

Recommended Preferred Bidder's Commitments	Benefits realisation			
	Prosperity for All: The National Strategy - Themes	Economic Action Plan – Well-being Objectives	<i>Our Valleys: Our Future Delivery Plan</i> - Priorities	Well-being of Future Generations Act – Goals*
ODP to move HQ to Wales from London by 2019	<p>Prosperous & Secure (Page 7)</p> <p>High quality skills, the key role of cities as engines of growth, and the right digital and transport infrastructure will all help us in achieving this goal</p> <p>(Page 9)</p> <p>Harness the opportunities of major infrastructure projects</p>	<p>Support people and businesses to drive prosperity</p>		<p>A Prosperous Wales</p>
ODP's rail department to move to Wales from Paris by 2020, a team who provide expertise to all Company's rail operations around the world	<p>United & Connected (Page 19)</p> <p>Wales' connections with the wider world are equally important, not least as we tackle the uncertainties of EU exit. The strength of our overseas relationships and connectivity will determine our ability to forge new markets and maintain our position as an attractive and competitive place to invest and do business</p>	<p>Promote and protect Wales' place in the world</p>		<p>A Prosperous Wales</p>
To open a Consulting Hub in Cardiff for at least 50 staff	<p>Ambitious & Learning (Page 15)</p>	<p>Equip everyone with the right skills for a changing</p>		<p>A Prosperous Wales</p>

	<p>A prosperous Wales needs creative, highly skilled and adaptable people</p> <p>Skills and Employability (Page 4)</p> <p>The stronger the skills base is in Wales, the more chance we have of attracting new businesses and growing existing ones to improve prosperity</p>	<p>world</p> <p>Support people and businesses to drive prosperity</p>		
<p>ODP to not pay dividends to its shareholders for the first 5 years, reinvesting profits to fund investment</p>	<p>United & Connected (Page 21)</p> <p>High quality, modern infrastructure is a key enabler of competitiveness and productivity. Investment can act as a catalyst for wider regeneration and supporting vibrant communities. The investment needs to be intelligently planned and well delivered to have maximum impact</p> <p>Prosperous & Secure (Page 9)</p> <p>Harness the opportunities of major infrastructure projects</p>	<p>Support people and businesses to drive prosperity</p> <p>Deliver modern and connected infrastructure</p>		<p>A Prosperous Wales</p>
<p>To drive industry leading and</p>	<p>Working Differently (Page 4)</p>	<p>Deliver modern and</p>	<p>Better Public Services –</p>	<p>A Wales of Cohesive</p>

<p>customer focused operational and safety performance</p>	<p>Focus on the needs of people, at all stages of their lives and in all parts of Wales</p> <p>United & Connected (Page 19)</p> <p>Transport and Digital Infrastructure are critical to providing the services we need to stay healthy, to learn, to access employment, and to build prosperity</p>	<p>connected infrastructure (Page 36)</p> <p>The quality of our infrastructure underpins cohesive and connected communities, enabling people to access the services they need to stay healthy, to learn and engage with others</p>	<p>Transport PS20 (Page 30)</p> <p><i>Expected Outcome</i> Public transport will reflect and serve the needs of each community</p>	<p>Communities</p>
<p>To create over 600 new jobs overall and add 30 apprenticeships per year</p>	<p>Prosperous & Secure (Page 8)</p> <p>Enabling people to develop the skills they need to get the jobs they want, supporting businesses to start, innovate, and grow, creating decent, secure employment</p> <p>Ambitious & Learning (Page 15)</p> <p>A prosperous Wales needs creative, highly skilled and adaptable people</p>	<p>Equip everyone with the right skills for a changing world</p> <p>Enable people to develop their skills in line with the rapid changes in the global economy, to keep Wales competitive and secure employment in an uncertain world</p>		<p>A Prosperous Wales</p>
<p>To replace every train in Wales, through a £750m investment, introducing 148 new trains and cascading 17 high-quality modernised units and 3 Mark IV loco hauled</p>	<p>United & Connected (Page 21)</p> <p>High quality, modern infrastructure is a key enabler of competitiveness and productivity</p>	<p>Deliver modern and connected infrastructure (page 37)</p> <p>Quality infrastructure enables people to be</p>	<p>Better Public Services – Transport PS18 (Page 29)</p> <p><i>Expected Outcome</i> Better capacity and</p>	<p>A Wales of Cohesive Communities</p>

sets to Wales		closer to jobs and makes business to business contact easier, supporting the transfer of ideas, diffusion of innovation and the better matching of skills to jobs which all have a significant influence on productivity and growth	quality of travel and improved frequency of travel	
95% of journeys to be made on brand new trains and the fleet average age to drop from 25 years now, to 7 years by 2023	United & Connected (Page 21) High quality, modern infrastructure is a key enabler of competitiveness and productivity	Deliver modern and connected infrastructure	Better Public Services – Transport PS18 (Page 29) <i>Expected Outcome</i> Better capacity and quality of travel and improved frequency of travel	A Wales of Cohesive Communities
To work with a manufacturer who can guarantee that most of the new trains will be assembled in Wales (subject to an ongoing procurement process)	Prosperous & Secure (Page 7) We will also use the spending power of infrastructure investment and public service procurement to benefit Welsh-based businesses	Support people and businesses to drive prosperity		A Prosperous Wales
To remove all Pacers by December 2019, 9 months earlier than required by TfW	Prosperous & Secure (Page 10) We will build prosperity in a way that supports and sustains Wales’ stunning natural environment, ensures that current and future generations	Drive sustainable growth and combat climate change	Better Public Services – Health PS12 (Page 27) <i>Action</i> As part of a Clean Air Plan for Wales, actions will be taken to tackle	A Resilient Wales A Globally Responsible Wales

	will continue to benefit, and makes a tangible contribution to the fight against climate change		the serious risks to the health of people in Valleys communities from poor air quality caused by emissions from industry, traffic and domestic houses My Local Community – The Physical Environment VLP10 (Page 40) <i>Action</i> Improve the physical environment of communities by investing in green infrastructure	
To begin delivering the NE Wales Metro by increasing the frequency on the Wrexham-Bidston line to 2 trains per hour (tph) from Dec 2021, with fully refurbished metro trains	United & Connected (Page 21) Continue to develop the North Wales Metro and deliver transport improvements that complement it	Deliver modern and connected infrastructure Support people and businesses to drive prosperity Tackle regional inequality and promote fair work		A Wales of Cohesive Communities
To provide a truly transformative solution for the Core Valley Lines (CVL) to offer a fully accessible and	United & Connected (Page 21) Create an integrated public transport network, covering the	Deliver modern and connected infrastructure Support people and	Better Public Services – Transport PS20 (Page 30)	A Wales of Cohesive Communities

modern service with huge future flexibility	rail and bus networks, which is safe, reliable, affordable and low carbon	businesses to drive prosperity Tackle regional inequality and promote fair work	<i>Action</i> Improve public transport services to better reflect the needs of local communities and businesses, including people who work irregular and part-time hours	
To extend the Bay Line to Flourish, bringing on-street running to Cardiff by Dec 2023. To potentially unlock City Deal funding to link Flourish to Cardiff Central via Callaghan Square soon afterwards	United & Connected (Page 21) Create an integrated public transport network, covering the rail and bus networks, which is safe, reliable, affordable and low carbon	Deliver modern and connected infrastructure Support people and businesses to drive prosperity		A Wales of Cohesive Communities
To build new stations at Crwys Road, Gabalfa, Loudoun Square and Flourish and move Treforest Estate to a better location, linking it to the estate via a new river bridge	Prosperous & Secure (Page 9) The exciting major projects planned across Wales over the coming years must bring with them significant benefits for their regions, and leave a lasting legacy for the people, infrastructure and economy of these areas	Support people and businesses to drive prosperity	Better Public Services – Transport PS19 (Page 30) <i>Expected Outcome</i> More frequent and affordable rail and bus routes will be provided across the Valleys through partnership working between operators and public authorities to reflect the current legislation	A Wales of Cohesive Communities
The CVL to be 100% non-diesel	Prosperous & Secure (Page 10)	Drive sustainable growth and combat climate	My Local Community – The Physical	A Prosperous Wales

	Accelerate the decarbonisation of our public services, creating new opportunities for businesses in Wales in the transition to a low carbon economy	change Deliver modern and connected infrastructure	Environment VLP10 (Page 40) <i>Action</i> Improve the physical environment of communities by investing in green infrastructure	A Resilient Wales A Globally Responsible Wales
Electricity to be sourced from 100% renewable sources; 50% from within Wales	Prosperous & Secure (Page 9) We will also use the spending power of infrastructure investment and public service procurement to benefit Welsh-based businesses (Page 10) Accelerate the decarbonisation of our public services, creating new opportunities for businesses in Wales in the transition to a low carbon economy	Drive sustainable growth and combat climate change Support people and businesses to drive prosperity	My Local Community – The Physical Environment VLP10 (Page 40) <i>Action</i> Improve the physical environment of communities by investing in green infrastructure	A Prosperous Wales A Resilient Wales A Globally Responsible Wales
To provide a Central Metro solution that goes beyond the CVL to bring the benefits of increased frequencies, reduced journey times, modern vehicles and level boarding to communities around the City Line, and to Penarth and Barry	United & Connected (Page 21) Create an integrated public transport network, covering the rail and bus networks, which is safe, reliable, affordable and low carbon	Deliver modern and connected infrastructure Support people and businesses to drive prosperity	Better Public Services – Transport PS18 (Page 29) <i>Expected Outcome</i> Better capacity and quality of travel and improved frequency of travel	A Wales of Cohesive Communities

<p>To add 1 train per hour (tph) fast for the South Wales Metro between Cardiff and Bridgend and a consistent 1tph between Cheltenham and Cardiff. New rolling stock on these services to bring level boarding to the rest of the SW Metro</p>	<p>United & Connected (Page 21)</p> <p>Deliver the South Wales Metro, underpinning the region’s economic development, and spreading jobs and prosperity through more rapid transport, and ensuring that all new and significant developments in the region are sited within easy reach of a station</p>	<p>Deliver modern and connected infrastructure</p> <p>Support people and businesses to drive prosperity</p>	<p>Better Public Services – Transport PS19 (Page 30)</p> <p><i>Action</i> Work with rail and bus providers to ensure public transport throughout the Valleys is more frequent and affordable</p>	<p>A Wales of Cohesive Communities</p>
<p>To introduce a new Liverpool to Llandudno/Shrewsbury and Cardiff service in December 2022</p>	<p>Prosperous & Secure (Page 9)</p> <p>Design major Welsh Government infrastructure projects to join up public services and other developments, to maximise regional benefits</p> <p>United & Connected (Page 19)</p> <p>We want a Wales of connected communities, and that means making sure that all the links needed are in place to bring them together</p>	<p>Tackle regional inequality and promote fair work</p> <p>Deliver modern and connected infrastructure</p> <p>Support people and businesses to drive prosperity</p>		<p>A Wales of Cohesive Communities</p>
<p>To introduce a consistent 1tph on the Cambrian from Shrewsbury to Aberystwyth and add summer Sunday</p>	<p>United & Connected (Page 21)</p> <p>We will invest in the 21st century connections we need to</p>	<p>Deliver modern and connected infrastructure</p> <p>Support people and</p>		<p>A Wales of Cohesive Communities</p>

services from May 2023 between Tywyn and Pwllheli	thrive and compete, joining up people, communities, businesses and services to drive prosperity	businesses to drive prosperity Tackle regional inequality and promote fair work		
To establish the railway as a true 7-day service. New Sunday and evening services to begin in Dec 2019 with a 22% increase in Sunday mileage, with further improvements in May 2023	United & Connected (Page 21) We will invest in the 21st century connections we need to thrive and compete, joining up people, communities, businesses and services to drive prosperity	Deliver modern and connected infrastructure Support people and businesses to drive prosperity	Better Public Services – Transport PS20 (Page 30) <i>Expected Outcome</i> Public transport will reflect and serve the needs of each community	A Wales of Cohesive Communities
On the Central Metro, Sunday services to be doubled from December 2024	United & Connected (Page 21) We will invest in the 21st century connections we need to thrive and compete, joining up people, communities, businesses and services to drive prosperity	Deliver modern and connected infrastructure Support people and businesses to drive prosperity	Better Public Services – Transport PS20 (Page 30) <i>Action</i> Improve public transport services to better reflect the needs of local communities and businesses, including people who work irregular and part-time hours	A Wales of Cohesive Communities
To provide free high-speed Wi-Fi on all trains and at all stations, seamlessly working together	United & Connected (Page 21) Digital connections that anticipate the needs of the future can help us to change	Deliver modern and connected infrastructure Support people and businesses to drive	Better Public Services – Transport PS23 (Page 32) Improve the availability	A Wales of Cohesive Communities

	our working patterns, reducing congestion, and supporting our aspirations for lower carbon living	prosperity	of travel information using digital technology, such as apps, as well as traditional methods. This will help people to plan their journeys more effectively	
To invest £145m to modernise all 247 stations and go further with match funding	Prosperous & Secure (Page 9) We will target interventions to the different economic needs of each region of Wales, ensuring all parts of the country benefit from growth	Deliver modern and connected infrastructure Support people and businesses to drive prosperity	Better Public Services – Transport PS18 (Page 29) Better capacity and quality of travel and improved frequency of travel	A Wales of Cohesive Communities A Prosperous Wales
To invest in active travel initiatives, hundreds of cycle lockers and Secure Stations accreditation at every station - only 5% (13 stations) have this currently	Healthy & Active (Page 13) Deliver an integrated public transport network which supports our aim to enable people to travel more actively, by combining different types of transport with walking and cycling	Deliver modern and connected infrastructure Drive sustainable growth and combat climate change	Better Public Services – Transport PS19 (Page 30) <i>Action</i> Work with rail and bus providers to ensure public transport throughout the Valleys is more frequent and affordable and that it links to active travel – cycling and walking – as part of the development of the South Wales Metro	A Resilient Wales A Healthier Wales
To build at least 1,500 new car park spaces	United & Connected (Page 21)	Deliver modern and connected infrastructure		A Wales of Cohesive Communities

	<p>With the geography of Wales and the needs of sparsely populated rural communities, cars will remain important, but new powers over buses and the rail franchise mean that we can take a more joined up view across all types of transport, enabling us to reduce our carbon emissions, promote active travel, and get the most from our spending on public transport</p>			
<p>To engage local communities by transforming disused spaces to better meet local needs, supporting regeneration and community projects and refurbish the 6 temporary accommodation blocks used during the CVL construction for community use</p>	<p>United & Connected (Page 20)</p> <p>Work with communities to help maintain local facilities that bring people together</p> <p>Prosperous & Secure (Page 8)</p> <p>We look, then, to business to work with us and to invest in their own development, and that of their workforce, treating their employees fairly, and contributing to the wider community</p>	<p>Support people and businesses to drive prosperity</p>	<p>Better Public Services – Transport PS18 (Page 29)</p> <p><i>Action</i> Ensure the proposed South Wales Metro hubs act as key community points, providing a focus for housing, health, education and other public service investments</p>	<p>A Wales of Cohesive Communities</p> <p>A Resilient Wales</p>
<p>To continually invest over the Grant in the quality and quantity of customer-facing staff</p>	<p>Working Differently (Page 4)</p> <p>Focus on the needs of people, at all stages of their lives and in</p>	<p>Support people and businesses to drive prosperity</p>	<p>Better Public Services – Transport PS20 (Page 30)</p>	<p>A Wales of Cohesive Communities</p> <p>A Prosperous Wales</p>

	<p>all parts of Wales</p> <p>United & Connected (Page 21)</p> <p>We will invest in the 21st century connections we need to thrive and compete, joining up people, communities, businesses and services to drive prosperity</p>	<p>Deliver modern and connected infrastructure</p> <p>We will focus the network on the needs of passengers</p>	<p>Public transport will reflect and serve the needs of each community</p>	
<p>To fund and support all staff who want to learn Welsh</p>	<p>United & Connected (Page 20)</p> <p>Promote and facilitate the use of Welsh in a positive and inclusive manner, improve systematic planning of Welsh language provision</p>	<p>Promote and protect Wales' place in the world</p>	<p>Good-quality jobs and the skills to do them – Skills JS22 (Page 16)</p> <p>People in the Valleys will be able to receive services in the language of their choice</p>	<p>A Wales of Vibrant Culture and Thriving Welsh Language</p>
<p>To generate a culture that encourages innovation and continuous improvement; building a new centre of innovation – the WBI Lab involving Swansea University – to nurture and encourage entrepreneurs and innovators across Wales</p>	<p>Ambitious & Learning (Page 15)</p> <p>The Welsh economy requires the right balance of skills and opportunities, which can only be delivered through partnership between schools, colleges, universities and businesses. The best research and innovation, whether public or private, is driven by people with broad horizons and a global outlook</p>	<p>Equip everyone with the right skills for a changing world</p> <p>Build ambition and encourage learning for life</p>		<p>A Prosperous Wales</p>
<p>To fully fund a 'Metro' branded bus service linking</p>	<p>United & Connected (Page 19)</p>	<p>Deliver modern and connected infrastructure</p>	<p>Better Public Services – Transport PS18 (Page</p>	<p>A Wales of Cohesive Communities</p>

<p>the centres of the valleys from Treforest Estate via Pontypridd, Abercynon, Ystrad Mynach and Pontypool to Cwmbran</p>	<p>We want a Wales of connected communities, and that means making sure that all the links needed are in place to bring them together</p>	<p>Tackle regional inequality and promote fair work</p>	<p>29) <i>Expected Outcome</i> Better capacity and quality of travel and improved frequency of travel. Integrated transport hubs will be placed in the top 20 busiest stations in the Metro area (including Bridgend, Treforest, Pontypridd, Caerphilly, Merthyr Tydfil, Aberdare, Treherbert, Pengam and Cwmbran)</p>	
<p>To provide a quicker and more frequent shuttle to Cardiff Airport from our services by creating a new interchange at Barry, itself linked by at least 4 trains per hour with central Cardiff</p>	<p>United & Connected (Page 19) We want a Wales of connected communities, and that means making sure that all the links needed are in place to bring them together Prosperous & Secure (Page 7) Increasing productivity and competitiveness are central to our economic future. High quality skills, the key role of cities as engines of growth, and the right digital and transport infrastructure will all help us in</p>	<p>Deliver modern and connected infrastructure Support people and businesses to drive prosperity</p>		<p>A Wales of Cohesive Communities A Prosperous Wales</p>

	achieving this goal			
Children under 11 to travel free and half fare eligibility for 16 to 18-year olds to be extended	<p>United & Connected (Page 21)</p> <p>Create an integrated public transport network, covering the rail and bus networks, which is safe, reliable, affordable and low carbon</p>	<p>Deliver modern and connected infrastructure</p> <p>Support people and businesses to drive prosperity</p> <p>Tackle regional inequality and promote fair work</p>	<p>Better Public Services – Transport PS21 (Page 31)</p> <p><i>Expected Outcome</i> More affordable transport for young people which will lead to better access to jobs and public services</p>	<p>A Wales of Cohesive communities</p> <p>A Resilient Wales</p> <p>A More Equal Wales</p>
To invest in over 200 new ticket machines	<p>United & Connected (Page 21)</p> <p>High quality, modern infrastructure is a key enabler of competitiveness and productivity</p>	<p>Deliver modern and connected infrastructure</p>	<p>Better Public Services – Transport PS23 (Page 32)</p> <p>Improve the availability of travel information using digital technology, such as apps, as well as traditional methods. This will help people to plan their journeys more effectively</p>	<p>A Wales of Cohesive communities</p>
To spend £26m to improve the website and app with door to door journey planning and a wealth of tourist focussed content to encourage customers to travel to and within Wales; reinvigorating the 'Big Train, Little Train' campaign working closely with the Great Little	<p>United & Connected (Page 21)</p> <p>High quality, modern infrastructure is a key enabler of competitiveness and productivity</p> <p>Help people and businesses make the most of digital connectivity</p>	<p>Deliver modern and connected infrastructure</p> <p>Support people and businesses to drive prosperity</p>	<p>Better Public Services – Transport PS23 (Page 32)</p> <p><i>Action</i> Improve the availability of travel information using digital technology, such as apps, as well as traditional methods.</p>	<p>A Wales of Cohesive communities</p> <p>A Prosperous Wales</p>

<p>Trains of Wales</p>			<p>This will help people to plan their journeys more effectively</p> <p><i>Expected Outcome</i> People across the Valleys will be able to access live, accurate travel information to help plan their journeys. Amongst other things, this will help people access employment opportunities</p>	
<p>Smart ticketing to be rolled out across WCB: the installation of validators on the SW Metro will enable Pay as You Go flexible ticketing, and on WCB this will be introduced for mobile tickets, benefitting millions of customers by ensuring they always pay the lowest fare</p>	<p>United & Connected (Page 21)</p> <p>High quality, modern infrastructure is a key enabler of competitiveness and productivity</p> <p>Prosperous & Secure (Page 10)</p> <p>Economic resilience underpins our ambitions for Wales. It is only through innovation that businesses can adapt and improve their productivity and sustainability</p>	<p>Deliver modern and connected infrastructure</p> <p>Drive sustainable growth and combat climate change</p>	<p>Better Public Services – Transport PS23 (Page 32)</p> <p><i>Action</i> Improve the availability of travel information using digital technology, such as apps, as well as traditional methods. This will help people to plan their journeys more effectively</p> <p><i>Expected Outcome</i> People across the Valleys will be able to access live, accurate travel information to</p>	<p>A Wales of Cohesive communities</p> <p>A Resilient Wales</p>

			help plan their journeys. Amongst other things, this will help people access employment opportunities	
To act to make fares fairer, with the introduction of many new off-peak fares, reductions in headline North Wales fares and flattening for CVL fares at the heads of the Valleys	<p>Prosperous & Secure (Page 9)</p> <p>We will target interventions to the different economic needs of each region of Wales, ensuring all parts of the country benefit from growth, and promoting every worker’s right to a fair deal</p>	<p>Support people and businesses to drive prosperity</p> <p>Tackle regional inequality and promote fair work</p>	<p>Better Public Services – Transport PS19 (Page 30)</p> <p><i>Expected Outcome</i> More frequent and affordable rail and bus routes will be provided across the Valleys through partnership working between operators and public authorities to reflect the current legislation</p>	<p>A Wales of Cohesive communities</p> <p>A Resilient Wales</p> <p>A More Equal Wales</p>
To provide Delay Repay for delays from 15 mins and commit to a lowest fare guarantee – selling the best fare, or refund you the difference	<p>United & Connected (Page 21)</p> <p>Create an integrated public transport network, covering the rail and bus networks, which is safe, reliable, affordable and low carbon</p>	<p>Support people and businesses to drive prosperity</p>	<p>Better Public Services – Transport PS20 (Page 30)</p> <p><i>Expected Outcome</i> Public transport will reflect and serve the needs of each community</p>	<p>A Wales of Cohesive Communities</p>