

Agenda – Economy, Infrastructure and Skills Committee

Meeting Venue:

Committee Room 1 – Senedd

Meeting date: 19 September 2019

Meeting time: 09.25

For further information contact:

Robert Donovan

Committee Clerk

0300 200 6565

SeneddEIS@assembly.wales

Private pre-meeting

(09.25–09.30)

1 Introductions, apologies, substitutions and declarations of interest

2 Paper(s) to note

(09.30–09.50)

2.1 Letter from the Deputy Minister for Housing and Local Government re outstanding action from the Committee's Access to Banking Session held on 3 July

(Pages 1 – 2)

Attached Documents:

EIS(5)–22–19(P1) Letter from the Minister for Housing and Local Government to the Chair

2.2 Letter from the Chair to Tim Yeowart Managing Director Grand Union Trains Ltd

(Pages 3 – 5)

Attached Documents:

EIS(5)–22–19(P2) Letter from the Chair to Tim Yeowart



EIS(5)–22–19(P3) Reply from Tim Yeowart Managing Director Grand Union Trains Ltd

2.3 Letter from the Chair Children, Young People and Education Committee to the Minister for Education

(Pages 6 – 20)

Attached Documents:

EIS(5)–22–19(P4) Letter from the Chair CYPE Committee to Minister for Education

2.4 Letter to the Chair from the Deputy Minister for Economy and Transport re the Foundational Economy

(Pages 21 – 23)

Attached Documents:

EIS(5)–22–19(P5) Letter from the Deputy Minister for Economy and Transport

EIS(5)–22–19(P6) Letter from the Chair to the Minister for Economy and Transport

2.5 Letter to the Chair from the Minister for Economy and Transport re the In-year Financial Scrutiny of the Economy and Transport Portfolio

(Pages 24 – 28)

Attached Documents:

EIS(5)–22–19(P7) Letter from the Minister for Economy and Transport

2.6 Transport for Wales Communications Strategy Summary 1 April 2019 – 31 March 2020

(Pages 29 – 49)

Attached Documents:

EIS(5)–22–19(P8) Transport for Wales Communications Strategy Summary 1 April 2019 – 31 March 2020

2.7 Letter from the Chair to Minister for Housing and Local Government re scrutiny of the Chair of the National Infrastructure Commission for Wales

(Pages 50 – 53)

Attached Documents:

EIS(5)–22–19(P9) Letter from the Chair to Minister for Housing and Local Government

2.8 Letter to the Chair from the Minister for Economy and Transport re Common UK Policy Frameworks

(Pages 54 – 58)

Attached Documents:

EIS(5)–22–19(P10) Letter from the Minister for Economy and Transport

EIS(5)–22–19(P11) Letter from the Chair to the Minister for Economy and Transport

3 Motion under Standing order 17.42 (vi) to resolve to exclude the public from the remainder of the meeting

4 Draft Report: Access to Banking

(09.50–10.05)

(Pages 59 – 120)

Attached Documents:

EIS(5)–22–19(P12) Draft Report

Break

(10.05–10.20)

5 Draft Report: Electric Vehicle Charging

(10.20–10.35)

(Pages 121 – 143)

Attached Documents:

EIS(5)-22-19(P13) Draft Report

6 Draft Report: Regional Skills Partnerships

(10.35-10.50)

(Pages 144 – 189)

Attached Documents:

EIS(5)-22-19(P14) Draft Report

7 Scoping paper – Decarbonisation – 2nd scoping paper following consultation

(10.50-11.00)

(Pages 190 – 217)

Attached Documents:

EIS(5)-22-19(P15) Scoping paper

8 Scoping paper – Retention payments in construction contracts

(11.00-11.15)

(Pages 218 – 224)

Attached Documents:

EIS(5)-22-19(P16) Scoping paper

Hannah Blythyn AC/AM
Y Dirprwy Weinidog Tai a Llywodraeth Leol
Deputy Minister for Housing and Local Government



Llywodraeth Cymru
Welsh Government

Russell George AM
Chair, Economy, Infrastructure and Skills Committee
Russell.george@assembly.wales

16 July 2019

Dear Russell,

I am writing with regard to an outstanding action from the Economy, Infrastructure and Skills Committee's Access to Banking Session held on 3 July. The action relates to the reasons for the closure of the Post Office Development and Post Office Diversification Funds. I am responding as Post Office matters fall within my portfolio.

I would first like to remind the Committee that Post Office matters are not devolved, the responsibility for funding post offices lies with the UK Government. The UK Government provides a subsidy for the Post Office Network. In December 2017 it announced that £370 million would be provided to support the Post Office Network between 2018 and 2021. Of this £160 million is being used to protect 'last shop in the village' community post offices. The remaining £210 million is being invested in the ongoing modernisation of the Network.

The Welsh Government has in the past provided support to local post offices as we recognise the social value they provide to the communities they serve. We continue to recognise that local post offices offer a range of services which are important to communities such as access to basic banking services; the opportunity to check bank account balances, withdraw cash free of charge and pay in cash or cheques. We also recognise that local post offices cannot replace local bank branches. Post office staff cannot for example provide advice to customers on the operation of their bank accounts.

The Post Office Development Fund operated between 2002 and 2005. It was aimed specifically at funding local post offices serving the 125 most isolated and the 125 most disadvantaged communities as identified by the Welsh Index of Multiple Deprivation at the time. The Development Fund provided 99 post offices with capital grants of up to £50,000. The total amount awarded under the Fund was £4.2 million.

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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.

In January 2009, following a One Wales commitment to reopen the Post Office Development Fund, the Post Office Diversification Fund opened. The Diversification Fund provided capital grants at two levels; small grants of up to £5,000 and larger grants of up to £25,000. Grants could be used to improve the retail side of the post office operator's business. The grants could not be used to improve any element of the post office business that was already covered by the UK Government's Network subsidy. The Diversification Fund was closed to new applications in November 2013. Final awards were announced in May 2014 and the last payments made in March 2015. The fund provided grants worth £6.66 million to 442 post offices across Wales.

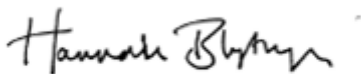
The Diversification Fund was closed for a number of reasons. The quality of applications was falling. Applications were increasingly coming from post offices which had already benefitted from the Fund and the UK Government had introduced its modernisation agenda which included funds for the capital improvement of post offices across the UK.

The then Minister for Communities and Tackling Poverty, Jeff Cuthbert AM met with representatives of Post Office Limited (POL) and the National Federation of Sub-postmasters in Wales (NFSP) in July 2014. He was asked at this meeting to consider the re-opening of the Post Office Diversification Fund. He stated that as public sector budgets were now falling the Welsh Government had to carefully consider its priorities. He invited POL to submit a bid for the re-opening of the Diversification Fund reminding them that the Welsh Government's overarching priority was tackling poverty.

In August 2014 POL submitted a brief bid for the continuation of the Diversification Fund. The bid did not outline how the continued funding of post offices would help to tackle poverty. It was not therefore considered a priority for funding and was formally refused in September 2014.

The position on this has not changed, the Welsh Government has no plans to reintroduce funding for post offices in Wales. This remains a matter for the UK Government.

Yours Sincerely,



Hannah Blythyn AC/AM

Y Dirprwy Weinidog Tai a Llywodraeth Leol
Deputy Minister for Housing and Local Government

Ian Yeowart
Managing Director
Grand Union Trains Limited
Riverside Lodge
Fulford
York
YO19 4RB

29 July 2019


Dear Ian ,

Thank you for your letter dated 19 July following up on our meeting. I was very interested to hear your project to increase train services between south Wales and London. I am sure the other members of the Committee would be similarly interested in your plans.

The National Assembly is now in recess until 15 September, as you can imagine, the committees work programme is set out quite far in advance and our sessions are currently planned until the end of November.

However if you were to supply a short paper outlining your plans, including a proposed time line, I can share this with the Committee and we could make some time to discuss it at one of our September meetings. Our first meeting in the new term will be on the 19 September. We would need to receive your paper by the 9 September to include it on the agenda for the 19 September.

Yours sincerely,



Russell George AM
Chair
Economy, Infrastructure and Skills Committee



Grand Union

New express rail services between South Wales and London Paddington

Background:

Grand Union is an 'open access' train company, seeking to operate passenger train services outside the franchise system.

Previously new, successful open access services have been delivered on the East Coast Main Line by Grand Central between Sunderland – York and London King's Cross, and Bradford – Doncaster – London King's Cross. A new service has also been approved between Blackpool and London Euston – due to begin in 2020.

Proposal:

Following discussions with the Welsh Government, Assembly members, Transport for Wales and Keolis/Amey, the initial application to provide new express services between Cardiff and London Paddington has been revised and extended to Llanelli. Due to the lack of electrification west beyond Cardiff, the timeline for introduction of services has been altered.

Initially services are now planned to operate every 2 hours between Cardiff and London Paddington using fully electric Class 91 trains off the East Coast Main Line and 7 passenger vehicles. These trains in 7 coach formation have similar performance characteristics to the new Hitachi trains used on the route. First train from Cardiff @ 0635, last train @ 1835. First train from London @ 0835, last train @ 2035.

Services would begin in May 2021.

The Class 91s would then be replaced with a new build fleet of Hitachi 802 trains – bi-mode – which will enable them to operate to Llanelli under diesel power. The service would then also be increased to hourly. First train from Llanelli @ 0525, last train @ 1925. First train from London @ 0835, last train @ 2135.

Extended services would begin in May 2023.

The entire operation would be based in South Wales with around 150 new full-time jobs created by the service arrival once the full service is operational. Further employment will be created in maintenance and support services.

Investment is also planned at Severn Tunnel Junction in further extended car parking, motorway 'junction' upgrade and improved passenger facilities.

Trains would also carry express light freight, including urgent biological items for the NHS. Partners at Intercity Railfreight are developing further this part of the proposal with the aim of providing a parcel concentration hub on the route.

Process for approval:

Grand Union is currently consulting with the industry about its application which has been made to the Office of Rail and Road (ORR). The ORR has specific timescales on decision making, and a decision is expected early in 2020.

Support from political and commercial bodies is very significant during the decision-making process.

GRAND UNION TRAINS LIMITED

Riverside Lodge, Fulford, YORK, YO19 4RB

Registered Office: Fulford Lodge, 1 Heslington Lane, Fulford, YORK, YO10 4HW

A Company registered in England & Wales No: 11408012

www.granduniontrains.com

Grand Union

Timeline:

ORR positive decision Early 2020

April 2020 – April 2021 Mobilisation for start of operations

May 2021 initial service start – 2 hourly between Cardiff and London Paddington

Target journey time Cardiff – London Paddington 1 hour 45 minutes

Stopping pattern:

Cardiff Central

Cardiff parkway (when opened)

Newport

Severn Tunnel Junction

Bristol Parkway

London Paddington

May 2023 service extended to Llanelli and becomes hourly. New train fleet introduced

Target journey time Llanelli – London Paddington 2 hours 45 minutes

Target journey time Swansea – London Paddington 2 hours 35 minutes

Stopping pattern:

Llanelli

Swansea

Cardiff Central

Cardiff Parkway (when opened)

Newport

Severn Tunnel Junction

Bristol Parkway

London Paddington

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www.granduniontrains.com

Kirsty Williams, AM
Minister for Education

31 July 2019

Dear Kirsty,

Welsh Government Draft Budget 2020-21

In line with our usual practice, we are writing in advance of the publication of the Welsh Government's Draft Budget 2020-21 to request written information to inform our scrutiny.

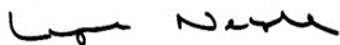
Both the Finance Committee and the Finance Minister have written to all Assembly Committees to inform us that uncertainty remains about the timing of this year's budget process while plans for the UK Government Comprehensive Spending Review are unconfirmed. In the meantime, we thought it would be helpful to provide as much notice as possible of the written information we would welcome in time for the sessions we hold with you, whether they take place as normal (in autumn term 2019), or later (in spring term 2020).

The Clerk will liaise with your officials to agree dates for our oral evidence session, and by when we would welcome the written information. We recognise that it will not be possible to confirm arrangements until there is more clarity about the UK Government's position. We will retain as much flexibility as we can in our forward work programme until we know more.

As in previous years, we will base our approach on the four principles of financial scrutiny: affordability, prioritisation, value for money and budget processes. We will also seek evidence from the Minister for Health and Social Services on matters of relevance to our remit. To avoid unnecessary duplication, we will also invite Members of the Economy, Infrastructure and Skills Committee to join us for our scrutiny of the Education MEG – I have copied the EIS Committee's Chair, Russell George AM, for awareness. I have also copied this letter to the Culture, Welsh Language and Communications Committee's Chair, Bethan Sayed AM, as I understand that she will be in touch to request information about areas of interest within its portfolio.



Yours sincerely,



Lynne Neagle AM
Chair

Cc Russell George AM, Chair, Economy, Infrastructure and Skills Committee

Bethan Sayed AM, Chair, Culture, Welsh Language and Communications Committee



ANNEX – REQUEST FOR WRITTEN INFORMATION IN ADVANCE OF DRAFT BUDGET SCRUTINY

We request information on the following cross-cutting areas, if they are not already covered in the budget narrative

1. Cross-cutting areas

1.1 Transparency of budget presentation

Last year we emphasised the importance of presenting the Draft Budget transparently to enable full and thorough scrutiny. As such, we again request a transparent narrative explanation (and numeric depiction) of the following:

- reductions/removal or increases/additions relating to specific areas of the draft budget compared to previous financial years (e.g. grants being reduced or ceasing to exist altogether/being increased or introduced);
- what proportion any changes to the overall amount previously allocated represent (e.g. taking the School Uniform Grant as an example from 2018-19, being clear that this meant the whole grant was being removed); and
- where exactly this change is being made in the draft budget, and whether money will be returned to/taken from central reserves or allocated to/from other budget lines.

1.2 Commentary on Actions and detail of Budget Expenditure Line (BEL) allocations

- We request commentary on each of the Actions within the Education Main Expenditure Group (MEG), including an analysis and explanation of significant changes since the 2019-20 First Supplementary Budget (June 2019).
- We also request a breakdown of the 2020-21 and indicative 2021-22 (if available) Education MEG by Spending Programme Area, Action, and Budget Expenditure Line (BEL), with 2019-20 First Supplementary Budget allocations, forecast 2019-20 outturns, and 2018-19 final outturns all included.
- If the Welsh Government is using a revised baseline budget for comparative purposes, we request that the actual 2019-20 First Supplementary Budget allocations are presented alongside these as well as an explanation of the reasons for the re-calculation of the baseline.



1.3 Education priorities

- Information on how the Education MEG aligns with, and is prioritised according to, the Welsh Government's relevant priorities and key objectives, including:
 - Taking Wales Forward, Programme for Government 2016-2021;
 - Prosperity for All: the national strategy;
 - the ten education priorities agreed between the Minister for Education and the then First Minister Carwyn Jones in June 2016 (reaffirmed by Kirsty Williams and the new First Minister Mark Drakeford in December 2018);
 - the eighteen headline priorities listed in the agreement between the First Minister and the Minister for Education of December 2018;
 - Education in Wales: Our National Mission Action Plan.
- An updated assessment from the Minister on the extent to which she believes the Education MEG contains the resources necessary to deliver on the aforementioned priorities and key objectives, and information on any ongoing negotiations with the Minister for Finance and Trefnydd regarding the necessary level of resources.
- Details of whether any further prioritisation or differentiation has been made in terms of allocation of resources between the priorities and actions referred to above and whether the Minister intends to target resources at addressing any consistent themes that have emerged across the Education MEG as a whole
- Details of the assessment made of the value for money and affordability of each of the above calls on resources and how their cost-effectiveness will be monitored.
- Details of any opportunity cost exercises undertaken in respect of the above calls on resources.

1.4 Budget monitoring

- Information on the processes in place for monitoring budgets throughout the year, identifying potential deficits and surpluses, and taking remedial action or allocating additional funds to cover any shortfalls.
- Details of any changes to the Education MEG that are already anticipated in the Second Supplementary Budget 2019-20.



1.5 Impact of Brexit

- Information on the implications of UK withdrawal from the European Union for the Education MEG and how the Department is planning to manage any negative impact on budgets within the portfolio and/or seeking to take advantages of any opportunities that may arise.
- Information on:
 - the amount of EU funding the 2019-20 Education MEG has drawn on and the amount it is forecast to rely on in 2020-21;
 - the amounts of EU funding which is secure in the event of a 'no deal' Brexit and EU funding which is not secure, as well as an explanation of what this funding is used for.
- Details of any contingency planning in relation to EU funding should there be a "no deal Brexit".

1.6 Costs of legislation

- Details of any allocations within the 2020-21 budget intended for the implementation of the PCET reforms, including any costs associated with primary legislation.
- Details of any allocations within the 2020-21 budget intended for the implementation of curriculum reform, including any costs associated with primary legislation.
- An update on any ongoing costs to the Education MEG of implementing legislation passed in the Fourth Assembly and the Fifth Assembly so far, and any financial implications for the 2020-21 budget.
- Budget provision for implementing the *Additional Learning Needs and Education Tribunal (Wales) Act 2018* and the wider ALN Transformation Programme.
- Information on the financial impact of any relevant UK Parliament legislation.
- Financial implications in 2020-21 of any relevant subordinate legislation.

1.7 Children's rights and other cross-cutting considerations

As stated in our report on the Draft Budget 2019-2020, we believe a Child Rights Impact Assessment (CRIA) should be undertaken for the draft budget as a whole. In terms of the Education MEG specifically, we request:



- Information on how children’s rights, equalities (including gender equality), sustainability and the Welsh language have been considered in budget allocations.
- A copy of the CRIA undertaken by the Department for Education to inform the allocations in the draft Education MEG for 2020-21. If a specific CRIA has not been undertaken, the reasons for this and a copy of any alternative integrated impact assessment.
- Information on the account taken of the *Wellbeing of Future Generations (Wales) Act 2015* in making allocations to budget lines within the Education MEG.
- Details and/or examples of any changes made to initial allocations within the Education MEG following considerations of children’s rights, equalities, sustainability, the Welsh language, or the *Wellbeing of Future Generations (Wales) Act 2015* as a result of impact assessments, or where these assessments have had a direct influence on the setting of budgets.

2. Specific areas

We request information on the following specific areas, if they are not already covered in the commentary on each Action.

2.1 Funding for school budgets

We have recently undertaken an inquiry into school funding and published our report in July 2019. In addition to the Welsh Government’s response to that report, we would welcome – once the Draft Budget 2020-21 is available – an updated assessment of the sufficiency of provision for school budgets in 2020-21 and any other relevant information.

2.2 Funding for school improvement

- A detailed breakdown of how the annual element of the £100 million additional investment in schools standards is to be allocated and used in 2020-21.
- Confirmation of whether there was any change to the breakdown of the £25.5 million Raising School Standards funding in 2019-20 (provided in [**Annex D of the Minister’s paper in November 2018**](#)).
- An update on how expenditure of the £100 million is being spent throughout this Assembly and what it is being used for.
- In line with Recommendation 31 of our *On the money? Targeted funding to improve educational outcomes* report, an update to [**Annex E of the Minister’s paper in**](#)



November 2018 which listed BELs within the Education MEG which predominantly finance the raising of school standards (on both an individual and aggregate basis);

- Information on whether there were any changes to the breakdown of the 2019-20 Regional Consortia School Improvement Grant (RCSIG) provided in the Minister's letter dated 12 March 2019, and a projection, if available, of the 2020-21 breakdown.

2.3 Reducing the impact of deprivation and poverty

- Information on how the Education MEG reflects the Welsh Government's long-term commitment to tackle the impact of deprivation and poverty and its impact on educational achievement.
- Detail about budget provision for the Pupil Development Grant (PDG), including:
 - how much extra funding the decision to fix schools' allocations in 2018-19 and 2019-20 according to eFSM numbers in Pupil Level Annual School Census (PLASC) January 2016 has generated for the PDG compared to using PLASC 2017 or PLASC 2018.
 - how many schools had higher eFSM numbers in 2017 or 2018 compared to 2016, and therefore received less PDG than they would have if the latest data had been used?
- Detail about budget provision for the PDG Access fund, how it is being allocated and distributed, including how many families are benefitting.

2.4 Education workforce

- Details of budget allocations to finance:
 - the Welsh Government's reforms of Initial Teacher Education (ITE); and
 - the development of a national professional learning offer for the education workforce.
- Information on any financial implications for the Education MEG in 2020-21 from the professional standards for teachers in effect since September 2017.
- Details of budget provision to meet the priority of reducing bureaucracy and unnecessary workload, including extended use of business managers.



- Information on any financial implications from the priority of attracting and retaining more high-quality applicants and high calibre mature graduates into teaching through new entry routes into the profession.
- Information on any funding provided by the Welsh Government to the Education Workforce Council.
- Details of budget provision for the National Academy for Educational Leadership.
- Information on any financial implications from the supply teaching cluster pilots and other ongoing consideration of relevant reforms.
- Information on any financial implications arising from the devolution of teachers' pay and conditions, including the latest plans to finance the teachers' pay award, and subsequent additional pension costs, from September 2019.

2.5 *Curriculum for Wales*

- An update on funding to support the finalising of the design of the new Curriculum for Wales and its implementation.
- An update on how the funding for teachers' professional learning to prepare for the new curriculum is being allocated and used.

2.6 *Education Improvement Grant (EIG)*

- Information on the level of the EIG in 2020-21 and comparison with previous years.
- A copy of the outcomes framework used by the Welsh Government for monitoring the impact of the EIG and any guidance issued to or by regional consortia.
- Detail of the allocations to each regional consortia for each year since 2015-16 and planned allocations for 2020-21.
- Confirmation of the purposes the Welsh Government expects the EIG to be used for and whether these have changed at all for 2020-21.
- Details of what the Foundation Phase element of the EIG is intended to be used for, (i.e. whether solely to work towards aspirational staff ratios or if it constitutes core funding for Foundation Phase provision and if so, at which age groups).

2.7 *Support for Minority Ethnic and Gypsy, Roma and Traveller learners*

- An update on the latest position for the method of funding support for Minority Ethnic and Gypsy, Roma and Traveller learners – will the £8.7 million grant funding in



place in each of 2018-19 and 2019-20 be discontinued with an expectation that these services are provided by local authorities from their own budgets?

- Information about how the use and impact of this funding in 2018-19 and 2019-20 has been monitored and evaluated.
- Confirmation—if the £8.7 million transitional funding has been discontinued and services expected to be financed from local authorities' core budgets—of whether a CRIA has been undertaken (if so, please could a copy of the CRIA be provided).

2.8 Emotional and mental health of children and young people

- Information about the financial implications for the Education MEG in 2020-21 of the Welsh Government's response to our Mind over Matter report, and subsequent actions.
- Detail of how any funding from the Health and Social Services MEG is being used to complement work in schools on this area.

2.9 Additional Learning Needs

- The financial implications of the Additional Learning Needs and Education (Wales) Act 2018 in the draft budget 2020-21 and whether the estimated costs of implementation remain the same as documented in the Explanatory Memorandum accompanying the Act in January 2018.
- Budget provision to support the ALN Transformation Programme and an updated profiling of the £20 million allocated during this Assembly.
- The latest position on the arrangements for funding the training of educational psychologists in Wales and whether the grant funding arrangement with Cardiff University is continuing into 2020-21.
- A breakdown of the Post-16 Specialist Placements BEL within the Well-being of Children and Young People Action.

2.10 Infant Class sizes

- Information about the budget provision for reducing infant class sizes in 2020-21, including;
 - how many schools, classes and pupils will have benefitted up to the end of 2019-20



- how many are expected to benefit in 2020-21 and the remainder of this Assembly.
- An update on allocations of the £16 million revenue and £20 million capital in this Assembly.
- An indication of how the value for money of the investment in reducing infant class sizes is being assessed, including details of the outcomes being sought to evidence its success.

2.11 Surplus places and small/rural schools

- An outline of the budget provision for the small and rural schools grant in 2020-21.
- An update on expenditure of the grant to date, and breakdown of how it has been allocated between local authorities.
- An indication of how the value for money of the small and rural schools grant is being assessed, including details of the outcomes being sought to evidence its success.

2.12 Community Focused Schools Initiative

- Details of budget provision for the Community Focused Schools Initiative to offer additional support to schools and colleges to help parents and children learn together.
- Details of the outcomes the Welsh Government intends to achieve from expenditure on this priority.

2.13 Estyn

- Details of Estyn's budget allocation for 2020-21 from the Housing and Local Government MEG, including what recent discussions have been held with the inspectorate on its required levels of funding and how this compares with previous years.
- Information about any implications for Estyn's budget or for Welsh Government budget lines from Professor Donaldson's report, A Learning Inspectorate, and subsequent actions.

2.14 Qualifications

- Details of the budget allocation to Qualifications Wales in 2020-21, including what recent discussions have been held with the regulator on its required levels of funding



and whether funding is sufficient to complete the task of sector qualification reviews in good time.

2.15 *Welsh-medium education*

- Details of budget provision to support the Welsh Government's Welsh-medium education strategy and local authorities' Welsh in Education Strategic Plans (WESPs).
- An outline of how the Welsh in Education budget Action support the Welsh Government's Welsh Language Strategy and its target of one million Welsh speakers by 2050.
- Confirmation of whether the funding for professional learning activity to support the teaching and learning of Welsh is continuing in 2020-21 and what the intended outcomes from this expenditure are.

2.16 *Youth work*

Information on budget provision within the Education MEG to support Youth Work, including:

- A breakdown of the £10 million referred to in the [media release of 24 June 2019](#).
- Clarification of which budget lines the additional allocations have gone into, including a breakdown of what funding constituted the existing allocation and what is new.
- Whether the funding announced on 24 June 2019 will be recurring annually.
- Allocations for the following grants, and information about the longer-term intention for them:
 - The Youth Work Strategy Support Grant;
 - The Welsh Government's Annual Grant to the Council for Wales of Voluntary Youth Services (CWVYS);
 - The Welsh Government's Annual Grant to Education and Training Standards Wales (ETS Wales);
 - The National Voluntary Youth organisation (NVYO) Grant.
- An outline of how young people have been involved in informing the decisions about the allocations for youth work.



2.17 Childcare offer

- An updated assessment of the revenue and capital implications for the Education MEG of the Welsh Government's childcare offer.

2.18 Early Years / Foundation Phase

- Details of how the Welsh Government ensures it has an overview of the funding rates for the 10 hours early years Foundation Phase offer across Wales for the non-maintained sector and in comparison to the maintained sector.
- An update on the work being undertaken to review the relationship between funding rates for childcare for three and four year olds (under the Childcare offer) and early years education (the Foundation Phase) for three and four year olds and an update on the pilot in Flintshire.
- An explanation of how funding for the Foundation Phase in the Education Improvement Grant (EIG) relates to other funding for early years education, and whether their purposes are distinct from one another.

2.19 Capital funding for school and college infrastructure

- Information on budget provision for 21st Century Schools and progress of the programme to date, including expenditure and numbers of projects completed/approved to date, broken down by:
 - A summary of expenditure and number of projects undertaken / completed within Band A.
 - The latest position regarding Band B of the programme.
- An update regarding the use of the Mutual Investment Model for Band B and the impact this will have on the money available.

2.20 Further education, Sixth Forms and Adult Community Learning

- Details of any funding to be provided to further education institutions to enable them to prepare for curriculum reform.
- Details of the call on the 2020-21 post-16 education action, to meet the 2019/20 academic year funding commitments for Sixth Forms and further education institutions.
- Details of any capital funding to further education institutions and any restrictions placed on the capital funding by Welsh Government.



- Details of any hypothecated or un-hypothecated allocations to further education institutions beyond their core-allocation, in particular details of any amounts intended to support mental health provision, additional learning needs, teaching pay, and pensions.
- Details regarding the post-16 specialist placements BEL, including its purpose.
- Expected amount of funding that further education institutions will receive from work-based learning and employability provision/contracts.
- Details of the complete 2019/20 allocations to further education colleges, to include the amounts of all eight components of the allocation (i.e. full-time, part-time, part-time allowance, deprivation, sparsity and welsh medium allowances, maintenance allowance and the Adult Learning Wales adjustment).
- A step-by-step explanation of how the full-time and part-time allocations for further education institutions are now calculated, including the demographic, curriculum and learner data the calculations are based on.
- A copy of the most recent Further Education Financial Forecast Planning Assumptions guidance issued to FEIs.

We understand that the final 2020/21 allocations for Sixth Forms, further education and adult community learning are not made until later in the financial year. Like our approach this year, we will follow up on these matters when the 2020/21 academic year allocations are decided.

2.21 Higher education & post-16 learner support, including student loans resourcing

- Details of the HEFCW allocation, including details of any hypothecated funding to be allocated to HEFCW, such as for Global Wales II, research, pensions (if any) etc. (degree apprenticeships are addressed below).
- Details of any capital funding to be made available to HEFCW, including any restrictions to be placed on it by Welsh Government.
- A table showing the 2019-20 outturn, and forecast expenditure over the following four years on:
 - Full-time undergraduate (FTUG) Tuition Fee Grant (broken down by students in Wales and elsewhere in the UK)



- FTUG Maintenance Grant (broken down by students in Wales and elsewhere in the UK)
 - Part-time undergraduate (PTUG) Maintenance Grant (broken down by students in Wales and elsewhere in the UK)
 - Masters Finance grant element (broken down by students in Wales and elsewhere in the UK)
 - Education Maintenance Allowance (EMA)
 - Welsh Government Learning Grant (Further Education) (WGLG(FE))
 - Targeted grants and allowances (by students in Wales and elsewhere in the UK)
 - Any other funding items within the Post-16 learner support action (the student loan resource provision is addressed below).
- Student loans provision broken down by:
 - DEL and AME for both revenue and capital, all split by fiscal and non-fiscal amounts, including a commentary explaining any movements compared to the First Supplementary 2019-20 budget.
 - Forecast student loans provision broken down by amounts for:
 - FTUG tuition fee and maintenance loan outlay and Resource Accounting and Budgeting (RAB) charge
 - PTUG tuition fee and maintenance loan outlay and RAB charge
 - Masters Finance loan element outlay and RAB charge
 - Doctoral loan outlay and RAB charge
 - An outline of any impact the ONS December 2018 decision on the treatment of student loans in the public sector finances has had on Wales / Welsh Government policy.
 - Details of any 2020-21 allocation intended for the delivery of degree apprenticeships; and details of the funding that would be required to teach-out degree apprentices should the pilot not continue beyond the initial £20 million commitment.

2.22 Other post-16 education & Welsh in education

- Details of post-16 specialist placements funding and its use, if not covered elsewhere.



- Details of Personal Learning Account pilot funding.
- Details regarding funding for offender learning, and details of the provision this funds.
- Details of the Welsh in Education budget including any allocation for the Coleg Cenedlaethol.
- The original Welsh in Education BEL in the 2019-20 Final Budget was £29.361 million. This BEL moved into the International Relations and Welsh Language (IRWL) MEG in January 2019. In June 2019 the First Supplementary Budget shows that the Action moved back to the Education MEG, but only £14.325 million transferred out of the IRWL MEG into the Welsh in Education BEL within the Education MEG – the balance moving as a transfer within the IRWL MEG into the Welsh Language BEL:
 - Which activities associated with the funding transfers have moved from the IRWL MEG into the Education MEG, and which have remained within the IRWL MEG?
 - What was the rationale for splitting the funding previously contained in the Welsh in Education BEL between two MEGs?

2.23 Science and business innovation

- Details regarding the support for:
 - the Chief Scientific Advisor and their office, including any additional funding made available for strategic initiatives/implementing science policy
 - research and innovation activity, in particular businesses innovation activity
 - the Life sciences.



Russell George AM
Chair, Economy, Infrastructure & Skills Committee

SeneddEIS@assembly.wales

31 July 2019

Dear Russell

Thank you for your letter dated 4 July following up on the scrutiny session on 9 May.

I welcome the fact the Economy, Infrastructure and Skills Committee have agreed to undertake further work on the Foundational Economy, beginning with a focus on procurement. I look forward to hearing about the Committee's work in these areas, particularly as placed based procurement forms an essential part of my broader approach to the Foundational Economy.

You have asked about our commitment to producing a Foundational Economy enabling plan and to timing of the same. My immediate focus and priority is not the production of an enabling plan, but delivery in three specific areas of activity, namely:

- Testing and trailing new innovative experiments through our Foundational Economy Challenge Fund.
- Nurturing grounded local firms and the 'missing middle'.
- Spreading and scaling best practice and mainstreaming the lessons of successful approaches to Local Wealth Building. With an initial focus on growing strong local supply chains in public procurement working with Public Service Boards.

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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.

These three areas, along with my Foundational Economy Advisory Board are laying the potential foundations for the development of an enabling plan. This could evolve and be informed by evidence and findings from these three areas of work and the community of practice that the Board and Fund are helping to establish. However, I am not placing a timescale on this, as I think the immediate priority is to deliver and test interventions in the areas identified above.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Lee', is centered on the page.

Lee Waters AC/AM

Dirprwy Weinidog yr Economi a Thrafnidiaeth
Deputy Minister for Economy and Transport

Lee Waters AM,
Deputy Minister for Economy and Transport

4 July 2019

Dear Lee,

Following the scrutiny session with you and the Minister for Economy and Transport on 9 May, the Committee agreed to do further work on the Foundational Economy. In the first instance we intend to focus on procurement and will shortly be scoping an inquiry for the Autumn term.

As we plan our approach we are mindful that the Welsh Government was intending to publish action plan(s) for the Foundational sector(s). During our discussion on 9 May you indicated there would be a cabinet discussion “in the coming months” and said “the commitments we had to an enabling plan for the different foundational sectors as set out in the economic action plan are now going to be an integrated plan for the whole of the foundational economy”.

Do you still envisage publishing an integrated plan, or similar and if so, when that might be published?

We will, of course, keep you informed of our plans in this area, and doubtless invite you to discuss these matters with the Committee in due course.

Best wishes,



Russell George AM,
Chair, Economy, Infrastructure and Skills Committee





Llywodraeth Cymru
Welsh Government

Ein cyf/Our ref KS/07240/19

Russell George AM
Chair, Economy, Infrastructure and Skills Committee

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16 August 2019

Dear Russell,

Thank you for your letter of 24 July following the In-year Financial Scrutiny of the Economy and Transport Portfolio.

M4 Project Cost Estimates and VAT

Published M4 Project cost estimates have consistently been clear and accurate, with appropriate consideration of VAT and price base. Economic Assessment Reports were also published to the Public Inquiry, which then scrutinised the cost estimate in detail.

It is conventional practice, as per Treasury 'Green Book' guidance, that VAT is excluded from assessments during development stages of projects due to the somewhat cyclical nature of the payment and the fact the quantum is difficult to estimate.

When closer to final investment decision, such as the consideration of the Welsh Ministers of whether to make the Orders, it is important to refresh the price base to a current value, and also more appropriate to factor in non-recoverable VAT. This allows for optimal consideration against other Government spending priorities.

At the time of the Welsh Transport Planning and Appraisal Guidance (WelTAG) assessment in 2013, the Project cost estimate was £998m. This estimate was prior to introduction of additional scope since 2013, such as enabling works within Newport docks; enhancements to junctions and additional environmental mitigation measures arising from liaison with Natural Resources Wales.

The scheme cost estimate, updated during the Inquiry, was £1.321bn. A breakdown of that estimate and its history have been published to the Public Inquiry, and is attached under Annex A. This figure excluded all VAT (whether recoverable or not). The latter figure quoted of £1.57bn included non recoverable VAT (recoverable VAT was excluded as this would not be a cost to WG) and an adjustment of £44m which related to the costs already incurred for Key Stage 4 (as they had already been incurred they would not be subject to inflation or form part of any future spend). Therefore, how the £1.57m figure is arrived at is detailed in the table in Annex B.

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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.

South East Wales Transport Commission

As stated in the Terms of Reference, the Commission will report on its interim findings within six months of its formation. It is my expectation that the interim report will be available as early in the next calendar year as possible.

The Commission will consist of individuals with a wide range of relevant expertise. The desire for the Commission to have “fresh eyes” is to seek out and apply UK and international best practice to developing innovative solutions to the problems associated with congestion on the M4 around Newport rather than exclusion of anyone with any prior involvement of the M4 Project, either for or against. Lord Burns intends the Commission membership to be small and focused, and I am confident that he will propose a well-balanced, appropriate team well suited to the task in hand.

Whilst administration of the Commission will be provided by Welsh Government officials, the Commission will have full authority to lead and develop its own findings and recommendations. It is intended to procure technical services for supporting the Commission via Transport for Wales to provide a further degree of autonomy and quality assurance.

As discussed, Lord Burns has already indicated that he is willing to liaise with Assembly Committees. An initial task for the Commission will be to determine its stakeholder engagement plan of how it will involve all parties in its work, ranging from the public to Ministers and bodies such as the EIS Committee.

As mentioned in your letter, my official's discussed the matter of maximising future value from the data prepared to inform the M4 Project Public Inquiry at a PAC scrutiny session earlier in July. Budget has been allocated to ensure that the M4 Project is 'wound up' in a way to best achieve this. For instance, Lord Burns has already requested a report on the existing traffic situation, broken down by various categories such as daily flows, peak hour flows and origin/destination of travellers. Data already collected for the M4 Project can be used to answer this query.

M4 Relief Road – further information on funding and scope

Both the First Minister and I have been clear that the decision not to proceed with the relief road does not create a £1.4 billion windfall. However, we have been clear that the Commission established to consider the opportunities and objectives for tackling congestion around Newport will have first call on the money that would otherwise have been set aside in developing its proposals. Any such proposals would still of course be subject to the usual Business Case and value-for-money considerations.

As the First Minister has said, we do not want the work of the Commission to be limited to designing solutions that would allow it to meet a specific budget. We will allow the Commission the freedom to undertake its work, before assessing the affordability of its recommendations in addressing the transport challenges in South East Wales.

I expect that some measures the Commission consider will have broader potential impact than just south east Wales. Where that is the case I expect that the Commission may make recommendations that feed into the current development of a new Wales Transport Strategy which is, quite timely, in development now. This method would ensure that the Commission's outputs appropriately address the regional issues, with linkage to national ones.

M4 Relief Road – further information on the reason for the decision

The First Minister's reasons for not proceeding with the project are clearly set out in his decision letter published here: <https://gov.wales/m4-corridor-around-newport>. The First Minister's decision was based on the capital spending demands of the Welsh Government budgets, and the greater weight that the First Minister placed on the adverse impacts that the project would have on the environment than the Planning inspector did.

Significant changes have occurred in the context of the scheme since the draft Orders were published in March 2016. These being climate change emergency, biodiversity loss, heightened concern over air quality and of course Brexit.

The decision making process was quasi-judicial and a matter of judgement for the First Minister alone taking into account the Inspector's report and accompanying advice from officials.

The First Minister consulted with Cabinet on 29 April 2019 regarding wider spending priorities, rather than the merits of the M4 Project, and the minutes of that meeting have since been published.

As the Welsh Government had previously made clear before the orders decision was made, given the significance of the M4 project to Wales and the strong feelings on all sides of the Assembly, it would, once the orders process had been completed by the First Minister, bring forward a debate and a vote in government time. This was brought forward on 25 June.

Apprenticeships

Whilst the matter you raise falls to the Minister for Education, we are currently finishing the planning arrangements linked to the commencement of the Degree Apprenticeship evaluation. The Welsh Government and the Higher Education Funding Council for Wales (HEFCW) will use the evidence from the evaluation to help inform their future approaches.

The first apprentices started in September 2018. The duration of the apprenticeship is generally three years so the first cohort will start to graduate from summer 2021. Many of the outcomes for the employer, the apprentice and the wider economy will not be accrued until after that time. However, we anticipate that the evaluation will provide early emerging evidence on the impact of the programme. The Minister for Education will be making a decision before the end of this government's term, in consultation with HEFCW, on future priorities and investments. In addition to evidence from the evaluation consideration will be given to evidence of demand (including that from Regional Skills Partnerships) and available budget.

Yours sincerely



Ken Skates AC/AM

Gweinidog yr Economi a Thrafnidiaeth
Minister for Economy and Transport

**Annex A - Construction Cost Estimate Tracker during M4 Project Public Inquiry
(£m, exc VAT, Q4 2015 price base)**

Component	Scheme Costs (December 2016 Revised Economic Appraisal Report)	Eastbound off-slip net additional costs	Updated Scheme Costs (March 2017 Revised Economic Appraisal Report Supplement)	Newport Docks Mitigation, Bridge Protection Works and extension of PLI net additional costs	Updated Scheme Costs (December 2017 Revised Economic Appraisal Report Supplement No.2)
Preliminaries including Traffic Management	£212.0	+£1.1	£213.1	-	£213.1
Roadworks	£268.0	+£1.2	£269.2	-	£269.2
Structures	£296.9	+£0.1	£297.0	+£17.5	£314.5
Landscaping and environmental works	£44.8	+£0.1	£44.9	-	£44.9
Works by other authorities	£38.3	+£0.5	£38.8	-	£38.8
Land and Compensation costs	£92.0	+£0.3	£92.3	-	£92.3
Risk and Optimism Bias	£141.3	(+£1.5 less £4.8) = - £3.30	£138.9	-£17.5	£120.4
Project Estimate excluding VAT and Inflation	£1,093.2	-	£1,093.2	-	£1,093.2
Key Stage 4 Costs	£22.0	NA	£22.0	+£22.0	£44.0
Reclassification and reconfiguration of Caerleon Junction[1] (Including Optimism Bias)	£16.2	NA	£16.2	-	£16.2
Newport Docks Work	-	-	-	+136.3	£167.5
Newport Docks Works – Risk and Contingencies	-	-	-	+£31.2	
Total Costs	£1,131.3	-	£1,131.3	+£189.5	£1,320.8

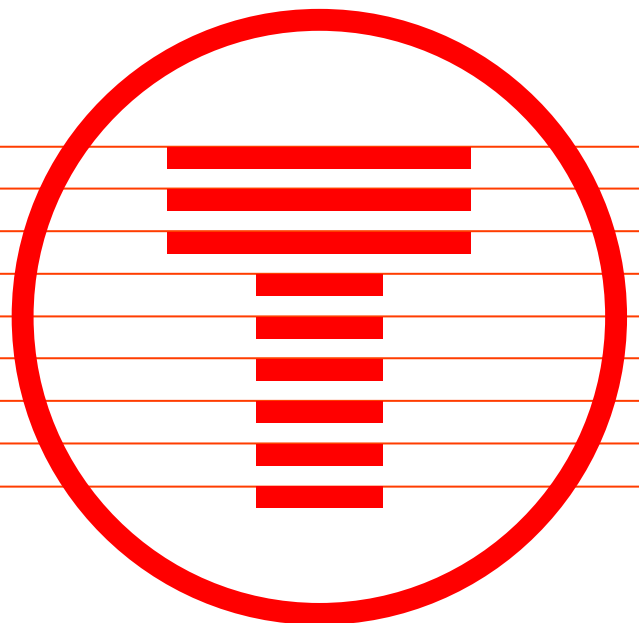
Annex B – Breakdown of the revised £1.57bn quote

	2015 Prices	2019 Prices
Base Price	1,321	
Less key stage 4 costs	(44)	
Revised Expenditure	1,277	1,382
Add Irrecoverable VAT	170	184
Revised Total (including irrecoverable VAT)	1,447	1,566



Communications Strategy Summary

1 April 2019 - 31 March 2020





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1. Introduction

Transport for Wales (TfW) is a young organisation driving forward the Welsh Government's vision of a high-quality, safe, integrated, affordable, and accessible transport network in Wales. Our vision is to create a transport network of which Wales is proud.

While our mission, vision and values are clear, we now need to establish and develop our brand and engagement, initially in rail and then as a multi-modal organisation as our remit widens.

Our long-term communications aims are to ensure that:

- We keep customers at the heart of everything we do and ensure they have a voice in TfW's development
- Our employees feel proud to be part of the TfW family and their role in delivering our objectives
- We build a fully bilingual, customer-focused brand that's trusted and respected by our key audiences and becomes a key part of the fabric of Welsh life
- We're recognised as an innovative world-class organisation
- Our key audiences understand our strategic value and impact on Wales/the Welsh economy
- We demonstrate that we're delivering Welsh Government policies as well as our impact on all parts of Wales
- Our brand becomes a respected member of the Wales-brand family
- We build effective, trusted and collaborative relationships with customers, stakeholders and interest groups
- We will further develop the 'Metro' brand to ensure it complements the wider TfW brand.

Lewis Brencher
Director of Communications
Transport for Wales



2. Our mission, vision and values

2.1 Our mission

Transport for Wales exists to Keep Wales Moving safely by delivering customer-focussed services, expert advice and infrastructure investment.

2.2 Our vision

To create a transport network of which Wales is proud.

2.3 Our values

We'll create trust with our customers, employees and stakeholders founded on our values:

Our values	How we want our customers to feel	How we want our employees to feel	How we want our stakeholders to feel
Being safe <ul style="list-style-type: none"> ▪ Health ▪ Safety ▪ Well-being 	Trusting	Responsible	Assured
Being the best <ul style="list-style-type: none"> ▪ High-performance ▪ Pace 	Impressed	Proud	Proud
Being positive <ul style="list-style-type: none"> ▪ The right attitude ▪ Can do, will do 	Confident	Empowered	Heard
Being connected <ul style="list-style-type: none"> ▪ Enterprising ▪ Networked 	Engaged	Engaged	Engaged
Being fair <ul style="list-style-type: none"> ▪ Treating people well ▪ Integrity ▪ Equality 	Valued	Heard	Valued
Creating shared success <ul style="list-style-type: none"> ▪ Passion for the best deal 	Excited/inspired	Involved	Involved



3. Our personality and tone of voice

3.1 Our communication strategy will be built on our four key personality characteristics which are outlined in our brand guidelines:

- Human
- Honest
- Engaging
- Useful

Our personality characteristics will inform the tone of our communications as well as how we communicate. Our brand guidelines include further details of TfW's brand personality and tone of voice. We update our brand guidelines (See Appendices) regularly based on key audience insight.



4. Our key audiences

4.1 TfW aims to be recognised as an innovative world-class organisation and in the coming years we'll build brand recognition amongst our key audiences. We'll tailor our proposition and messages to engage our key audiences and appeal to those who are new to us.

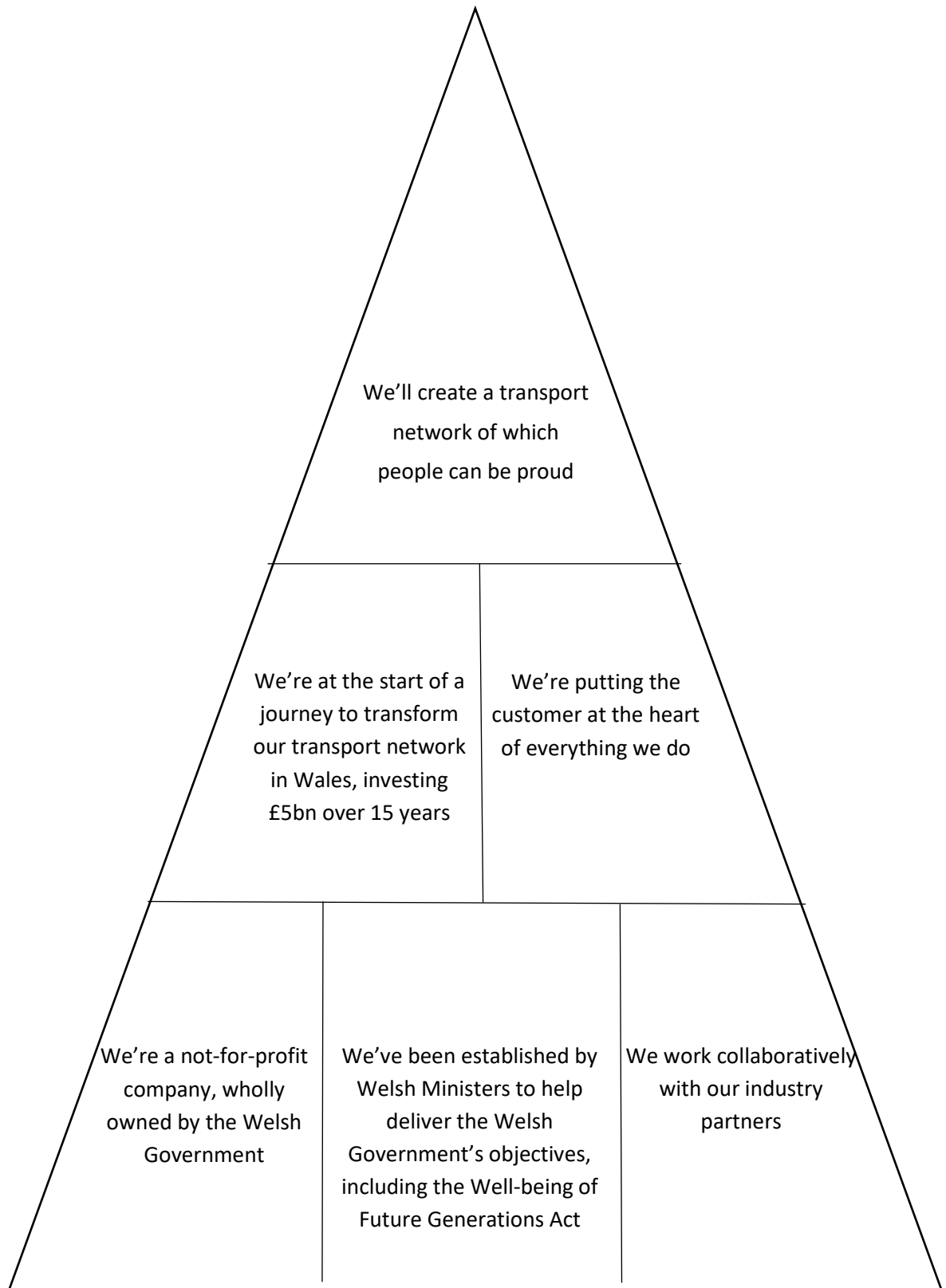
We'll develop insight into our key audiences as well as the brand attributes that will establish and build our credibility.

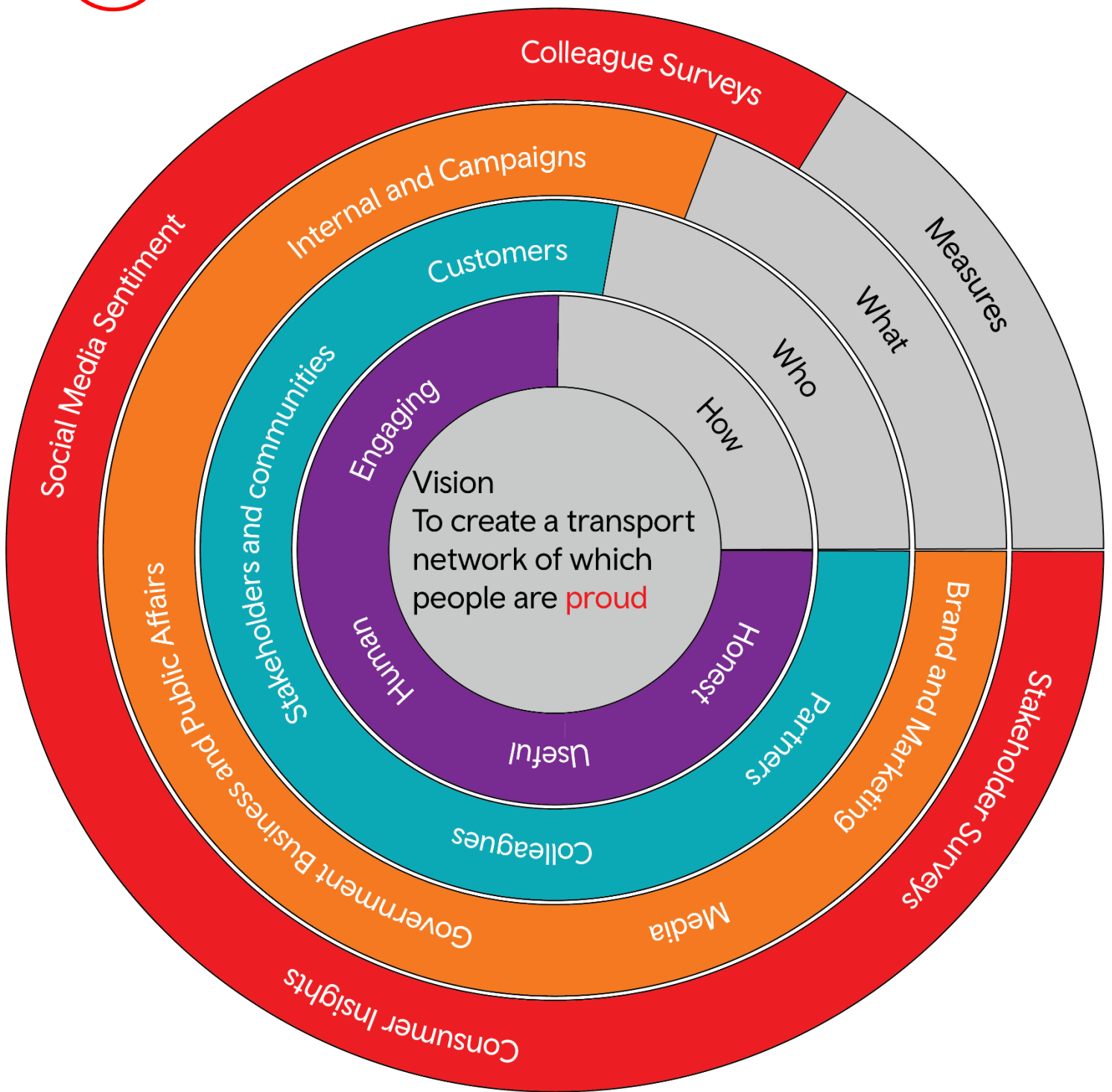
4.2 Our key audiences include:

External	<ul style="list-style-type: none"> Customers The people of Wales The people of the borders (for rail) Businesses Suppliers Journalists, analysts and commentators Rail industry professionals and organisations The European Union (review ERDF requirements by project)
Government	<ul style="list-style-type: none"> Welsh Government ministers The Welsh and UK Governments Local Government
Political	<ul style="list-style-type: none"> Assembly Members Members of Parliament
Stakeholders	<ul style="list-style-type: none"> Local National Trades unions Partner organisations Regulators
Internal	<ul style="list-style-type: none"> Employees Welsh Government-seconded staff Consultants Contractors Non-Executive Directors Employees of partner organisations



5. Key message prioritisation







6. Our strategic communications objectives

6.1 Our communications mission

To build a trusted brand as Transport for Wales, we must recognise that our brand is ultimately a reflection of the decisions we make as an organisation and the service that we deliver for our customers, and therefore the work we do in communications is only part of the development of our brand. Alongside delivering our organisational objectives, we can support the development of our brand by having human, honest, useful and engaging communications with customers, colleagues, partners and stakeholders across the TfW family.

6.2 We'll achieve our strategic communications mission to create a brand of which people can be proud through the following workstreams, each focused on our key audience groups:

- Brand and marketing
- Internal communications and campaigns
- Media relations
- Government relations and public affairs
- Community engagement and our advisory architecture

6.3 Brand and marketing

We'll build and develop TfW's bilingual brand and ensure that it is applied consistently across all areas of our activity, ensuring that it becomes an iconic part of the Wales-brand family as well as a positive part of the fabric of Welsh life. We'll create a brand of which the people of Wales can be proud through good design and engaging application of our brand standards.

We'll demonstrate how we're delivering against the policy objectives of the Welsh Government by developing a clear narrative built around the Well-being of Future Generations Act, as well as all the other key policy areas in which TfW is remitted to deliver on behalf of the Welsh Government. We'll deliver specific campaigns built around these policy objectives and where we are remitted by the Welsh Government on specific projects.

6.4 Internal communications and colleague engagement

We'll build positive and engaging relationships with colleagues to ensure they feel proud to be part of the TfW family. We'll achieve this by developing positive opportunities to share information and ensure that TfW's employees and delivery partners have a voice in shaping the organisation. We'll create tools and a culture to ensure an open, collaborative and transparent relationship



exists between colleagues and teams across the organisation and support visible and accountable leadership.

6.5 **Media relations**

We'll build a well-known and trusted brand on social media that characteristically reflects our personality as an honest, transparent, useful and human organisation. We'll reflect our willingness to transform services as soon as possible. We'll increase positive coverage in the media to help communicate change as well as to develop a clear narrative, structure and tone of voice people can relate to, understand and be proud of. We'll build and develop strong relationships with industry partners, stakeholders and journalists.

6.6 **Government relations and public affairs**

We'll promote TfW's reputation and build trust in TfW's brand with Welsh Government, the wider Welsh Assembly, Members of Parliament and elected representatives more widely. We'll continue to build our relationship with Welsh Government Ministers by ensuring that we deliver their objectives through effective communication, support and engagement. We'll support the Welsh Government in communicating and engaging with Welsh Assembly Members and Welsh Members of Parliament about operational topics relating to TfW and our delivery partners.

6.7 **Community engagement and advisory architecture**

Our services shouldn't just benefit our passengers. They should also positively impact the local economies and communities we serve and we can only ensure we do this by collaborating with those economies and communities.

We collaborated with our Community Rail Partnerships and other local community groups to develop our Community Rail Vision which outlines our commitments from 2019 onwards. TfW will create an advisory panel which will provide insight into how we're delivering our commitments. Our broader advisory architecture will provide clear and accessible engagement routes for our users, stakeholders and interest groups.

We'll also consider how our current engagement structures can be incorporated into our new advisory architecture to ensure that there are clear and transparent engagement opportunities across our current remitted responsibilities.

6.8 **Detailed strategies**

We've developed detailed strategies for each workstream using the Government Communication Service's OASIS planning tool.



7. Our brand and marketing strategy

- 7.1 To create a brand of which the people of Wales can be proud, ensuring that it becomes a respected part of the Wales-brand family and a positive part of the fabric of Welsh life. We'll build TfW's brand through good design as well as engaging and consistent application of our brand standards.
- 7.2 TfW is a young organisation and in 2019 – 20 we'll put in place the foundations that will enable us to build our brand and undertake our future marketing activities.
- 7.3 Our brand will drive the following:
- Our other communication objectives
 - Our customer experience strategy
 - Our corporate marketing strategy
- 7.4 We've already undertaken significant work to launch TfW and develop our brand to date, and in 2019 – 20 we will focus on building our brand and communicating our long-term impact to achieve our long term aims.
- 7.5 **Implementation**

Strategic brand building

As a young organisation, we now need to build our bilingual brand on firm foundations to ensure that we engage effectively with our key audiences and earn their trust and respect. In 2019 – 20 we'll build our insight into our key audiences to ensure that we develop and implement an effective brand vision/strategy as well as our digital/online brand in line with our developing digital customer experience strategy.

This insight will also drive our creative development strategy and enable us to develop an effective brand promise/proposition, campaigns as well as an impactful visual identity and supporting brand assets.

In 2019 – 20 we'll continue to develop our tone of voice and core messaging. A distinctive tone of voice will enable us to connect with our customers and ensure that all our communications are consistent whether they're face-to-face, in print, on the 'phone, onscreen or online.

Brand management, application and guardianship

To build an impactful brand with a distinctive personality and consistent tone of voice, we'll implement strong brand management and effective guardianship. We'll continue to develop our brand guidelines to ensure that



they underpin the detailed application of our brand. We'll publish new versions of our brand guidelines biannually.

We'll engage with users of our brand to ensure that they become educated users with a deep understanding focused on our key personality characteristics, attention to detail and consistency.

TfW aims to be a respected, world-class organisation and the interior and exterior of our headquarters will embody our brand and support our ambitions to be an employer of choice as well as the ambitious local regeneration of Pontypridd and the Welsh Government's inward investment activities.

People/employee brand development

TfW's aim is to create a brand of which the people of Wales are proud and our mission, vision and values are the cornerstones of our brand. Our people/employees are also playing a pivotal role in building our brand and in 2019 – 20 we'll develop our internal/people brand and embedding our values to underpin the development of TfW's culture.

We'll engage our people by developing a distinctive internal tone of voice that complements TfW's external tone of voice and ensures that all our internal communications are clear and consistent.

Welsh language

TfW provides services in both Welsh and English and our brand is bilingual. In 2019 -20, we'll update our Welsh language strategy and supporting policies to embed the Welsh language/bilingualism within TfW's culture. This will build on the standards we have incorporated from Welsh Government.

We'll also ensure that our distinctive internal tone of voice recognises that TfW is a bilingual organisation and that all our communications in both languages are clear and consistent.

Strategic marketing and campaigns

TfW is driving forward the Welsh Government's vision for Wales' future transport network and in 2019 – 20 we'll start to build our reputation as an innovative world-class organisation.

We'll position our role in effectively delivering Welsh Government policy and communicate our strategic value as well as our growing impact on Wales and the Welsh economy. We'll also develop/update appropriate key messaging/a key message matrix to support all our marketing and communication activities. We'll tailor our key messages to ensure that they are meaningful to our key audiences.



Our 2018 – 19 Annual Report and Financial Statements will be a key focus during the year and will be the catalyst our strategic reputation-building activities.

Transport for Wales rail customer marketing and brand development

2019 will be TfW's first full year operating rail services in Wales and the borders and our rail marketing team will build TfW's brand, recognising the unique nature/requirements of the Wales and Borders rail service.

We'll establish effective brand guardianship and creative development. We'll also ensure that our collaborative campaigns contribute to the development of our brand with consideration for the commercial and consumer engagement requirements of our teams.

Development of the Metro brand

The Development of the South Wales and North Wales Metros are core projects for Transport for Wales. As the work to build and establish the services starts, the brand and customer proposition for these services will also need to be further developed from the strong foundation which has already been established.

Development of the Metro brand will be a key activity for 2019/2020 and will need to complement the wider work to develop the TfW brand. TfW will ensure that customers and stakeholders have a clear understanding of the opportunities and benefits that Metro can deliver, as well as the journey to create it.



8. Our internal communications and campaigns strategy

8.1 Internal communications

We'll build positive and engaging relationships with our employees to encourage them to feel proud to be part of the TfW family. We'll achieve this by developing positive opportunities to share information and ensure that our employees and delivery partners have a voice in shaping TfW.

We'll create tools and a culture to ensure an open, collaborative and transparent relationship exists between employees and teams throughout TfW. We'll also support visible and accountable leadership. This will be built around the adoption of a social partnership model, with employee collaboration and representation throughout our development.

8.2 Campaigns

We'll develop award-winning creative campaigns that are led by the objectives of our business plan and are aligned to our key personality characteristics (human, honest, engaging and useful). Our campaigns will be built on consistent and strong foundations and will build trust in TfW's brand and the services we deliver while bringing TfW's brand to life.

Our campaigns will communicate what TfW stands for as well as our vision and values with integrity and confidence. Our campaigns will be internally and externally focused and successfully reach our key audiences.

We'll also ensure that TfW becomes a leading voice in key national and international campaigns to show our commitment to important industry initiatives, charities and projects, aligned to broader Welsh Government policy objectives.

Internally, our campaigns will engage our people and will play a significant role in developing and embedding our internal culture.

8.3 Implementation

We'll create 'best in the business' internal communications and build a trusted and engaged workforce which cements the one team 'TfW family' approach. Working closely with colleagues from Transport for Wales Rail Services, and Network Rail will play an essential role in key areas of the business.



We'll launch new and engaging platforms created and managed with the views and needs of our staff across the organisation, which will build on our aspiration of becoming an employer of choice.

We'll take into consideration employee working patterns, including our colleagues based across Wales in other various locations when planning colleague events.

Our overarching aim is for our colleagues to trust our internal communications service and find the service useful and valuable both to their role and as a TfW employee.

We'll build on our existing, encouraging engagement levels to create TfW's full suite of internal communications platforms for our colleagues to engage with.

Through our programme of activity aligned to these platforms, we'll ensure all employees and key stakeholders can easily access key information and updates. We'll also ensure our employees and stakeholders are the first to know of any changes, launches and relevant updates.

The internal communications tactics we implement, and our chosen platforms will be led and shaped by employee input and feedback.

We'll encourage two-way communication as part of our internal communications, encouraging our colleagues to participate and provide feedback.

Our internal communications will include multi-channel options, including digital and face-to-face.

We'll align our internal tone of voice with TfW's brand.

In 2019/20 we'll implement a range of campaigns including campaigns to:

- Communicate the launch of Welsh Concessionary Travel Cards
- Cardiff's Bus Interchange
- Welsh Government's Transport Change Programme
- The transfer of onboard rail catering services to TfW
- Recruitment campaigns



8.4 Key messages

Our internal tone of voice and key messages will complement and reinforce our brand, vision and values. Our key messages are:

- We're committed to keeping you up to date
- We're committed to creating a one 'TfW family' approach
- We're working together to Keep Wales Moving
- We're committed to achieving our values

In line with our values, we want employees to feel

- Responsible
- Proud
- Empowered
- Engaged
- Heard
- Involved



9. Our media relations strategy

9.1 We'll build a well-known and trusted brand on social media that characteristically reflects our personality as an honest, engaging, useful and human organisation. We'll reflect our willingness and plan to transform services.

9.2 We'll increase positive coverage in the media to help communicate change and develop a clear narrative structure and tone of voice that people can relate to, understand and be proud of. We'll build and develop strong relationships with industry partners, stakeholders and journalists.

9.3 Implementation

Through our content creation and engagement with the media:

- We'll build a well-known and trusted brand that characteristically reflects honesty, transparency and a willingness to transform services as soon as possible - For People, For Places, For Wales
- We'll develop a clear media relations plan focused on key TfW developments/achievements that ensures that we are running media campaigns to communicate and support these achievements
- We'll increase positive coverage in the media and develop a clear narrative structure and tone of voice that people can relate to, understand and be proud of
- We'll build and develop strong relationships with industry partners, stakeholders and influential journalists (local, national and rail trades), responding to journalists' enquiries within required timescales wherever practically possible
- Collaborate with our industry partners, attending regular meetings to ensure consistent messaging and to create a joined-up image of the transport industry in Wales
- We'll work closely with political stakeholders including arranging ministerial visits to maximise positive media coverage and highlight our relevance to government responsibilities
- We'll develop a clear message prioritisation structure to underpin all our content

9.4 We'll create, develop and publish content that's:

- Relevant to TfW's responsibilities
- Relevant to the Welsh Government's responsibilities



- Objective and explanatory
- Engaging and informative
- Always a justifiable expenditure of public funds
- Authentic and transparent
- Politically neutral

We'll demonstrate visible and accountable leadership by ensuring that relevant TfW spokespeople represent our brand when communicating with the media.



10. Our government relations and public affairs strategy

- 10.1 We'll promote TfW's reputation and build trust in TfW's brand with our audience: the Welsh Government, the wider Welsh Assembly, Members of Parliament (MP) and elected representatives more widely. Elected representatives are appointed by those that use and are impacted by our activities and therefore it is essential that we work collaboratively with all of them.
- 10.2 We'll improve our partner relationships with Welsh Government Ministers by ensuring that we deliver their objectives through effective communication, support and engagement. We'll support the Welsh Government in the effective communication and engagement with Welsh Assembly Members (AM) and Welsh MPs for operational topics relating to TfW and our delivery partners.
- 10.3 We'll engage with Welsh Government Ministers, AMs and MPs to:
- Promote TfW's reputation
 - Build trust in TfW's brand with Welsh Government, the wider Welsh Assembly and MPs
 - Improve our partner relationships with Ministers, ensuring that they feel informed and engaged in TfW's journey of transformation
 - Ensure that they understand that TfW has ambitious, achievable plans and we're delivering them
 - Ensure that they understand that TfW is available and here to help

10.4 Implementation

We'll develop our insight into our audience to target our communications, recognising our audience's knowledge levels and interest in transport and ensure that we provide them with different options in relation to how or when they engage with TfW.

We'll undertake a survey of all AMs and Wales and Borders MPs to develop our insight into their understanding and views of TfW's services.

We'll engage with our audience through a range of different communications channels:

- Direct communication, including responding to constituents' enquiries and attending meetings
- Newsletters summarising our news and forthcoming events
- Drop-in sessions for AMs and MPs at the Senedd and in Westminster
- Constituency briefings, including high-quality online and printed content to update, inform and provide useful information for constituents



11. Our community engagement strategy

11.1 Our services shouldn't only benefit the passengers using them, they should also have a positive impact on the local economies and communities that we serve, and we can only ensure this by working collaboratively within those communities. As a result, we've launched our Community Rail Vision, produced in collaboration with our Community Rail Partnerships and other local community groups which outlines in detail all our commitments for 2019 and beyond.

11.2 **Implementation**

We'll create an advisory panel to provide insight and scrutiny for the delivery of our commitments and to guide the development of the organisation. We'll complement this by developing a broader advisory architecture providing clear and accessible engagement routes for users, stakeholders and interest groups.

As part of our advisory architecture, we'll also consider how to incorporate our current engagement structures to ensure we create clear and transparent engagement opportunities across our current remit.

Julie James AM,
Minister for Housing and Local Government

14 August 2019

Dear Julie

On 11 July the Welsh Economy, Infrastructure and Skills Committee held its first annual scrutiny of the Chair of the National Infrastructure Commissioner for Wales, John Lloyd Jones.

You will recall the report the Committee issued in January 2017 regarding the establishment of the Commission. The report noted that establishing a body with the remit and responsibility of the commission would be a considerable challenge.

Following this session the Committee is not convinced that the Commission is currently meeting that challenge. I am writing to share concerns around the strategic direction and progress, transparency and public accessibility, and level of resources of the Commission. As stated in the report the challenge is considerable but it is achievable, if these issues are addressed.

Strategic direction and progress

Following our scrutiny session the Committee was very concerned about the strategic direction of the Commission. Although we are pleased to see commissioners have been appointed, it appears very little else has been produced or achieved.

In our pre-appointment scrutiny the Chair stated an ambition to publish a scoping paper within 3 months. The Chair admitted, and the Committee accept, this was an optimistic time frame. However, it now appears it will be November 2019 before we see any publication from the Commission. The Commission then intends to publish a state of the nation paper by 2022, four years after the creation of the commission. The Committee feels this lacks ambition.

Both the Chair and Ceri Doyle, the commissioner who accompanied him, acknowledged the extremely broad remit of the Commission. Such a broad remit makes it vital that the Chair sets out a strong strategic ambition for the organisation and keeps it on track.



Currently the Committee is not confident that ambition is being achieved. The committee eagerly awaits the publication of the annual report in November and the detail of progress and plans it will provide.

Transparency and public accessibility

Prior to the meeting the Committee was concerned that the Commission had not published a terms of reference or a register of commissioners' interests. During the session the Committee were reassured that these documents existed. The Chair stated that the public would be given these documents if they requested them. It is the view of the committee that this is not good enough, the onus should not be on the public to request this information – it should be freely available on the Commission's website.

The Committee also had wider concerns about the accessibility of the Commission and its website. The website is currently hosted as a sub-section of the Welsh Government's site and has very little content on it. The Committee was surprised, and disappointed, by the apparent lack of urgency from the commission around placing key documents such as a register of interests online and developing public facing content for the website that explains the role, aims and objectives of the Commission.

It is the Committee's view that the Chair needs to ensure the Commission is transparent and accessible to the public. A starting point for this would be to create a standalone website containing at a minimum the terms of reference, register of commissioners' interests and a forward work plan.

Resources

It seems clear the issues identified have been compounded by a lack of staff. The Committee was pleased to hear that two new members of staff, including a communications specialist, have been appointed in the last month. However we would have expected these appoints to have been made much earlier.

The Committee hopes that the new staff will help the Commission become more transparent and speed up its work programme.

That said these appointments should have been made much earlier. As the Commission develops they will need to recruit more staff, particularly researchers. The Committee hopes that you, as the minister responsible, and the Chair will ensure the Commission is appropriately resourced in the future in order to ensure its work programme can be delivered at pace.

In our initial report on the establishment of the Commission the Committee emphasised the importance of the body's independence from government influence. Currently commission staff are line managed by Welsh Government civil servants. Whilst Adrian Davies, a Commission official who accompanied the Chair to the session, assured the



committee his Welsh Government line manager understands the importance of and supports his role's independence the Committee is concerned that this line management structure could cause conflict in the future if that understanding was absent.

The committee is also interested in the options/routes for Commission staff to raise concerns about the operation of or structures within the Commission. The obvious route would seem to be with their Welsh Government line manager but again this would create a conflict of interest.

To meet its purpose the Commission must be independent and free of political influence. To ensure the commission functions properly staff need an independent route to concerns. The Committee is concerned that these requirements are not currently being met and this could hamper the Commissions efficiency and effectiveness.

Next steps

The Committee has previously noted that a body with a very long term remit needs a chair whose appointment goes beyond one year. The committee welcomes your moves to appoint as long term chair. As a recruitment process is about to start the Committee felt it would be prudent to record some of the qualities we would expect to see in the long term appointee.

During the next pre-appointment scrutiny session the committee will expect the preferred candidate to be able to demonstrate:

- Clear understanding of the Welsh Government's economic principles, aims and objectives.
- Solid understanding of the Well-being of Future Generations (Wales) Act 2015
- A record of dynamically delivering innovative and creative solutions to complex issues.
- Knowledge of Welsh infrastructure, opportunities for development and the constraints it places/lack of development will place on Wales.

I would also like to take this opportunity to remind you of the committees key recommendations from the Committees' report "National Infrastructure Commission for Wales" issued in January 2017:

- The Committee believe there would be real benefits to establishing the NICfW on a statutory basis. While this need not delay its establishment, we are clear that if established on a non-statutory basis, there should be a presumption that legislation will follow at a suitable point in time.
- The Committee understand the desire not to overload a new body, but we think the remit should be expanded to also include the supply of land for strategically



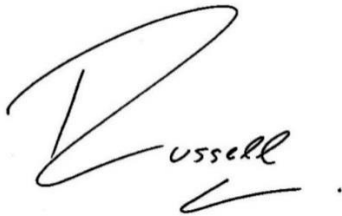
significant housing developments and related supporting infrastructure alongside the economic and environmental infrastructure.

- The Well-being of Future Generations Act is intended to transform the thinking of public bodies in Wales. The Committee believe these responsibilities should be “baked in” to the organisation from the outset, to promote collaboration with other public bodies, engagement with the Welsh public and independence from Government.

The National Infrastructure Commission for Wales has the serious and vital task of driving forwards the development of the infrastructure which will underpin the Welsh economy and support the Welsh population in the medium to long term.

To ensure the Commission achieves its task the Committee will look to discuss issues covered in this letter and the recommendations set out in the 2017 report with your preferred candidate at their pre-appointment scrutiny session.

Best wishes,

A handwritten signature in black ink, appearing to read 'Russell', with a large, stylized initial 'R' that loops back over the name.

Russell George AM,
Chair, Economy, Infrastructure and Skills Committee



Agenda Item 2.8

Ken Skates AC/AM
Gweinidog yr Economi a Thrafnidiaeth
Minister for Economy and Transport



Llywodraeth Cymru
Welsh Government

Ein cyf/Our ref MA-P-KS-3039-19

Russell George AM
Assembly Member for Montgomeryshire
Chair
Economy, Infrastructure and Skills Committee

Government.Committee.Business@gov.wales

21 August 2019

Dear Russell

Thank you for your letter of 10 July regarding Common UK Policy Frameworks and the Committee's request for further information to assist with its planning of scrutiny work in the autumn term. I have provided further information on the areas highlighted by the Committee in the attached annex.

Ken Skates AC/AM

Gweinidog yr Economi a Thrafnidiaeth
Minister for Economy and Transport

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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.

Annex

The steps that have been taken to develop frameworks on matters that relate to the Committee's remit, and at what stage of development those frameworks are.

Policy officials have been engaged with their counterparts from the UK Government, Scottish Government and Northern Irish Civil Service since November 2017.

To date this work has focussed on establishing where Common Frameworks will be required and developing an initial position on the type of Common Framework needed. The progress of this work was most recently reflected in the UK Government's Revised Framework Analysis published in April 2019.

A number of policy areas have been identified as potentially requiring legislation to underpin the Framework and have therefore been identified as needing priority consideration.

Currently policy teams are in the process of clarifying the scope for each potential Common Framework including whether a legislative or non-legislative approach is required, identifying relevant operational detail and looking at proposed governance arrangements. The outcome of this work is being captured in Framework Outline Agreements.

The evidence base to support decisions on frameworks

Decisions on whether a Common Framework would be necessary in a particular policy area were taken on the basis of discussions between policy officials. These discussions took into account:

- the impact and likelihood of divergence in the area;
- the volume of work which the Framework would consider; and
- the benefits derived from formalised cooperation.

The development of Frameworks is an iterative process and therefore none of these decisions are final. In some instances, as part of the current scoping work, policy teams have subsequently concluded informal cooperation would be sufficient for a particular area where a Common Framework had been previously identified. In others, areas that have been identified as requiring legislation are now likely to be taken forward on a non-legislative basis.

Intergovernmental structures that have been or are being established, e.g. Ministerial forums etc

The JMC(EN) was established in October 2017 and acts as the Ministerial oversight for the Frameworks Programme.

I also attend a quarterly quadrilateral Ministerial meeting with Ministers in BEIS to discuss Brexit issues relating to business and industry. As the development of frameworks progresses my expectation is that this meeting will provide a forum where Ministers from across the UK can discuss relevant frameworks and challenges. I have also written to the new Secretary of State for Business, Andrea Leadsom MP, requesting a meeting in September between her, Welsh and Scottish Government Ministers and those representing the Northern Ireland Administration to discuss these and other arrangements for inter-governmental working.

What end output(s) are anticipated from the frameworks, both legislative and non-legislative.

Frameworks will develop an intergovernmental system for cooperation between the four Administrations. These systems will provide formalised procedures for decision-making and communication and as mentioned above, this will align with the existing mechanisms that have been put in place at a portfolio level. Determining which elements will require a legislative or non-legislative approach is part of the current scoping work conducted by policy teams.

Currently there are two frameworks within my portfolio (Intelligent Transport Systems and Services). Consideration on these frameworks are ongoing with policy teams from the UK Government and Devolved Administrations examining the possible scope of a Framework in these areas and the necessity of any formal Framework arrangements.

How the frameworks link with existing or proposed Welsh Government action, both legislative and non-legislative (including where frameworks cross-over with other portfolios)

Common Frameworks are being developed in parallel with ongoing discussions between the Welsh Government and the other UK Administrations on a number of significant UK-wide matters. This includes No-Deal preparations and the negotiations around an UK-EU Future Economic Partnership.

This work will also need to reflect the action taken by the Welsh Government in setting out a number of post-EU policy proposals.

Therefore, Frameworks and related bodies or structures will need to be flexible to future decisions in relation to EU and international discussions and the ability of Welsh Government to implement and deliver policy for Wales in devolved areas. They will need to provide a platform for these discussions in a way which provides for parity of participation, decision-making and the protection of devolved competence.

How each framework area will be managed in the event of the UK leaving the EU without a deal.

The development of Common Frameworks was established as a long term programme of work with implementation expected by the end of a transition period in December 2020. In the case of a no deal situation, the Welsh Government would expect the Frameworks programme to be prioritised to ensure properly considered and scrutinised arrangements are in place as soon as possible.

As an interim measure, my department is working with the other UK Administrations to identify and establish governance arrangements within specific policy areas at an official level in the event of a no deal. These arrangements will support the delivery of essential technical and operational matters required from Day One where a UK-wide collaborative approach may be needed and link to the portfolio-wide structures that have been established already. There are elements of this work which overlaps with proposed Common Framework areas and may have drawn upon the Framework discussions to date. However, these interim arrangements do not set any precedent for the long term development of Frameworks.

Ken Skates AM
Minister for Economy and Transport

10 July 2019

Dear Ken,

Common UK Policy Frameworks

Assembly Committee Chairs met last week and discussed the development of UK-wide common policy frameworks emerging from the Brexit process. Chairs agreed to write to the relevant ministers to seek further information to assist with important scrutiny of steps being taken.

I would therefore be grateful if you could provide the Committee with details of:

- what steps have been taken to develop frameworks within your portfolio areas, and at what stage of development those frameworks are;
- the evidence base to support decisions on frameworks;
- intergovernmental structures that have been or are being established, e.g. Ministerial forums etc;
- what end output(s) are anticipated from the frameworks, both legislative and non-legislative;
- how the frameworks link with existing or proposed Welsh Government action, both legislative and non-legislative (including where frameworks cross-over with other portfolios); and
- how each framework area will be managed in the event of the UK leaving the EU without a deal.

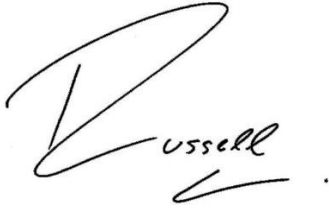
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- 2 -

In order to assist the Committee with planning its scrutiny work early in the autumn term it would be helpful to receive your response by 1 September.

Kind regards,

A handwritten signature in black ink, consisting of a large, stylized 'R' followed by the name 'Russell' in a cursive script.

Russell George AM
Chair
Economy, Infrastructure and Skills Committee



Agenda Item 4

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Agenda Item 5

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Agenda Item 6

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Agenda Item 7

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Agenda Item 8

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