition set out in section 1(3) of the Bill, but this would be unusual.

2.4 Currently many long-distance services, for example, National Express services that might stop in Cardiff have the options to stop at Sophia Gardens, the Castle, and the

University. These short distances are not registered as local bus services, nor would they be caught by the definition in section 1(3), because although those points are within 15 miles of each other, passengers can only embark there; they do not disembark at these points but instead they continue on the service to the destination (beyond 15 miles).

### **3. I offered to provide detail of the consultation and engagement work that's going to happen in relation to the Welsh Bus Network Plan.**

3.1 As set out in sections 6(4) and 8(4), the Welsh Ministers are required to consult with the persons listed prior to publication of the Network Plan. In order to ensure early publication of the Plan following Royal Assent, Transport for Wales is developing an approach to consultation, which will ensure those listed will have an opportunity to scrutinise and feedback on the draft Plan. This will include access to an electronic interactive map of the Wales-wide Plan detailing routes and geographical areas (for standard and flexible services respectively), and principle stopping points. It is intended that consultation on the initial Plan will be held during this summer/autumn over twelve weeks.

3.2 I am committed to involving communities in bus reform and we want to ensure they have had their say on the changes. Whether they are a regular bus user, occasional passenger or someone that never uses bus services, we want them to get involved in the engagement and share their views to ensure we build a network that local people can use.

3.3 As noted above, Transport for Wales has published a document, "Commitment to Involving Communities". It focuses on the methodology for consultation on the base network in South West Wales, and includes more detailed information on the delivery of bus services in the region. As the first region to be rolled out there has already been significant work undertaken with the CJC and local authorities to understand the needs of the local communities and the best way to consult publicly. This document will be adapted and updated as we near the other zones going live.

3.4 This Commitment document provides detail on:

- Who we are actively engaging with in the region
- The specific items on which we are inviting views, opinions and feedback

- When we will be actively engaging regional communities, service users and potential service users on refranchising the South West zone
- What our engagement in local communities will look like and how people can take part.

3.5 Engagement with the public will be carried out digitally and in-person, as I recognise that many people either do not have access to digital system or simply prefer to talk to someone face to face. I want to ensure that we speak to users, and also potential users of our local bus services.

3.6 May I also draw the Committee's attention to pages 22-27 of the Roadmap to Bus Reform which we updated in March 2025, which lays out further detail on our plans to talk to the public about their bus services.

[www.gov.wales/bus-reform-wales-our-roadmap-franchising](http://www.gov.wales/bus-reform-wales-our-roadmap-franchising)

**4. I offered to provide Committee with further information about the research being undertaken with the Welsh Centre for Public Policy and how this is informing our work on the draft contracts.**

4.1 Welsh Government officials and Transport for Wales are working with a range of key stakeholders, including researchers and international tendering authorities, to understand best practice in developing bus service contracts to ensure a successful and sustainable network. This work is informing the development of an early draft of a contract, primarily based on the template contract currently used to secure Traws services. I hope to share the draft in confidence with the Committee in early July.

4.2 The Wales Centre for Public Policy (WCPP) are currently developing a research piece titled "Success factors for contracting and awarding bus franchising in Wales". The research aims to answer two overarching questions:

- In bus franchising, what practices or features of contracting and awarding show promise in achieving desired quality improvements and policy outcomes whilst delivering value for money?
- How can contracting, including incentives, help to enable: modal shift by increasing bus patronage; Net Zero 2050; transport integration; and transport poverty reduction?

- 4.3 This piece of work, co-produced with Welsh Government officials and Transport for Wales, has welcomed input from various experts and franchising authorities across the world, all of which have successfully implemented and sustained models similar to the model proposed under the Bill.
- 4.4 We have had presentations from transport authorities in Sweden (Västrafrak), Norway (Ruter), Ireland, Jersey, Queensland Australia, and Singapore. Also, UK cases from Liverpool City Region and Cambridgeshire and Peterborough combined mayoral authorities.
- 4.5 We have also had presentations from the following experts - the Institute for Transport and Logistics Studies in the University of Sydney, Prof Peter White at the University of Westminster and Dr Van de Velde from TU Delft in the Netherlands. The research paper is due to be submitted to officials in late June and I will share this with the Committee as soon as possible.

**5. The following provides details of the current cross-border services operating, as requested.**

- 5.1 The following table lists the services crossing between Wales and England with stops on both sides of the border:

Contracted by Welsh local authorities = 35

Contracted by English local authorities = 18

Overall total = 53

Contracted by Welsh LAs	
461	Llandrindod to Hereford
462	Llandrindod to Hereford
SC 23	Newport to Hereford
PC X46	Wrexham to Whitchurch
PC 146	Wrexham to Whitchurch
73	Oswestry to Llanfair Caereinion
B82	Oswestry to Vyrnwy Dam
72	Chepstow to Mitcheldean

69	Chepstow to Monmouth
C4	Chepstow to Sedbury - Beachley
X48	Llandrindod Wells to Craven Arms
X75	Shrewsbury to Rhayader
X15	Builth Wells to Hereford
X11	Builth Wells to Ludlow
4S	Mold to Chester
4B	Broughton to Chester
4	Mold to Chester
1	Wrexham to Chester
10A	Connahs Quay to Chester
10	Connahs Quay to Chester
2A	Wrexham to Oswestry
2	Wrexham to Oswestry
T8	Corwen to Chester
558	Montgomery to Shrewsbury
79B	Llanrhaeadr to Oswestry
79A	Llangynog to Oswestry
79	Llanrhaeadr to Oswestry
74A	Llanfyllin to Shrewsbury
74	Llanfyllin to Shrewsbury
72	Llanfyllin to Oswestry
72D	Llanfyllin to Oswestry
41A	Presteigne to Newton via Knighton
T12	Machynlleth to Wrexham
T14	Brecon to Hereford
T7	Chepstow to Bristol

Contracted by English LAs	
442	Cleghonger to Abergavenny

707	Coleford to Chepstow (CT provider)
24	Coleford to Monmouth
34	Ross on Wye to Monmouth
35	Ross on Wye to Monmouth
35A	Monmouth to Mitcheldean (CT provider)
54	Bridstow to Monmouth
66	Hereford to Monmouth
MCS Route 2	Coleford to Monmouth Comprehensive School
738	Knighton to Ludlow
740	Knighton to Ludlow
73	Llanfaircaireinion to Oswestry
78	Oswestry to Llansilin
41	Kington to Knucklas
54	Cefn y Blodwel to Oswestry
71	Four Crosses to Oswestry
5	Chester to Wrexham
811	Hoylake to Broughton

Once again, I want to thank the Committee for their time. I will respond to the Committee's additional queries dated 23 May in due course.

Yours sincerely



**Ken Skates AS/MS**

Ysgrifennydd y Cabinet dros Drafnidiaeth a Gogledd Cymru  
Cabinet Secretary for Transport and North Wales

Ken Skates MS

Cabinet Secretary for Transport and North Wales

23 May 2025

Dear Ken,

### Follow-up to Stage 1 scrutiny of the Bus Services (Wales) Bill

Thank you for giving evidence to the Committee on 7 May 2025 as part of our Stage 1 scrutiny of the Bus Services (Wales) Bill. Members welcomed the opportunity to explore the policy intent and practical implications of the proposed legislation with you and your officials.

To support our ongoing scrutiny, we would be grateful for further information and clarification on a number of issues arising from the session and from further consideration of the Bill.

### Key Concepts and General Objectives

1. How did the Welsh Government consider the distance criteria in section 1(3) might impact rural services where settlements may be more than 15 miles apart?
2. How does section 1(3) apply to flexible bus services?
3. How can "hail and ride" services – which have a fixed route but limited if any fixed stops, be accommodated?

### Reporting and Evaluation

4. What monitoring framework or metrics will the Welsh Government use to assess progress towards the objectives set out in the Bill?
5. In relation to section 20, why are broader reporting matters such as franchising steps and future policy aims not explicitly included in the Bill?

## Learner travel

6. Learner travel is not provided for in the Bill. What assessment have you made of the potential impact of this Bill on learner travel provision, and what discussions have you had with local authority representatives on these matters?

## Delivery capacity and expertise

7. TfW is not referenced in the Bill, although it is expected to undertake operational delivery of many of the provisions. Could you outline which powers, duties, and functions conferred on Welsh Ministers will be exercised by TfW, and which will remain with Ministers and civil servants?
8. Can you provide more detail on how TfW is developing the necessary contractual and franchising expertise to deliver the reforms set out in the Bill?
9. You highlighted the important role of local authorities. To what extent have local authorities been involved in the development of the proposals? What specific measures are being taken to retain and enhance their operational capacity?

## Public and stakeholder engagement

10. How will local authorities, the public and stakeholders be consulted on operational details such as timetables, fares, and vehicle quality?

## Permits and contracting

11. How, in practice, would Part 3 of Schedule 1 services be included in the Welsh Ministers' plans under section 18?
12. Can you provide examples of circumstances where Welsh Ministers would rely on the provisions of section 18?
13. Can you provide examples of the further services which might be added using the regulation-making power in section 21(3), and the circumstances where this might be used?
14. You referred to developing incentives to increase patronage. Can you provide more details on these mechanisms and how they will be embedded in contracts?

## Welsh Bus Network Plan

15. You explained the Bus Network Plan will be reviewed regularly. Could you clarify how revisions will be consulted on and communicated, including how public views will be taken into account?
16. Why does section 7(3) set 14 days as the threshold for what constitutes a short-term revision?
17. In relation to section 8(1), when would a revision be considered to have "no more than minor effect," or when would it be "not reasonably practicable" to consult?



## Cross-Border Services

18. How have you engaged with English authorities and stakeholders in the development of section 19?
19. Can you provide further written explanation of the rationale for section 19(5) and particularly how it avoids a risk of circularity?
20. On 7 May your legal advisor outlined how the risk of duplication is avoided as a result of section 19(5) in relation to **an English section 63 service which is cross-border**. How will the risk of duplicating an English section 63 service **which is not cross border and is wholly in England** be avoided in the English part of a Welsh cross-border service if the Welsh Ministers are unable to take account of it?

## Information and Data Sharing

21. Why is the retrospective data access period under section 25(2)(b) limited to five years, given the relevance of longer historical trends in service cancellations?

## Local Authority powers

22. What are the practical implications of the new subsidy rules under section 34? How will this change the current subsidy regime in practice?
23. Stakeholders have raised the issue of the Teckal provision in procurement law in relation to this Bill. Can you clarify whether this is a matter the Welsh Government has considered and what conclusions you have reached?

## Employment protections

24. On section 35 and its relation to TUPE and the Pensions Act, how significant do you expect staff transfers to be, and how does section 35 ensure adequate protection for staff?

## Clarity of legislation

25. You noted that amendments to the Transport Act 2000 will be brought forward at Stage 2. What will these amendments seek to achieve, and will you ensure there is no duplication or conflict with existing local authority powers?

The Committee would appreciate responses to these questions by **13 June 2025**, to support our ongoing scrutiny of the Bill.

Yours sincerely,



Llyr Gruffydd MS,

Chair, Climate Change, Environment and Infrastructure Committee

Croesewir gohebiaeth yn Gymraeg neu Saesneg. We welcome correspondence in Welsh or English.

Huw Irranca-Davies AS/MS  
Y Dirprwy Brif Weinidog ac Ysgrifennydd y Cabinet  
dros Newid Hinsawdd a Materion Gwledig  
Deputy First Minister and Cabinet Secretary for  
Climate Change and Rural Affairs

Agenda Item 5.2

Llywodraeth Cymru  
Welsh Government

Ein cyf/Our ref: MA/HIDCC/0746/25

Llŷr Gruffydd MS  
Chair  
Climate Change, Environment, and Infrastructure Committee  
Welsh Parliament  
Cardiff Bay  
Cardiff  
CF99 1SN

12 June 2025

Dear Llŷr,

Following the [recommendations](#) set out in the committee's '[snapshot inquiry](#)' on the Welsh Government's marine policies (conducted in 2021-2022), I commissioned an Independent Review of Marine Planning Approaches for Wales.

Please find attached an early sight of the summary report from the independent review.

Yours sincerely,



**Huw Irranca-Davies AS/MS**  
Y Dirprwy Brif Weinidog ac Ysgrifennydd y Cabinet dros Newid Hinsawdd  
a Materion Gwledig  
Deputy First Minister and Cabinet Secretary for Climate Change and Rural Affairs

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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

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Welsh Government

Independent Review of Marine  
Planning Approaches for Wales

# Summary Report

March 2025

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# 1. Introduction and Approach

## Introduction

In 2022, the Climate Change, Environment and Infrastructure (CCEI) Committee of Senedd Cymru / Welsh Parliament undertook a ‘snapshot’ inquiry into Welsh Government’s marine policies and published a report with 20 recommendations relating to planning, licensing, evidence, nature conservation and blue carbon.

In response to stakeholder calls for provision of greater spatial direction through marine planning, while ensuring a stable planning system to give certainty for developers, one of the Committee’s recommendations called for an independent review of marine planning.

The then Minister for Climate Change issued a Written Statement in March 2023, setting out priorities for taking forward marine planning.

These included developing approaches to provide greater spatial clarity and direction for development through the Wales National Marine Plan (WNMP), while protecting and enhancing the marine environment.

In September 2024, Arup were appointed to

undertake an independent review of marine planning approaches in Wales. This report summarises the key findings, recommendations and sets out potential initial actions.

## Approach

This independent review has considered how Wales can further develop the Welsh marine planning framework to provide greater spatial clarity and direction for marine development, balancing support for renewable energy whilst protecting and enhancing the marine environment.

It has also considered marine planning approaches elsewhere, to inform our understanding of good practice and future opportunities for marine planning in Wales.

Key areas of focus have been:

- Approaches taken by other planning regimes and options for taking common approaches with neighbouring UK marine plan areas.
- Opportunities and tools for providing greater spatial clarity and direction through the marine

planning framework in Wales.

- Balancing development with protecting the marine environment, and planning approaches to help protect and enhance marine biodiversity.
- Promoting stronger integration with terrestrial planning policy.
- Evidence and impact assessment requirements.

In support of this review Arup has undertaken:

- A comprehensive literature review.
- Deep-dive discussions with members of the Marine Planning Stakeholder Reference Group (MPSRG).
- A Stakeholder Workshop with selected representatives of the MPSRG and other key stakeholders involved in the marine and terrestrial planning systems, exploring different perspectives on marine planning based on emerging themes.



© Visit Wales

## 2. SWOT Analysis

The key findings from the literature review and stakeholder engagement exercise have been grouped into the following Strengths, Weaknesses, Opportunities, and Threats:

Strengths	Weaknesses
<p>The WNMP gives equal importance to all sectors, ensuring no exclusions. It balances competing demands with flexibility. The plan's national scope avoids inconsistent regional details. The Wales Marine Planning Portal is user-friendly with useful datasets.</p>	<p>There is limited integration between marine planning and terrestrial planning, particularly via fluvial hydrological linkages, which can result in confusion for applicants and duplication of efforts for decision-makers. Additionally, there is a lack of basic environmental and physical baseline (e.g. geophysical data), that can lead to developments in sub-optimal locations potentially creating complexity in design and requiring additional mitigation to manage changes. Furthermore, there is no clear advisory body or consultee to assess applications for socio-economic impact.</p>
Opportunities	Threats
<p>Applications for development involving land and water could be streamlined through a coordinated process similar to the English Coastal Concordat approach. The Wales Marine Planning Portal could be improved by integrating and targeting WNMP policies into the marine portal and providing additional guidance for applicants and decision-makers on these policies. Developing 'area plans' for cross-border locations and major ports are recommended, alongside establishing an SRA-type approach for biodiversity and environmental enhancement. Increased stakeholder collaboration should be fostered to strengthen relationships, while promoting Ocean Literacy in local communities to engage them in marine planning. Effective management of the Marine Protected Area (MPA) network could be strengthened, supporting colocation and / or coexistence of certain activities and sectors where appropriate. Setting clear targets and SMART policy objectives for each sector is crucial to encourage spatial marine planning.</p>	<p>Commercial sensitivity is limiting progress towards a shared baseline for seabed users. Public sector resourcing and budget in Wales are constrained. The Crown Estate's leasing dictates development opportunities, rather than the WNMP. Future leasing rounds may be in data-limited areas preventing a proactive evidence-led approach. In the absence of appropriate foresight and planning, marine developments may exceed the environmental capacity of Welsh marine areas, risking overuse by certain sectors. Climate change and shifting sectoral needs have cumulative impacts on the marine environment.</p>

### 3. Recommendations

Nine recommendations are made, which capture and address the results of the review, and respond to the SWOT analysis:

#### 1 Recommendation: Facilitate proactive stakeholder engagement and establish a Marine Developer's Forum

Stakeholders report positive and proactive engagement by the Welsh Government with key marine environment stakeholders in Wales, recommending continued active engagement through in-person meetings and bespoke sector interactions. Enhanced collaboration with key organisations including The Crown Estate is deemed crucial for influencing marine development directions and disseminating marine data, while earlier access to strategic datasets, such as marine ornithology data, will help facilitate better development proposals, decisions and industry research. Developing a Marine Developer's Forum (wind energy, tidal energy, etc.) to combine resources for research and information sharing across stakeholders is also encouraged.

#### 2 Recommendation: Empower community involvement and facilitate better socioeconomic outcomes

Stakeholders recommend targeting engagement with local communities, particularly for upcoming SRA proposals, integrating their inputs into the evidence base. Identifying an existing consultee or advisory body, such as the Future Generations Commissioner for Wales, to help explore how Wales can better assess the socioeconomic impacts of marine developments, provides an opportunity for better outcomes aligned to the well-being goals in Wales. Strengthening social value policies and opportunities, applying models for Sustainable Management of Natural Resources, and considering a Natural Capital Assessment Approach is also advised to support delivery of SMNR as currently piloted in the England East Marine Plan. Stakeholders also highlighted the necessity for training and guidance materials to enhance public (and coastal community) engagement, welcoming the Wales Coasts and Seas Partnership's (CaSP) Ocean Literacy Framework as a valuable tool.

#### 3 Recommendation: Improve integration between marine and terrestrial planning

The integration of marine and terrestrial planning is crucial to consider the interrelationships and cumulative impacts of developments, with stakeholder recommending better integration through initiatives like a Coastal Concordat, inclusion of terrestrial planners in marine planning discussions, and cross-sector collaboration. Improving integration through the emerging terrestrial Strategic Development Plans at a regional scale offers a strong opportunity for policy integration, whilst regional planning in Wales could help improve resource, knowledge and skills coordination.

### 3. Recommendations

#### 4 Recommendation: Explore opportunities to further share data and evidence

Stakeholders acknowledged the value of the Wales Marine Planning Portal's existing data and suggested enhancements, including integrating additional datasets from various sources, conducting targeted data acquisition to inform key risks and develop strategic baselines, and refining existing datasets for better clarity. There is a key importance to aligning data platforms and focusing efforts for evidence collation on sensitive areas, such as biodiversity hotspots, to provide spatial clarity where data is currently limited.

#### 5 Recommendation: Strengthen the protection and enhancement of the marine environment

Stakeholders suggested enhancing the MPA network through zoning and engagement to protect sensitive areas, considering non-statutory marine protected areas like IUCN-notified Important Marine Mammal Areas. Emphasis was placed on reviewing offshore habitat protection due to limited data in deeper waters. The suggestion included mandating fishing exclusion zones around offshore renewable energy developments to boost biodiversity. Additionally, the expansion of floating offshore wind in the Celtic Sea requires consideration of seascape, landscape and visual impacts; particularly 'wet storage' where turbines are constructed and stored in ports pending transfer offshore. Effective data acquisition and adaptive monitoring are recommended to avoid exceeding the carrying capacity of sensitive populations and to guide effective decision-making on how to manage sector capacity.

#### 6 Recommendation: Enhance climate resilience and adaptation

Support for research on climate change impacts and strategic mapping of opportunities to enhance climate resilience is crucial. This involves considering future ecosystem shifts and adapting MPA boundaries accordingly. Evaluating current climate policies, aligning the WNMP with the Welsh Climate Change Strategy, and considering up-to-date climate data during scheduled WNMP reviews to consider whether climate policies requires refinement or strengthening is recommended.

### 3. Recommendations

#### 7 Recommendation: Support spatial prioritisation for key sectors

Stakeholders identified the importance of SRAs for sectors with spatial limitations, advocating for their implementation to guide marine development in Wales aligned to Welsh Government priorities, with provision of spatial prioritisation for key sectors, and were supportive of continuing the current direction of travel via SRA delivery. Key sectors identified include floating offshore wind, wave energy, tidal range, mariculture, marine aggregates, and marine restoration. This would provide confidence for sectors and investors and support regulatory processes to focus on evidence requirements, assessment techniques and generate appropriate capacity and expertise to support focus sectors, potentially facilitating consenting processes.

#### 8 Recommendation: Maintain the national approach to the framework and complement with focused regional guidance

Stakeholders recommended keeping the WNMP's single national plan covering both inshore and offshore areas, due to its simplicity and clarity. They noted the likely complexity and higher costs of managing multiple regional plans in Wales. Although preferring a national plan, respondents supported regional guidance, similar to the Severn Estuary cross-border guidance for the Dee Estuary, and for high-intensity areas like Milford Haven Port.

#### 9 Recommendation: Support decision making with technical guidance and tools

Respondents suggested bespoke marine planning guidance to enhance the WNMP, similar to Welsh terrestrial planning documents like Technical Advice Notes and Supplementary Planning Guidance. These documents would aid in implementing the WNMP and applying its policies during marine licence decisions. The MMO Marine Portal was praised for mapping policies spatially, helping users identify relevant policies for their interests. A similar approach is recommended for the Wales Marine Planning Portal to ease marine licence application processes.

## 4. Concluding Statement

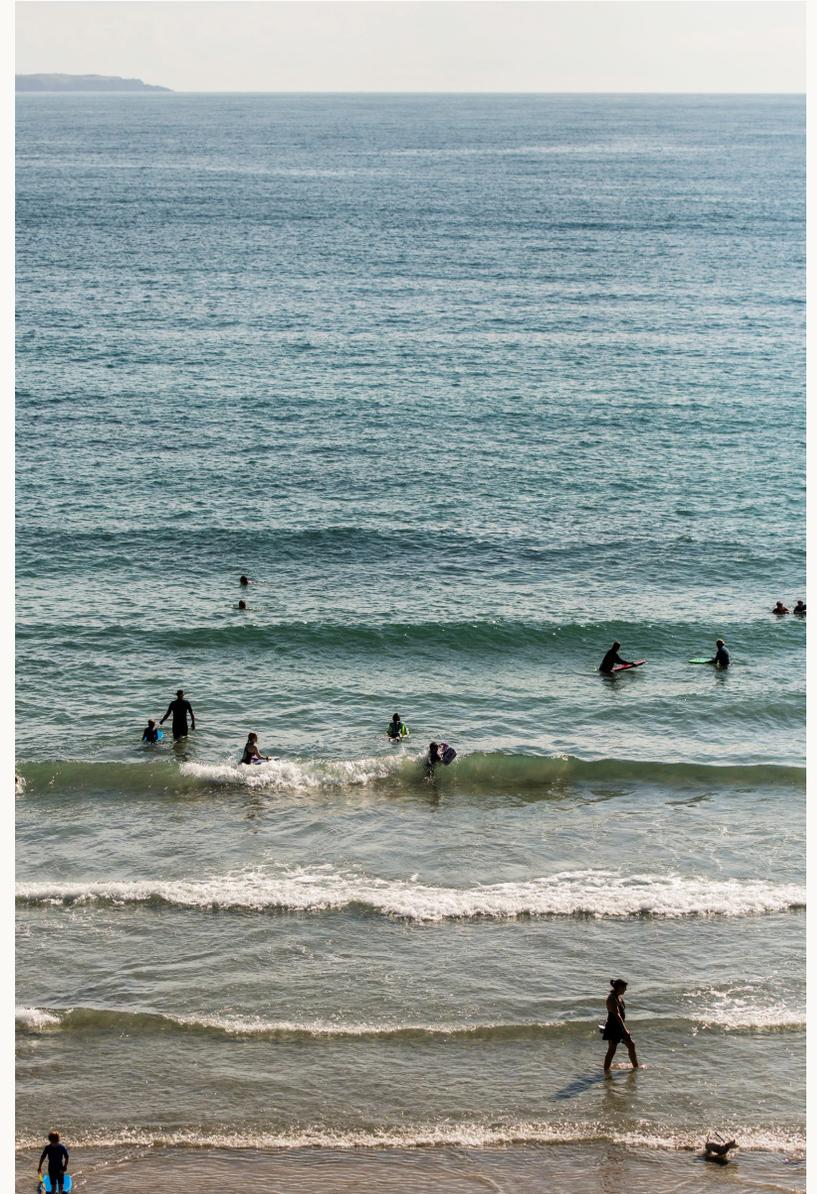
The broad consensus from stakeholders indicates that the WNMP is fit-for-purpose and is effective in delivering marine planning in Wales.

Our review has highlighted the novelty of the marine planning system in Wales and the positive integration of lessons learnt from other marine planning regimes that have led to its successful implementation.

Stakeholders support that the Welsh Government collaborates and engages well across sectors, NGOs, and regulators, as well as geographies, supporting the cohesive delivery of marine planning across the UK in accordance with the aspirations of the UK Marine Policy Statement. Fundamentally, stakeholders attribute the success of the WNMP to this successful integration and collaboration.

While the positive reflection on the WNMP is notable in our review, recommendations are made for opportunities to build on, enhance, and refine the WNMP and its supporting components. They do not involve sweeping changes nor identify fundamental deficiencies. Our recommendations represent an enhanced approach to fostering relationships, facilitating better socioeconomic outcomes, and supporting environmental enhancement and climate resilience.

In conclusion, the future of marine planning in Wales is promising, with strong engagement and collaboration from stakeholders, and continued refinement of policies, tools and guidance to improve integration, evidence-based and effective decision making. This review marks a progressive path forward, helping ensure that Wales remains at the forefront of sustainable marine planning.



# Agenda Item 5.3

Ysgrifennydd y Cabinet dros Drafnidiaeth a Gogledd Cymru  
Cabinet Secretary for Transport and North Wales



Llywodraeth Cymru  
Welsh Government

Our Ref/KS/PO/290/2025

Mike Hedges MS  
Chair  
Legislation, Justice and Constitution Committee  
Senedd Cymru

[SeneddLJC@senedd.wales](mailto:SeneddLJC@senedd.wales)

13 June 2025

## Inter-Institutional Relations Agreement: Transport Inter-Ministerial Standing Committee

I am writing in accordance with the inter-institutional relations agreement to notify you that I represented Welsh Government at the Transport Inter-Ministerial Group held on 5<sup>th</sup> March 2025.

This meeting was chaired by me. A joint communique will be published [here](#) in due course.

I raised the topic of Ports Resilience following the Holyhead Port closure due to Storm Darragh. The positive response to Holyhead closure was noted as an excellent example of cross-nation working. Our discussion focused on improving strategic resilience and forward planning across the four nations. I highlighted the new Taskforce on sea connectivity between Wales and Ireland that we have set up and invited representation from all governments. There was support from all ministers for improved ports resilience and for tangible and practical outcomes from the Task Force.

Second on the agenda was Motoring Tax Reform and we discussed the UK Government's consultation on the emission trading scheme. It was noted that local powers were already in place for congestion or poor air quality and that the UK Treasury were the lead for the balance between EV taxation and duty. There was agreement to maintain dialogue and cooperation on this issue with Transport IMG and that the discussion would be fed back to the relevant Ministers in UK Government.

Finally, we discussed the use of E-scooters and I raised interest in being kept informed of the results of the trials in England to help inform policy development. There was agreement to work collaboratively on potential extensions of trials and to maintain dialogue between governments as policy develops.

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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

I will be attending the next meeting of the Transport Inter-Ministerial Group scheduled for 25th June 2025.

I am copying this letter to the Chair of the Climate Change, Environment, and Infrastructure Committee.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Ken', enclosed in a thin black rectangular border.

**Ken Skates AS/MS**

Ysgrifennydd y Cabinet dros Drafnidiaeth a Gogledd Cymru  
Cabinet Secretary for Transport and North Wales

# Agenda Item 9

By virtue of paragraph(s) vi of Standing Order 17.42

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