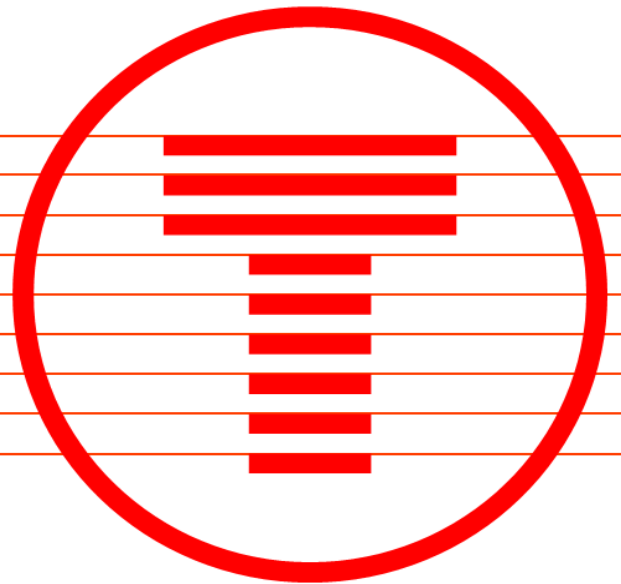




TRAFNIDIAETH CYMRU
TRANSPORT FOR WALES

Transport for Wales

Paper to the Senedd Committee on Climate Change, Environment and Infrastructure



Mae Trafnidiaeth Cymru yn eiddo i
Lywodraeth Cymru
Transport for Wales is owned by the
Welsh Government



Purpose

The purpose of this paper is to provide the Senedd's Climate Change, Environment and Infrastructure Committee with an overview of Transport for Wales' structure and priorities ahead of the Committee's scrutiny session of TfW on Thursday 17th March.

To help members of the Committee this paper will focus on;

- TfW's governance, resourcing and performance;
- Organisational development of TfW, including its developing remit (particularly bus and active travel) and relationship with bodies delivering local and regional transport plans;
- Delivery of the Wales Transport Strategy, including modal shift and decarbonisation targets;
- Public transport recovery and integration, including progress on delivery of rail service improvements;
- Bus and rail policy and reform – including UK Government rail reforms and Welsh Government plans for bus services;
- Metro development across Wales and delivery of the Burns Commission recommendations

TfW's Governance Resourcing and Performance

Transport for Wales' key governance arrangements are to support delivery of our strategic objectives and the associated operational considerations which are detailed in this section.

The governance framework comprises the TfW Board and its committees, the Steering Board, the Operations Board, the Executive team, and our subsidiary company boards.

All the TfW company Boards operate in accordance with the Companies Act, the UK Corporate Governance Code (the Code), Managing Welsh Public Money, TfW's Corporate Governance Framework and our Delegated Authority Matrix.

In making decisions, all TfW Boards and committees must take into account TfW's responsibilities towards the Well-Being of Future Generations (Wales) Act 2015, the Welsh Language Act 1993, the Equalities Act (2010), and the Socio-economic Duty. All directors and committee members are required to familiarise themselves with the principles of this legislation.

As TfW is not a listed company, our compliance with the Code is voluntary. We carry out reviews of our compliance against the Code which are reported to the Board and recommended action taken.

TfW's Corporate Governance Framework sets out the principles of good governance that underpin the TfW Group's activities and outline the corporate governance structure to maximise consistency across the TfW Group. These principles are based on the seven



principles of public life (the Nolan principles). TfW's CEO is accountable as TfW's Accounting Officer for the operation of this Framework.

All statutory directors complete a quarterly declaration of their interests and update TfW's Head of Corporate Governance whenever changes occur. It is the responsibility of both Executive and Non-Executive Directors to withdraw from any discussions in which they have any interests which may, or may be perceived to, influence their judgement. All TfW staff complete a conflicts of interest declaration when they join the company. This is followed up by an annual update to reflect any changes in personal circumstances.

Each company maintains and annually reviews (with a six-monthly interim review) a Delegated Authority Matrix including matters reserved. Companies refer to their Articles of Association and shareholder agreements in establishing the scheme of delegation and financial regulations.

Each company board and sub-committee undertakes an annual appraisal of its own performance. In accordance with the principles of the UK Corporate Governance Code, an annual assessment is carried out internally, with an external review every third year. The review includes an evaluation of compliance with the company's Articles of Association, framework documents, the UK Corporate Governance Code, Managing Welsh Public Money and TfW's Corporate Governance Framework. A summary of key findings, lessons learned and actions to be taken as result should be reported to relevant board or sub-committee.

The TfW Board comprises:

Non-Executive Directors:

- Scott Waddington - Chair
- Sarah Howells - Communications and Customer Experience
- Alison Noon-Jones – People and Organisation Development
- Nikki Kemmery - Health, Safety and Well-being
- Alun Bowen - Audit and Risk; Chair of Pullman Rail Ltd
- Vernon Everitt - Major Projects

Executive Directors:

- James Price - Chief Executive Officer and Chair TfWR
- Heather Clash - Executive Director of Finance

Board observer:

- Natalie Feeley (TSSU) - Trade Union representative

The Board is responsible for providing strong governance and strategic vision, including:

- establishing vision, purpose and values
- setting strategy and structure
- promoting high standards of public finance, upholding the principles of regularity, propriety and value for money
- delegating to management – including holding management to account against delegations – governance and delivery



- exercising accountability to the Welsh Government as sole guarantor member and being responsible to relevant stakeholders, supporting and providing constructive challenge to the Executive
- holding to account the Executive team on delivery of the business plan and the key deliverables of the business, i.e. safety, service, costs etc
- helping the Executive team by offering advice and mentoring to develop business strategy and continue to improve business performance
- holding to account the performance of TfWR, TfW Innovation Services Ltd and Pullman, through their Chairs
- ensuring that adequate resources are available, and that senior level succession is well planned.

The Board's work is supported by six sub-committees, each chaired by a Non-Executive Director. They are:

- Audit and Risk
- Customer and Communications
- Health, Safety and Wellbeing
- Major Change Projects
- People
- Remuneration.

The membership of each sub-committee comprises of an additional Non-Executive Director plus members of the Senior Leadership Team along with other members of staff as relevant. The People Committee's membership includes a staff representative.

Our executive team is:

- James Price – Chief Executive Officer
- David O'Leary – Commercial and Customer Experience Director
- Geoff Ogden – Corporate Services Director
- Heather Clash – Director of Finance and Governance
- Alexia Course – Transport Operations Director
- Dan Tipper – Infrastructure Delivery Director
- Leyton Powell – Safety and Sustainability Director
- Lewis Brencher – Director of Communications & Engagement
- Lisa Yates – Director of People and Organisational Development
- Lee Robinson – Development Director for Mid, North and Rural Wales
- Dave Williams – IT and Digital Services Director
- Jan Chaudhry Van der Velde – Managing Director, TfW Rail
- Marie Daly – Chief Operations Officer, TfW Rail

The executive team is responsible for:

- running the company – including Finance, People, and Health and Safety matters within the agreed governance framework
- performance and delivery of projects
- performance and delivery of day-to-day business.

Subsidiary company boards

TfW Rail Ltd is a TfW wholly owned company with responsibility for the delivery of all obligations set out in a the OLR Grant Agreement relating to the Wales and Borders rail



franchise between the Welsh Ministers and TfW Rail. TfW Rail's board is chaired by James Price who is Accounting Officer for the TfW group of companies and line manager of TfW Rail's Managing Director. James Price holds to account the TfW Rail managing Director through his role as Chair and reporting to TfW Board on progress. The TfW Board holds James Price to account for TfW Rail's performance.

The TfW Rail board also comprises Heather Clash, Alexia Course, Jan Chaudhry Van de Velde (TfW Rail's Managing Director), Marie Daly (TfW Rail's Chief Operating Officer), and Peter Strachan as a Non-Executive Director who chairs the Board's Safety Committee.

TfW Innovation Services Ltd is joint venture between TfW, Amey and Keolis. The company has been set up to be the catalyst for change and a driver behind innovation for the wider TfW group of companies, enabling the delivery of an integrated transport system for Wales and the Borders. The company is chaired by Geoff Ogden with Alexia Course, David O'Leary and Dave Williams representing as TfW appointed directors.

Pullman Rail Ltd is wholly owned by TfW and provides specialist engineering services for rail vehicles in the UK. Pullman continues to operate as a stand-alone business as Pullman Rail Ltd. Their activity remains business as usual with existing services continuing to be delivered under the Pullman brand.

The Welsh Government/TfW Steering Board

The purpose of the TfW Steering Board is to:

- obtain assurance from the CEO of TfW as accounting officer for the funding provided to TfW
- discuss, at the strategic level, performance in supporting the Welsh Ministers to discharge their functions
- create a regular forum to facilitate strategic discussions about the future direction and TfW's remit
- seek assurances from TfW on the governance framework of the Company
- discuss escalation issues from the Operational Board

The Steering Board provides oversight of TfW to both the Principal and Additional Accounting Officers in Welsh Government responsible for the funding of TfW. The Steering Board also advises Ministers, directly and through officials, on TfW's performance and direction.

TfW is represented by both the Chair and the Chief Executive. The Steering Board also includes in its membership a Non-Executive Director of the Welsh Government Board.

The Welsh Government/TfW Operational Board

The purpose of the Operational Board is to:

- discuss, at the operational level, performance in supporting the Welsh Ministers to discharge their functions
- discuss progress on spend and profiling
- create a regular forum to facilitate operational discussions about the day-to-day management, including future direction and TfW's remit to seek
- assurances from TfW on the performance management of the Company and if necessary, to escalate issues and risks to the Steering Board



The Operational Board provides management reporting of TfW to both the Principal and Additional Accounting Officers in Welsh Government responsible for TfW's funding. The Operational Board also reports to the Steering Board which in turn advises Ministers, directly and through officials, on TfW's performance and direction.

The Operations Board is chaired by the Welsh Government's Director of Economic Infrastructure or a nominated deputy. The Welsh Government is also represented by the key senior managers within the Economic Infrastructure Directorate.

TfW Advisory Panel

The TfW Advisory Panel includes representatives of customers, government, industry, and persons of protected characteristics. The Panel aims to provide feedback, scrutiny and advice to TfW on a wide range of topics and issues, ensuring that we are listening, liaising and receiving views directly from user groups and communities across the Wales and Borders network.

The Panel is independently chaired and meets on a quarterly basis and is playing an increasing role in advising on the design and delivery of public transport services in Wales.

Our relationship with the Welsh Government

TfW's structures and governance arrangements and its relationship with the Welsh Government have been developed in accordance with the guidance on managing relationships with external partners found in Chapter 7 of Managing Welsh Public Money and Annexes 7.1 – 7.4. UK Government Cabinet Office guidance on establishing public bodies has also been considered.

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

The Welsh Government controls TfW's overall goals and performance at a strategic level, making sure that the Company is operating efficiently and continues to act in the public interest.

TfW's current company structure also offers significant flexibility in case there is any need to modify these elements in the future. The model is also more familiar to the commercial organisations with which TfW needs to work closely.

It is envisaged that any additional efficiencies generated by TfW beyond those anticipated would be available to TfW to re-invest in the transport network.

Assets, such as land and buildings may be leveraged to provide additional income streams for TfW, for the benefit of public transportation services. The governance arrangements for treatment of such assets are to be agreed with Welsh Government.

Measuring our performance

As a publicly owned company delivering key services, measuring our performance is essential so that our customers, stakeholders, taxpayers and the Welsh Government can



hold us to account. We also need to measure our performance to drive continuous improvement in delivering these services and how we run ourselves.

In early 2021, we agreed with the Welsh Government a suite of KPIs measuring operational rail performance.

Service area	KPI	Description
Service provision	Passenger Time Lost – (1) Wales and Cross Borders; and (2) Core Valley Lines	The percentage of services arriving within 3 minutes of the scheduled arrival time, whilst applying a weighting to locations which service our highest volume of customers across the Core Valley Lines. Delays at higher footfall locations have a greater impact on the PTL percentage.
	Skipped Stops	The percentage of stations at which 95% or more of the scheduled stops have been delivered.
	Short Formations	The number of services that operate below the capacity required in the timetable.
	Total cancellations	The percentage of service cancellations (service reliability) across the network. To align with industry standards and Network Rail, Cancellations have been recalculated taking 0.5 for part and 1.0 for full.
	Pre-cancellations	The number of services cancelled prior to 10pm the day before operation as a proportion of the total number of services specified in the Plan of the Day.
Effectiveness	Passenger kilometres	The total number of kilometres travelled by passengers
	Passenger and farebox revenue	The revenue earned from ticket sales, this is commonly referred to as Passenger Revenue (although Farebox Income is used interchangeably across the industry).
	Total passengers carried	The total number of ticketed passengers carried across the network.
Customer	Customer satisfaction	The customer satisfaction score from Wavelength a tool that aims to listen, understand, measure, and evaluate our customers' feedback.
	Station quality service	The percentage of inspections that pass the Service Quality Regime assessment across all stations.
	Train service quality	The percentage of inspections that pass the Service Quality Regime assessment on trains.
Cost efficiency	Cost per passenger kilometre	The total operational cost per passenger km travelled.
	Cost per passenger carried	The total operational cost per passengers carried.
	NO _x emissions per passenger km	The amount of NO _x particulate emissions produced by train fuel only per passenger km travelled.
	CO ₂ emissions per passenger km	The amount of Carbon Dioxide emissions produced by our services per passenger km travelled.
	Safety	Workforce injuries
Non-workforce injuries		The number of injuries involving any other person, such as customer, passenger or a member of public.

To sit alongside these indicators, we've also agreed with the Welsh Government a suite of corporate KPIs to measure our performance as an organisation across finance, governance, people and other corporate services:



<u>Indicator</u>
All staff workforce diversity
Staff satisfaction and engagement
Staff wellbeing
Central services costs <ul style="list-style-type: none">• per staff member• as % total costs
Achieve net zero carbon emissions across all TfW operations and services
Welsh language <ul style="list-style-type: none">• non-compliant infrastructure• number of complaints• number of people who identify as Welsh speakers within the TfW Group
Achievement of business plan milestones
Consultancy and advice <ul style="list-style-type: none">• value for money• supply chain support• effectiveness (as reported by Welsh Government)• efficiency

Our performance against these indicators is reported to our Board and the Welsh Government in the form of a quarterly scorecard.

We also report on our performance at a directorate level to our Senior Leadership Team and our board and. This is done through both the corporate scorecard and a wider suite of operational key performance indicators.

Our KPIs will be continually reviewed and developed with targets and with reference to current levels of performance and appropriate external benchmarks. The targets will continue to be subject to ongoing review and refinement to ensure they are suitably challenging but achievable.

Corporate Plan indicators

We'll report our progress in achieving our five-year objectives in our Annual Report and Financial Statements. These also provide additional information our progress and governance.

We recognise that the coronavirus pandemic will have changed people's reasons for travelling as well as the frequency with which they travel. We see this as an opportunity to make positive steps towards addressing climate change, decarbonising transport and delivering a sustainable transport network in Wales.



We'll work with the Welsh Government to set out a clear and effective ongoing measurement system for modal shift, before implementing it on an annual basis and reporting on it in future Annual Report and Financial Statements. We'll also report annually on how we're delivering for our customers and the people of Wales and the borders, including service quality and the experience we provide.

Organisational development of TfW, including its developing remit (particularly bus and active travel) and relationship with bodies delivering local and regional transport plans;

TfW's current priorities in relation to active travel relate to the following activities:

1. Providing advice and support to Welsh Government's transport policy team in respect of Active Travel including reviewing local authority Active Travel Network Maps, the development of active travel policy and strategy and the review of the Active Travel Act legislation.
2. Managing the Active Travel Fund Programme on behalf of Welsh Government including:
 - a. Co-ordination of the Active Travel Fund Programme including budget monitoring, receipt and assessment of claims and the receipt and evaluation of funding applications.
 - b. The provision of ongoing technical support and guidance to local authorities on their individual active travel programmes in respect of scheme design, monitoring and evaluation and engagement, as well as providing examples of best practice.
3. Development of the active travel network, routes and facilities associated with our Metro programmes.
4. Investigating opportunities for the widening availability of cycle hire across Wales.
5. Developing an active travel monitoring framework to support the WTS.
6. Providing subject matter expertise to TfW colleagues in the development of wider projects, including station developments or enhancements.
7. Improving integration between active travel and rail service through the provision of cycle parking facilities at stations and the development of station travel plans.

TfW currently operates a small team and is;

- Responsible for developing and leading the capability central to the development of TfW's active travel function, including setting organisational policy and strategic direction in respect of active travel, managing the active travel programme and supporting TfW's wider activities.
- Managing the active travel activities associated with the North Wales Metro, by providing support to colleagues across TfW, Welsh Government and supporting local authorities in the development of their active travel projects funded through the Active Travel Fund programme.



- General support across TfW's active travel remit but has specific responsibility for developing the active travel monitoring framework, providing active travel input to the work of the Burns Delivery Unit and the developing cycle hire proposals.
- Providing grant support and to assist in co-ordinating, assessing and processing grant funding claims, including liaison with local authorities to ensure funding applications and grant claims are accurate and appropriate.
- TfW are also supported by Sustrans through a contractual arrangement in respect of providing monitoring and evaluation expertise as well as advice and guidance to local authorities in South-East Wales and South-West and Mid Wales.

The delivery plan proposals for future years include a greater role in supporting active travel delivery in Wales by:

1. Developing an active travel training programme.
2. Developing an engagement and promotional toolkit for active travel.
3. Developing a prioritisation tool to assist local authorities in the identification of schemes with the greatest potential impact.
4. Exploring opportunities to support the implementation of on-street bike hangars.

Furthermore, TfW are working with Welsh Government to identify opportunities to enhance the delivery of active travel projects in Wales, both in terms of accelerating the pace of delivery through the development of project pipelines and in enhancing the quality of the infrastructure being delivered.

Whilst in the early stages, this will explore opportunities for the establishment of a central multi-disciplinary team within TfW to support existing capacity delivering active travel schemes across Welsh Government (on the Strategic Road Network) and local authorities (through their Active Travel Network Plans).

This will also enable TfW to play more of a role in developing the standards and guidance, developing, collating and sharing best practice and innovation and providing a reference point for all those developing schemes to access expert support on specific design issues.

Delivery of Wales Transport Strategy, including modal shift and decarbonisation

Wales Transport Strategy

The Wales Transport Strategy (WTS) committed to the publishing of a National Transport Delivery Plan (NTDP) and to enhance the use and application of the Welsh Transport Appraisal Guidance (WeITAG). TfW resources are leading both the preparation of the NTDP and the WeITAG review, to ensure alignment with the WTS.

A further requirement of the WTS was to create a new evaluation framework for measuring and reporting performance annually against the strategy and associated plans. TfW's Analytical Unit will collate and present data for as part of this monitoring framework and has



been working with the Welsh Government on the technical developments required to deliver this.

The main actions TfW is taking to deliver the WTS vision and support delivery against the three 'headline' five-year priorities are summarised below. Whilst there is some overlap, interventions have been set out according to the WTS priority area to which they most relate.

Priority 1: Bring services to people in order to reduce the need for people to use their cars on a daily basis.

This included the further statement:

"We will plan ahead for better physical and digital connectivity, more local services, more home and remote working and more active travel, to reduce the need for people to use their cars on a daily basis."

Remote working

TfW supports the target for 30% of the workforce to work remotely on a regular basis.

Most of our office-based staff have been working from home over the last two years unless – and in line with lockdown rules – their role or wellbeing needs necessitated they were in the office. We also facilitated local 'hub' working if there were suitable facilities closer to peoples' homes.

As we move out of pandemic restrictions, we will continue to support more home and remote working. At our new offices in Pontypridd, we have created a remote working hub to facilitate remote working for other public sector employees.

Priority 2: Accessible, sustainable and efficient transport services and infrastructure

This included the further statements:

"We will actively aim to achieve a shift away from private car use to more sustainable transport modes for the majority of journeys. We will invest in low-carbon, accessible, efficient and sustainable transport services and infrastructure that enable more people to walk, cycle and use public transport, and low-emissions vehicles."

"We will provide safe, accessible, well-maintained and managed transport infrastructure. We will also future-proof it to adapt to climate change and facilitate more sustainable transport choices. Where we need new transport infrastructure, we will use the Sustainable Transport Hierarchy to guide decisions."

Integrated Transport

To enable people to shift away from the private car to more sustainable transport modes for the majority of journeys we need an integrated transport system that allows door-to-door journeys potentially using multiple modes of transport.

TfW's main programmes that support transport integration are:

- Metro development



- Cardiff Central Interchange Area programme development
- Burns Delivery Unit
- Integrated ticketing and journey planning

Metro development

These programmes do not only look to integrate modes of transport but also support the wider development of the areas around the transport hubs. For example, the north Wales Metro team has been working closely with the Transforming Towns project in Wrexham, extending the work on transport integration to wider development of the town – ensuring public transport, walking and cycling are all developed in an integrated way, in line with development plans for the town. This will include locating additional office space adjacent to the station to making the use of public transport to go to work the easy choice.

Cardiff Central Interchange Area programme development

TfW has taken on a strategic development role for the Cardiff Central Interchange Area as an extension to the work on the south east Wales Metro. This work includes:

- New bus stations – managing the fit out and getting ready to operate
- Cardiff Central Station development – programme management of the full business case
- Supporting on the integration of the area generally with other partners including Welsh Government, Cardiff Council, Rightacres, Network Rail, DfT, other transport operators
- Developing an information and wayfinding strategy for the whole interchange area
- Developing operating models for event days across the different transport modes.

Burns Delivery Unit

TfW recently managed the options development and public consultation for the first two major scheme proposals.

1. Severn Tunnel Junction: Options for transport integration to provide more efficient bus and active travel links to the rail station along with better local road access to additional park and ride facilities.
2. Cardiff to Newport active travel and bus routes: Options for implementing the recommendation to progress delivery of sustainable new walking, cycling and bus infrastructure on the A48 and National Cycle Route 88 between Cardiff and Newport.

Integrated ticketing and journey planning

TfW is improving the accessibility of transport by joining-up ticketing, journey planning and travel information in Wales, creating an integrated customer experience across the whole transport network.

By joining-up information and journey planning, we will create an efficient, single source of information that customers can trust. These systems will provide information to third-party apps and websites, as well as signage at bus stops, train stations, social media, email and SMS alerts. Staff will be able to use this too, providing better information about transport connections whether at stations, on board trains, or via the contact centre, ensuring all customers in Wales can access the best quality information.



We are involving diverse groups of users in the design and development of our future digital services. All services will be available in both Welsh and English.

Our progress to date includes:

- Customers can now purchase tickets combining Rail and TrawsCymru services. This has simplified journey planning and ticketing between South Wales and Aberystwyth, - and saves customers time and money.
- A multi-operator fare-capping pilot for north-west Wales started earlier this year, and a Pay-As-You-Go (PAYG) trial in south-east Wales will be delivered for rail and bus services between Cardiff and Newport later in 2022.

The learning from these trials will inform plans to develop contactless payment options, with integrated tickets for rail and bus journeys with aligned ticket pricing for similar length journeys. Ticketing changes will include PAYG, contactless ticketing systems with 'tap-on/tap-off' ticket validators, to simplify payments using contactless credit and debit cards. We will introduce new and improved zonal pricing and fare capping structures, and further integrate multi-modal journeys so that connections between walking, cycling, bus and rail are easier, less time consuming, and less expensive.

Our other plans include:

- Modernising and enhancing journey planning in Wales including options such as fflecsi, bike hire and car clubs. Bringing together mobile apps and transport websites in Wales so it is simple for anyone to discover what sustainable transport options are available, plan a journey, and book and pay for transport. Customers will be able to easily compare options such as cost, journey time, step-free access, capacity and sustainability so they can make the right journey for their needs.
- Ensuring customers have access to the right information when there are delays and disruption, including information required to replan their journey (including via alternative transport modes). PAYG will ensure customers retain the best fare for their journey.
- Creating a Wales Bus Data Service to give access to real-time departure information for buses across Wales, including real-time disruption information.

Infrastructure and Asset Management

The Sustainable Transport Hierarchy introduced by Priority 2 gives priority to safely and efficiently maintaining, managing and upgrading our existing transport infrastructure and adapting it for modal shift and climate change. Where we need new infrastructure, our approach is to give priority to walking and cycling, public transport and ultra-low emissions vehicles over other private motor vehicles.

The roads review is part of the use of this hierarchy. A member of our team sits on the review panel, and our regional transport modelling and Analytical Unit have supported the panel in their work by reviewing 55 proposed road schemes across Wales.



The largest part of our management of existing assets is on the CVL, which we took over from Network Rail approximately two years ago. As part of our commitment to safety, our infrastructure management team ended all 'red zone' working where workers relied on lookouts to warn them of approaching trains. All works on or close to the tracks are now carried out when trains are not operating, reducing the risk to staff.

We have developed an extensive asset management system, and our major maintenance and renewals programmes are agreed with our Infrastructure Manager and are also subject to review by an Independent Reporter.

Adapting to climate change is an issue we are addressing on the CVL, particularly in relation to flood risk. The last few years have seen a number of serious flooding events across the South Wales Valleys and this has also impacted the railway. As we undertake the Metro transformation works, we are addressing flooding risk by looking at preventative measures for example through drainage and culverts.

Through our maintenance and asset management planning we are looking at the potential for and mitigation against river scour on structures, and ensuring that drainage and watercourses are kept clear. Landslips are another climate related issue we are managing. Where there are known risks, we have monitoring in place

Our Climate Change Adaptation Plan is currently being finalised and will be published by June 2022.

Walking and Cycling

TfW has been expanding our role in Active Travel in the areas of managing and evaluating the Active Travel grant funding allocations and supporting the Welsh Government in reviewing the Active Travel Network Maps.

Walking and cycling form a key consideration in all our projects, as evidenced in the following examples:

- At our railway stations, we have an ongoing programme of improvement in the quality and capacity of cycle storage. Our new trains will also have improved facilities for cycle storage.
- Through our Metro programmes we are working on station active travel network plans which will not only improve walking and cycling access to railway stations, but also how people can connect to other forms of sustainable transport from the railway station through walking or cycling.
- At our new offices in Pontypridd, we have a very secure indoor cycle storage area with maintenance stands, and charging points for electric bikes. There are also storage lockers and shower facilities for people should they need them.

Rail

Our rail team has an extensive programme to improve our rail services. By 2025 we plan to be running approximately 30% more services than were operating in 2018. Furthermore, these services will be using £800m of new, more accessible and more efficient and sustainable rolling stock. Approximately 95% of all rail journeys will be on new trains and over half of these will have been assembled in Wales.



Although our new trains are cleaner, we have developed a strategy to decarbonise the fleet to take advantage of further electrification of the network and other technology changes.

Outside of the fleet we are undertaking many projects to improve the attractiveness of rail services and improve their accessibility and sustainability. The largest of these projects is the transformation of the Core Valleys Lines (CVL). Our use of smart electrification here has significantly reduced the cost of the electrification meaning we will be able to operate on electricity and battery power across the CVL, which would not have been affordable using traditional electrification.

The CVL programme also includes significant improvements in accessibility with 13 new ramped footbridges and 8 new lifts being installed. All our trains and platforms on the CVL will offer level boarding meaning there is not step between the platform and the train or tram-train. We are improving many other features including security with over 200 new additional CCTV cameras, and sustainability through LED lighting.

We are also improving stations across Wales with enhanced customer facilities, accessibility and sustainability.

We are also managing the construction of two new railway stations; one is now open at Bow Street and the other in the planning stages at St Clears. Accessibility and sustainability are being considered for these new transport facilities, the Welsh Government's Strategic Roads Team is also working on new shared-use walking and cycling routes along the trunk roads leading to these stations.

Bus

Our role in the bus sector has changed since taking over the management of TrawsCymru and developing the fflecsi pilot areas.

Our team is also playing a key role in the development of the bus reform programme and are supporting on the impacts of policy options around Fair Fares.

Electric vehicles

The Electric Vehicle Charging Strategy is a priority of the WTS. It identifies the need for a substantial increase in different types of charge points by 2030 and TfW is supporting the Welsh Government to achieve these goals. We delivered the first of 18 rapid charge points at Bala, Gwynedd in 2021, with others following in the most rural locations in Wales to address the major gaps in the Strategic Roads Network.

We are also delivering charging at over 100 station car parks in Wales, beginning with the Core Valley Lines, supporting not only the EV transition but improving the attractiveness of multimodal travel. We are also planning initiatives to work with Local Authorities and the wider public sector to provide expertise, advice and assistance in delivering additional charge points for local authority visitors, employees and residents.

Priority 3: Encourage people to make the change to more sustainable transport.

This included the further statements:

“We will encourage people to change their travel behaviour to use low-carbon, sustainable transport.”



“We will do this by making sustainable transport more attractive and more affordable, and by adopting innovations that make it easier to use.”

Behaviour Change

Our public transport recovery and integration plans provide details of how we are going to bring passengers back following the pandemic. We will also use our experience of successful campaigns pre-pandemic to boost passenger numbers and modal share with multimodal public transport campaigns.

We are supporting the Welsh Government in the piloting and roll-out of planning for a default 20mph speed limit in residential areas. We have been undertaking monitoring and analysis of data from the eight pilot sites to inform overall implementation – to maximise positive impacts and avoid unintended consequences.

Attractive Services

The investments in our rail services will improve their attractiveness. Another powerful element that makes our services attractive is our own team. We will continue to invest in their training in customer service, also offering Welsh language training to those who want it, as they can often change the way people feel about our services. We have been using this learning in developing the fflecsi services as there is often even more interaction with our team for the users of these services.

The whole CVL programme is about supporting modal shift with a large increase in capacity, with more seats available, in the peak period and a general doubling of service frequency, earlier and later trains and more Sunday services. Improving journey times is an important element of making services more attractive. Our CVL works will reduce journey times from the Valley Head to Cardiff and vice versa by an average of approximately 15%. Our Metro programmes are also working on rapid bus corridors to increase the attractiveness of bus services compared to commuting by private car.

Affordable Services

On our rail services we have already addressed some anomalies in fare structures through the zoning of fares on the valleys network. We are also developing multimodal integrated ticketing and journey planning solutions (as described above) which will help ensure passengers can have confidence that they will get the best fare for the journeys on any day.

We are providing support to the Welsh Government Fares policy development. Our team are providing supporting data and analysis across transport modes to help ensure the potential impact between modes is understood and that different user-groups are not adversely impacted.

Modal shift and decarbonisation targets

The WTS set a modal shift target of 45% of journeys to be made by public transport, walking and cycling by 2040. Net Zero Wales states an intermediate ambition to reach 40% by 2030, and a further ambition of 48% by 2040.

Net Zero Wales further breaks down these targets as follows:



Timeframe	Target total journeys by public transport, walking and cycling	Comprising active travel	Comprising public transport
By 2019	32%	27%	5%
By 2030	40%	33%	7%
By 2040	48%	35%	13%

Net Zero Wales also set targets to reduce emissions from passenger transport including:

- Reducing emissions from passenger transport by 21% in 2025 from 2019 levels.
- Increasing the efficiency of transport freight by road, rail and sea by 4% in 2025 from 2019 levels.
- Reduce car miles travelled per person by 10% by 2030 through modal shift and demand reduction.

TfW recognises the urgency of the climate emergency and we are committed to supporting the Welsh Government achieve its net zero aspirations.

Over 3 million people rely on transport infrastructure in Wales and the Welsh Government has pledged to reduce emissions from passenger transport by 98% by 2050 through demand reduction, modal shift and the uptake of low carbon technologies.

Separate to the overarching target of net zero by 2050, the Welsh Government has set a further ambition to enable the public sector in Wales to be collectively net zero by 2030. This target covers over 780 organisations that deliver vital public services to the people of Wales. As a public sector body, TfW is included in this target and are required to decarbonise in pursuit of the collective goal.

TfW plays an integral role in supporting the delivery of these actions. However, to decarbonise transport sector emissions further in Wales, TfW needs to implement measures to reduce carbon across its network and operations, and we have made the following commitments:

- We are committed to a target of net zero Scope 1 and 2 carbon emissions by 2030
- We will reduce emissions from our Scope 3 activities by 50% by 2040
- Our entire network and operations will produce net zero emissions by 2050.

Public transport recovery and integration, including progress on delivery of rail service improvements

Since the start of the COVID pandemic, demand and revenue has been significantly impacted across the Wales & Borders network.

We project just over 17 million passenger journeys will have been completed on our rail network in the year 1st April 2021 to 31st March 2022, a little over half the annual number seen prior to the onset of the Covid pandemic.



Whilst the last year has been punctuated with changes to travel regulations and heightened restrictions – particularly with the arrival of the Omicron variant in late 2021, we have seen continuing recovery across all of our travel markets.

- Broadly speaking, travel for leisure purposes on the network has seen quickest recovery – and particularly from limited international travel and the ‘staycation’ experience of summer 2021.
- The commuter and business travel markets remain weaker as businesses and commuters continue to utilise video conferencing and other technologies, rather than travelling to meet face to face.

What has become clear is that the way people use our network and the purpose for their journey is likely to be different in the future from the way they travelled prior to the Covid pandemic.

Many of the actions and behaviours of people during the pandemic are likely to remain – for example, with home working, where a more hybrid working arrangement is expected by many employers.

We expect that whilst the commuter and business market in Wales will continue to be an important one to serve, peoples individual propensity to travel may not recover to pre-Covid levels given some of the potentially permanent changes seen in passenger behaviour. We recognise that the Welsh Government has stated its long-term ambition to see around 30% of Welsh workers working from home or near from home and will continue to work with that in mind. In our metro markets for example, based on current data the commuter market might represent 34% of passengers in the future, as against 48% prior to Covid.

- Business and commuter travel has historically been biased towards travel within typical office hours of 9-5 and Monday to Friday. A permanent reduction in demand during those travel hours will likely lead to changes in the way we service that demand and utilise our resources.
We expect the proportion of customers travelling for leisure purposes however to grow, with increased demands during the traditional ‘off peak’ periods of the day. Our longer distance ‘Inter-urban’ routes for example are expected to see 70% of passengers travelling for leisure purposes in the future, as against 55% prior to the pandemic.
- The leisure market is traditionally a buoyant one during the summer season, the festive season and broadly when not in school term time. Servicing increased demand during these times will likely lead to a need to change the way we service that demand and deploy our resources.
- We also need to consider that the ‘local leisure’ market – particularly travel for evening or short distance weekend purposes will continue to be one where rail can and should play a key role, particularly considering our carbon reduction ambitions in Wales.

It is of course important to remember that the Welsh railway network is diverse and performs a range of functions for people within it - as well as for people travelling into and



out of the country. We will therefore be continuing to research our markets and connect with our customers to understand the growing trends in travel.

We have also seen significant changes in the ways that people choose to interact with us on our network, with a move towards greater digital interactions and transaction rather than more traditional personal interactions.

- The percentage of customers choosing to buy tickets through our ticket offices has declined by over 30% since 2019, with less than 10% of sales now taken through these locations.
- Conversely, customers now choosing to buy their tickets through digital channels has grown by over 70% since 2019, with more than 50% of sales now through various online channels.

Whilst the move from more traditional means of purchase towards digital channels has been a continuing trend over the last 10 years, this has undoubtedly been accelerated since the onset of Covid in 2020.

Alongside these trends, the use of cash as a payment method has also reduced significantly, with just 10% of sales (7% on our longer distance routes) now derived from cash, versus 49% in 2009/10. This trend remains important for us to recognise and consider as we continue to develop our retail services for customers.

Steps towards recovery

These very significant changes to customer needs, changes to our markets and the way people use our network all require us to make steps towards adapting our network for the future. Much of this change will be enabled by the ongoing transformation of rail in Wales and the border regions, begun in 2018 and being realised over the next couple of years.

Making it simpler and easier to travel on our network, integrating our services to enable multi-modal journeys and enhancing our customer proposition are all areas where we will be investing over the coming year.

- **Enhancing our key routes** - Recognising the importance of the Manchester to Cardiff route to our customer and the inbound economy in Wales, in December 2022 we will be introducing newly refurbished loco hauled trains on key services, providing a major improvement in the quality of customer experience and capacity.
- **Sustainable Travel and Tourism** - As Wales recovers from COVID, we have seen a rapid growth in leisure travel. In order to ensure that we are meeting the needs of this market we will be working with our partners in the tourism sector to ensure that we are designing and delivering our services to meet their needs. We are developing a Sustainable Travel strategy for these routes and working with partners in the tourism sector.
- **Integrating our Transport Network** - Public transport has a pivotal role to play in Wales as we move towards a more sustainable future, respond to the challenges of climate change and ensure that we're keeping in mind the needs of future generations. We'll all need to change our behaviour and make more sustainable travel choices in the coming years.



- We are continuing to develop the integration of bus and rail transport in Wales. In last 2021 we completed the integration of Traws Cymru routes T1 & T5 between Carmarthen and Aberystwyth, integrating them with our rail services and ticketing. We'll be continuing that work in 2022 with ambitions to integrate the whole Traws Cymru network with the rail network.
- **Pay as You Go ticketing on South East Wales Metro** - We are continuing to develop our integrated rail and bus contactless ticketing scheme in South East Wales Metro, with the first trials beginning later in 2022. Particularly targeting non-users, it will provide easy access to travel with best value day and weekly price guarantees. It will be particularly targeted at attracting non-users to public transport as part of meeting wider modal shift and carbon reduction targets, by making it easier and simpler to travel across different modes of transport.
- **Retailing through Small & Medium Enterprises** - We launched a 12 month pilot on the South East Wales metro to sell rail tickets through 90 local convenience stores in January. An industry first in Britain, this initiative will enable rail tickets to be sold through local convenience stores – allowing us to work with many small and medium retailers to provide further services to their communities.

TfW's multimodal recovery campaign

Start to **encourage behaviour-change** and encourage people to consider using public transport instead of the car in line with modal shift and decarbonisation targets.

Campaign proposition

We've developed a campaign proposition rooted in insight that can be used across different modes of public transport and active travel to encourage people to make complete journeys using public transport and active travel.

Our proposition initially focuses on encouraging people to:

- **Rediscover** places they haven't visited recently
- **Reconnect** with people they haven't seen properly since the pandemic began
- **Return (to work)** Albeit to a more balanced working life.

We developed a comprehensive multimodal messaging matrix to support our campaign that outlined barriers to use, audiences affected, the EAST (**Easy, Attractive, Social and Timely**) principle, recommended interventions as well as key messages and calls to action.

Working with a behavioural insights specialist, we refined our marketing messages to create a comprehensive list of options which we tested with over 3,600 people.

Our testing identified four key behavioural insights that sit at the heart of our communications.

We hope greater emotional engagement with a trusted brand will make TfW people's preferred choice for planning journeys, purchasing tickets and travelling.



Campaign activation and phasing.

Launching on 28 March 2022, our recovery campaign will include a mix of brand-led TV advertising, paid and organic social media, out-of-home advertising and media relations activity.

A one-minute TV advertisement anchors our campaign while our one-year sponsorship of the ITV Cymru Wales will be seen by significant numbers of Welsh and English-speaking adults in Wales.

Our campaign will be implemented in a number of phased bursts over eighteen months.

Alignment with long-term Welsh Government policy ambitions

Our ambitions for our brand and campaigns align with wider and long-term Welsh Government policy ambitions. The ambition of creating a transport network which connects people and communities underpins sustainable development and enables economic growth.

Better public transport services will result in real benefits for people, including better access to employment opportunities and better integration of services, such as education and health, with the public transport network.

Impact and value for money

We've devised this unified and strategically aligned approach to our marketing communications across different types of public transport and active travel to achieve greater impact in terms of behaviour-change and deliver better value for public money through increased marketing effectiveness. Building our brand will enable us to better target our tactical campaigns.

Bus and rail policy and reform – including UK Government rail reforms and Welsh Government plans for bus services

TfW is working with the Welsh Government around decarbonisation of the bus fleet, including Traws Cymru buses by 2026, as well as considering how to address wider climate challenges, including biodiversity and climate adaptation.

The Climate Emergency demands urgent action. Through the WG Net Zero Wales Carbon Budget 2 WG set out the scale and immediacy of this challenge, highlighting the need for a decade of action to make more progress over the next 10 years than we have in the last 30.

Both Net Zero Wales and Llwybr Newydd: the Wales Transport Strategy 2021, stress the need to change the way we travel. We need fewer cars on our roads and more people using public transport, walking or cycling. We need to work with people across Wales to design a transport system that works for everyone and offers a real alternative to relying on a car. This is critical not only to our decarbonisation targets but also to ensure there are affordable transport options for people where the cost of buying or leasing a new electric car may be too high.



Buses are therefore a critical part of this vision, but the current deregulated system has not been able to deliver the scale or pace of change we need to respond to the Climate Emergency. With 3 out of every 4 public transport journeys made on local buses^[1], we must develop and sustain a bus network that is capable of delivering the necessary scale of change. Furthermore, approximately 13% of households in Wales do not have a car^[2], and 25% of bus users are disabled or have a long-term illness^[3].

Fundamentally Welsh Government want to create a bus system with passengers as its focus, which is easy to access, has extensive, reliable and consistent networks, has one ticketing system, and is easy to understand and navigate – expressed simply: ‘One Network, One Timetable, One Ticket’. The Welsh Government is intent on achieving a bus system that boosts social equity and is capable of delivering the scale of modal shift required by the Climate Emergency.

The vision set out above requires a transformation in how buses in Wales are governed to achieve the following over-arching aims:

- A bus system that is purposely designed to maximise the public good.
- A bus system that efficiently uses public investment to strategically address public priorities for bus improvements, thereby justifying greater public investment.
- A bus system, which forms part of an integrated transport network that provides an excellent travel option, wherever people need it, whenever people need it, throughout Wales.

We are also working closely with Welsh Government on better use of bus to connect rural communities, such as;

- Working with LAs and regions to develop their future bus networks in line with WG ambitions for one network, one timetable, one ticket
- Development and growth of the Fflecsi Service
- Development, growth and improvement in the Fflecsi service
- Bus infrastructure and bus priority development in partnership with LAs
- Integration bus to bus and bus to other modes
- Development of future funding models
- Preparation for future legislation – franchising
- Ancillary projects – such as tap on tap off readers, real time information, data services
- Concessionary card management
- Review of learner travel measure

Uk Government

We work closely with UK Government, and share the aspirations set out in Sir Peter Hendy’s report on Union Connectivity to improve transport connectivity between and within the nations of the UK to support economic growth and quality of life. TfW wants to be, and should be an important partner in improving UK wide connectivity. Whilst we are a devolved

^[1] [The National Survey for Wales](#)

^[2] [The National Survey for Wales](#)

^[3] [Analysis undertaken by Transport for Wales, 2019](#)



organisation owned by the Welsh Government, we are a key enabler in driving forward union connectivity through the Wales and Borders rail services. We look to continue to work with all industry partners to achieve this.

We do not view transport networks in Wales in isolation from those in England, particularly in the border areas. The Final Report of the Union Connectivity Review (UCR), commissioned by the UK Government and led by Sir Peter Hendy, refers to three transport corridors between Wales and England, for North Wales, South Wales and the Welsh Marches. – and there are important links to England, for example through Bristol, Chester, Crewe and Birmingham. We fully recognise the importance of our relationship with the UK Government and Network Rail, and see track and train being pivotal for our communities to connect us all.

The UCR Final Report recommendations include that to support improved connectivity to, from and via Wales the UK Government should:

- develop a package of improvements focussed on the North Wales Mainline, including better connectivity with HS2 and electrification to better serve North Wales
- adopt a multi modal approach to the South Wales corridor by upgrading and building new stations on the existing South Wales Main Line, supporting the Welsh Government's package of public transport improvements, and
- develop a package of railway improvements to increase connectivity and reduce journey times between Cardiff, Birmingham and beyond, which could include better rolling stock, timetable changes and enhanced infrastructure for a better, faster and more appealing North Wales/South Wales connection route and connectivity to cities in England.

We welcome these recommendations on connectivity improvements and we are very keen on a multimodal approach.

We also welcome the creation of the Wales Rail Board, comprising director level representation from Welsh Government, DfT, TfW, Network Rail, and other train operators serving passengers in Wales. We look forward to participating in its first session over the coming weeks.

However, to create a truly multimodal transport system that Wales and the Borders deserves, without UK Government funding for projects such as electrification or other large infrastructure projects it will be incredibly difficult to secure, and meet our shared ambitions of reaching net zero emissions.

Metro development across Wales and delivery of the Burns Commission recommendations

The Burns Delivery Unit

The Burns Delivery Unit was established in January 2021 to accelerate implementation of the 58 recommendations of Lord Burns and the South East Wales Transport Commission (SEWTC).



The work aims to provide alternatives to journeys on the M4 and encourage the use of public transport and active travel in the region.

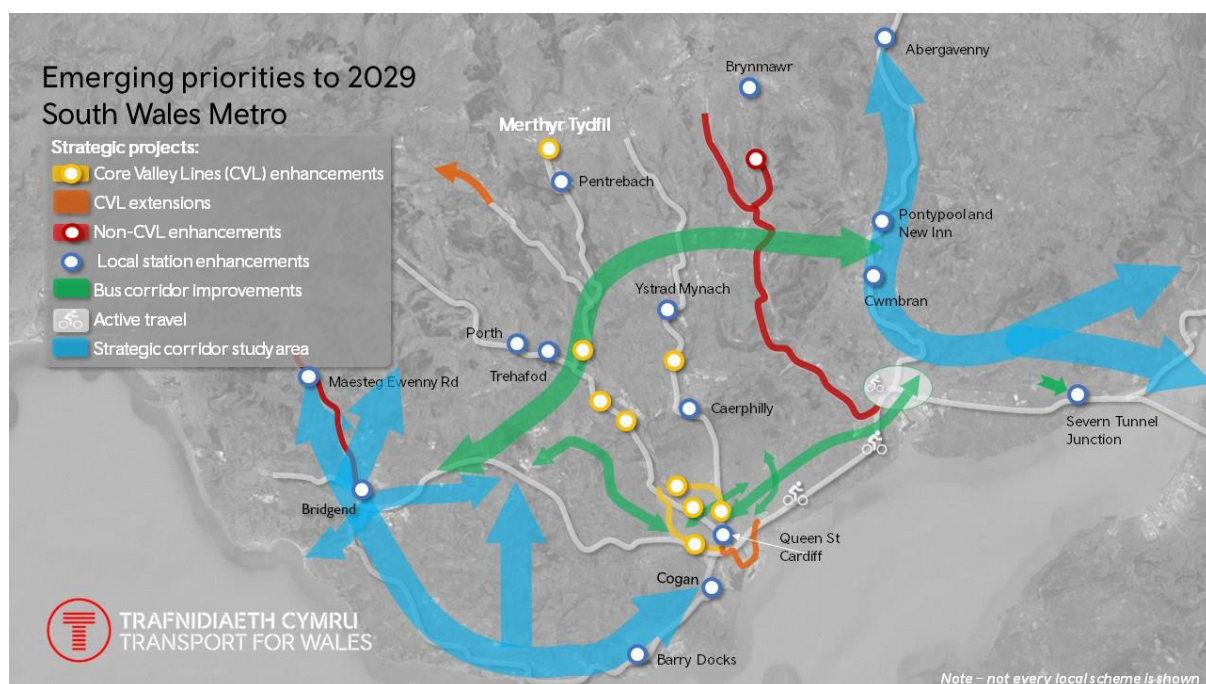
The Unit is resourced by Transport for Wales and overseen by a Steering Group bringing together Welsh Government, Local Authorities, Network Rail and the Department for Transport (DfT). The group is independently Chaired by Simon Gibson CBE, assisted by Dr Lynn Sloman MBE. Together, they are driving a package of transport improvement across South East Wales, by planning, leading and monitoring against all 58 Burns recommendations.

Supported by Welsh Government funding, the Unit has been progressing plans for new rail, bus and active travel infrastructure that will form a network of alternatives for the region. Other recommendations in progress include changes to network policies, encouraging travel behaviour change, transport governance, land use and planning.

The Unit are initially focusing on facilitating enhancements to the South Wales Main Line railway, and new stations along it, plus taking a hands on approach to designing options for bus and active travel corridors in and between Cardiff, Newport, and Monmouthshire, improving bus and active travel access to new, and existing, rail stations.

SOUTH WALES MAINLINE

The South Wales Mainline programme is responsible for taking forward the early stage design development, planning and business cases for schemes on behalf of Welsh Government to secure funding for their implementation. The programme works with government and industry partners including Welsh Government, Department for Transport, Transport for Wales, Western Gateway, West of England Combined Authority, Local authorities and Train Operators to support the development of these projects along the route.





Immediate priorities:

The programmes early priorities to the end of the current decade include:

- Increase in frequency of Cardiff – Swansea ‘Swanline’ stopping services
- Improving connectivity between West Wales and South-West England through provision of direct West Wales to Bristol Temple Meads services
- Take forward the ‘Burns’ commissions rail recommendations for five new stations in SE Wales and stopping services between Cardiff and Bristol/Cheltenham to address congestion on the M4
- Support decarbonisation of the rail network by extending electrification from Cardiff to Swansea
- Reducing Journey times from West and South Wales to South-West and South-East England through measures to increase linespeeds along the route
- Strategic timetabling to support and coordinate service aspirations and those of the adjoining metro programmes to understand the medium to long term planning needs of the route.
- Develop schemes to address capacity constraints such as between Haverfordwest and Milford Haven, Swansea East Junction, Cardiff West and the Severn Tunnel
- Provision of new mainline stations between Cardiff and Swansea to improve access to the rail network
- Support the development of metro networks serving Swansea Bay & West Wales and Cardiff Capital Region

Active Travel and Integration:

TfW will work with local authority delivery partners to ensure that all new and existing stations on the route are fully integrated into local public transport and active travel networks.

Longer term projects:

Rail:

Further electrification to decarbonise railway operations in West Wales and undertake works to improve resilience of the South Wales Mainline to longer term climate change impacts including increase in coastal and river flood risk.

METRO CENTRAL

The Metro Central Programme will establish an integrated transport hub in the centre of Cardiff, integrating bus, rail and sustainable travel services to provide people with better access to transport connections and to offer better opportunities for individuals to make sustainable travel.

Rail:

We are developing enhancements to Cardiff Central station that will alleviate the crowding and congestion routinely experienced within the railway station and help to accommodate the region’s event demand with sufficient capacity for long term passenger growth. The changes will develop an enhanced, multi-modal interchange capable of functioning as the Capital Region’s principal transport hub and the key station on the South Wales Metro network. The enhanced interchange will encourage a modal shift onto public transport in order to improve air quality and help people transition to a zero-carbon lifestyle.



This project has just completed the feasibility stage and will now move into option development and selection.

TfW are working closely with the funders (DfT, CCR and WG) and key stakeholders (NR, Cardiff Council, RightAcres, GWR, Cross Country, TfW Rail Ltd. and freight operators) in the delivery of this scheme.

Bus:

Opening in the summer of 2023, Cardiff Bus Interchange is a brand-new centralised bus facility with 14 bus bays, various retail units, public toilets and refreshment points.

This exciting new interchange will better connect people with work, health, and leisure opportunities whilst helping people to make more sustainable travel choices.

Active Travel:

Within the Metro Central area we will be introducing 1,000 high quality cycle parking spaces as part of current enhancement projects, with an aspiration of 4,000 in the longer term. This provision will be part of integrated masterplan linking the city's new active travel infrastructure with interchange to other modes of transport and new residential and employment opportunities.

Integrated Transport:

Integrated transport in this area will take many forms, from improved cycle parking within this transport hub, improved wayfinding and information to enhance the passenger experience to physical infrastructure changes such as weather protection and enhanced experiences for passengers traversing the area without the intention to travel further afield.

Bus:

Bus has a far greater reach into communities across Wales and will see significant improvements in the coming years. TfW's focus will be on delivering high quality, reliable and well-connected services that have priority over traffic.

TfW will work in collaboration with Welsh Government, Local Government and Cardiff Capital Region to deliver improvements to the quality of the vehicles used to bring improvements to customer experience and air quality. We will also work with Local Government to improve the major bus routes to bring faster and more reliable journey times, which connect with rail and active travel services.

Early focus will be on congested areas less well served by rail, including the North West Corridor between Talbot Green/ Beddau and Cardiff, and between East Cardiff and West Newport. Both will consider the feasibility to provide a Metro Bus Rapid Transit (BRT) service, which we plan to later roll out to other key movement corridors across the region.

Active Travel and Integration:

TfW are working with local authority delivery partners to develop our first Active Travel Station Network Plans in the region at Pontypridd and Bridgend Stations, integrated with wider local network plans, with the aim of developing high quality walking and cycling routes for the first/ last mile of Metro journeys. Further Station Network Plans will follow on from



these initial stations to be developed and then delivered. This will tie into a wider programme of works to improve active travel, bus and rail integration across the Metro network.

Longer term projects:

Rail and Bus Rapid Transit:

Longer term ambitions for the Metro will focus on bringing the levels of service frequency and connectivity on the Core Valleys Lines to the rest of the network. These improvements will offer better access to jobs and services for more rural parts of the region such as the Vale of Glamorgan, the East Valleys and Monmouthshire.

TfW are starting a number of strategic studies to enhance Metro opportunities across these prioritised areas and will look to electrify more of the rail network in order to decarbonise and improve the environmental impact for the local communities. Strategic bus provision is expected to play a key role on some corridors enabled by service integration, improved infrastructure, priority measures, high quality vehicles. The aim will be to deliver high quality, direct and reliable services with attractive journey times, designed around a TfW Bus Rapid Transit Specification.

NORTH WALES METRO

The North Wales Metro Programme is all subject to business case development, securing funding and planning.

The North Wales Metro Programme aims to deliver a transformed, integrated public transport system. The programme looks at what we need to build for the future, considering all modes of transport with a key target for a modal shift to attract customers into the public transport system, while addressing the climate emergency and net zero targets.

We are taking forward the early stage development, planning and business cases for a range of integrated transport schemes on behalf of the Welsh Government, with a view to either delivering them via Transport for Wales (TfW) and/or Local Authority partners and to securing wider UK funding for their implementation.

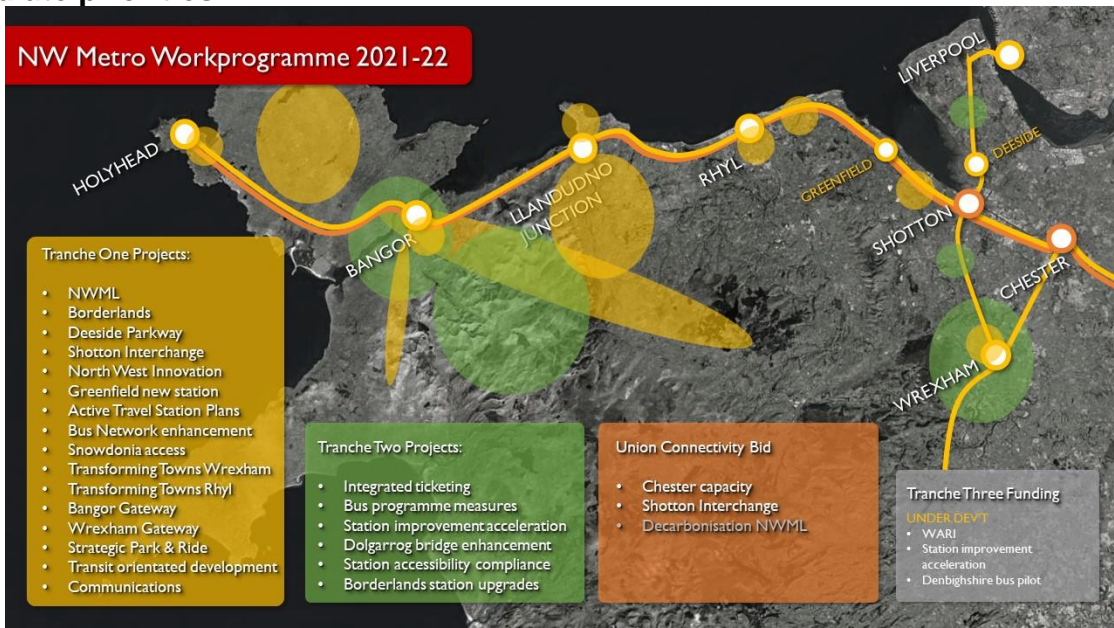
TfW are working with government and industry partners including the Welsh Government (WG), Department for Transport (DfT), North Wales Local Authorities, Combined and individual Local Authorities in the North West of England, Network Rail (NR), Train and Bus Operators and Business groups to support the development of these projects.



Vision



Immediate priorities:



Rail:

TfW are working closely with funders (DfT and WG) and key partners (NR, Combined and Local Authorities, TfW Rail, Avanti West Coast, Merseyrail, and local businesses) in developing rail infrastructure projects that will improve the connectivity, capacity, speed and safety of the North Wales coast and the Borderlands (Wrexham to Liverpool) rail networks.

These projects will enable more accessible, more frequent and faster train services on these routes and provide better access to education, employment and services, improve local and regional economic outputs, contribute to decarbonisation, enable sustainable development



and regeneration and improve the operational capacity, resilience and efficiency of the rail network.

Bus:

Bus reaches into many communities across North Wales and will see significant improvements in the coming years. TfW’s focus will be on delivering high quality, integrated, reliable and well-connected services giving even more residents access to public transport and encouraging sustainable tourism into the area.

TfW will work in collaboration with Welsh Government, Local Government and bus operators to deliver improvements to the quality and technology of the vehicles used to bring improvements to customer experience and air quality. We will also work with Local Government to improve the major bus routes to bring faster and more reliable journey times, which connect with rail and active travel services.

At present TfW are working with Gwynedd Council and Snowdonia National Park Authority to address the issues with congestion and parking problems by improving bus services. TfW are working with local authorities to introduce fare-capping, integrated ticketing and tap-on/tap-off technology to simplify the process for passengers and working closely with local authorities on network design and service delivery across the region.

Strategic Park and Ride:

TfW are working with local authority partners in identifying and developing strategic park and ride sites across North Wales. These sites will enable those rural communities whose connectivity is car dependent to easily access sustainable travel modes, such as active travel, bus or rail, for their onward journeys.

Active Travel:



TfW are working on the early stages of development of active travel projects that will help create a safe, sustainable, resilient and effective transport network in towns across North Wales. The projects are being developed in collaboration with relevant transport and



regeneration partners within the Welsh Government and Local Authorities, as well as key stakeholders and users' groups.

These projects seek to encourage more sustainable and active travel by improving the experience for users and providing better connectivity between modes. The projects will contribute towards addressing the climate emergency via enabling a modal shift towards more sustainable modes in line with the Welsh Government's sustainable transport hierarchy. Station Network plans at 11 category C stations have been completed.

Integration:

TfW are working with local authority and development partners to ensure the integration of sustainable access and movement strategies into the early stages of place-based transformation, regeneration and gateway projects. These include Wrexham, Rhyl, Snowdonia, Bangor and Holyhead. TfW's aim is to integrate a modal shift towards more sustainable transport modes into the masterplans for these area in line with the Welsh Government's sustainable transport hierarchy.