

Pre-appointment hearing: Chair of Transport for Wales

June 2025

1. Introduction

The pre-appointment hearing process

- 1.** Welsh Ministers make a range of public appointments across all aspects of public life. These appointments are high profile and offer the opportunity to shape and inform many of the public services accessed by the people of Wales. Welsh Ministers must make regulated public appointments in accordance with the principles set out in the Governance Code on Public Appointments. The Commissioner for Public Appointments is responsible for providing independent assurance that appointments comply with the Code.¹
- 2.** Welsh Government and the Senedd agreed to introduce pre-appointment scrutiny by Senedd committees of certain public appointments which are of significant public interest or which will have a significant impact on the public. The aim is to further improve the scrutiny and transparency of the public appointment making process.
- 3.** Pre-appointment scrutiny generally takes the form of a public pre-appointment hearing with the preferred candidate. For appointments to these

¹ The [Commissioner for Public Appointments](#)



agreed roles, it is for the relevant committee to decide whether it wishes to carry out a pre-appointment hearing.

4. While appointments are ultimately a matter for the Welsh Ministers, a Senedd Committee may make recommendations in relation to the appointment and the Welsh Ministers must take account of the Committee's views when reaching a decision on whether to proceed with the appointment.

2. Transport for Wales

5. Transport for Wales (TfW) was established in 2015. It is a not-for-profit company, wholly owned by the Welsh Government. Initially, TfW's role was to procure and manage the rail franchise. However, its role has grown significantly. It is now responsible for managing a combined capital and revenue budget approaching £1bn annually and has around 4,000 employees.²

6. TfW is the parent company of the TfW group of companies and is the Welsh Government's expert advisor and advocate for transport related matters. The most recent annual report for 2023-24 notes it comprises four operating subsidiaries.³

- **TfW Rail Ltd:** operates rail services and manages 248 stations. It was originally created as the Welsh Government's operator of last resort, taking over from KeolisAmey in February 2021.
- **Pullman Rail Ltd:** provides technical rail expertise, specialist engineering solutions, rolling stock upgrades and repair, refurbishment and maintenance of all passenger and freight rail vehicles.
- **TfW Innovation Services Ltd:** a joint venture between TfW, Keolis and Amey with TfW as majority shareholder. The company provides specialist expertise and capability to drive innovation and change for the wider TfW group.
- **TfW Fibre Ltd:** established in 2024 to make commercial use of spare fibre capacity installed to carry communications needed to run the Core Valley Lines.

Corporate strategy and business plan

² Welsh Government: [TfW Appointment of Chair Information Pack for applicants](#), February 2025.

³ Transport for Wales: [Annual Report 2023/24](#).

7. TfW's current Corporate Strategy 2021-26 covers the period of the current Senedd. It sets out four corporate priorities:

- create a safe, sustainable, resilient and effective transport network;
- develop a continuously improving experience – placing the customer at the heart of what TfW does;
- deliver trusted expert advice through leading, innovating and collaborating; and
- build an organisation and partnerships capable of delivering TfW's purpose.⁴

8. Alongside this, TfW has published its Business Plan 2025-26.⁵ Taken together these documents illustrate the breadth of TfW's role.

9. The Business Plan outlines a total budget for 2025-26 of £716m (£432m of revenue and £284m capital). While about 85 per cent of this budget currently focuses on its rail responsibilities, it also funds work in a range of other areas, including bus, regional transport planning, electric vehicle charging, active travel and wider highways work.

TfW Chair and Board responsibilities

10. The Chair of the TfW Board is accountable to the Cabinet Secretary for Transport and North Wales, Ken Skates MS (the Cabinet Secretary) and is held to account by the Senedd for the performance of the Board and its effective governance.⁶

11. The Board plays a key role in shaping the strategy, vision, and culture of the organisation. The TfW Chair is responsible for ensuring the effectiveness of the Board and is the key interface between the TfW Board and Welsh Ministers. The TfW Chair will also ensure that the TfW Board's policies and actions support the Cabinet Secretary's wider strategic policies, that TfW's role in discharging the functions of Welsh Ministers is delivered effectively and that TfW's affairs are conducted with probity.⁷

⁴ Transport for Wales: [Corporate Strategy 2021-2026](#).

⁵ Transport for Wales: [Business plan 2025/26](#).

⁶ Welsh Government: [TfW Appointment of Chair Information Pack for applicants](#), February 2025.

⁷ Welsh Government: [TfW Appointment of Chair Information Pack for applicants](#), February 2025.

12. The TfW Board currently consists of eight members, including five non-executive directors, the Chair and two executive directors.⁸ The main purpose of the Board is to ensure TfW meets the requirements of its remit as set by the Welsh Government, and to ensure the delivery of its strategy. Its role is to:

- provide effective leadership for TfW; defining and developing strategic direction, and setting objectives;
- provide effective leadership for the operation of the organisation; holding the Chief Executive to account for ensuring that TfW's activities are conducted efficiently and effectively;
- monitor performance to ensure that TfW fully meets its aims, objectives and performance targets; and
- promote high standards of public finance; upholding the principles of regularity, propriety and value for money.⁹

The recruitment process

13. The current Chair, Scott Waddington, was initially appointed in December 2018¹⁰ and was reappointed for a further three years in 2022.¹¹

14. On 25 February 2025, the Welsh Government advertised for a new Chair for TfW.

15. Recruitment consultants were engaged to support the process with the aim of attracting a large and diverse pool of candidates with the necessary skills. Following a four-week advertisement period, the advert closed on 23 March 2025.

Role and person specification

16. The Welsh Government set out its expectations of how the Chair will perform in the information pack for applicants. The key responsibilities of the Chair were listed as:

- formulate the TfW Board's strategies, providing effective leadership and governance and ensuring the Board, as a whole, promotes TfW;

⁸ Transport for Wales (TfW) [TfW Board | Transport for Wales](#)

⁹ Transport for Wales (TfW) [About us: The Transport for Wales Team](#)

¹⁰ Welsh Government: [New Chair of Transport for Wales announced](#), December 2025.

¹¹ Welsh Government: [Reappointment of Scott Waddington as Chair of the Transport for Wales Board](#), January 2022.

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

- have oversight of Board sub-committees facilitated by NEDs to ensure they are effective and delivering wider strategic objectives.¹²

17. The Chair must also:

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

¹² Welsh Government: [TfW Appointment of Chair Information Pack for applicants](#), February 2025.

- ensure TfW and its Board comply with TfW's Articles of Association, Management Agreement with the Welsh Ministers, remit letter from the Welsh Ministers, five year corporate plan, annual funding letter and annual business plan.¹³

Assessment Panel

18. The members of the assessment panel were:

- Andrew Slade (Director General Energy, Economy, and Transport),
- Peter McDonald (Director, Transport and Digital Connectivity) (Chair),
- Ruth Conway (Deputy Director, Early Years, Childcare & Play Division), and;
- Moawia Bin-Sufyan (Senior Independent Panel Member).

19. The Welsh Government informed the Committee that a total of 35 applications were received. The panel recommended 17 of the 35 candidates for interview.

20. Interviews were conducted over three days (13, 14 and 15 May 2025). Following interview, the assessment panel considered there to be four appointable candidates.

Our view

We note that the recruitment exercise attracted 35 applicants, four of whom were ultimately deemed to be appointable. This is a positive response to the recruitment exercise.

3. The preferred candidate

21. The Cabinet Secretary announced Vernon Everitt as the Welsh Government's preferred candidate to take up the role as the new Chair of the Board of Transport for Wales in a Written Statement on 16 June 2025.¹⁴

¹³ Welsh Government: [TfW Appointment of Chair Information Pack for applicants](#), February 2025.

¹⁴ Welsh Government: Written Statement [New Chair to the Board of Transport for Wales: preferred Ministerial candidate](#), 16 June 2025.

22. Vernon Everitt currently holds several other public and private sector positions, including:

- Transport Commissioner, Greater Manchester (March 2022 to date);
- Chair, Transport for Greater Manchester (April 2024 to date);
- Senior strategic transport adviser, Teneo Consultants (April 2023 to date);
- Non-executive Director, Transport for Wales and Chair of the TfW Major Projects Committee (2019 to date).¹⁵

23. He has formerly worked in a variety of roles, including as senior Executive Committee member at Transport for London for 14 years. He has performed a variety of roles at Transport for London including Managing Director, Customers, Communication & Technology and Interim Managing Director, London Underground and TfL Engineering.¹⁶

24. In his response to the pre-appointment questionnaire, he set out the criteria that he considers should be used to judge his performance:

- “Have I delivered against the promises and strategic plans of Welsh Government for transport across the country and has this been recognised and felt by people in every part of Wales?”
- Have I been able to help Welsh Ministers secure greater investment in our transport infrastructure and services from UK Government?
- Do we have an increasingly highly capable, responsive and effective TfW executive team with strength in depth and clear succession plans for the future development of the organisation?”¹⁷

4. Pre-appointment hearing

25. On 19 June 2025, the Committee held a pre-appointment hearing with Vernon Everitt. The meeting transcript is available on the Committee’s website.¹⁸ The Committee is grateful to the Cabinet Secretary, for ensuring that the Committee had the opportunity to undertake this hearing.

¹⁵ CCEI Committee: [Preferred candidate’s CV](#).

¹⁶ CCEI Committee: [Preferred candidate’s CV](#).

¹⁷ See Annexe A.

¹⁸ CCEI Committee, [Record of proceedings, 19 June 2025](#).

26. In advance of the hearing, the Welsh Government provided the Committee with:

- a briefing on the process¹⁹
- the information pack for applicants²⁰
- Mr. Everitt's CV²¹ and supporting statement²².

27. In addition, the Committee asked the preferred candidate to respond to a questionnaire, which is included at Annexe A.

Our view

TfW has a significant and growing number of responsibilities, and faces considerable delivery challenges. As highlighted by the Committee in recent scrutiny work, these include the need for the delivery of bus franchising and the Metro, as well as continued improvement to rail performance.²³ TfW has grown rapidly, bringing management and budget-setting challenges, whilst delivery of the "T Network" requires significant culture change within the organisation to move to a multi-modal approach. All this needs to be accompanied by improved and measurable performance across the TfW group to ensure improved outcomes and value for money.

In this context, the Cabinet Secretary has chosen as his preferred appointee a candidate who combines experience in running major transport networks in London and Greater Manchester, with a number of years' experience as a non-executive director of TfW.

Mr. Everitt has a number of interests within transport. We note his continuing role at Transport for Greater Manchester, which will undoubtedly bring relevant knowledge and experience. We were reassured by Mr Everitt that he will be able to manage his time appropriately and noted that he said he would give his role at TfW due priority. We also probed around his other interests, notably with Teneo consultants, and were reassured by his clarity of approach around any possible conflicts; he stressed that no such conflicts had arisen during the time he has been a non-executive director at TfW.

¹⁹ Welsh Government: [Briefing for pre-appointment hearing](#).

²⁰ Welsh Government: [TfW Appointment of Chair Information Pack for applicants](#), February 2025.

²¹ CCEI Committee: [Preferred candidate's CV](#).

²² CCEI Committee: [Preferred candidate's supporting statement](#)

²³ CCEI Committee: [Scrutiny of Transport for Wales](#).

Mr. Everitt has a comprehensive and strategic overview of the challenges at TfW. He acknowledges the Committee's concerns around the breadth and scale of the challenges that it is undertaking. The Committee was reassured that Mr. Everitt's experience, particularly as the Commissioner for Transport in Greater Manchester, means that he has direct experience of the multiple projects being managed by TfW, not least bus franchising, a challenge that Mr. Everitt described as "mission critical".

The Committee also noted Mr. Everitt's acknowledgment of issues that this committee has highlighted previously around the need for delivery across all communities of Wales, of securing long-term strategic funding and his willingness to "front-up" communication with the people of Wales.

There are no shortage of challenges for TfW. The Committee considers that the Cabinet Secretary's preferred candidate, Mr. Everitt, is well placed to chair Transport for Wales as it faces these challenges. The Committee will look forward to providing robust challenge to TfW and its new Chair during the remainder of this Senedd term.

5. The Committee's conclusion

28. On the basis of the evidence received, the Committee endorses the Welsh Government's preferred candidate for Chair of the Board of Transport for Wales.

Annexe A: Questionnaire response

Personal background
Do you have any business or financial connections, or other commitments, which might give rise to a conflict of interest in carrying out your duties, or impact on the time you are able to commit to the role?
<p>I am Transport Commissioner for Greater Manchester and Chair of the Executive Board of Transport for Greater Manchester. I also provide periodic strategic-level transport advice to a consultancy company called Teneo. I do not envisage that any of these positions will give rise to conflict of interest and none have arisen during my near 6 year service as a non-executive director of Transport for Wales. In keeping with TfW's established policies and procedures around effective corporate governance, should any actual or perceived conflict of interest arise then I would declare it and appropriate mitigation would be put in place, including recusal from any involvement in that particular matter.</p> <p>Having spent time working in Wales over the past six years, I have developed a strong understanding of the country's transport network. I believe there to be a clear convergence of interest between all parts of Wales and the North of England as we all work to grow the size of our economies, increase productivity and better support opportunity and prosperity for our urban and rural communities. In addition to a focus on improving local transport in every part of Wales, there is in my view enormous scope for Wales and the 'Northern Arc' regions of England to work together cross-border to optimise our local plans and connectivity and win the case being made to the UK Government for greater investment in transport infrastructure and services in Wales. Reform of the UK rail industry and bus franchising in Wales provide the platform to advance this case.</p> <p>I can guarantee that none of my other roles will affect my ability to dedicate all the time necessary to discharging my obligations and responsibilities as Chair of Transport for Wales.</p>
Have you ever held any post or undertaken any activity that might cast doubt on your political impartiality?
No.
How were you recruited: were you encouraged to apply, and if so, by whom?
I was approached by a recruitment agency acting on behalf of the Welsh Government as part of the open recruitment process.
Please explain how your experience to date has equipped you to fulfil your new responsibilities.
My experience has led to a deep understanding of how better transport improves the ability of people to live better lives. Transport is not an end in itself. It is about people, places and prosperity and my job would be to ensure

Personal background

that Transport for Wales listens and continues to face outwards to deliver for the people, communities and businesses of every part of the country. Safe, frequent, reliable and affordable transport is a core enabler of sustainable economic growth, higher productivity, access to homes, jobs and education, better health outcomes, tackling inequality and greater opportunity for all families. We must never lose sight of that.

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

-Transport for London (2007-2022)

-Greater Manchester Combined Authority & Transport for Greater Manchester (2022-date)

-and as a non-executive director of Transport for Wales (2019-date)

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

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

Performance of the role
What will be your key priorities in your new role?
<p>The role profile for the Chair of Transport for Wales sets out Welsh Government's requirements and expectations of the Chair in leading TfW's Board to shape the strategy, vision, purpose, delivery capability and culture of the organisation. I will go about discharging those responsibilities in a prioritised way by setting a clear agenda for the Board. This will include the successful delivery of mission critical work, on time and to budget, on bus franchising and completion of major projects and programmes such as the South Wales Metro and Network North Wales (including North Wales Metro), all supported by ensuring TfW's financial stability and sustainability and leading the further development and strengthening of its organisational capability. This extensive and exciting agenda will draw on the many talents of the Board and build on the success delivered under the leadership of the existing Chair.</p> <p>A key priority for me will be to engage with TfW's stakeholders to listen and deepen my understanding of what they need from transport and to communicate the benefits being delivered by TfW to the people, communities and businesses of Wales. Under my leadership, the Board will be proactive in offering frank professional advice to Ministers on the development and delivery of better transport in every part of Wales and shaping/making the case to UK Government for greater investment in the country's transport services and infrastructure. There is a huge amount of work to be delivered immediately on all this given bus franchising, rail reform and the need to engage with stakeholders cross-border as well as those in Wales itself to secure the necessary resources to enable economic growth and greater prosperity.</p>
What criteria should be used to judge your performance over your term of office?
<ul style="list-style-type: none"> - Have I delivered against the promises and strategic plans of Welsh Government for transport across the country and has this been recognised and felt by people in every part of Wales? - Have I been able to help Welsh Ministers secure greater investment in our transport infrastructure and services from UK Government? - Do we have an increasingly highly capable, responsive and effective TfW executive team with strength in depth and clear succession plans for the future development of the organisation?

The organisation
What criteria should be used to judge the performance of TfW as a whole?

The organisation

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

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

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

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

What do you see as the key risks to delivering TfW’s objectives?

- Continuing to evolve TfW’s culture and capability to approach transport in a truly integrated and multi-modal way, putting the people of every part of Wales at the heart of its work
- A lack of adequate resources to deliver the ambitious plan for transport in Wales
- Making TfW services genuinely resilient to major threats such as climate change and cyber attack
- Not taking sufficient advantage of advances in technology – eg AI as a network planning tool – to help drive rapid change for an affordable price
- Not delivering on our ambitious ridership and revenue growth targets which are our key means by which we decrease net-subsidy for Welsh Government
- A further major shock such as that imposed by Covid

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

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

The organisation

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

Successes

-Public Service Ethos: as an innovative, publicly-owned and accountable not-for-profit organisation, TfW operates with a clear public service mandate with an emphasis on reducing transport poverty and improving mobility for all. While operating efficiently, its focus is on people rather than profit

-Better and increasingly more reliable services: leading to strong revenue growth on rail and bus (eg Traws Cymru) – TfW has seen recovery and growth in passenger numbers, with growth faster than the UK rail industry average. During 2024/25, TfW achieved £175 million in rail passenger revenue, a 17.5% increase on the previous year, with train journeys up by one-fifth to over 30 million

-Better experience for customers: more frequent services, new trains and buses, better accessibility, simplified ticketing and better travel information, contributing to increased ridership and revenue

-Lower cost base: since taking ownership of rail, TfW has operated with a lower cost base due to tighter financial controls, direct control over procurement and operations and retaining all revenues to reinvest in running and further improving services

-South Wales Metro/Core Valley Lines: tackling the impact on the CVL project of COVID and resultant external price inflation to re-set the programme and now be on the cusp of delivering transformational change for the people of the region

-Network North Wales: delivery of an ambitious vision and plan to rapidly improve transport throughout the region. TfW has established strong cross-border and cross-agency partnerships with Network Rail, UK Government, local authorities and English transport bodies to deliver a metro-style service across North Wales

-Innovation: TfW is pioneering the deployment of tri-mode Class 756 trains on the South Wales Metro which switch between electric, battery, and diesel power and Wales is the first part of the UK outside London to introduce convenient 'tap and go' ticketing for customers. Wales is also blazing a trail with the work to franchise bus services as a way of integrating all forms of transport for the convenience of passengers.

The organisation

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

Failures

-Delivery of new train fleet into service: There has been an underestimation of the difficulties of introducing new fleet. Lessons can be learned on the contracting model, inherited from the former operator, which has made change and negotiation incredibly difficult and complex.

-Improvements across every part of Wales: while ambitious plans are in place bringing benefits to the whole country, more can be done to ensure improvements are delivered and felt across all parts of Wales. It is vital that all communities within North, South, East and West Wales feel the benefits of investment in transport improvements.

-Organisational development: this is not a 'failure' but an 'opportunity' – we need a renewed focus on continuing to build TfW's organisational capability as it takes accountability for more things – eg bus franchising. TfW's CEO is an exceptionally talented leader with deep personal commitment and strong delivery. There is a highly capable senior team. Naturally, there are opportunities to further build capability at all levels to reflect the evolution of TfW's role and responsibilities.

-Reflecting the communities TfW serves: progress has been made in improving the representation of the communities and people of Wales in TfW and this needs to continue to be an area of focus.

-Major events: significant improvements have been made in supporting and delivering major events, including those held at the Principality Stadium, international football and Eisteddfod. Again, there needs to be continued focus on delivery of transport provision for events of National and regional importance given their central place in the economy and culture of Wales.

The key lessons are:

1. Set realistic and transparent targets: taking into account the complexity of the supply chain and challenging funding and financing environment.
2. Enhance transparency and accountability: by continuing to develop regularly published performance data and improving stakeholder engagement to listen and communicate what is being delivered to the benefit of people, communities and businesses in every part of Wales.
3. Strengthen cross-Government collaboration: forge closer alignment and engagement between TfW, the Welsh Government and UK authorities such as Shadow Great British Railways given the critical importance of these

The organisation

relationships to securing additional investment and funding in transport in Wales.

What is your assessment of the public profile and reputation of the organisation?

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

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