

Agenda – Enterprise and Business Committee

Meeting Venue:

Committee Room 1 – Senedd

Meeting date: Thursday, 5 November
2015

Meeting time: 09.15

For further information contact:

Gareth Price

Committee Clerk

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Private pre-meeting (09.15–09.30)

1 Introductions, apologies and substitutions

2 Rugby World Cup Transport Planning

(09.30–10.15)

(Pages 1 – 16)

Neil Hanratty, Director of Economic Development, City of Cardiff Council

Claire Moggridge, Operational Manager – Transport Network Management, City of Cardiff Council

Josh Jones, Chief Superintendent, South Wales Police

Attached Documents:

Research Brief

EBC(4)–25–15 (p.1) Evidence from South Wales Police

Break (10.15–10.30)

3 Rugby World Cup Transport Planning – Train services

(10.30–11.30)

(Pages 17 – 58)

Ian Bullock, Managing Director, Arriva Trains Wales

Lynne Milligan, Customer Services Director, Arriva Trains Wales

Mark Hopwood, Managing Director, Great Western Railway

Paul McMahon, Route Managing Director – Wales, Network Rail



Attached Documents:

EBC(4)-25-15 (p.2) Evidence from Arriva Trains Wales

EBC(4)-25-15 (p.3) Evidence from Great Western Railway

EBC(4)-25-15 (p.4) Evidence from Network Rail

4 Rugby World Cup Transport Planning – Bus services

(11.30–12.00)

(Pages 59 – 61)

Cynthia Ogbonna, Managing Director, Cardiff Bus

Gareth Stevens, Business Development Manager, Cardiff Bus

John Pockett, Director, Government Relations, Confederation of Passenger Transport Wales

Attached Documents:

EBC(4)-25-15 (p.5) Evidence from Cardiff Bus

Break (12.00–13.00)

5 Rugby World Cup Transport Planning – Organisers

(13.00–14.00)

Mick Wright, Head of Tournament Services, Rugby World Cup

Christopher Garnett, Strategic Transport Advisor, Rugby World Cup

Tom Legg, Tournament Transport Manager, Rugby World Cup

Neil Snowball, Chief Operating Officer, Rugby World Cup

6 Papers to note

6.1 Letter from Finance Committee

(Pages 62 – 64)

Attached Documents:

EBC(4)-25-15 (p.6) Letter from Chair of Finance Committee

6.2 Letter to the Deputy Minister for Skills and Technology

(Pages 65 – 66)

Attached Documents:

EBC(4)-25-15 (p.7) Letter to the Deputy Minister for Skills and Technology

6.3 Additional information provided by the Minister for Economy, Science and Transport following the Committee meeting on 15 October

(Pages 67 – 69)

Attached Documents:

EBC(4)-25-15 (p.8) Additional information provided by the Minister for EST following the Committee meeting on 15 October

7 Motion under Standing Order 17.42 to resolve to exclude the public from the remainder of the meeting.

8 Legislative Consent Motion – Small Business Commissioner

(14.00-14.10)

(Pages 70 – 75)

Gareth Pembridge, Legal Services, National Assembly for Wales

Attached Documents:

Legal Brief for Legislative Consent Motion

9 Consideration of Draft Wales Bill

(14.10-14.30)

(Pages 76 – 116)

Gareth Pembridge, Legal Services, National Assembly for Wales

Attached Documents:

Cover paper on the Draft Wales Bill

Draft Wales Bill – legal briefing

Letter to the First Minister regarding the Draft Wales Bill

Two letters from the First Minister regarding the Draft Wales Bill

Private de-brief (14.30-14.35)

Agenda Item 2

Document is Restricted

South Wales Police

The planning process for the Rugby World Cup: how you were involved and how you prepared

I was one of two senior police officers responsible for South Wales Police's policing of the event (in police terms the "gold commander"). I am an occupationally and operationally competent gold commander and have considerable experience of policing major events in South Wales and the Millennium Stadium. I shared responsibility with a similarly qualified colleague – Superintendent Steve Furnham - on a match by match basis.

I appointed the two match commanders (the so called "silver commanders") who are both experienced and qualified commanders. I set the initial policing strategy which was reviewed by the Gold Commander after each match.

In preparation for the event a dedicated planner was appointed and regular minuted meetings held to prepare for the matches and de-briefs in-between matches. The silvers and/or planner also attended multi agency planning meetings – the city steering group meetings - and fed any issues into our gold meetings.

I also attended the national Rugby World Cup Security meetings where representatives from all of the venue forces were present. The national meetings were chaired by a senior police officer. The group did not provide command and control but the role was one of co-ordinating and liaising between the police and Rugby World Cup and other interested parties. Silvers/planners also attended meetings around planning for the fan-zone.

A dedicated Police Security Co-ordinator was appointed and part of their role was also planning for the attendance of VIPs who have protected status. A dedicated intelligence offer was also identified. Part of their role was to liaise with the UK Football Planning Unit (who despite their name performed a specific role around rugby just for this event).

Testing exercises were conducted and the two friendly matches Wales played in Cardiff prior to the event were used by Rugby World Cup to test various aspects of their plan.

A specific table top testing exercise was conducted in the Millennium Stadium for events in Cardiff where a number of scenarios were tested. From a policing perspective my recollection is that they were around protest, response to a critical incident and terrorism. I can recall transport being raised and Rugby World Cup having a dedicated officer responsible for co-ordination who outlined their role. Part of their brief was to advise all that they could provide general information around ticket sales for different parts of the UK.

Part of our planning is around this issue of road closures. These are put in place by the Local Authority around two hours before the start and one hour after the

end of a match. They are in place as a safety and a security measure which the police help enforce when necessary.

Reports of significant queues and overcrowding on train services, including their causes and impact

There is a queuing system on match days at Cardiff Railway Station. From information provided to me by British Transport Police it is my understanding that this is arranged by Arriva Trains Wales who engage a security company called Sword to manage the queues. From a safety and security aspect British Transport Police have primacy and we assist and support as required. It is a tried and tested process which works effectively on match days during the Six Nations and Autumn Internationals. There is inevitable congestion because of volume but it is well managed and clears in reasonable time.

During the early matches during the Rugby World Cup it was apparent that the queues were far longer than normal and took far longer to clear. From a safety and security perspective this caused congestion in Wood Street and delayed the opening of roads. There was no disorder – the profile of the rugby spectators and their demeanour does not naturally lend itself to this – but there was frustration. An offer was made to colleagues in British Transport Police to assist going forward but they were already engaged at a very senior level with the train providers.

A match commander has suggested the building work in the re-development of the bus station; and the configuration of where the spectators came from (few from the west and many from the east which is different to a normal match day) may have contributed to the queuing. I would suggest the railway companies are best placed to provide detailed explanations around the causes.

In terms of solutions additional capacity was created by the train companies for later matches and a revised queuing system which expedited the safe departure of spectators from the city.

The appropriateness and effectiveness of public transport provision for the events more generally (for example bus and taxi services and infrastructure)

There were park and ride facilities and coach parking facilities which seemed to work well as per normal. There were a bus strike by Cardiff Bus and demonstrations on certain dates which appeared to have little impact on the event. There was some congestion on the M4 beyond what could normally be expected for the early games which may have been caused by spectators not being able to get on the train when traveling from the other side of the Severn Bridge.

The plan around the Airport for those matches where it came into play worked well.

The effectiveness of communication around the events;

From a safety and security perspective there was regular dialogue with all of the interested parties and plans that were tested. When the transport issues were identified there were meetings held to resolve which the police attended.

Any public safety or other concerns arising from the organisation of these events

South Wales Police has an excellent record of policing major events in Cardiff and of policing the Night Time Economy both during and outside major events. We feel that our neighbourhood policing style lends itself and adds to that feeling of safety for visitors to the city. There is a Cardiff After Dark policing operation every weekend with increased police numbers in the city centre; and additional resources are deployed for major events depending on the threat and risk posed. At its peak there were an additional 60 police officers deployed in Cardiff for the Rugby World Cup events (taking account of overlapping shifts). Cardiff is a safe city.

Late kick off times on a weekend presents particular challenges in terms of spectators returning home after the event. There is in effect a smaller time-frame for spectators to leave the city which leads to congestion. This could potentially lead to disorder if there were a different crowd profile from the one that attended these events.

South Wales Police worked closely with a variety of partners to keep the city safe both during the planning and operational phases particularly the Local Authority, Millennium Stadium management, British Transport Police and Rugby World Cup. On the ground partners such as Local Authority CCTV, street pastors and on this occasion Rugby World Cup volunteers were also critical to delivering a safe event. In addition South Wales Police ran operations with the Local Authority Trading standards department on certain match days targeting illegal street traders and also the Licensing Department to help ensure compliance with licensing laws. Licensed premises also used plastic vessels for drinks on match days. Additional resources were also deployed to deal with auto-crime.

I believe the sum of all of these measures creates a city centre environment that both feels and is safe.

Any lessons learnt for future events of this type

Clearly there needs to be sufficient capacity for the train providers to facilitate the timely departure of spectators from the stadium. During the latter matches a

British Transport Police supervisor worked in the command room and this proved helpful. From a safety and security aspect the planning and execution of the operation was successful. Later kick off times present a challenge for the reasons I have outlined.

Any considerations given to minimalizing the impact on local businesses.

The road closures are in place for both security and safety. As stated previously they are put in place two hours before kick off and released one hour after kick off. The match commander working closely with the Local Authority can vary this if there is an issue around public safety (e.g. the Road closures being put on early if crowd numbers have built up and there is a serious risk of accident). It is rarely done as the time parameters would appear to work and this balances the need to ensure public safety while minimising the disruption to the traffic infrastructure and hence potentially local businesses.

Josh Jones
Chief Superintendent
261015

National Assembly for Wales Enterprise and Business Committee

Arriva Trains Wales are pleased to be invited to discuss the Rugby World Cup events hosted in Cardiff as related to the rail transport arrangements.

Background

The Rugby World Cup (RWC) events in Cardiff, 8 matches hosted between 19th September and 18th October 2015, are the latest in a long line of major events hosted in the Millennium Stadium since its opening in 1999.

Since 1999 the demand for rail travel following Stadium events has grown considerably. To illustrate this, in 1999 rail took back circa 10,000 spectators after each match. We then saw a significant uplift when the FA Cup came to the Millennium Stadium (between 2001 and 2005) with numbers increasing to around 15,000 per event. The trend of rising passenger numbers has continued with Cardiff Central averaging around 30,000 for Autumn Internationals/Six Nations from 2010 with the current norm for 2014 being around 35,000 with a peak of circa +45,000. These are return numbers with inward travel for events exceeding these numbers, typically by more than 10,000.

Although Platform 0 at Central was built for the 1999 opening (a narrow 5-car single direction platform) no further development of the station to assist capacity has occurred, although the new platform 8 for Valley Lines (funded by Welsh Government) is expected to be commissioned by Network Rail in early 2017.

Cardiff Central station is owned by Network Rail. They are funded through the 5-yearly Regulatory periodic reviews to maintain and update the infrastructure (including stations) based on current and future requirements. The station is operated by Arriva Trains Wales and managed under a lease arrangement co-terminus with the Franchise Agreement.

It should also be noted that in marked contrast with similar stadiums in the UK the distance and time taken between the Millennium stadium and Central station is very short. This has the effect of little if any dispersal time, a very congested station approach and an exaggerated perceived station queuing time (as there is no time between the stadium and being in the station queue).

Planning

The rail planning process for the RWC started on 12th December 2013 when ATW were invited to the second RWC rail meeting.

Since December 2013 ATW have provided senior level representation at all subsequent RWC meetings and have fully participated in the process. As part of the pre-event arrangements RWC representatives have attended Cardiff to view rail arrangements for 6 Nations matches, including late evening (2000 hours) kick off events, and RWC warm up games. The consistent concern that has been raised by RWC as a result of their observations and from their ticket sales data has been the potential shortfall of train capacity post match in the eastwards (Bristol/London) direction. As far as we are aware neither the time queuing or indeed requirement for maximum queuing time was raised or requested.

The main rail operator for eastward journeys, Great Western Railway (formerly First Great Western), therefore, together with ATW and CrossCountry on other routes, concentrated their planning efforts on providing sufficient capacity together with the important assumption (as per for example a 6 Nations match), that the normal level of service for non-event rail passengers was to be protected.

However, following 2 of the first 3 matches there were both passenger and RWC concerns raised in respect of the length of time passengers eastbound queued to return with circa 2 hours being cited. However, sufficient capacity had been provided and the timetable for non-event passengers protected.

Communications

1. Rugby World Cup Organisers Official Customer Travel Advice.

Prior to and throughout the event, Rugby World Cup (RWC) tournament organisers implemented a variety of travel advice communications direct to all of their customers (match day ticket holders) and also public facing campaigns in host cities. In addition, their instructions to all partner transport providers was that RWC information sources must be the primary source of travel advice for their match ticket holding customers. ATW consistently reminded RWC of the need to include realistic customer information on queuing arrangements and queuing times within that travel guidance.

After the first three events, a review highlighted that this effort may have been ineffective on a number of occasions in influencing RWC customers to make appropriate transport arrangements to and from events in Cardiff and other locations. As an example only the last 4 hours GWR's timetable from London was displayed on their website with the unintended consequence of encouraging later and hence more concentrated travel. As a result, planned supporting public communication activity implemented by transport providers (including GWR and Arriva Train Wales) was revised after the first weekend of the tournament to accommodate this shortfall.

2. Arriva Trains Wales planned pre-event travel advice targeting public audiences.

ATW collaborated in full with RWC in the provision of travel information for them to distribute directly to their customers. ATW did not have direct communications access to RWC customers.

Pre-planned ATW communication activity targeting the general public and rail users featured the following activity:

ATW Travel Advice specific campaigns:

Campaign 1. Objective: Demand management, to encourage rail travel before/after match day.

Audience: Volume over 2.5 million.

Timing: 10 weeks prior to the tournament.



Campaign 2. Objective: General match day travel advice.

Audience: Volume over 2.3 million.

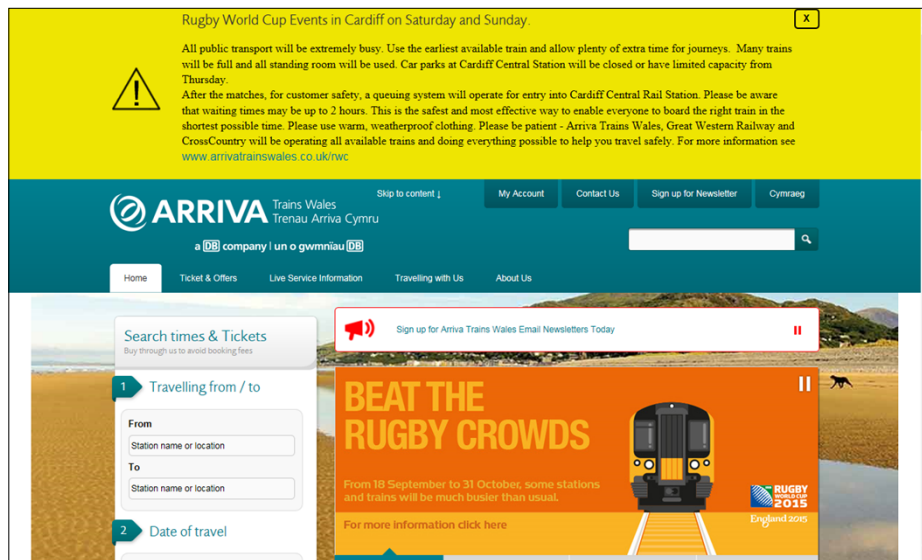
Timing: 4 weeks prior to the tournament.



Campaign 3. Objective: travel advice for specific matches.

Audience: Volume c. 1 million, plus PR/news media coverage

Timing/duration: 1 week prior to each specific match.



Audience c. 150, 000.

Targeted eMails: Since the start of the tournament, over 16,000 targeted emails were issued to actual ATW train ticket holders travelling to all impacted rail stations, offering specific travel advice.

In addition, 20 head height placards featuring the queuing plan were displayed by volunteers positioned by exits to the Millennium Stadium at the end of each match.

Improved customer information leafleting: the usual 6 Nations 20,000 leaflets featuring the Cardiff Central Station queue plan map was increased to 60,000 (one for almost every fan in the Stadium). The content and design were improved as were the number of volunteers distributing them, before and after the matches. In addition, supplies of these leaflets were given to GWR and CrossCountry Trains for distribution at key journey start points i.e. London Paddington, Birmingham New Street and on board trains.

Social Media: Since the start of the tournament an audience of over 1,700,000 users have seen ATW tweets relating to match day information. In addition, over 2,000,000 Twitter users have seen RWC travel advice issued by ATW on non-event days.

Other activities:

RWC organisers were responsible for issuing match day travel messages to their customers via the massive digital screens in both the Millennium Stadium and Cardiff Arms Park Official Fan Zone. This was supported with real-time information input from ATW.

Queuing

The length of time passengers queue at the station is a factor of :

1. Capacity - number and formation (number of carriages) of trains per hour,
2. Speed at which passengers can be safely loaded,
3. Capabilities of the infrastructure i.e. signalling / track and points system
4. The lack of dispersal time between the stadium and Central station i.e. the time spent at the station is exaggerated by the short distance

To illustrate the first bullet point, the typical post match capacity of a GWR High Speed Train is circa 700 people and loco and coaches around 900. Thus for example on the first match (see Table 1 below) circa 3,000 passengers were capable of being moved per hour. With an average of over 12,100 people in the London and Bristol queue, it therefore took circa 3 to 4 hours to clear the queue. Note this doesn't necessarily mean everyone in the queue waited 3 hours as many don't join the queues immediately rather first enjoy the bars, pubs etc.

To illustrate point 2 and to show the station constraints a short video has been prepared for the Committee to aid understanding. In summary, the station frontage has a limited number of openings by which to feed the queues through – this slows the loading time. Queues have to be loaded individually due to the concourse and subway constraints unless the east subway is used which itself results in delay in loading. The staircases are narrow and there is only 1 per platform (in reality both staircases are normally used to load 1 platform). However this hinders passengers wishing to exit from terminating services. The platforms are also constricted and we are thus unable to load 2 HSTs simultaneously on either platforms 1 and 2 or 3 and 4, as the risk to passenger safety of people falling on the track would be too high. Platform 0 is so narrow for example, that only 200 can be loaded at a time even though train capacity for the platform is 500. The station west subway is also constrained and we are unable to load platforms 1 and 2 together with platforms 3 and 4. Hence we have to use the narrower east (lift) subway to load platforms 3 and 4. This subway was further narrowed and divided to accommodate the bus service to Bristol Parkway during the RWC events.

In respect of point 3 the current track and signalling layout has a number of constraints that severely hinders event management, particularly when, as with the RWC, passenger flow is mainly one directional (in this case towards London and Bristol). For example:

- Lack of layout flexibility e.g. trains arriving from the east unable to access platforms 1 and 2 rather have to go through the station, out to the west (affecting trains from Swansea) and then back in
- Signalling capability and functionality e.g. trains can be signalled through the east of the station with a minimum of every 4 minutes between them
- Track capacity – for example, trains from platforms 0, 1 and 2 converge into a single piece of track for circa 3.5 miles before 2 tracks become available.

These physical infrastructure constraints are exacerbated by freight movements during the post match period and by 3rd party Charter trains. Freight operators have contractual rights to run their services and specified times which Network Rail are obliged to honour. For Charter operators, while these certainly fill a market niche, they can be difficult to accommodate in train planning terms and often use scarce track capacity for relatively few passengers. For example the Northern Belle charter on 18th October only carried 86 customers.

For point 4 and the lack of dispersal time is illustrated below. These are a series of 5 minute time lapse photos from the station frontage CCTV camera for the Ireland v. France match on 11th October.

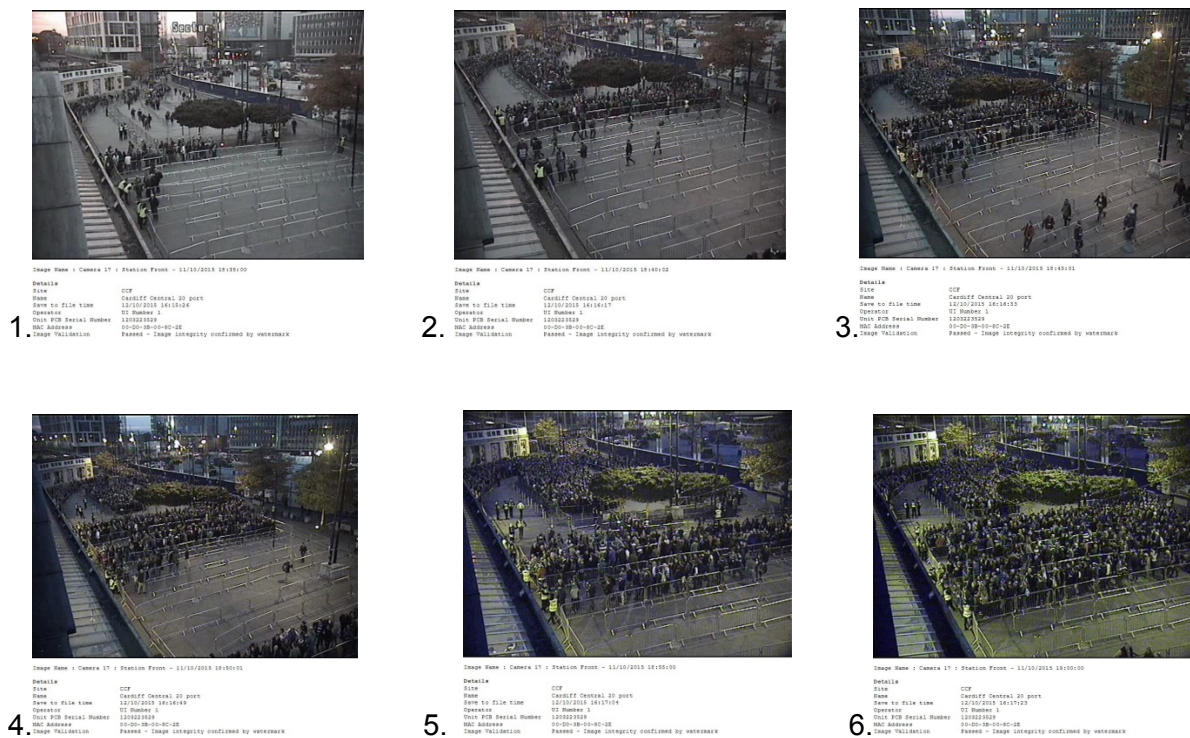


Image 1: taken at 18:35 with the match still underway. The London and Bristol queues (top left) are already beginning to fill.

Image 2: taken at 18:40 with the match having finished 2 minutes earlier at 18:38. London and Bristol queues within the station area are now already full.

Images 3,4 and 5: taken at 18:45, 18:50 and 18:55 respectively and illustrate the north bound queues (Crewe and North Wales) beginning to fill.

Image 6: taken at 19:00 , 22 minutes after the match shows all front of station queues now full.

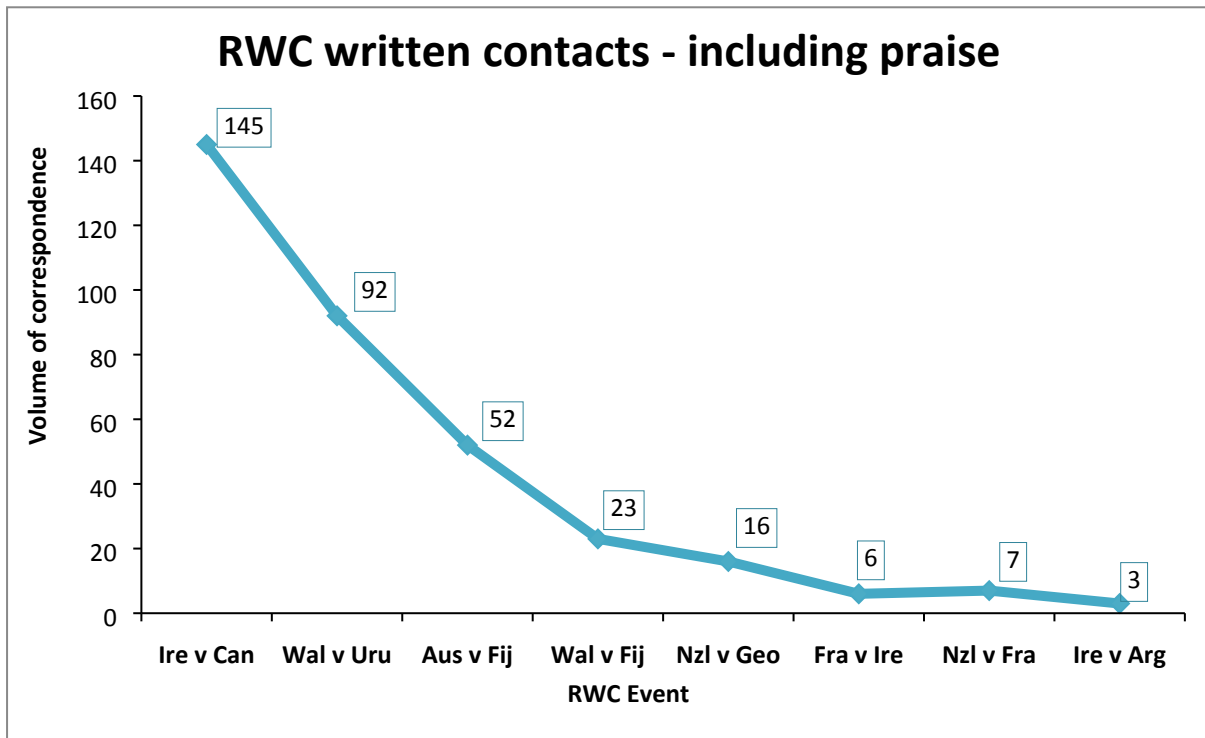
A queuing plan is shown in Appendix 1 to assist orientation.

Changes following feedback

As a result of customer concerns about the time eastbound passengers queued for the first 3 matches, a number of changes were quickly made to the event plan for subsequent games. A brief summary:

- GWR revised its train plan to provide circa 6 HSTs per hour with the plan being front end loaded for capacity (see table 1 below).
- RWC offered and then introduced a Bristol Parkway dedicated coach service – thereby also reducing London queuing times. ATW revised the queuing plan to accommodate this (see appendix 1)
- ATW revised its queuing system to create more space closer to the station for passengers queuing for London and Bristol Temple Meads trains. This reduced the length of queues on Wood Street but we could no longer as a consequence accommodate the canopy and unfortunately this had to be taken down. In addition, platform 3 and 4 were used (in part) for eastward departures providing additional platform capacity. The Saunders Road and Riverside car parks were also closed to allow the changes to the queuing system, regrettably inconveniencing many regular customers.
- Network Rail restricted/prohibited freight movements through Cardiff Central station during the post match period freeing up much needed passenger train capacity.
- Cardiff Council provided formal queuing arrangements for London and Bristol Temple Meads passengers on Wood Street creating a more structured arrangement feeding into the station queues (see picture 1 above)

As a result of these changes and the changed communications outlined above, queuing times reduced and the level of contacts from event passengers also fell.



The nature of the written contact changed through the events. From 2% of contacts being praised at the start to 50% for the latter games.

Similar trends were seen through social media, albeit one observation was local media would focus on 1 or 2 negative tweets rather than the large number of positive comments and hence give a particular negative perception. Some examples of the tweets we and customers made for the France vs. Ireland game are shown in appendix 2.

However, the changes made to provide more capacity quicker (i.e. more and longer trains immediately after the match finished) inevitably had consequences for non-event customers. For example, GWR only running an hourly service back to London prior to the matches to keep HSTs back for post event, rather than the usual half hourly service. Also, ATW closing two station car parks to create additional queuing space and taking train capacity from West, North Wales and Manchester to provide it in the South.

These new customer issues would likely not have arisen under the original event plan as agreed before the event with RWC, as one of the objectives had been to minimise the effect on non-event customers.

Table 1 below shows the additional GWR / ATW trains post match. It also highlights the effect of the change in policy on ATW services (only) to no longer protect regular scheduled services:

| Match | ATW extra services | GWR Eastbound HST/LHCS Average Per Hour | ATW Strengthened Over WTT Service (Post-Event) | % extra capacity | ATW Post-Match Capacity | Non-Event ATW Services Affected |
|-----------------------------------------------------------------|-------------------------|----------------------------------------------|------------------------------------------------|-----------------------|-------------------------------------------------|-----------------------------------------------------------------------|
| 19th September: Ireland v. Canada K/O: 14:30 | 7 pre (ML) | 3 HSTs & 1 LHCS | ML - 6/34 VL - 21/104 | 27/138 trains =20% | 9,600 extra seats 42,000 seats in total | None |
| | 11 post (ML) | | | | | |
| 20th September: Wales v. Uruguay K/O: 14:30 | 19 pre (12 ML / 7 VL) | 3 HSTs & 2 LHCS (with 1 in the other hour) | ML - 9/15 VL - 31/31 | 40/46 trains =87% | 13,700 extra seats 23,700 seats in total | None |
| | 21 post (13 ML / 8 VL) | | | | | |
| 23rd September: Australia v. Fiji K/O: 16:45 | 5 pre (all ML) | 2 HSTs & 2 LHCS (with 1 in the other hour) | ML - 10/22 VL - 20/55 | 30/77 trains = 39% | 9,200 extra seats 27,500 seats in total | None |
| | 11 post (9 ML / 2 VL) | | | | | |
| 1st October: Wales v. Fiji K/O: 16:45 | 5 pre (all ML) | 3 HSTs & 2 LHCS (with 1 in the other hour) | ML - 13/22 VL - 20/55 | 33/77 trains =43% | 11,000 extra seats 29,000 seats in total | 9 services terminated/originated short & 9 services cancelled |
| | 14 post (11 ML / 3 VL) | | | | | |
| 2nd October: New Zealand v. Georgia K/O: 20:00 | 3 pre (all ML) | 6 HSTs & 2 LHCS (with 1 in the other hour) | ML - 6/8 VL - 5/18 | 11/26 trains =42% | 8,300 extra seats 15,300 seats in total | 3 services terminated short & 3 services had calling patterns amended |
| | 24 post (14 ML / 10 VL) | | | | | |
| 11th October: France v. Ireland K/O: 16:45 | 12 pre (9 ML / 3 VL) | 5 HSTs & 1 LHCS | ML - 6/11 VL - 16/16 | 22/27 trains =81% | 10,500 extra seats 15,300 seats in total | 3 Ebbw Vale services cancelled |
| | 14 post (13 ML / 1 VL) | | | | | |
| 17 th October: New Zealand v. France K/O:20:00 | 6 pre (all ML) | 6 HSTs and 2 LHCS (with 1 in the other hour) | ML - 3/4 VL 7/16 | =50% | 9,200 extra seats 13,900 seats in total | 1 service terminated short |
| | 19 post (15 ML / 4 VL) | | | | | |
| 18 th October: Ireland v. Argentina K/O 13:00 | 10 pre (9 ML / 1 VL) | 5 HSTs and 1 LHCS | ML 5/18 VL 35/35 | 40/53 trains = 75% | 12,200 extra seats 25,700 seats in total | None |
| | 12 post (10 ML / 2 VL) | | | | | |

From this it can be seen the significant levels of additional seating that were provided by the train operators more than catering for the expected and actual demand.

In respect of the passenger volumes actually transported, Table 2 at Appendix 3, records the number of passengers arriving by train and those returning including direction for travel. From this, with over 250,000 people returned over the 8 matches, the significant numbers and percentage of the total travelling eastwards (London, Bristol Temple Meads and Parkway) can be seen with some 38.2% returning in this direction.

This Appendix also illustrates more typical event passenger data from the six nations tournament and the WC warm-up matches where the flows eastward are circa 20%.

Lessons for the future

Cardiff as a city has a number of fantastic stadia such as the Millennium Stadium, Motorpoint Arena, SWALEC stadium and Cardiff City stadium, all easily accessible from Central station, itself centrally located within the heart of the city.

While investment has been made in such venue facilities, the rail transport network has not been similarly considered. We believe that the ability to access public transport for travel to and from the venue should be an important part of the experience. We would therefore like to be able to meet passenger and other stakeholder expectations on queuing times, train capacity, queuing facilities etc. while importantly, protecting the journey experience for non-event customers.

As the operator of Cardiff Central station (ownership lies with Network Rail), ATW would like to assist the City / Government with its promotion of Cardiff as a premium event venue and to meet passenger and stakeholder expectations both now and for the future. However, to do this a number of the current constraints and methods of working will, we suggest, need to be addressed. We would therefore kindly ask the Committee to consider recommending the following suggested improvements:

1. Cardiff Central station – to consider as part of Network Rail’s current draft master plan for the station:
 - the track (e.g. improved capacity with double track) and signalling functionality (for example the minimum of 4 minutes wait between trains heading east),
 - platforms – number and width (e.g. number - Bristol Temple Meads has 15 platforms, Cardiff Central 7 and platform 0 for instance can only take a 5-car train and platforms 1 and 2 are not wide enough to load 2 HSTs of 1,400 people),
 - space for crowd queuing with suitable poor weather cover (as part of the re-development of Central Square)
 - the Grade 2* listed nature of the station has hindered development suggestions previously. With the urgent need for infrastructure development to provide a fit for purpose event station the listing issue will we believe needs to be addressed.
2. For events where passenger numbers are expected to be in a single direction to retain the high number of large capacity trains front end loaded together with the revised queuing arrangements. We would also note the success of the Bristol Parkway shuttle bus service which reduced loadings on the London queue and that this would need to be considered for future similar events.
3. Network Rail to work with the freight operators to continue the practice adopted during the RWC, of prohibiting freight traffic through Central station post an event.
4. Retain the communications structures and event management protocols of the last 5 games with event organisers located in both the rail and City control centres.
5. Additional rolling stock availability for all the operators serving Central station (ATW, GWR and Cross Country) to support these infrequent but high profile events while

maintaining other scheduled non-event services e.g. for ATW train maintenance is suspended and all ATW trains are in service for a major event - however, as a consequence medium and long term train reliability may be adversely impacted.

6. Central Square – to urgently consider the future queuing needs of rail passengers in the property led redevelopment currently underway and to provide (temporary or permanent) canopy structures to improve the experience especially in the advent of poor weather.
7. Wood Street queuing arrangements – As the bus station will no longer be an option following redevelopment; the Council to continue to provide Wood street over spill queuing arrangements for future large scale stadium events (e.g. 6 Nations, pop concerts etc.). This allows safer and more structured management of the crowd and improved communication to those waiting.

Other suggestions for future events:

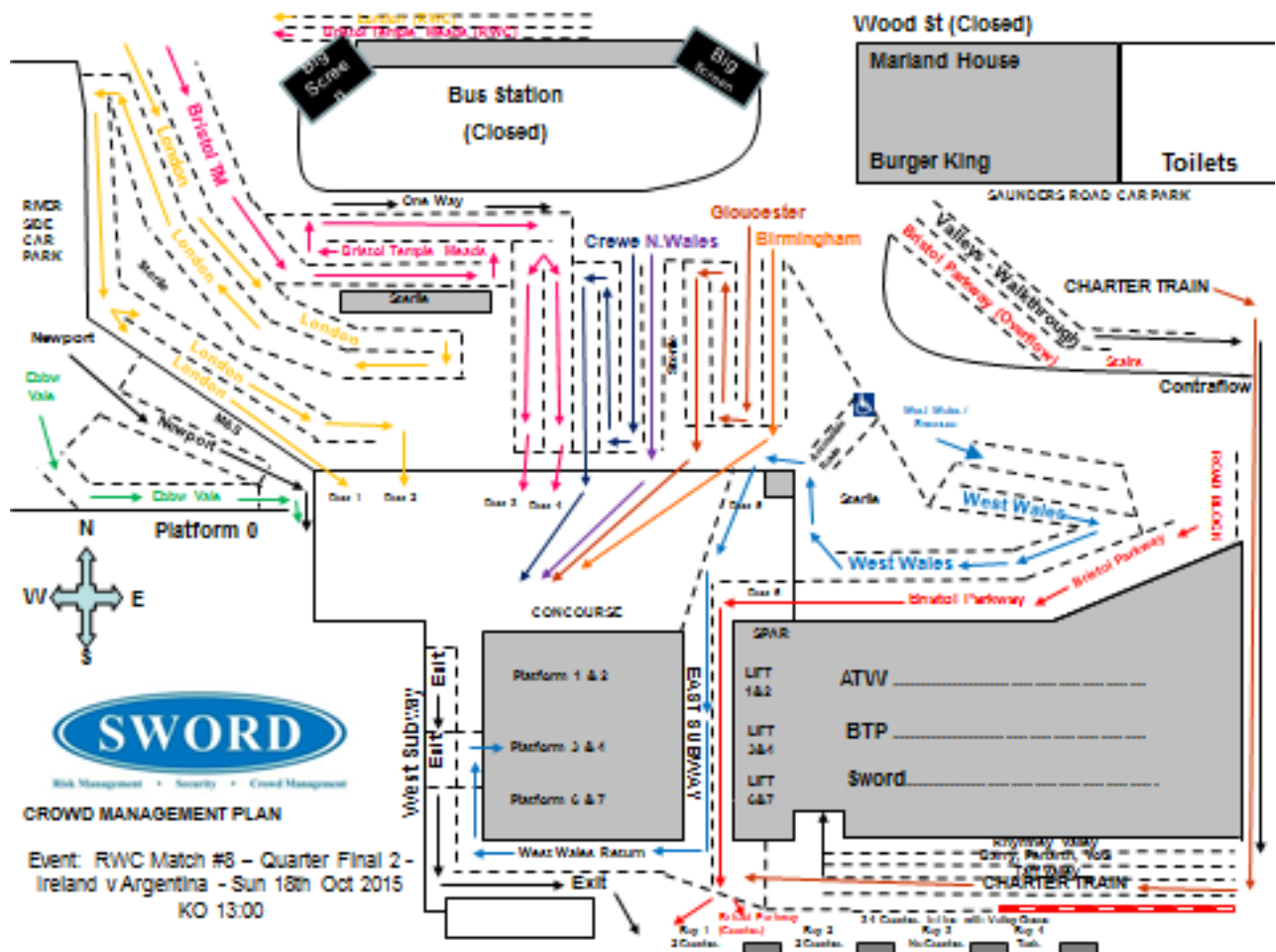
8. Licencing of events in Cardiff – Although not a factor in Cardiff for the RWC, consideration should be given for the future for limiting the number of simultaneous large scale events held in the City on the same day. Our understanding is the current arrangements consider the impact on transport (including road). There have been numerous occasions when simultaneous event staging has resulted in significant and obvious strain on the transport system, sometimes to the experience detriment of those attending the event(s). Also there appears no obligations on large scale event organisers to notify transport providers of their events within the city – a recent example being the evening spectacular in Cardiff Bay.
9. Late event finishes (e.g. circa 2200 hours) – we would like to see the stadium and other venues in Cardiff have a responsibility to consider how event goers can access events via public transport. While working relationships with the Stadium are good, we believe they and other venues appear agnostic to pre/post event travel arrangements. This area is particularly important if the public and stakeholder expectation is that the next day's train service is to be unaffected by the previous night's late finish - albeit additional rolling stock and improved infrastructure would provide alternative solutions to this problem (see points 1 and 3 above). Early advice of planned events to the transport industry is also key in securing a delivery plan.
10. While intra industry cooperation has not been an issue during the RWC, we suggest the Department for Transport should consider, for the future Great Western and CrossCountry rail franchises, specific obligations in respect of train service provision for special events at Cardiff. We consider such are potentially even more important post devolution when it may be helpful to codify the current goodwill arrangements.

Finally, in the context of constraints, we would kindly also draw the Committee's attention to the recent press article by the highly respected and independent transport expert Professor Stuart Cole. Professor Cole published an article in the Western Mail on 6th October that highlights a number of these issues and the unrealistic expectations of the tournament organisers with reference to the current rail & road infrastructure capabilities in the Cardiff area.

See: <http://www.walesonline.co.uk/business/business-opinion/despite-critics-cardiff-central-train-10203065>

Submission from Arriva Trains Wales to the Enterprise and Business Committee
26 October 2015

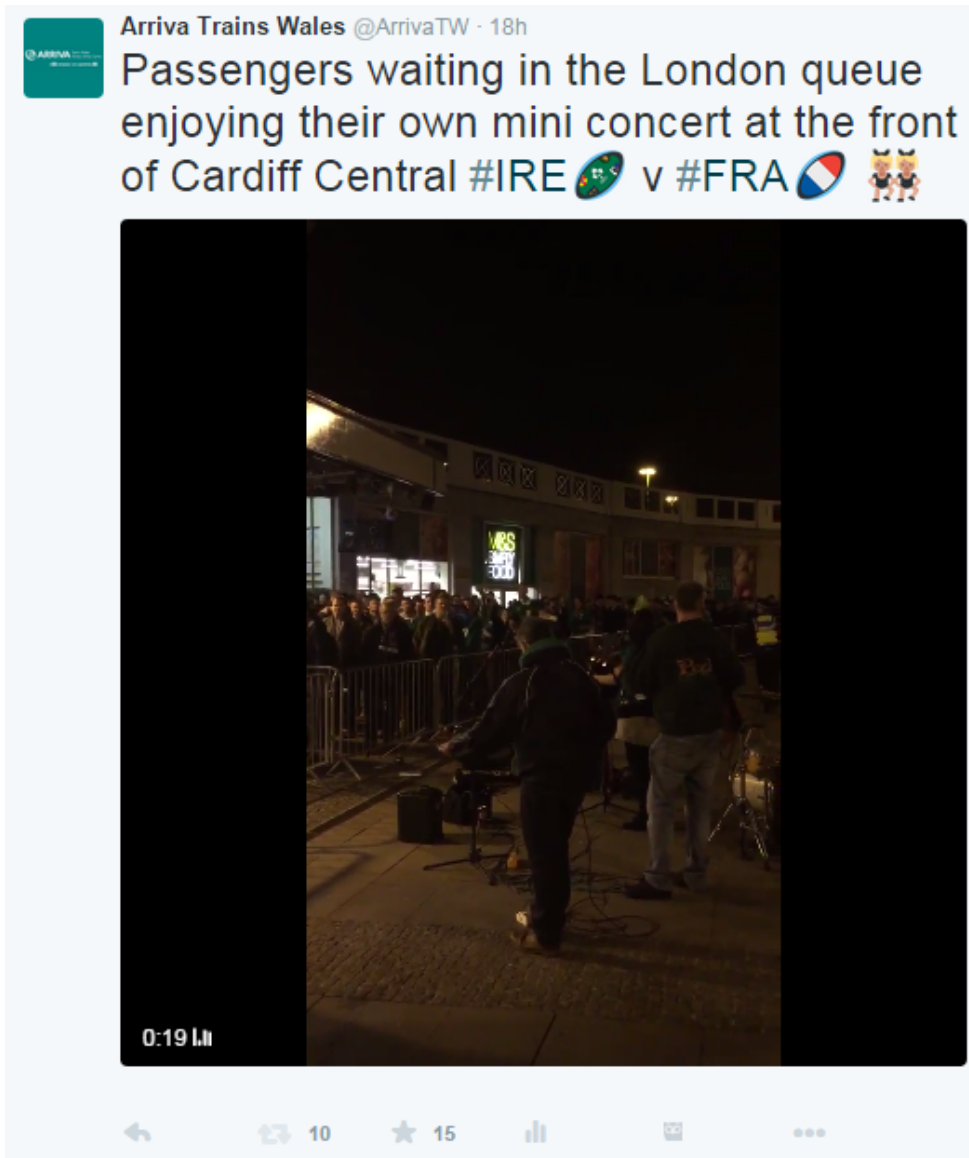
Appendix 1



Appendix 2

Twitter Overview FRANCE v IRELAND 11/10/15 Cardiff

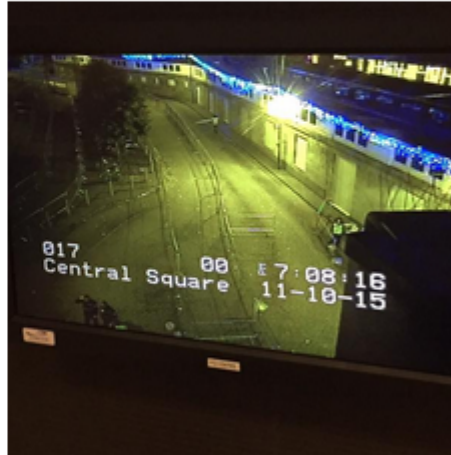
Proactive travel advice tweets





Arriva Trains Wales @ArrivaTW · 18 hrs

The queues for London and West Wales are currently empty just over an hour after the final whistle #IRE 🇮🇪 v #FRA 🇫🇷



← ↻ 2 ★ 2 📊 📧 ⋮



Arriva Trains Wales @ArrivaTW · 18 hrs

#RWC2015 🏟️ - queues for all destinations quiet, now would be a good time to head back to Cardiff Central if you're travelling home by train.

RETWEETS
8

FAVOURITES
2



8:01 p.m. - 11 Oct 2015 · Details



[Arriva Trains Wales](#) @ArrivaTW · 19 hrs

Staff in the Crowd Management Centre at Cardiff Central station working hard to get you all home as safely #FRAVIRE





Arriva Trains Wales @ArrivaTW · 21 hrs

There'll be a queuing system at Cardiff Central after #IREvFRA so that we can get you all home safely 🚂🚆🚆🚆🚆




RETWEETS
9

FAVOURITES
6



4:52 p.m. - 11 Oct 2015 · Details




Selection of Praise









Marie Minshall
@marieminshall

To: [arrivatw](#)

[@ArrivaTW](#) Waited 2 minutes for the return train following the Ireland v France game. Well done Arriva Wales




19:05 yesterday
en

Arriva Trains Wales

19:06 yesterday

[@MarieMinshall](#) thanks Marie, glad we got you away safely tonight. Safe journey :) ^Zac

Ronan Doohan
@rdoohan72
Dublin

To: [arrivatw](#)

Well done [@ArrivaTW](#) on super queue management for train to Holyhead. Thanks for the coffee too!! #IREvFRA

19:47 yesterday en

Arriva Trains Wales
19:49 yesterday

[@RDoohan72](#) Hi, thanks for this! Hope you enjoyed the game, safe onward journey too :) ^Zac

Kathryn Tresilian
@KTresilian

Follow

Lots of staff on hand making sure I was OK amongst the chaos! Thank you [@ArrivaTW](#)

Arriva Trains Wales [@ArrivaTW](#)

We've moved over 5000 people safely through Cardiff Central since #FRA v #IRE finished. Thanks for your patience. #RWC2015

Daniel Loosley
@dloosley071

To: [arrivatw](#), [GWR Help](#)

Music pumping great atmosphere at cardiff [@ArrivaTW](#) [@GWRHelp](#) but really busy!
<http://t.co/Gc0wN2OgE9>



20:05 yesterday en

GWR Help
20:06 yesterday




[@dloosley071](#) [@ArrivaTW](#) Hi Daniel. Hope you enjoyed the game this evening! We'll have you on your way home very soon :) Grant




Stuart John
@stueyboy5

To: [arrivatw](#)

[@ArrivaTW](#) Well done Arriva for your organisation at Cardiff tonight - top job by all staff

   20:08 yesterday en






Kevin Morley
@gaykevin
Manchester, UK


**Arriva Trains
Wales**
22:24 yesterday


Queues are now on free flow at Cardiff Central station. Thanks for your patience tonight.

[@ArrivaTW](#) thanks to all the staff today

   22:25 yesterday en




 **Lucy FR** @urban_foxes · 2 hrs
Also credit to all at Cardiff Central @RWC2015Travel @GWRHelp
Massive improvements since IREvCAN - great to see they responded to feedback

FAVOURITE
1 


11:40 a.m. - 12 Oct 2015 · Details

← ↻ ★ 📧 ⋮


Reply to @urban_foxes @RWC2015Travel @GWRHelp

 **GWR Help** @GWRHelp · 2h
@urban_foxes @RWC2015Travel Hi Lucy, glad to hear it. Our friends at @ArrivaTW deserve to share the credit too! -Andy


← ↻ ★ 📧 ⋮

 **Lucy FR** @urban_foxes · 2h
@GWRHelp @RWC2015Travel @ArrivaTW Yes absolutely - Well done all round!


← ↻ ★ 1 📧 ⋮




 **Arriva Trains Wales** @ArrivaTW · 2h
@GWRHelp @urban_foxes Hi Lucy, thanks so much for sharing. Glad you noticed the improvements! Thanks ^Zac

← ↻ ★ 📊 📧 ⋮

 **timescrosswords**
@timescrosswords
London

To: arrivatw

 @ArrivaTW Extra early trains to Cardiff on Rugby World Cup Quarter Final weekend?

   20:45 yesterday en

← 📧 ☆ 📄 ✓ ✖

Appendix 3 - Table 2

| | Saturday 19th September | | Sunday 20th September | | Wednesday 23rd September | | Thursday 1st October | | Friday 2nd October | | Sunday 11th October | | Saturday 17th October | | Sunday 18th October | | TOTALS | | % of total return traffic | | |
|-------------------------------|-------------------------|---------------|-----------------------|---------------|--------------------------|---------------|----------------------|---------------|--------------------|---------------|---------------------|---------------|-----------------------|---------------|---------------------|---------------|----------------|----------------|---------------------------|--------|--|
| | INWARD | RETURN | INWARD | RETURN | INWARD | RETURN | INWARD | RETURN | INWARD | RETURN | INWARD | RETURN | INWARD | RETURN | INWARD | RETURN | INWARD | RETURN | INWARD | RETURN | |
| Newport Shuttles | 1,699 | 1,956 | 1,670 | 2,200 | 2,005 | 2,152 | | 1,522 | 599 | 1,800 | 2,058 | 1,098 | 1,019 | 1,481 | 934 | 1,084 | 9,984 | 13,293 | 3.2% | 5.9% | |
| Newport - Cardiff | 3,439 | | 3,239 | | 2,604 | | | 3,497 | 3,260 | | 1,272 | | 2,521 | | 1,544 | | 21,376 | | 6.9% | 0.0% | |
| London | 4,033 | 5,525 | 5,482 | 4,580 | 11,070 | 6,100 | 4,724 | 3,530 | 11,372 | 2,426 | 8,548 | 6,901 | 8,468 | 2,925 | 7,748 | 8,514 | 61,445 | 40,501 | 19.8% | 17.8% | |
| Bristol Temple Meads | 5,183 | 4,962 | 3,444 | 4,160 | 5,964 | 4,545 | 7,200 | 4,289 | 9,477 | 3,878 | 3,304 | 3,724 | 6,369 | 3,300 | 3,164 | 3,766 | 44,105 | 32,624 | 14.2% | 14.4% | |
| Bristol Parkway | 1,936 | 1,792 | 1,672 | 1,780 | 1,499 | 2,900 | 4,068 | 982 | | 2,375 | 1,041 | 1,600 | 824 | 1,104 | 1,073 | 1,024 | 12,113 | 13,557 | 3.9% | 6.0% | |
| Ebbw Vale | 2,512 | 831 | 1,622 | 463 | 1,729 | 222 | 1,602 | 483 | 1,142 | 287 | 300 | 0 | 1,581 | 177 | 390 | 222 | 10,878 | 2,685 | 3.5% | 1.2% | |
| Marches | 2,089 | 1,244 | 1,034 | 1,066 | 2,599 | 861 | 1,199 | 917 | 1,926 | 603 | 1,880 | 252 | 1,473 | 319 | 171 | 624 | 12,371 | 5,886 | 4.0% | 2.6% | |
| North Wales | 1,445 | 253 | 356 | 170 | 2,375 | 150 | 1,262 | 500 | 1,300 | 0 | 107 | 300 | 616 | 0 | 0 | 242 | 7,461 | 1,615 | 2.4% | 0.7% | |
| Birmingham | 3,896 | 1,661 | 1,892 | 1,335 | 2,653 | 857 | 2,253 | 932 | 1,772 | 388 | 1,929 | 802 | 1,501 | 100 | 877 | 882 | 16,773 | 6,957 | 5.4% | 3.1% | |
| Gloucester | 1,769 | 1,487 | 953 | 1,025 | 2,296 | 1,599 | 1,666 | 1,069 | 1,084 | 1,284 | 1,350 | 755 | 1,321 | 887 | 745 | 422 | 11,184 | 8,528 | 3.6% | 3.8% | |
| West Wales | 3,892 | 3,510 | 2,602 | 2,179 | 3,517 | 1,598 | 5,214 | 3,277 | 4,075 | 1,500 | 2,201 | 1,355 | 4,701 | 1,681 | 1,976 | 1,598 | 28,178 | 16,698 | 9.1% | 7.4% | |
| Valleys | 5,778 | 8,350 | 4,192 | 5,200 | 5,667 | 2,800 | 7,552 | 5,930 | 6,057 | 3,000 | 2,760 | 2,051 | 7,735 | 3,407 | 3,531 | 2,900 | 43,272 | 33,638 | 14.0% | 14.8% | |
| Cardiff Queen Street | 5,390 | | 2,081 | | 790 | | 5,491 | | 5,780 | | 3,304 | | 5,731 | | 1,956 | | 30,523 | | 9.9% | 0.0% | |
| Free Flow | | 2,831 | | 6,510 | | 2,351 | | 2,893 | | 18,142 | | 2,402 | | 10,539 | | 5,403 | | 51,071 | | | |
| CROWD MANAGEMENT TOTAL | | 31,571 | | 24,158 | | 23,784 | | 23,431 | | 17,541 | | 18,838 | | 15,381 | | 21,278 | | | 175,982 | | |
| OVERALL TOTAL | 43,061 | 34,402 | 30,239 | 30,668 | 44,768 | 26,135 | 45,728 | 26,324 | 47,844 | 35,683 | 30,054 | 21,240 | 43,860 | 25,920 | 24,109 | 26,681 | 309,663 | 227,053 | | | |

Pack Page 42

| | SIX NATIONS | | | | RWC WARMUPS | | | | TOTALS | | % OF OVERALL TRAFFIC | |
|-------------------------------|------------------------------------------------------------|-------------------------------|------------------------------------------------------------|-----------------------------|------------------------------------------------------------|---------------|------------------------------------------------------------|---------------|----------------|----------------|----------------------|--------|
| | Friday 6th February | | Saturday 14th March | | Saturday 8th August | | Saturday 5th September | | | | | |
| | Wales v. England (K/O: 20:05) | Wales v. Ireland (K/O: 14:30) | Wales v. Ireland (K/O: 14:30) | Wales v. Italy (K/O: 17:00) | INWARD | RETURN | INWARD | RETURN | INWARD | RETURN | INWARD | RETURN |
| Newport Shuttles | 732 | 800 | 970 | 2,435 | 782 | 2,249 | 915 | 1,366 | 3,399 | 6,850 | 2% | 7% |
| Newport - Cardiff | 2,250 | | 3,802 | | 3,861 | | 4,367 | | 14,280 | | 9% | |
| London | 6,200 | 495 | 4,622 | 2,538 | 3,886 | 1,941 | 1,617 | 548 | 16,325 | 5,522 | 11% | 5% |
| Bristol Temple Meads | 4,154 | 1,902 | 4,391 | 3,027 | 3,113 | 1,744 | 1,992 | 587 | 13,650 | 7,260 | 9% | 7% |
| Ebbw Vale | 1,730 | 300 | 1,758 | 1,479 | 1,840 | 1,971 | 1,716 | 819 | 7,044 | 4,569 | 5% | 4% |
| Marches | 2,107 | 710 | 1,607 | 975 | 1,750 | 1,211 | 1,181 | 857 | 6,645 | 3,753 | 4% | 4% |
| North Wales | 716 | 0 | 1,267 | 0 | 1,003 | 825 | 617 | 250 | 3,603 | 1,075 | 2% | 1% |
| Birmingham | | 0 | 1,519 | | 1,144 | 1,498 | 966 | 464 | 3,629 | 1,962 | 2% | 2% |
| Gloucester | 2,966 | 972 | 569 | 1,736 | 887 | 600 | 803 | 150 | 5,225 | 3,458 | 3% | 3% |
| West Wales | 3,300 | 2,584 | 7,727 | 6,916 | 8,644 | 6,069 | 4,944 | 2,945 | 24,615 | 18,514 | 16% | 18% |
| Valleys | 9,376 | 3,010 | 9,323 | 10,350 | 7,294 | 11,600 | 7,732 | 5,470 | 33,725 | 30,430 | 22% | 30% |
| Cardiff Queen Street | 4,297 | | 5,716 | | 4,653 | | 7,629 | | 22,295 | | 14% | |
| Free Flow | | 6,473 | | 5,925 | | 1,037 | | 4,969 | | 18,404 | | |
| CROWD MANAGEMENT TOTAL | | 10,773 | | 29,456 | | 29,708 | | 13,456 | | 83,393 | | |
| OVERALL TOTAL | 37,828 | 17,246 | 43,271 | 35,381 | 38,857 | 30,745 | 34,479 | 18,425 | 154,435 | 101,797 | | |
| | Free Flow count from 16:00 until start of crowd management | | Free Flow count from 11:00 until start of crowd management | | Free Flow count from 14:00 until start of crowd management | | Free Flow count from 14:00 until start of crowd management | | | | | |

National Assembly for Wales

Enterprise and Business Committee

Transport Planning and Management during Rugby World Cup Matches in Cardiff

Submission by Great Western Railway (GWR)

This document should be read in conjunction with any written responses submitted to the Committee from Arriva Trains Wales, Arriva CrossCountry and Network Rail.

Mae Great Western Railway (GWR) yn falch o gael gwahoddiad i gyfrannu i'r ymchwiliad byr hwn ar ddarpariaethau trafnidiaeth i gemau Clwb Rygbi'r Byd yng Nghaerdydd Medi-Hydref 2015, gan Bwyllgor Menter a Busnes Cynulliad Cenedlaethol Cymru.

Mae GWR yn rhan o FirstGroup, un o gwmnïau trafnidiaeth mwyaf y byd, sydd yn darparu gwasnaethau trenau a bysus drwy Brydain. Mae gweithgaredd y cwmni yng Nghymru yn cynnwys gwasnaethau trenau GWR a hefyd gwasanaethau bysus FirstCymru, yn Abertawe a Gorllewin Cymru. Mae GWR yn darparu 127 o wasanaethau bob diwrnod gwaith i mewn ac allan o Gymru, yn cynnwys gwasnaethau i Lundain a Bryste.

Nid does unrhyw wrthwynebiad gennym i'r ddogfen hon fod yn gyhoeddus, ac oes bydd angen unrhyw wybodaeth neu eglurhad pellach, byddem yn falch o helpu.

Great Western Railway (GWR) is pleased to be invited to contribute to this short inquiry on transport provision for the Rugby World Cup games in Cardiff during September and October 2015, by the National Assembly for Wales Enterprise and Business Committee.

GWR is a part of FirstGroup, one of the largest public transport operators in the world, providing rail and bus services across the UK. In Wales, the Group's activity includes GWR train services and also FirstCymru bus services in Swansea and west Wales. GWR operates 127 services every weekday in and out of Wales, including services to London and Bristol.

We have no objection to placing this submission in the public domain, and we would be happy to help if any further details or any clarification are required.

Introduction:

The Rugby World Cup was the biggest series of events we have ever seen on the Great Western Railway (GWR) network.

To put this in context the busiest day at Cardiff for the Rugby World Cup was almost 50% higher than the busiest day for travel to the Millennium Stadium during the Olympics.

Careful planning and monitoring of the Rugby World Cup's Travel Demand forecasting in the months before the start of the tournament meant we were able to react to changes in predicted passenger numbers quickly.

However, it is clear that the rail industry faced some challenges and we're sorry for the impact on customers and stakeholders.

Although we had enough trains for fans, customer travel times were significantly different to other events such as the Olympics and the Six Nations. This appears to have been driven in part by the unique mix of customers attending the games, and initial messaging which didn't cover the full service available to fans.

Thus, earlier services that were essential to providing the required space for fans were, initially, significantly underused; as were later trains leaving Cardiff.

The industry responded quickly to concerns. GWR retimed trains to more closely tie in with the revised peak time travel predictions, and our partners also made changes.

We particularly pay tribute to RWC, NR, freight operators, City of Cardiff Council and ATW who worked to free up track space, engaged more coaches for the east and amended the queuing system at Cardiff to move people and trains in and out of the station more quickly.

Our Response to the Questions Posed:

The planning process for Rugby World Cup in Cardiff and how transport providers were involved:

The Rugby World Cup was the biggest series of events that have ever been seen on the Great Western Railway (GWR) network. During the course of the tournament, we carried more fans into Cardiff Station than would normally travel across the whole of the GWR network in a single day.

In total fans made more than 200,000 journeys to and from games at the Millennium Stadium. Of the 47 games played, 24 were hosted at stadiums served by the Great Western Network. This posed the challenge of working with industry partners to provide capacity for matches across a wide geographical area, while maintaining scheduled services for non-match goers. This challenge was amplified on 19 September when three matches were scheduled on our network and 11 October, when three games were scheduled on different parts of our network in the same day.

Planning on a joint industry, RWC 2015, national and local government partnership approach began in 2013, when Rugby World Cup's Travel Demand Management operation was set up. Without match ticket sales to forecast demand early discussions focused on logistics and agreeing protocols and responsibilities.

These included:

- Protecting scheduled services for non-rugby passengers
- No major Network Rail engineering work planned before or after key games during the tournament
- RWC to take the lead on Travel Advice communications direct-to-matchgoers through their website and travel app, and that all Train Operating Company (TOC) communications would refer fans to this tool in their own advertising

GWR took an active participation at a senior level at each of these meetings, which were well attended by Welsh Government, Arriva Trains Wales, Network Rail, City of Cardiff Council and the British Transport Police.

This process included a series of site visits by RWC and partners to test arrangements at high capacity events, including the Wales v England Six Nations game. This raised a number of issues that were dealt with by the planning group; waiting time for fans after the game was not raised as an issue.

How Train Operating Companies responded to anticipated increased demand and how arrangements were communicated to the public and other stakeholders:

Pre-tournament planning

The responsibility for overall travel demand management across all transport modes sat with Rugby World Cup (RWC), who employed a transport demand model (TRACME) to forecast how fans would travel to matches. This TRACME model was based on the system used during the Olympics, and generated expected journey details by noting the postcodes of those buying tickets for rugby games, and surveying them to predict increased demand at each game.

The first cut of the TRACME data was available in September 2014, which allowed planning for transport arrangements to begin in earnest.

Match ticket sales for the tournament continued to be sold up to and, to a lesser extent, during the tournament. This in turn meant that RWC's monthly TRACME travel demand forecasts also continued to change, revealing an increasing percentage of customers were likely to travel by rail.

The rail industry responded to these changes at every stage. Forecasts, produced monthly by the RWC, were compared to planned capacity and timetables were updated to provide additional carriages or trains to meet the capacity needed. GWR worked closely with RWC and three additional charter trains were procured on top of our own trains to support travel to and from matches at the Millennium Stadium.

GWR has a limited HST fleet which is well used, other Train Operating Companies (TOCs) have little spare capacity and the number of locomotive hauled charter trains is limited. We were however able to develop a train plan that met predicted travel numbers.

The perception has developed that not enough trains were provided. This is not the case. Predicted numbers were generally accurate and allowed accurate capacity planning for additional scheduled trains and standby trains on match days.

After every single match at Cardiff, we had capacity for more people to travel. Due to the scale of the event, trains leaving immediately after matches were at capacity. Later trains from Cardiff however were lightly loaded, as were early trains to the City. GWR, with industry partners and RWC, used social media to keep customers informed and provide information about last trains to help reduce demand on earlier services

By the start of the tournament, we had planned a 300% increase over our usual timetable after the busiest games, and, on Sunday 11 October, half of GWR's entire High Speed Train fleet for England and Wales was serving the Millennium Stadium at some point during their day.

Overall we ran 162 extra services, adding over 1,200 extra carriages.

Changes after reports of crowding and long waiting times:

Despite sound planning, there were challenges around the capacity available in the period arriving very close to kick off, and immediately post the game.

Services to Cardiff

While we had enough trains for fans overall, travel times were significantly different to other major sporting events such as the Olympics and the Six Nations. Initially, RWC customers tended to travel in order to arrive close to the kick off time, in contrast to Six Nations supporters who historically have tended to set out early to enjoy time in Cardiff ahead of the game.

This change in peak demand times for travel into Cardiff was driven largely by the different customer mix; additionally in the first weekend the RWC Travel app and website did not include details of early trains on its travel advice.

For future games RWC changed the configuration of its advice page to show all trains to the venue, helping to spread loading to the additional trains that were travelling earlier. We also retimed trains to more closely tie in with the revised peak predictions and supported this with direct communications with all customers who had bought train tickets to Cardiff on all matchdays.

Trains were affected by a fatality for the Wales v Fiji match on 1st October at Hullavington which affected services to the game; around 40 fans on the very last train into Cardiff just before kick off arrived too late for the start of the game. They were compensated with complimentary rail tickets and complimentary tickets for the RWC quarter finals. This group of fans were the only fans

carried by GWR throughout the tournament who did not arrive on time for the game and we were able to take everyone back who arrived in time for the last train.

Services from Cardiff

It is clear that many customers were unhappy with the time taken to leave the station over the first weekend, with some reporting significant queuing times following the match. The industry and partners in RWC and England 2015 responded quickly to problems identified and put in place a number of changes:

- NR, ATW and City of Cardiff Council amended the queuing system at Cardiff to provide more space for queuing and to move people in and out of the station more quickly
- Freight operators agreed to amend their service schedule so that they avoided Cardiff in the critical post match period to allow greater movement of passenger services
- The RWC provided coaches for travel to Bristol Parkway, alleviating some of the pressure on the two eastbound platforms
- A revised GWR train plan was introduced, after consultation with partners, which put moving rugby fans ahead of protecting non rugby services. This focused on adding more capacity in the train plan to shortly after final whistle so that we could transport much larger flows in the first 30 minutes after the match. To do so a number of trains were cancelled from Newport and travelled as empty services to Cardiff, passing through the centre of the station without stopping. This allowed platform 4 at Cardiff to be used for eastbound departures but at the cost of disrupting westbound customers, and was necessary due to the confines of the current Cardiff station track layout
- As there is very limited space to hold trains outside the station ready to depart to the east trains had to sit as far back as Swansea waiting for platforms to clear so they could be brought forward. To achieve this cancellations and delays for services from Swansea to Cardiff had to be introduced, this particularly affected customers travelling west from Newport, and from Swansea to Cardiff. A total of 18 services, on top of those already changed, were affected.
- Changes were also made to be able to bring more trains to Cardiff in the narrow band of time that customers were choosing to travel prior to the matches

The changes increased platform space at the station for east-bound trains to allow around 3,000 fans to travel within 30 minutes of the final whistle. Customers on average queued for much shorter periods and queues were cleared very quickly so that, after the initial wave of supporters, queueing was minimal for trains leaving the station.

We also reviewed communication, extending our travel advice advertising campaign to give prominence to all games accessed from our network, using national and regional print and radio advertising with a total campaign reach of around 5.6 million people.

An example is included in the attached appendix and a copy of the radio broadcast has been submitted; the campaign focused on:

- Key tips for fans travelling
- Highlighting ticketing easements to allow travel on earlier trains
- Giving early warning that trains will be busy and there will be queues for trains on the way back

Social media content

During match days the social media team was seconded to the Communications team - and was co-located in Control with a member of the communications team to ensure better management, responses and messaging during the day. Examples of broadcast tweets are included in the Appendix.

Staff at stations

GWR staff presence at stations was increased to offer assistance, with GWR staff, stewards and security teams supporting ATW, NR and City of Cardiff staff to guide customers safely through the queues onto the platforms and trains.

Any issues with the wider delivery of the event (bus and taxi services and infrastructure, event communication, crowd management and facilities etc:

RWC asked GWR to assist in procuring a number of trains for additional services from a private operator. Six sets of loco hauled stock were requested by RWC however only three trains were available within the industry. Across the UK there is a limited supply of diesel stock to hire and there was pressure on this resource from private charters and other operators during the event. To secure additional trains GWR gave access to our train depot in London for servicing and timetable support. The negotiations with the rolling stock operator were more difficult than expected, hence RWC's request for GWR help, and the contracts were not finally signed until the day the tournament began.

Having all the six trains specified would have eased the pressure on our own fleet to deliver the level of service required for the customer flows during the RWC. However, we compensated making changes to our normal timetable to supply the necessary capacity. Shortage of rolling stock was not therefore the cause of time spent waiting in queues, or travelling on busy trains.

The limitations of Cardiff Station design and track layout were the real barrier to moving customers more quickly without impacting scheduled trains for non-rugby customers.

Any lessons for future events of this type:

Cardiff Station

Cardiff needs a rail station that befits a capital city. Sufficient rail capacity to cope with demand can be, and was delivered, however the timeframe at which trains for travel to the east can be provided post event is severely restricted by the current infrastructure and design of the station. This was something that the rail industry raised at the time the stadium was built.

A track diagram is attached in the Appendix. The ability to run trains in quick succession to reduce current queueing times is limited. Platforms 0, 1 and 2 are normal departure platforms for the east but Platform 0 is too short for our long trains serving destinations to the east. In addition, trains from all three platforms go through a single set of points so only one route can be set at a time. Extending the length of Platform 0, as anticipated in the current Cardiff Station Masterplan will assist but does not resolve the single point of departure from the station.

In addition, while platform 4 can be used eastbound, it is available only if westbound trains are terminated early at Newport and do not call at Cardiff. Additionally trains from this platform cross inbound routes on departure and ultimately share the same lines as those from Platforms 1 & 2. There are also few places to recess trains on the approaches to Cardiff whilst waiting for platform space.

To deliver a step change in passenger movement from the station post event significant changes need to be made to the station to improve passenger flows and to the track to allow more frequent departures. This is particularly pressing given the expected growth in modal shift to rail following electrification of the Great Western mainline with faster journey times. Passenger numbers are due to rise from 13m to 22m by 2023 and the improvements to the service, coupled to increasing delays on the road network into Wales, will encourage more people to travel by train for events in Cardiff; particularly as the City, and South Wales, continues to attract world class events.

Rail has demonstrated its ability to move large crowds, long distances quickly, effectively and safely. It does so for many large stadiums with dedicated stations, examples of which are set out in the Appendix.

Changing the layout of Cardiff Central, or building a new station dedicated to the stadium and only used on match days, would transform the experience of fans and visitors to Cardiff, as well as protecting Cardiff's commuters and business travellers.

This is a time of great change for the rail network. GWRM and Valley lines electrification will bring significant speed and capacity upgrades for Cardiff services. This improved offer will further increase rail passenger numbers on match days, helping relieve stress on the Cardiff's other transport links. The current consultation on Cardiff Central Master Plan is an ideal opportunity to bring a world class station to Cardiff to deliver the step change in passenger management and consign the issues seen on 19th September to history.

Longer Trains

As part of the electrification programme GWR will operate Super Express Trains, which can run in 9 or 10 car formations. Each carriage is also longer than our current High Speed Train fleet and this will increase the number of customers than can be carried per service. In addition, GWR is proposing to use its new fleet of four car Class 387 electric trains provided for the London Thames Valley to provide capacity relief to our new Super Express trains during major events.

These Class 387 trains can run in 12 car formations and seat 675 passengers in a 2+2 seating layout with scope for many more to stand for shorter distances. GWR has sought to ensure that these trains will have route clearance to Cardiff and, once the line is electrified, we can bring these trains to the City on match days providing a further significant uplift in available capacity using resources that may not be fully deployed at the London end of the business, and showing the wider benefit of GWR holding a portfolio of routes which can support each other.

Summary:

The Rugby World Cup 2015 (RWC) saw record numbers of event goers travelling to Cardiff; often on peak time services already busy with commuters, business and leisure travellers on journeys wholly unconnected with the RWC.

In comparison with other major rugby events in Cardiff, such as the Six Nations, customers travelling for most RWC matches predominantly came from the east (London, Bristol, the Midlands), with a much reduced percentage travelling from West Wales.

Cardiff Central station has a track layout dating from the 1960s that only allows for two platforms to be used for full length Intercity trains heading east; a third platform can be made available but using this causes considerable disruption to terminating services and those travelling through the station to the west. There is also very limited space for holding trains near the station preventing the rapid dispersal of fans. This is exacerbated by the extremely close proximity of the stadium to the station meaning that long queues form immediately after the game.

We recognise that Cardiff is a world class city, with a world class stadium; we believe it needs a world class station to match, so the City can continue to offer the biggest and best sports and entertainment events.

Support

GWR would welcome Welsh Government support to ensure the opportunity afforded by the Cardiff Station Masterplan development is taken to deliver improved passenger flows around the station along with improved infrastructure to allow more trains to arrive/ depart from the station in short order to maximise passenger flows to/ from the station for events in the city.

Appendix

Travel Advice Media Advert - *Also supplied 30 second radio broadcast.*

Rugby World Cup Travel Advice

With over 400,000 more people travelling with us to Rugby World Cup matches across the West, please bear in mind that Great Western Railway services will be very busy throughout the tournament.

To help you on your journey, we've teamed up with Network Rail and Rugby World Cup organisers to put hundreds of extra trains and carriages on the lines across our network, as well as extra staff at key stations. We've even relaxed ticket restrictions so you can travel earlier to the matches.

Here are some tips to help make your journey smoother.

Travel Tips

- Travel to the Rugby matches as early as possible
- Make sure you plan your journey in advance at GWR.com/rugby
- On match days, tickets can be used on earlier trains than booked
- Soak up the post-match atmosphere at the official Rugby World Cup 2015 Fanzones while train station queues disperse
- Get 24/7 travel updates via our GWR Twitter team @GWRHelp

Thank you for your understanding and patience as our teams work hard to get you to and from the Rugby.

For further travel advice and tips, please visit our dedicated World Cup Travel page GWR.com/rugby or download the official Rugby World Cup app.



Examples of Broadcast Social Media Tweets

19/09/2015

Sorry rugby trains busy today, extra services running tonight. Queues likely, if you can, please stagger your return journeys [#RWC2015](#)

19/09/2015

Severe overcrowding and delays to services in the Cardiff area due to [#RWC2015](#)
Queuing is anticipated at Cardiff and destination stations.

19/09/2015

Returning from [#WALvURU](#)? Stations busy but lots of trains to get you home. Last train for London - 2055, BristolTM - 2200, BristolIPW – 2055

20/09/2015

[#RWC2015](#) Trains from Cardiff to London are at: 1700, 1715, 1752, 1800, 1820, 1850, 1900, 1933, 1950, 2000, 2030 & 2055.

20/09/2015

Going to [#AUSTRALIAvFIJI](#) for [#RWC2015](#) tomorrow? Travel early as trains will be busy. First Off-Peak train to Cardiff leaves London at 0815

Message Sent by GWR to Customers who bought tickets to Cardiff during Match days

Plan ahead to make sure your journey goes smoothly.
If you can't see this email, you can [view it in your browser](#).



Rugby World Cup

Millennium Stadium, Cardiff

Wednesday 23 September

16:45 - 18:30

Dear Miss XXXX,

If you're lucky enough to have tickets to the rugby, here are a few tips that will help your journey to and from Cardiff tomorrow go as smoothly as possible:

- start your journey early to avoid the busiest trains. The closer to kick-off, the busier the trains are likely to be
- give yourself plenty of time to get your train after the game. There will be a queuing system in place at Cardiff Central
- trains will be running immediately after the match and throughout the evening, with last trains leaving Cardiff Central at the following times:
 - Bath Spa 21:00
 - Bristol Parkway 23:15
 - Bristol Temple Meads 23:27
 - Cheltenham Spa 21:50
 - Gloucester 23:20
 - London Paddington 22:18
 - Swansea 23:17

If you're not going to the rugby, we advise avoiding peak services arriving at Cardiff Central between 09:00 and 14:30, and departing between 16:15 and 22:00.

Special advice for customers with Super Off-Peak tickets: if you're travelling to Cardiff from London Paddington or Reading you may use Super Off-Peak tickets for earlier services. These will be valid on services from 08:15 (departing London Paddington) and 08:41 (departing Reading) and all later morning departures.

If you do change to an earlier service, please note your seat reservation is non-transferable. For more information, visit the dedicated [Rugby World Cup travel section](#) of our website. Or tweet us @GWRHelp

Table of Services showing extra capacity

| Match | Extra GWR long distance services provided for (Out and Return) | GWR Strengthened local services Over WTT Service (Post-Event) | GWR Post Match Capacity | % Extra capacity | Non-Event GWR Services Affected |
|---------------------------------------------------|----------------------------------------------------------------|---------------------------------------------------------------|---------------------------|------------------|--------------------------------------------------------------------------------------------------------|
| 19th September: Ireland v. Canada K/O: 14:30 | 7 HST & 3 LHCS | LS - 28/42 (carriages) | 9,150 extra capacity | 59% | Some High speed services running non-stop Bristol-Cardiff 1x train divert to Cardiff via Cheltenham |
| | 8 HST & 3 LHCS | | 15,450 Capacity in total | | |
| 20th September: Wales v. Uruguay K/O: 14:30 | 6 HST & 3 LHCS | LS-21/33 (carriages) | 7,650 extra capacity | 54% | Some High speed services running non-stop Bristol-Cardiff Severn beach resources used for Cardiff |
| | 9 HST & 3 LHCS | | 14,100 capacity in total | | |
| 23rd September: Australia v. Fiji K/O: 16:45 | 2 HST & 3 LHCS | LS-32/37 (carriages) | 8,700 extra capacity | 69% | Some High speed services running non-stop Bristol-Cardiff |
| | 6 HST & 3 LHCS | | 12,700 capacity in total | | |
| 1st October: Wales v. Fiji K/O: 16:45 | 2 HST & 3 LHCS | LS-32/41 (carriages) | 11,750 extra capacity | 75% | Some High speed services running non-stop Bristol-Cardiff |
| | 8 HST & 3 LHCS | | 15,750 capacity in total | | |
| 2nd October: New Zealand v. Georgia K/O: 20:00 | 3 HST & 3 LHCS | LS-9/15 (carriages) | 16,300 extra capacity | 96% | Some High speed services running non-stop Bristol-Cardiff |
| | 16 HST & 3 LHCS | | 16,900 capacity in total | | |
| 11th October: France v. Ireland K/O: 16:45 | 8 HST & 3 LHCS | LS-9/22 (carriages) | 14,000 extra capacity | 79% | Some High speed services running non-stop Bristol-Cardiff |
| | 10 HST & 4 LHCS | | 17,750 capacity in total | | |
| 17th October: New Zealand v. France K/O:20:00 | 11 HST & 3 LHCS | LS-3/10 (carriages) | 14,350 extra capacity | 97% | Some High speed services running non-stop Bristol-Cardiff |
| | 16 HST & 3 LHCS | | 14,850 capacity in total. | | |
| 18th October: Ireland v. Argentina K/O 13:00 | 11 HST & 3 LHCS | LS-27/57 (carriages) | 13,600 extra capacity | 61% | Some High speed services running non-stop Bristol-Cardiff |
| | 10 HST & 4 LHCS | | 22,150 capacity in total | | |

Key:

WTT – Working TimeTable – the standard timetable for the normal service pattern.

HST – Intercity 125 high speed express trains (formed of 8 coaches)

LHCS – Loco hauled coaching stock (11 coach charter rakes)

LS – Local passenger services, diesel multiple unit rakes, more easily formed into longer trains when resources allow.

Examples of Stations designed to manage high levels of passengers from major stadiums



1 Bijlmer Arena Station concourse and platforms Source: www.jaaphuisman.nl

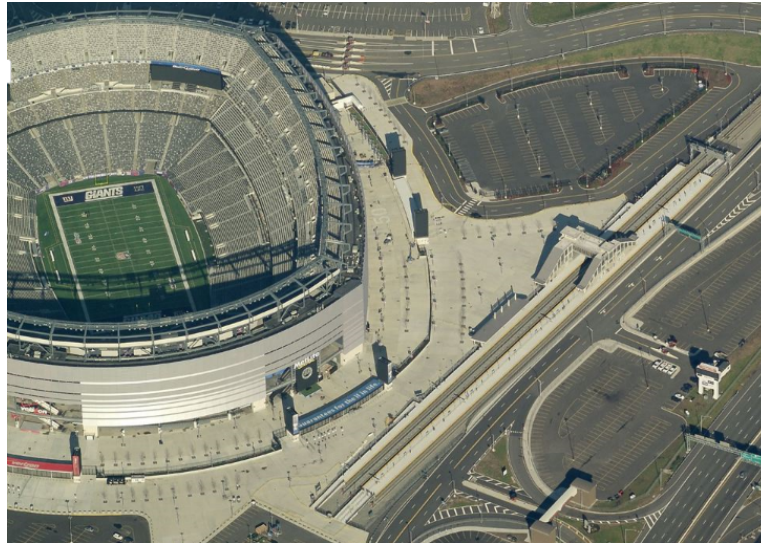
Bijlmer Arena Station - Amsterdam - new station specifically designed to improve the through flow through the station, architects designed in a wide pedestrian connection through the station. Important transport interchange, with match day crowds being transported by the rail, metro and local bus services. A total of 8 platforms in use across the station providing wide areas for large crowds. Next to a stadium with a capacity of 60,000. The station has a large footprint, 6500m², featuring a 70m wide ground level concourse, 8 platforms (2 for metro, 6 for rail). It typically handles 8 trains and 12 metro services per hour, but has the flexibility to increase the number of services during busy times. 4x 340m platforms allow the station to handle NS's high capacity double deck suburban stock working in multiple formation.



2 Stratford Station Source: ODA

Stratford Station- Used for 26 million journeys a year, has 17 platforms, which can be served by over 100 services in an hour. Multi-modal transport interchange with national rail services across London and beyond working alongside the Dockland Light Railway and London Underground network, as a result of the high frequency of service the station can effectively and quickly

dissipate large crowds into the rail network. Services from Stratford also predominantly use high capacity urban/suburban rolling stock that allows for reduced station dwell times. Stations features structures specifically designed to handle large events crowds, including the footbridge pictured above.



3 Aerial View of Meadowlands Station - Source Bing.com/maps

Meadowlands Stadium Complex Stadium Station, New York - Used when events of 50,000+ are being held at the Meadowlands sporting venues, has a comparatively low footfall due to the infrequent usage of 195,000 per annum. 3 Platforms of 290m, capable of holding 8+ car rakes, located just outside the stadium, allowing customers to get on trains quickly. The station is also a terminus station, so the trains do not impact normal running. The platforms and overbridge specifically designed to carry high volumes of passengers during the match days.



4. Haymarket Concourse - Source www.idparchitects.co.uk-

Haymarket Station – Edinburgh’s second station which serves a large commuter base as well as Murrayfield crowds. Used for over 2 million passenger journeys a year and provides an important transport interchange with local bus and tram services away from the city centre. As a result of repeated overcrowding problems the station was totally rebuilt by 2013, to provide significantly wider areas for handling high crowd volumes including an undercroft parking area, which is utilised on match day as additional space for queueing. Rugby crowds of 10,000+ can be served by 20+ timetabled services an hour as well as extra services running from through the platform 0, a bay platform which provides ability to start special services at Haymarket to alleviate pressure quickly during the peak demand. The nearby Haymarket depot provides a close site for any extra services to be stabled before use.

Enterprise and Business Committee

Rugby World Cup 2015 - Network Rail Evidence

Network Rail was involved, on a route and national level, with planning and preparation for the Rugby World Cup from an early stage. In Wales, this included participating in a series of Travel Demand Management Meetings - led by Rugby World Cup organisers, England 2015 – and involving representatives of the Welsh Government, the Train Operating Companies (TOCs), Cardiff County Council, Traffic Wales and the emergency services.

Senior Network Rail operational staff also met with the TOCs on a monthly basis ahead of the tournament, and formed part of the Stadium Event Liaison Group along with the Welsh Government and other key stakeholders. Internally, weekly conference calls were held with other Network Rail routes, assurance documents were produced to feed into the planning process at a UK-wide level, and bespoke briefing packs were prepared for Network Rail's control, communications, signalling and maintenance teams.

Additional maintenance staff, signallers, and mobile operations managers were deployed for the duration of the tournament in Wales to cope with increased demand. Additionally, volunteers were recruited from within Network Rail to assist at stations on match days. These volunteers were fully integrated into the station teams led by Arriva Trains Wales, with support from staff and volunteers from Great Western Railway and the British Transport Police.

Network Rail's Wales Route Communications team also played a role, not just in terms of the planning and preparation, but also on match days when they were co-located with the England 2015 Travel Demand Management Team and communications staff from the TOCs and Cardiff County Council.

This match day link provided England 2015 with a direct line of communication to the Wales Rail Operating Centre (ROC) as well as to other Network Rail routes (giving a whole network view) - allowing any issues with the infrastructure to be identified quickly and for key messages to be communicated to the public via various channels, including social media and in-stadium announcements.

While we are always looking for ways to improve our service and the way in which we prepare for and operate during major events, aside from a few relatively minor incidents, Network Rail's infrastructure largely performed well throughout the tournament. Moreover, many of the well-publicised concerns around long queues and train capacity in the early matches were largely solved by the additional trains subsequently provided by the TOCs.

Despite the well-rehearsed crowd management process in place at Cardiff Central, the tournament did serve to expose the fundamental limitations of the station. It could be argued that the current operational infrastructure in and around Cardiff Central simply does not allow enough flexibility to run additional trains – particularly at events like the Rugby World Cup where at key times, the majority of passenger traffic is one way.

Network Rail's flagship Cardiff Area Signalling Renewal project will improve this situation: with a new platform constructed at Cardiff Central that's due to open to the public following the 2016 Christmas & New Year period and a major signalling upgrade that will allow trains to run in both directions from existing platforms. However, this upgrade will not alleviate all the issues at Cardiff Central, particularly in terms of the lack of space for passenger queues following major events.

Passenger numbers across the Wales route have doubled over the last decade and the draft Wales Route Study, published in March 2015, suggests that passenger demand will continue to grow strongly over the next 10 to 30 years. For example, the number of passengers using Cardiff Central could grow from 13 million per annum this year to 23 million per annum by 2023, and then up to 32 million by 2043.

Network Rail is therefore exploring options to deliver a major redevelopment of the station during the next five-year funding period, which starts in 2019. The draft Wales Route Study included proposals for a bigger and better Cardiff Central as one of the key choices for funders.

We have also been working closely with Cardiff Council so that we can achieve seamless integration with their plans for the Central Square site and the proposed new bus station. Additionally, the passenger queuing system should be factored into the wider redevelopment of the Central Square area that is currently underway.

Finally, it's important to reiterate the extent to which - industry wide - lessons were learned quickly and solutions implemented effectively following the first match at the Millennium Stadium, when some travelling fans undoubtedly faced long waits. Network Rail must accept our share of responsibility for that situation. But the fact that for subsequent matches, queues were shorter, passengers were moved more quickly and train capacity was better matched to demand is testament to the joint efforts of the rail industry and of everyone involved with travel demand management for the Rugby World Cup in Wales.

Cardiff Bus's feedback to National Assembly for Wales' Enterprise and Business Committee meeting 5 November 2015

The planning process for the Rugby World Cup: how you were involved and how you prepared

- Pre-planning meetings were held with Cardiff Council to discuss the RWC and potential impact on the city.
- Details of each game were considered, including the estimated crowd size, road closure times and the operational details for event Park and Ride.
- Based on the initial plan outline, internal resources are allocated (drivers, event supervisors, buses and some ground staff) and event timetables are agreed. Cardiff Bus is very experienced and well-rehearsed with the workings of major events. The extent of key road closures and diversions are determined at these meetings.
- Our bus services on such occasions are displaced to three main satellite terminal points around the city centre for a pre-determined period. There is a robust communication plan to inform our customers of the changes to their travel plans.
- **The effectiveness of bus service provision on match days, including communication, the impact of industrial action and how it was mitigated**
- On these days the overall service level for that day would be put in place with the caveat of changes to the city centre terminal points.
- Passenger numbers tend to fall on event days because of changes to travel arrangements and relocation of bus stops. This is a similar experience with most major events in the city centre that necessitate road closures/diversions.
- In the main we serve the local communities around Cardiff and the Vale of Glamorgan, whilst most visitors on event days are drawn from beyond these areas, and often Wales. On these days' journeys to the Cardiff City Centre are from these wider areas beyond our network.
- Over the years we have developed an effective communication system of notifying our customers about major events. We use different channels of communication including posters, notices on bus stops, press releases, our website, link to the council's website, media screens/posters on all our buses, social media feeds, radio stations, Traveline and others. In addition, on the actual event days we have trained staff on the ground in key locations to direct customers and answer their questions.
- There was a contingency plan during the industrial action which was based around providing basic services - in the event over a third of our services

operated with the help of management, supervisors and some drivers. The core period of the matches was covered; it is important to note that only three out of the ten matches were affected by the industrial action. As stated above, regular passengers tend to stay away from the City Centre on major event days. For example, the East Park and Ride (Pentwyn) facility was operational until 1 am on Friday, October 1, 2015 (one of the three strike days).

The effectiveness of public transport infrastructure in the city, including any impact resulting from the current redevelopment of Capital Square and the bus station

- In the main the level of bus infrastructure within the city centre is able to cope with temporary changes made to services for event days.
- Overall, the loss of the bus station for the duration of its redevelopment has seen significant changes to how buses serve the city centre.
- We are aware from feedback received that our customers are sensitive to changes and we continue to work with Cardiff Council to ensure that disruptions are minimised.
- Cardiff is a very compact city centre by comparison to other cities of similar size and there are significant pressures on the highway network. These network pressures are also present on key corridors into and out of the city centre.
- There is sufficient evidence for more bus priority measures which will increase the speed of bus journeys. There is significant proven research that demonstrates the return on investment in such schemes and the positive impact it has on the local economy.
- This could be aided by a more robust enforcement of the moving traffic offence order (including Box Junctions).
- Also, the possibility of opening St Mary Street on major event days may help improve bus stop congestion.

Wider organisation of the events including event communication, crowd management and facilities

- In addition to specific planning meetings for RWC held by Cardiff Council, Cardiff Bus also attends the Stadium Events Liaison Group (SELG). This group brings together the Millennium Stadium, Cardiff Council, emergency services and bus and rail operators to consider all forthcoming events often up to 24 months in advance of the event.
- There are various dialogues on a regular basis about the impact of planned or actual major event in the city with regards to transport issues.
- With collaborative working between the council, the police and our experienced team on the ground, crowd management on event days is a well embedded practice and does not present a major issue.

The appropriateness and effectiveness of public transport provision for the events more generally (for example taxi services and reports of queues and overcrowding on train services and impact on wider transport services)

- We provide a comprehensive network across Cardiff and the Vale of Glamorgan. Working in partnership with the Council, bus use is promoted and encouraged on event days.
- The use of our Park and Ride facility is also promoted with increased capacity and longer operating hours to cater for major events.

Any lessons learnt for future events of this type

- Short-term event management in the city is very well structured and managed effectively by other relevant parties. This said, it will be beneficial to consider opening additional bus only access in Queen Street and St. Mary Street to reduce bus stop congestion. This may also encourage more local people to travel into the centre city. This action will also be of benefit to the retailers.

We remain committed to keeping the city moving even on major event days.

Agenda Item 6.1

Ann Jones AM, Chair CYPE Committee
Christine Chapman AM, Chair CELG Committee
William Graham AM, Chair E&B Committee
Alun Ffred Jones AM, Chair E&S Committee
David Rees AM, Chair HSC Committee

22 October 2015

Dear Committee Chairs

Welsh Government Draft Budget 2016–17

At our meeting on the 15 July, the Finance Committee agreed to build on previous years' approach to scrutinising the Welsh Government's draft budget. Due to the date being announced of the Comprehensive Spending Review I have delayed writing to the Committee Chairs until we had clarity over the dates of the draft budget. As the dates have now been agreed I am writing to all the Chairs of subject committees to share our thinking, and to encourage your committees to consider how they can contribute to deliver the most coherent and effective scrutiny of the Government's spending plans.

Budget focus

In undertaking scrutiny of the 2014–15 and 2015–16 draft budgets, all Committees agreed to adopt a co-ordinated approach, based on the performance and outcomes to be achieved with the resources available, and priorities identified by the wider public (based on feedback from engagement).

This approach centred on the four principles of financial scrutiny: affordability, prioritisation, value for money and process. These principles were used as the basis for all Committee briefings, evidence sessions and reports. A reminder of the principles is shown here:

- **Affordability** – to look at the big picture of total revenue and expenditure, and whether these are appropriately balanced;



- **Prioritisation** – whether the division of allocations between different sectors/programmes is justifiable and coherent;
- **Value for money** – Essentially, are public bodies spending their allocations well – economy, efficiency and effectiveness (i.e.) outcomes; and
- **Budget processes** – are they effective and accessible and whether there is integration between corporate and service planning and performance and financial management.

You may also remember that in previous years we encouraged Committees to look towards prevention. This year we would encourage you to focus on preventative spend and how delivery of public services are being transformed to ensure they are sustainable going forward.

We would also encourage you to follow up recommendations in previous years around how the Welsh Government’s legislative programme is reflected in budget allocations and the cumulative impact of the Fourth Assembly legislation.

Draft budget consultation

Usually we would run a consultation over summer recess, but this year with the draft budget being published shortly before Christmas recess we are using this as an opportunity to consult on the actual figures published within the draft budget. As the time for the consultation will be limited we will be running a ‘lead up’ social media campaign and we would hope that your committees will be involved with this.

Stakeholder engagement

We have previously found the work some policy committees have undertaken in relation to subject-specific stakeholder engagement very useful and we have used the feedback from these events in formulating our questions and recommendations around the draft budget. We would encourage all committees to consider how best to engage with their stakeholders as part of this process.

Timetable

As you will be aware by now the dates for the draft budget have been agreed and are:

Lay draft Budget – 8 December 2015



Finance Committee Reporting deadline – 2 February 2016

Final Budget – 1 March 2015

Usually I would request that policy committees publish their letters following scrutiny of the draft budget in time to feed into our considerations. I appreciate that this may not be feasible this year due to the timescales and I have asked the Finance Committee Clerk to discuss this with the policy committee clerks to establish if there is a method to feed into our overarching scrutiny.

Finally, if you have any questions about any aspect of the draft budget process, please feel free to contact me or the Clerk to the Finance Committee, Bethan Davies, 0300 200 6372, Bethan.Davies@assembly.Wales

Yours sincerely

A handwritten signature in black ink that reads "Jocelyn Davies". The signature is written in a cursive, flowing style.

Jocelyn Davies

Chair



Julie James AM
Deputy Minister for Skills and Technology
Welsh Government
Cardiff Bay
CF99 1NA

21 October 2015

Dear Julie

Report on Employment Opportunities for People Over 50

I am writing to thank you for attending the Enterprise and Business Committee to discuss with Committee Members the Welsh Government's response in detail to our "Employment Opportunities for People over 50" report. We found it a helpful and productive session.

It was particularly useful to hear that you intend to make progress towards the seven recommendations accepted *in principle*, albeit not necessarily in the way that the Committee envisaged. We look forward to hearing about the progress made and how this will add value to existing Welsh Government policies and initiatives.

The Committee was pleased to hear that you are making progress on some of our recommendations through your meeting with Sarah Rochira, the Older People's Commissioner for Wales, during the summer and that you intend to meet her again soon.

The Committee welcomes your reassurances that the Welsh Government will actively consider what new research is needed to really understand and provide an accurate analysis of the economic activity and inactivity of people over 50 in Wales, in the context of the current Government programme of research. We feel strongly that there needs to be an up-to-date and accurate picture of the current situation so that policy initiatives can be based on sound evidence.

However, the Committee remains concerned that there are significant gaps in the data which is specific to the over 50s. The Welsh Government must take the lead



and must not rely on the office of the Older People's Commissioner and third sector organisations to fill these gaps.

The Committee is also disappointed that you will not consider a skills strategy for people over 50. The Committee believes the skills needs of this cohort of people are sufficiently different to the general working population to justify separate strategic planning, even if this is a subsection of the Welsh Government's [Policy Statement on Skills](#).

The Committee noted your concern and the sector's concerns about the impact in Wales of the proposed UK Apprenticeship Levy and any likely implications for the Welsh Government's Co-investment policy. The Committee has also recommended that the Welsh Government should call for the continued devolution of the DWP skills and employability programmes to Wales but notes your concerns about the mandatory element of the Programme. We will keep an eye on progress in this area.

The Committee would like to take up your offer to return to the Committee to update us on progress next year.

Kind Regards,



William Graham

Chair, Enterprise and Business Committee





William Graham AM
Chair
Enterprise and Business Committee

29 October 2015

Dear William

I write following my attendance at the Committee's meeting on 15 October regarding the Committee's Inquiry into the Potential of the Maritime Economy in Wales.

The information you have requested is set out in the attached annex. As agreed at the meeting, I will provide the Committee with an update on development opportunities with Ireland, including Motorways of the Sea projects, by the end of the year.

Edwina Hart

A provisional note on potential funding opportunities for the marine energy sector, included any Welsh Government engagement with the various sources of potential funds in this regard.

Funding sources for supporting the emerging Wave and Tidal Stream industry in Wales are listed below. Please note that some of the funding streams cover all sectors.

- EU Structural funding (ERDF) through the [Welsh European Funding Office](#) - c.a. €100m has been allocated to marine energy. The first projects to receive funding are to [Minesto UK](#) for its Deep Green project off Holyhead; and to [Marine Power Systems Ltd.](#) for its wave sub-energy converter.
- [SMARTCymru](#) Research, Development and Innovation funding through Business Wales.
- [InnovateUK](#) run periodic innovation challenges. There is regular engagement through my Innovation branch.
- [European Investment Bank](#), where there is engagement through the Welsh Government's Treasury function.
- [Green Investment Bank](#), where there is engagement via our London based Officials, although marine energy is not currently an investment priority for the Green Investment Bank.
- [Horizon 2020](#) – EU Framework for Research and Innovation, where there is engagement through the Wales European Funding Office and my Innovation branch.

Our Officials in Brussels are assisting with closer links to the Commission departments responsible for ocean energy funding.

Ongoing work to map the seabed to investigate the potential for locating tidal devices around Wales and in the Irish Sea.

The £1m Welsh Government funded [Marine Renewable Energy Strategic Framework](#) project investigates the potential marine renewable energy resource of Welsh Territorial Waters. This framework considers the potential scenarios for the sustainable development of that resource primarily as an aid to policy development and also as a resource for potential developers. It provides an on-line mapping tool which charts the geographic location of our marine energy resource to assist marine renewable developers in project site selection. The MRESF project takes into consideration development constraints, such as practical issues like access to ports and grid infrastructure, and also legislative considerations and nature conservation interests when identifying practical resource areas. MRESF has been used by a number of Wave and Tidal Stream development companies in their assessment of Welsh territorial waters and by The Crown Estate as part of the evidence gathered for determining the location of the two demonstration zones in Wales.

The mapping tool is currently available at <http://mresf.rpsgroup.com/GISMaps.aspx> (or enquiries via mresf@rpsgroup.com) and work is underway to consider how this first of a kind toolkit might be incorporated into the Welsh Government's Marine Planning Portal.

The service to developers continues to be provided to developers by [RPS](#) and my Officials would be happy to facilitate a demonstration of the toolkit should the Committee wish.

Agenda Item 8

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Agenda Item 9

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