



Joint Transport Committee Tyne and Wear Sub-Committee

Thursday, 12th January, 2023 at 2.00 pm

Meeting to be held in the Lamesley - Civic Centre Room, Gateshead Civic Centre, Regent Street, Gateshead, NE8 1HH

AGENDA

	Page No
1. Apologies for Absence	
2. Declarations of Interest	
<p>Please remember to declare any personal interest where appropriate both verbally and by recording it on the relevant form (and submit it to the Democratic Services Officer). Please also remember to leave the meeting where any personal interest requires this.</p>	
3. Minutes of the Meeting held - 15 November 2022	3 - 8
<p>The Committee is asked to approve the minutes of the meeting held on 15 November 2022 (attached).</p>	
4. Revision to Metro, Shields Ferry and Secured Bus Fares April 2023	9 - 20
5. Nexus Corporate Performance	21 - 30
6. Nexus Corporate Risk Review	31 - 74
7. Nexus People and Culture Strategy	75 - 182
8. Nexus Diversity and Inclusion Strategy	183 - 274

- | | | |
|-----|--|------------------|
| 9. | Metro Flow Update | 275 - 284 |
| | A presentation will be made at the meeting | |
| 10. | Tyne Tunnels Update | 285 - 296 |

Contact Officer: Sonia Stewart
Tel: 0191 433 3045
E-mail: soniastewart@gateshead.gov.uk



JOINT TRANSPORT COMMITTEE, TYNE AND WEAR SUB-COMMITTEE

DRAFT MINUTES FOR APPROVAL

DATE: 15 November 2022

VENUE: COUNCIL CHAMBER, GATESHEAD CIVIC CENTRE

Committee Members Present:

Councillor: C Johnson (Chair)

Councillors: J McElroy, P Dean, A Hay, C Rowntree

In attendance:

Statutory Officers: M Barker (Monitoring Officer – Transport)
P Darby (Section 83 Officer – NECA)
T Hughes (Managing Director, Transport North East)

Officers: F Bootle, J Fenwick, C Shilton, H Lewis, E Goodman
and S Stewart

Others: P Smith (TT2 Ltd)

28. APOLOGIES FOR ABSENCE

Apologies were received from Councillor G Miller.

29. DECLARATIONS OF INTEREST

There were no declarations of interest.

30. MINUTES OF THE PREVIOUS MEETING HELD ON 13 January 2022

The minutes of the previous meeting were agreed as a correct record.

31. NOTES of INQUORATE MEETINGS

The notes of the inquorate meetings held on 7 April, 7 July and 8 September were noted.

32. PROPOSED £2 FARE OFFER FOR METRO

The Committee received a report with a proposal following national government funding being announced in September 2022 to stimulate public transport use by providing financial support to bus operators to cap adult fare for any single bus journey in England at £2 from January to March 2023.

This financial support does not extend to other public transport modes. However, with Metro and bus services in the region generally complementing each other rather than competing, concern was expressed at the previous meeting of the Sub-Committee that a corresponding intervention to that being offered on buses should also be applicable on Metro so as to not disadvantage Metro customers who do not have access to bus services and also ensure that Metro does not lose customers to bus where there is a cheaper alternative.

As explained at the previous Sub-Committee, the Chief Operating Officer had previously written to Department for Transport officials seeking an extension to the scheme to cover the Tyne and Wear Metro and whilst a response had not been forthcoming at that time, Nexus has subsequently received confirmation from DfT that no additional financial support will be made available for the introduction of a £2 fare on Metro.

The proposal presented to Committee included the following measures being implemented to Metro prices from January to March 2023:

- Adult travel using a Pop Pay As You Go smartcard will be capped at a maximum of £2 for a single journey, with corresponding prices for a day's travel capped at a maximum of £4
- Travel by customers aged 19-21 using a Pop 19-21 smartcard will be capped at a maximum of £2 for a single journey, ensuring parity with adult prices

RESOLVED: The Tyne and Wear Sub-Committee

- (a) Approved the fare proposal to be implemented from 2 January 2023 until 31 March 2023 which includes:
 - a. Adult travel using a Pop Pay As You Go smartcard capped at a maximum of £2 for a single journey, with corresponding prices for a day's travel capped at a maximum of £4
 - b. Travel by customers aged 19 to 21 using a Pop 19-21 smartcard capped at a maximum of £2 for a single journey, ensure parity with adult prices

- c. Fares on minimum cost bus services operating under contract to Nexus capped at a maximum of £2

33. TYNE TUNNELS REVISION OF TOLLS

The Sub-Committee received a report which outlined proposals to increase the tolls at the Tyne Tunnel for Class 2 vehicles. The increase is required to maintain a “self-funded” balance on the Tyne Tunnels Account and keep pace with the toll payable to the operator under the concession agreement.

The increase can be applied from 1 February but there is an option to delay to May 2023. An increase to the toll payable for Class 3 vehicles is also proposed from May 2023 which is the earliest date an increase can be applied.

The proposed increase is permissible as inflation, as measured by the Retail Price Index (RPI), has reached a level such that a 30p increase can be applied under the terms of the River Tyne (Tunnels) Order 2005.

No change is proposed for the 10% discount available to pre-paid account holders or the toll exemptions for ambulances, police vehicles, public bus services and disabled users.

It was noted that none of the Committee members want to see this increase but understood it was necessary and supported the option to delay the increase for Class 2 vehicles until May 2023

RESOLVED: the Tyne and Wear Sub-Committee:

- a) Approved the increase in tolls for Class 2 vehicles from £1.90 to £2.20 in line with RPI calculation, but delay the increase until 1 May 2023 with toll levels frozen until that date in a measure to assist tunnel users with the fuel crisis and cost-of-living crisis;
- b) Agreed to utilise c£1.545million of the Tyne Tunnel Reserve to offset the delay in increasing the tolls for Class 2 vehicles from 1 January to 1 May 2023;
- c) Approved an increase in tolls for Class 3 vehicles from £3.90 to £4.40 to take effect from 1 May 2023;
- d) Approved the continuation of the 10% discount for Pre-Paid account holders;
- e) Authorise the Monitoring Officer to publish the relevant notices and submit the necessary documentation to the Secretary of State as prescribed in the River Tyne (Tunnels) Order 2005.

34. NEXUS CORPORATE RISKS 2022/23

The Committee received a report to update on the Nexus Corporate Risk Register for 2022/23 based on the approved Corporate Plan and demonstrates that these risks are being properly managed and controlled.

During October 2022 Nexus undertook a formal review of its risk register in line with the Corporate Plan for 2022/23.

There are currently 3 risks which are 'red', of these 2 risks are red because of funding uncertainties. These risks are:

- Long Term Funding for Metro
- North Shields Ferry Landing

Specifically, in relation to long term funding for Metro and efficiency of delivery of the capital programme, Nexus has received confirmation from the Department for Transport (DfT) that it will receive £30.2m of capital grant in 2022/23 along with £33.8m in capital grant funding for 2023/24 and 2024/25. Whilst this allows for some longer term planning and more efficient delivery, it does not allow Nexus to complete its full essential renewals programme, with a further £33.2m of grant funding across this time horizon dependent on regional devolution. The rising costs of energy and raw materials has also applied additional pressures on budgets. The project to replace North Shields Ferry Landing is currently unfunded. External funding is being sought to progress the development of the project to be ready for future funding opportunities.

The final red risk is Metro Performance risk which is red as a result of recent disruptions to service in particular those caused by extreme temperatures. In the current review, one risk has seen its score improve. Following the confirmation of essential renewals funding for 2023/24 and 2024/25 the 'Efficiency of delivery of the Capital programme' risk has reduced in likelihood.

RESOLVED: the Tyne and Wear Sub-Committee noted the report.

35. NEXUS CORPORATE PERFORMANCE UPDATE

The Committee received a report which provided an update on the performance of Nexus against its Corporate Business Plan for 2022/23. The report covers Period 5 and 6 which encompasses performance during the period 24 July 2022 to 17 September 2022. Between Periods 5 and 6, Metro patronage was 4.16 million which is 0.9% below the periodic target of 4.20 million.

RESOLVED - The Tyne and Wear Sub-Committee noted the report.

36. NEXUS CORPORATE BUSINESS PLAN 2023/24 – 2027/28

The Committee received a report which provided an update on the performance of Nexus against its Corporate Business Plan for 2022/23. The report covers Period 5 and 6 which encompasses performance during the period 24 July 2022 to 17 September 2022. Between Periods 5 and 6, Metro patronage was 4.16 million which is 0.9% below the periodic target of 4.20 million.

The Committee were advised that many of the long term plans are based on funding from external sources.

Nexus' Corporate Business Plan is centred around 5 key themes:

- Safety without Compromise
- Our People
- Assets and Technology
- Sustainability
- Customer Experience

The Committee were advised that subject to the JTC approving Nexus' budget in January 2023, the final version of Nexus' Corporate Business Plan would be brought back to the Sub-Committee for approval in the New Year.

RESOLVED: The Tyne and Wear Sub-Committee noted the report.

37. TYNE TUNNELS UPDATE

The Committee were provided with a report providing information on traffic levels at the Tyne Tunnels, which are significantly higher than previous years with over 1.6 million vehicle journeys through the tunnels in October 2022.

The report also gave an update on the compliance rate (rate of successful toll payments) under the Tyne Pass Scheme which is at 97%. This is the highest compliance level since the Tyne Pass system came into operation and shows a promising trend of fewer tunnel users failing to pay to toll on time and being affected by enforcement.

The report detailed the recommendations made in the recent Tyne Pass Appraisal report and explained how they will be taken forward by TT2 and Transport North East over the next few months.

The report also provided an update on the usage and operation of the Pedestrian and Cyclist tunnels with particular reference to the completion of the inclined lifts.

RESOLVED: The Tyne and Wear Sub-Committee noted the report.

38. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED - That the press and public be excluded from the meeting for consideration of the remaining item.

39. NOTES OF INQUORATE MEETING HELD ON 7 APRIL 2022

The notes of the confidential part of the inquorate meeting held on 7 April 2022 were noted.

40. DATE OF NEXT MEETING

The next meeting will take place on Thursday 12 January 2023 at 2pm.

North East Joint Transport Committee, Tyne and Wear Sub-Committee

Date: 12 January 2023

Subject: Revision to Metro, Shields Ferry and Secured Bus Fares April 2023

Report of: Managing Director, Nexus

Executive Summary

The fares proposal for 2023/24 is presented against a backdrop of high inflation, the energy crisis and a cost of living crisis, all of which are putting extraordinary pressure on Nexus' financial position. The proposal presented in this paper aims to respond to these competing demands and with an overall 7.5% fares increase for Metro, 7.8% for Shields Ferry and 5.4% for Secured Bus – below RPI inflation as at July 2022 (11.8%) – measures will include:

- A freeze in price for adult Pay As You Go (PAYG) travel on Metro with a smartcard or using an Android phone, for the second consecutive year and supported by a strong marketing campaign to move customers towards this easier and more flexible way to pay, alongside an increase of 50p (8.8 to 13.9% depending on zones) on equivalent paper tickets. This will increase the price differential between a paper ticket and PAYG on smartcard and mobile to up to £1.05 for a single journey and £1.35 per day.
- PAYG travel on Metro for young people aged 16 to 21 using Pop blue or Pop 19-21 smartcards will be frozen.
- Weekly adult season tickets increase by 2-3%, below RPI inflation and supporting travel by regular customers who are unable to commit to longer term products. 4 Week and Annual season tickets will increase by 11%, roughly in line with RPI inflation.
- A further freeze in the Gold Card for older and disabled customers at £12 a year, and £24 for those not resident in Tyne and Wear.

The proposal contained in this report is designed to ensure that larger fare increases are specifically targeted in a way that ensures those customers affected have access to cheaper alternatives, either through the Pop smartcard or Android app. This is to help drive

the transition to more sustainable forms of ticketing by reducing paper waste and managing costs in the business associated with issuing tickets.

Changes to Shields Ferry and Secured Bus fares are also covered in this report and broadly mirror the proposals put forward for Metro. Park and Ride pricing for Nexus' car park customers will remain frozen for 2023/24 to help drive Park and Ride recovery.

This fares proposal helps Nexus to work towards a balanced budget whilst offering customers affordable and sustainable ticketing options on Metro, Ferry and Secured Bus.

Fares and ticketing proposals put forward as part of the Bus Service Improvement Plan (BSIP) are outside the scope of this report and any further revisions to Metro, Ferry or Secured Bus fares required to reflect and complement the BSIP proposals will be considered separately.

Recommendations

The North East Joint Transport Committee, Tyne and Wear Sub-Committee is recommended to;

- I. Approve the Metro, Shields Ferry and Secured Bus fares proposal to be implemented from 1st April 2023 which includes:
 - a. An overall increase in the weighted basket of fares of 7.5% for Metro, 7.8% for Shields Ferry and 5.4% for Secured Bus;
 - b. Freezing adult Pay As You Go prices;
 - c. Freezing Pay As You Go fares for young people aged 16-21;
- II. Note that the fares review is estimated to generate increased revenue of £1.245m which is contained within the Nexus budget for 2023/24 being presented to the Joint Transport Committee on 17 January 2023;
- III. Approve a freeze in the price of concessionary products (paragraph 2.6 refers); and
- IV. Note the alternative options explored as part of the fares review process (Section 4 refers).

1. Background Information

- 1.1 The Tyne and Wear Metro has seen a relatively strong recovery following the Covid-19 pandemic with average customer numbers reaching up to 85% of pre-pandemic levels. However, this still marks a significant shortfall in customer numbers, resulting in a large gap in revenue which is being exacerbated by increasing operational costs because of significant inflationary pressures and the energy crisis. This situation has informed the rationale for the recommendations contained in this paper whilst bearing in mind the challenges concerning cost of living.
- 1.2 Fares and ticketing proposals put forward as part of the Bus Service Improvement Plan (BSIP) are outside the scope of this report and any further revisions to Metro, Ferry or Secured Bus fares required to reflect and complement the BSIP proposals will be considered separately.
- 1.3 The 2023/24 fares review aims to tackle the challenges that are faced to ensure that Nexus' budgetary pressures are addressed whilst also improving the attractiveness of Metro, Ferry and Secured Bus as mode choices. The policy objectives underpinning the pricing proposals contained in this report and to be implemented, subject to approval, on 1st April 2023 are therefore:
- A balanced weighted basket of fares increase, offsetting increasing costs as outlined in the budget report for 2023/24 being presented to the Joint Transport Committee on 17 January 2023, whilst continuing to offer customers value for money;
 - Continue to encourage the conversion to smart ticketing;
- 1.4 The scope of the fares review for April 2023 covers the commercial ticket ranges of both Metro and Ferry which encompass the following ticket types:
- Adult commercial tickets (Single/Day/Transfare/Seasons)
 - Child commercial tickets (Single/Day/Transfare/Junior blue)
 - Adult Pay As You Go (PAYG)
 - Discounted tickets for young people including Student and 18 and Under Season Tickets, Pop 19-21 and Pop blue
 - Discounted Corporate Season Tickets allowing cheaper travel for employees of registered companies who purchase tickets in bulk
 - Other miscellaneous tickets, for example tickets that add Metro travel to a rail journey or enable the transportation of a whole class of school children.

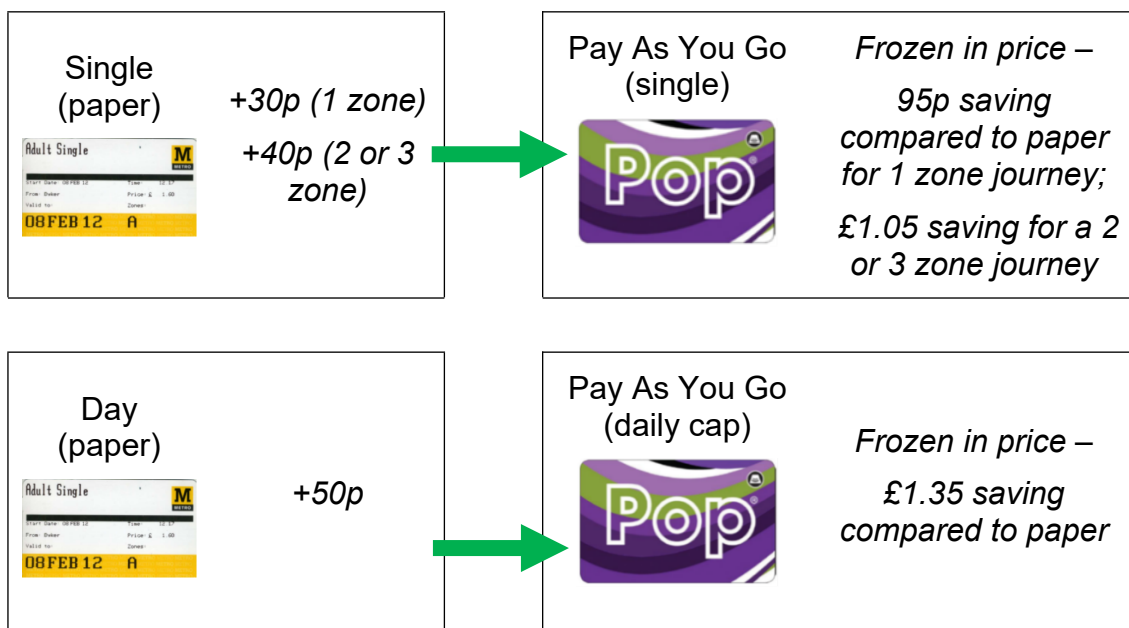
2. Proposals - Metro

- 2.1 The 2023/24 fares proposals contained in this report are underpinned by the core principle of driving conversion of customers from paper to smart ticketing and to tackle increasing costs that Metro is facing. Most single and day trip customers continue to purchase paper tickets instead of using smart based products such as PAYG. Larger increases in paper-based adult ticket prices will be offset by a freeze

in smartcard single and daily cap pricing. Prices of weekly season tickets, which account for the vast majority of total season ticket sales, will rise at 2-3%, significantly below RPI. PAYG fares for young people aged 16 to 21 will be frozen, encouraging sustainable travel choices. Prices for children under 16 will remain frozen for single journeys and increase by 20p for a day's travel.

2.2 All of the above will be presented as a fares package representing a 7.5% increase on the weighted basket of fares. Some price rises will appear steep, but the proposals are designed to ensure that customers who transition to more sustainable forms of ticketing, including smartcard and mobile options, will be rewarded with cheaper travel.

2.3 *Short term adult products*



For 2023/24, the price differential will increase significantly between paper-based tickets and adult PAYG, which is available on a smartcard and Android smartphone. Switching to adult PAYG will save customers money and will also result in a reduction in the use of paper and plastic, if customers opt for the mobile version. These changes will continue to be heavily marketed in order to help customers understand the benefits of making the switch.




2.4 *Season products – One week, four week, annual, corporate and students*

The price of One Week Metro season tickets is proposed to increase by 2-3% as shown in Appendix B. This will help ensure that regular customers who are unable to commit to longer term products will be shielded from a larger increase in ticket prices, helping vulnerable groups at a time of cost living pressures. Four Week and Annual season tickets and Student season tickets will increase by 11%, roughly in line with RPI. These products still remain competitively priced for those who can

commit to longer term product purchases, with a day's travel from as low as £2.17 for adults. Corporate season tickets are proposed to increase by an average of 7%.

2.5 *Fares for young people*

PAYG fares for young people aged 16 to 21 will be frozen, encouraging sustainable travel choices. It is worth noting that fares and ticketing proposals being considered as part of the Bus Service Improvement Plan (BSIP) will see changes to the fare offering for young people, although this is out of scope for this review and such changes will be considered separately.

Junior blue (Under 16)		<i>£1 Single (Frozen)</i> <i>Now £1.70 Daily Cap (+20p)</i>
Pop blue (16-18)		<i>Frozen –</i> <i>£1.20 Single</i> <i>£2.20 Daily Cap</i>
Pop 19-21		<i>Frozen –</i> <i>£1.10 Single 1 Zone</i> <i>£1.80 Single 2 Zone</i> <i>£2.30 Single All Zones</i> <i>£1.90 Daily Cap 1 Zone</i> <i>£2.70 Daily Cap 2 Zone</i> <i>£3.40 Daily Cap All Zones</i>

2.6 *Concessionary Products*

Although the pricing of Gold Card and other concessionary products continues to be managed as part of the budget process, Nexus intends to maintain the price of the annual Gold Card at £12 for Tyne and Wear residents and £24 for non-Tyne and Wear residents and intends to freeze the price of the Under 16 Child All Day Concessionary Fare (CAT ticket).

2.7 *Miscellaneous tickets*

The following miscellaneous ticket types are proposed to increase approximately in line with RPI as part of the proposals outlined in Appendix D:

- Business Pass
- Conference Pass
- Metro Rail Add on fares (six ticket types).

Metro Park and Ride car park prices will remain frozen at £1.20 for 2023-24.

Proposals – Ferry

- 2.8 As in previous years, Shields Ferry fares for 2023/24 will mirror the changes proposed for Metro fares. Customers will see an increase of 20p for a paper single and 30p for a paper day ticket, while prices for customers using a Pop PAYG smartcard will be frozen. Therefore, customers who make the switch to Pop PAYG will benefit from an increased discount over paper single and day tickets of 85p and £1.15 respectively. Ferry season ticket products are proposed to increase by an average of 3%, significantly below RPI.
- 2.9 Prices of Ferry tickets for young people will be aligned with equivalent Metro tickets. Commercial child tickets will increase by 10p, while 18 and Under and 19-21 single fares with a Pop blue card and Pop 19-21 card respectively will be frozen.
- 2.10 The above changes result in an overall weighted fares basket increase of 7.8%, below the level of RPI inflation at July 2022 of 11.8%. The freezing of Pop PAYG fares offers an increased discount over paper Single and Day Tickets, which make up over 80% of ticket sales on Ferry.
- 2.11 With a weighted average basket of 7.8% across the Ferry ticket range, this proposal can be expected to generate additional revenue of £0.025m. Proposed prices of Ferry tickets are shown in Appendix E.

Proposals – Secured Bus

- 2.12 Nexus utilises a simplified fare scale for secured bus services which are wholly within Nexus' control, currently charging adults either £1.50 or £2.10 for a single trip depending on journey length, £3.50 for a day ticket, £15.00 for a weekly ticket and £1.20 single for those aged 19 and under.
- 2.13 For Secured Bus services, adult fares are proposed to rise by an average of 5.4%. Single and day tickets will increase by 10p. Weekly tickets will broadly rise in line with inflation, increasing from £15.00 to £16.50. Fares for young people will be frozen. Proposed prices of Secured Bus tickets are shown in Appendix F.

3. Reasons for the Proposals

- 3.1 The proposals contained in this report are designed to ensure a balanced approach to the policy objectives outlined in section 1 of this report.

4. Alternative Options Available

- 4.1 A number of alternative fares proposals were considered as part of the review, including an option where prices rise in line with RPI, a weighted fares increase of around 11%. This was examined in the context of maximising additional revenue generation. It was determined that meeting this weighted fare increase target would require very high price increases across all product types, significantly

impacting on customer numbers and not aligning with the policy objectives outlined in paragraph 1.3. This option is therefore not recommended.

5. Next Steps and Timetable for Implementation

- 5.1 Should the Sub-Committee approve the proposed fare changes set out in this report, the new fare levels will come into force on 1st April 2023.

6. Potential Impact on Objectives

- 6.1 The proposals in this report are intended to ensure the continued operation of the Metro within the subsidy levels available, whilst also being mindful of achieving the policy objectives outlined in section 1.2 of this report.

7. Financial and Other Resources Implications

- 7.1 Nexus' Director of Finance and Resources confirms that the increase in revenue that will be generated from the proposal outlined in this report in financial year 2023/24 is estimated as follows:

Mode	Estimate (£000)
Metro	1,210.3
Ferry	24.9
Secured Bus	9.3
TOTAL	1,244.5

This additional revenue has been taken into account when developing the 2023/24 budget proposal that the Joint Transport Committee will be considering at its meeting on the 17 January 2023. Specifically, in terms of Metro, the Sub-Committee are advised that fare revenue in 2023/24 is estimated to be £43.5m which is 97% of the amount that was generated in the last full year before the Covid pandemic.

- 7.2 As paragraphs 1.2 and 2.5 make reference to, any decision to amend fares that would be required as a result of the BSIP, will need to be considered separately. Members of the Sub-committee should be aware that this would likely cause a reduction in the revenue Nexus expects to generate from this fares proposal, depending on the level of subsidy that can be claimed as a result of Metro's participation in the BSIP. Examples where this could adversely impact are where certain fares would need to be reduced in order that they do not exceed any BSIP subsidised fares, or the extent to which Metro suffers abstraction from its product range where there is a comparable product offering multiple journeys on other modes in addition to Metro.
- 7.3 In addition, members of the Sub-committee should be aware that the revenue estimates and the average fare increases set out in this report assume a

migration from Metro paper-based products to smartcard (or Android phone) PAYG products, with the latter representing an assumed 20% of all sales of Metro Single or Day Ticket products. For every 1% either way, the impact on revenue is estimated to be +/- £76k and the impact on the average increase in fares is estimated to be +/- 0.3%. As financial year 2023/24 progresses, the mix of sales (paper versus Pop) will be kept under review in order to assess whether the revenue estimated to be generated by this proposal is achievable.

8. Legal Implications

8.1 There are no legal implications arising from this report.

9. Key Risks

9.1 If the recommended proposal contained in this report is not approved, there could be a risk to Nexus' ability to deliver public transport, given a reduction in income associated with a freezing of fares or a significant reduction in customer numbers associated with an increase in fares significantly above inflation.

10. Equality and Diversity

10.1 The proposal contained in this report seeks to increase Metro fares by an average of 7.5%, Ferry fares by an average of 7.8% and Secured Bus fares by an average of 1.5%, which represents below-inflation fare rises across all modes. Nevertheless, Nexus recognises that the proposals still represent a significant increase to some fares and that such rises will have an impact on vulnerable customer groups. Nexus has ensured that where the largest increases are proposed with adult paper based single and day tickets, customers have an alternative option they can switch to which will see no price increase. Paragraph 2.3 outlines the benefits customers stand to gain should they switch to a Pop Pay As You Go smartcard and this proposal will continue to be supported by significant marketing initiatives to ensure all customers are aware that they can avoid a price increase. Marketing and community outreach activity will target people and families on low incomes to ensure they have access to Pop PAYG cards, as well as those not speaking English as a first language. Older people and those with disabilities continue to benefit from the Metro Gold Card, which is frozen in price.

11. Crime and Disorder

11.1 There are no specific crime and disorder considerations arising from this report.

12. Consultation/Engagement

12.1 There are no specific consultation / community engagement considerations.

13. Other Impact of the Proposals

13.1 There are no other direct environmental or economic considerations arising from this report.

14. Appendices

- 14.1 Appendix A – Proposed short term ticket prices.
Appendix B – Proposed season ticket prices.
Appendix C – Proposed fares for young people.
Appendix D – Proposed miscellaneous Metro ticket prices.
Appendix E – Proposed Ferry ticket prices.
Appendix F – Proposed Secured Bus ticket prices.

15. Background Papers

- 15.1 There are no specific background documents for consideration linked to this report.

16. Contact Officers

- 16.1 Huw Lewis, Customer Services Director, Nexus
Email: Huw.Lewis@nexus.org.uk

17. Sign off

- The Proper Officer for Transport: ✓
- Head of Paid Service: ✓
- Monitoring Officer: ✓
- Chief Finance Officer: ✓

18. Glossary

Pay As You Go (PAYG) – a smart card that allows customers to top up in advance and pay for journeys as they are made.

Retail Price Index (RPI) – a measure of inflation published monthly by the Office for National Statistics.

Appendix A – Short term ticket price changes from 1st April 2023

Metro Fares - short term ticket prices effective 1st April 2023						
Product	2022	2023	Change	%	Sales (000s) - based on 21/22 data	Journeys (000s) - based on 21/22 data
Single 1 Zone (A, B, C)	£2.30	£2.60	£0.30	13.0%	1032	2759
Single 2 Zone (A+B, B+C)	£3.20	£3.60	£0.40	12.5%	895	
Single All Zones (A+B+C)	£3.90	£4.30	£0.40	10.3%	777	
Single 1 Zone PAYG	£1.65	£1.65	£0.00	0.0%	n/a	1219
Single 2 Zone PAYG	£2.55	£2.55	£0.00	0.0%	n/a	
Single All Zones PAYG	£3.25	£3.25	£0.00	0.0%	n/a	
Daily Cap 1 Zone PAYG	£2.75	£2.75	£0.00	0.0%	n/a	
Daily Cap 2 Zone PAYG	£3.85	£3.85	£0.00	0.0%	n/a	
Daily Cap All Zones PAYG	£4.85	£4.85	£0.00	0.0%	n/a	7183
Day 1 Zone (A, B, C)	£3.60	£4.10	£0.50	13.9%	880	
Day 2 Zone (A+B, B+C)	£4.70	£5.20	£0.50	10.6%	1172	
Day All Zones (A+B+C)	£5.70	£6.20	£0.50	8.8%	999	61
Transfare 1 Zone (T1)	£3.40	£3.80	£0.40	11.8%	4	
Transfare 2 Zone (T2)	£4.30	£4.80	£0.50	11.6%	12	
Transfare 3 Zone (T3)	£5.00	£5.60	£0.60	12.0%	8	
Add Zone 1 Day 1 Zone (Season add on)	£3.60	£4.10	£0.50	13.9%	1	~
Add Zone 1 Day 2 Zone (Season add on)	£4.70	£5.20	£0.50	10.6%	2	~

Appendix B – Season ticket price changes from 1st April 2023

Metro Fares - adult season ticket prices effective 1st April 2023						
Product	2022	2023	Change	%	Sales (000s) - based on 21/22 data	Journeys (000s) - based on 21/22 data
Metro Season 1 Week 1 Zone (A, B, C)	£11.80	£12.20	£0.40	3.4%	68	2429
Metro Season 1 Week 2 Zone (A+B, B+C)	£17.60	£18.00	£0.40	2.3%	75	
Metro Season 1 Week All Zones (A+B+C)	£24.00	£24.40	£0.40	1.7%	35	
Metro Season 4 Week 1 Zone (A, B, C)	£41.90	£46.50	£4.60	11.0%	2	829
Metro Season 4 Week 2 Zone (A+B, B+C)	£61.50	£68.20	£6.70	10.9%	5	
Metro Season 4 Week All Zones (A+B+C)	£81.30	£90.20	£8.90	10.9%	3	
Metro Season Annual 1 Zone (A,B,C)	£462.50	£513.30	£50.80	11.0%	<0.1	858
Metro Season Annual 2 Zone (A+B, B+C)	£646.00	£717.00	£71.00	11.0%	<0.1	
Metro Season Annual All Zones (A+B+C)	£715.00	£793.60	£78.60	11.0%	0.2	
Corporate Metro Season (1-19 tickets)	£594.00	£645.00	£51.00	8.6%	0.4	
Corporate Metro Season (20-39 tickets)	£589.00	£639.00	£50.00	8.5%	0.2	
Corporate Metro Season (40+ tickets)	£584.00	£634.00	£50.00	8.6%	2	

Appendix C – Fares for young people, price changes from 1st April 2023

Metro Fares - fares for young people effective 1st April 2023						
Product	2022	2023	Change	%	Sales (000s) - based on 21/22 data	Journeys (000s) - based on 21/22 data
Pop 19-21 Single 1 Zone PAYG	£1.10	£1.10	£0.00	0.0%	n/a	115
Pop 19-21 Single 2 Zone PAYG	£1.80	£1.80	£0.00	0.0%	n/a	
Pop 19-21 Single All Zones PAYG	£2.30	£2.30	£0.00	0.0%	n/a	
Pop 19-21 DaySaver 1 Zone PAYG	£1.90	£1.90	£0.00	0.0%	n/a	
Pop 19-21 DaySaver 2 Zone PAYG	£2.70	£2.70	£0.00	0.0%	n/a	
Pop 19-21 DaySaver All Zones PAYG	£3.40	£3.40	£0.00	0.0%	n/a	373
Pop blue 16-18 Single PAYG (A+B+C)	£1.20	£1.20	£0.00	0.0%	n/a	
Pop blue 16-18 Day PAYG (A+B+C)	£2.20	£2.20	£0.00	0.0%	n/a	133
18 and Under Metro Season 1 Week All Zones	£8.20	£9.10	£0.90	11.0%	5	
18 and Under Metro Season 4 Week All Zones	£31.00	£34.40	£3.40	11.0%	5	1323
Junior blue Under 16 Single PAYG (A+B+C)	£1.00	£1.00	£0.00	0.0%	n/a	
Junior blue Under 16 Day PAYG (A+B+C)	£1.50	£1.70	£0.20	13.3%	n/a	
Child Commercial Single (A+B+C)	£1.00	£1.00	£0.00	0.0%	329	
Child DaySaver (A+B+C)	£1.50	£1.70	£0.20	13.3%	480	
Child Transfare (T3)	£1.20	£1.20	£0.00	0.0%	6	408
Student Metro Season 4 Week Inner Newcastle	£28.70	£31.80	£3.10	10.8%	8	
Student Metro Season 4 Week Inner Sunderland	£28.70	£31.80	£3.10	10.8%	0	
Student Metro Season 4 Week All Zones	£55.80	£61.90	£6.10	10.9%	2	
Student Metro Season Annual Inner Newcastle	£319.00	£354.00	£35.00	11.0%	0.1	
Student Metro Season Annual Inner Sunderland	£319.00	£354.00	£35.00	11.0%	0	
Student Metro Season Annual All Zones	£411.00	£456.20	£45.20	11.0%	0.5	

Appendix D – Miscellaneous ticket price changes from 1st April 2023

Metro Fares - misc prices effective 1st April 2023						
Product	2022	2023	Change	%	Sales (000s) - based on 21/22 data	Journeys (000s) - based on 21/22 data
Business Pass	£195.00	£215.00	£20.00	10.3%	~	~
Conference Pass	£3.20	£3.60	£0.40	12.5%	~	~
Class Pass - 1 Pass 1 Day	£33.10	£33.10	£0.00	0.0%	~	~
Class Pass - 2 Passes 1 Day	£52.30	£52.30	£0.00	0.0%	~	~
Class Pass - 1 Pass 1 Term	£100.50	£100.50	£0.00	0.0%	~	~
Class Pass - 2 Passes 1 Term	£165.70	£165.70	£0.00	0.0%	~	~
Class Pass - 1 Pass Annual	£258.50	£258.50	£0.00	0.0%	~	~
Class Pass - 2 Passes Annual	£458.60	£458.60	£0.00	0.0%	~	~
Single Inner Zone Rail Add On	£2.10	£2.40	£0.30	14.3%	~	~
Return Inner Zone Rail Add On	£2.80	£3.20	£0.40	14.3%	~	~
7 Day Inner Zone Rail Add On	£10.30	£11.00	£0.70	6.8%	~	~
Single Outer Zone Rail Add On	£3.10	£3.40	£0.30	9.7%	~	~
Return Outer Zone Rail Add On	£4.60	£5.00	£0.40	8.7%	~	~
7 Day Outer Zone Rail Add On	£18.70	£19.90	£1.20	6.4%	~	~

Appendix E – Ferry ticket price changes from 1st April 2023

Ferry Fares - prices effective 1st April 2023						
Product	2022	2023	Change	%	Sales (000s) - based on 21/22 data	Journeys (000s) - based on 21/22 data
Pop blue (18 and under) Ferry Single	£1.20	£1.20	£0.00	0.0%	0.7	314
Pop blue (18 and under) Ferry Day	£2.20	£2.20	£0.00	0.0%	0.3	
Pop 19-21 Ferry Single	£1.20	£1.20	£0.00	0.0%	~	
Pop 19-21 Ferry Day	£2.20	£2.20	£0.00	0.0%	~	
Ferry Single	£2.10	£2.30	£0.20	9.5%	29	
Ferry Single - PAYG	£1.45	£1.45	£0.00	0.0%	2.5	
Ferry Day	£3.40	£3.70	£0.30	8.8%	53	
Ferry Day - PAYG	£2.55	£2.55	£0.00	0.0%	3.1	
Ferry Season 1 Week	£11.00	£11.30	£0.30	2.7%	1	
Ferry Season 4 Week	£38.20	£42.40	£4.20	11.0%	~	
1 Zone Transfare	£3.40	£3.80	£0.40	11.8%	0.3	
2 Zone Transfare	£4.30	£4.80	£0.50	11.6%	0.3	
3 Zone Transfare	£5.00	£5.60	£0.60	12.0%	<0.1	
Child Commercial Single	£0.80	£0.90	£0.10	12.5%	3	
Child Transfare	£1.20	£1.20	£0.00	0.0%	0.1	

Appendix F – Secured Bus ticket price changes from 1st April 2023

Secured Bus Fares - prices effective 1st April 2023						
Product	2022	2023	Change	%	Sales (000s) - based on 21/22 data	Journeys (000s) - based on 21/22 data
Adult Single (short journey)	£1.50	£1.60	£0.10	6.7%	253	420
Adult Single (long journey)	£2.10	£2.20	£0.10	4.8%		
Adult Day Ticket	£3.50	£3.60	£0.10	2.9%	35	
Adult Weekly ticket	£15.00	£16.50	£1.50	10.0%	1.5	
Child Commercial Single	£1.20	£1.20	£0.00	0.0%	80	

North East Joint Transport Committee, Tyne and Wear Sub-Committee

Date: 12 January 2023
Subject: Nexus Corporate Performance Update
Report of: Managing Director

Executive Summary

This report provides an update on the performance of Nexus against its Corporate Business Plan for 2022/23. The report covers Period 7 and 8 which encompasses performance during the period 18 September 2022 to 12 November 2022.

Between Periods 7 and 8, Metro patronage was 4.75 million which is 0.7% above the periodic target of 4.72 million. Metro Patronage for the year to date is 17.44 million which is 1.25% below target.

Metro fare and commercial revenue for the reporting period was £7.316m whilst the total fare and commercial revenue for the year to date is £26.675m. To the end of period 8, fare revenue is ahead of target and current indications are that it is recovering better than originally anticipated. However, we are mindful of the current economic climate and the Bank of England's forecast of recession, therefore recovery remains fragile, and we will need to continue to closely monitor the position in the months ahead. It is worth noting that overall, revenue is still below pre-pandemic levels and that Nexus' cost base has risen since the pandemic and is under increasing pressure because of both the energy crisis and the significant increase in inflation this past year. The government has now announced an Energy Bill Relief Scheme to provide support on energy costs between 1 October 2022 and 31 March 2023 which is expected to offset £6.1m of the HV power overspend in year.

Metro punctuality in periods 7 and 8 was 77.8% which is 7.0% below the periodic target of 84.8% whilst the 13-period moving annual average (MAA) at the end of Period 8 was 82.2% which is 5.0% below target.

Punctuality in Period 8 was particularly affected by Low Rail Adhesion (LRA) caused by autumn leaf fall. LRA is an industry wide issue with this year's autumn conditions proving to be particularly challenging across the national rail network. Nexus are taking a number of steps to reduce the impact of LRA on Metro punctuality including; additional coaching for Train Crew, enhanced levels of vegetation management and focussed use of our Rail Head Treatment Train.

Ferry patronage in Periods 7 and 8 was 52,807 which is 46.9% above the target of 35,947. For the year to date, ferry patronage is 281,358 which is 30.3% above target.

Ferry fare revenue in Periods 7 and 8 was £60,274 which was 33.6% above the profiled budget of £45,108. Ferry fare revenue the year to date is £276,980 which is 14.0% above the budget of £243,064.

Due to external factors beyond Nexus' control Secured Bus patronage figures are currently unavailable.

Secured Bus revenue in Periods 7 and 8 was £685,163 which was 191.2% better than the evenly profiled budget target of £235,266. For the year to date secured bus revenue is £1,848,735 which is 94% better than the evenly profiled budget target of £951,169. Revenue targets will be reviewed as part of the budget setting process for 2023/24.

Recommendations

The Tyne and Wear Sub-Committee is recommended to note Nexus' performance against the key priorities in its Corporate Plan for 2022/23, including Metro performance.

1. Background Information

- 1.1 The report provides summary information about Nexus' progress against its Corporate Plan (CP) targets and objectives for 2022/23
- 1.2 For 2022/23 the CP has five main themes and 14 key priority work-streams.
- 1.3 A summary of the RAG (Red/Amber/Green) status for each of these workstreams is outlined below:

Safety without Compromise	
Workstream	Status
Embed a 'Safety First' Culture	The 2022/23 Safety Plan is progressing to plan.
Improve Operational Safety	The 2022/23 SPAD (Signals passed at danger) reduction plan is being implemented
Reduce anti-social behaviour	We have introduced additional security presence on the network and incidents of ASB are reducing

Embed a 'Safety First' Culture

- 1.4 Delivery of the 2022/23 Safety Plan and Security Plan is progressing to plan. In Period 8, we carried out work to underline the importance of safety critical communications to all operational colleagues.

Improve Operational Safety

- 1.5 Incidents of Signals Passed at Danger (SPADs) have risen in line with trends seen in the rest of the rail industry. As such, we have taken additional steps to reduce the likelihood of SPADs occurring, these include one to one SPAD briefings targeted at newly qualified drivers, SPAD awareness being built into our refresher training sessions and regular notices and digital information highlighting recent trends.
- 1.6 We have recently introduced an escalator and stairs poster safety campaign aimed at reducing customer accidents at stations, especially in the Central corridor. We will also be updating our station safety messaging to reflect these risks.

Reduce anti-social behaviour

- 1.7 Work to support the introduction of a new Multi-Agency Transport Team (MATT) continues to progress to plan. The MATT will bring together staff from Local Authority Community Safety teams with Nexus Security and Customer Service personnel. The implementation will cross Local Authority boundaries, with resources targeting both Metro, bus interchanges and bus routes. All stakeholders will benefit from this with

higher visibility throughout our transport networks and the team will be operational before the New Year.

- 1.8 We continue to deploy additional security staff across the network to deter anti-social behaviour and provide reassurance for customers. In addition to static site security at interchanges, this Security Team provides a security presence of up to 24 mobile security trained personnel at key times throughout each day, primarily on a late shift. Feedback from customers on this initiative continues to be well received.
- 1.9 The Nexus Customer Support Team is now operational on early and late shifts, this is likely to have a positive impact on fare evasion and anti-social behaviour.

Customer Experience	
Workstream	Status
Invest in our infrastructure	Work on our Fleet Replacement Programme is progressing to plan.
Products and Payments	A number of improvements to our products and payments offer have been implemented.
Customer Services	Patronage is above forecast levels

Invest in our infrastructure

- 1.10 Work on delivery of the new depot and train fleet is progressing well, although the ongoing impacts of recent global events on the supply chain/logistics represents a heightened risk in some areas, which requires careful management and ongoing monitoring by Stadler. Despite this, we have completed Pre-Delivery Acceptance (Factory Acceptance) for Units 1, 2 and 3, and Unit 1 has been transferred to Czech Republic for Dynamic testing on the test track. Following discussions with Stadler it has now been agreed that the first new train will be delivered in January 2023, and the first Unit plans to enter Customer Service in Autumn 2023.
- 1.11 In addition, the Main Facility Building at Gosforth Depot was completed on 1 November 2022 and is now ready for the arrival of the first new train next year.

Products and Payments

- 1.12 The proportion of Metro customers using pay as you go (PAYG) either on android phones or with a smart card had increased from 15% in Period 1 to 21% of all short-term (single and daysaver) journeys in Period 8. Customers who move from paper tickets to Pop PAYG immediately save up to 85p a day, and Nexus continues to market the benefit of this given cost of living pressures. Metro journeys made on Pay As You Go are capped at £2 single and £4 day from 2 January to 31 March – this offers a saving to many customers and is being marketed by Nexus to drive conversion to smart travel.

1.13 Pop PAYG on android, available as an option within the Google Pay wallet, continues to grow market share. While only 5% of all PAYG journeys are made on phones at present, more people now sign-up for Pop on their phone than by taking out a free card.

Customer Services

1.14 Between Periods 7 and 8, Metro patronage was 4.75 million which is 0.7% above the periodic target of 4.72 million. Metro Patronage for the year to date is 17.44 million which is 1.25% below target.

1.15 Metro punctuality in periods 7 and 8 was 77.8% which is 7.0% below the periodic target of 84.8% whilst the 13-period moving annual average (MAA) at the end of Period 8 was 82.2% which is 5.0% below target.

1.16 Punctuality in Period 8 was particularly affected by Low Rail Adhesion (LRA) caused by autumn leaf fall. LRA is an industry wide issue with this year’s autumn conditions proving to be particularly challenging across the national rail network. Nexus are taking a number of steps to reduce the impact of LRA on Metro punctuality including; additional coaching for Train Crew, enhanced levels of vegetation management and focussed use of our Rail Head Treatment Train.

1.17 Ferry patronage in Periods 7 and 8 was 52,807 which is 46.9% above the target of 35,947. For the year to date, ferry patronage is 281,358 which is 30.3% above target.

1.18 Due to external factors beyond Nexus’ control Secured Bus patronage figures are currently unavailable.

Assets and Technology	
Workstream	Status
Improve our physical assets	Our Metro Flow project is progressing to plan
Technology	Nexus is leading on a smart multi modal ticketing project.

Improve our physical assets

1.19 During periods 7 and 8 work on the complex, multi-disciplinary Metro Flow project between Pelaw and South Shields continued to progress. The project will see three sections of single track – pinch points on the Metro network - dualled during the closure. When completed it will improve reliability across the whole of Metro and allow Nexus to increase service frequency in future.

- 1.20 At the time of writing, the blockade has been subject to a one week delay due to a number of challenges and is expected to be completed in December, allowing for services to between Pelaw and South Shields to resume.
- 1.21 Full fleet availability was met on 84.4% of occasions in periods 7 and 8, this is 15.6% below target. For the year to date fleet availability has been met on 85.9% of occasions which is 14.1% below target.

Technology

- 1.22 Nexus is leading a project to develop a smart multi-modal season ticket which can be used across bus, Metro and Shields Ferry services in Tyne and Wear, on behalf of Network One and bus operators.

Sustainability	
Workstream	Status
Improve environmental performance	We have started to implement our Sustainability Strategy.
Manage our financial standing	Energy Bill Relief funding has been agreed by the government.

Improve environmental performance

- 1.23 Following the completion of our Sustainability strategy, a number of actions to improve Nexus' environmental performance are progressing to plan.
- 1.24 We are working with our partners on the CLEANFERRY project to explore options to improve the environmental performance of the Shields Ferry.

Manage our financial standing

- 1.25 Metro fare and commercial revenue for the reporting period was £7.316m whilst the total fare and commercial revenue for the year to date is £26.675m. To the end of period 8, fare revenue is ahead of target and current indications are that it is recovering better than originally anticipated. However, we are mindful of the current economic climate and the Bank of England's forecast of recession, therefore recovery remains fragile, and we will need to continue to closely monitor the position in the months ahead. It is worth noting that overall, revenue is still below pre-pandemic levels and that Nexus' cost base has risen since the pandemic and is under increasing pressure because of both the energy crisis and the significant increase in inflation this past year. The government has now announced an Energy Bill Relief Scheme to provide support on energy costs between 1 October 2022 and 31 March 2023 which is expected to offset £6.1m of the HV power overspend in year.

- 1.26 Ferry fare revenue in Periods 7 and 8 was £60,274 which was 33.6% above the profiled budget of £45,108. Ferry fare revenue the year to date is £276,980 which is 14.0% above the budget of £243,064.
- 1.27 Secured Bus revenue in Periods 7 and 8 was £685,163 which was 191.2% better than the evenly profiled budget target of £235,266. For the year to date secured bus revenue is £1,848,735 which is 94% better than the evenly profiled budget target of £951,169. Revenue targets will be reviewed as part of the budget setting process for 2023/24.

Transform our organisation to be agile, innovative and inclusive	
Workstream	Status
Represent the communities we serve	Delivery on our People and Culture strategy is progressing to plan.
Learning and Development	We have relaunched our Corporate Induction programme
Engagement	We are reviewing our approach to employee engagement
Strategy	Work on a number of strategies is progressing to plan.

Represent the communities we serve

- 1.28 In Period 8, Nexus launched a new recruitment campaign designed to promote the range of career opportunities at Nexus. The campaign, which can be seen on television, social media and on our trains and stations, features existing Nexus colleagues.
- 1.29 In the reporting Period Nexus attended Newcastle University's ACCESS 2022 Civil Engineering Awareness Event to talk to civil engineering students about the work we carry out and career opportunities at Nexus.

Learning and Development

- 1.30 In Period 8, Nexus held the first session of our refreshed Corporate Induction course. The sessions, which are a key part of the new People and Culture Strategy, included a welcome and introductions from members of the Senior Leadership Team, plus team building and networking activities for the group, and a trip on the Shields Ferry.

Engagement

- 1.31 Our engagement process is being refreshed as part of the implementation of our People and Culture Strategy.

Strategy

- 1.32 Work on our Safety and Security, Ferry and Bus strategies are progressing to plan.

2. Proposals

- 2.1 There are no proposals in the performance monitoring update.

3. Reasons for the Proposals

- 3.1 Not applicable to a performance monitoring update.

4. Alternative Options Available

- 4.1 No alternatives arise in respect of this performance update.

5. Next Steps and Timetable for Implementation

- 5.1 A concise report updating on Nexus' performance will be presented to each scheduled meeting of the Tyne and Wear Sub-Committee.

6. Potential Impact on Objectives

- 6.1 Monitoring of Nexus' performance helps to provide assurance that local transport policies and objectives are being implemented efficiently and effectively.

7. Financial and Other Resources Implications

- 7.1 Nexus' Director of Finance and Resources confirms that there are no direct financial implications arising from this report.

8. Legal Implications

- 8.1 There are no direct legal considerations arising from this performance monitoring update report.

9. Key Risks

- 9.1 There are no direct risk considerations arising directly from this report, though monitoring and reviewing performance information plays an important role in risk management, including the review of Nexus' corporate risk register.

10. Equality and Diversity

- 10.1 There are no specific equalities and diversity considerations arising from this performance monitoring update.

11. Crime and Disorder

11.1 There are no specific crime and disorder considerations arising from this performance monitoring update report.

12. Consultation/Engagement

12.1 There are no specific consultation or engagement considerations arising from this performance monitoring update report.

13. Other Impact of the Proposals

13.1 There are no direct proposals arising from this performance monitoring update report, and therefore no consequential impacts.

14. Appendices

14.1 None

15. Background Papers

15.1 Nexus Corporate Business Plan 2022/23 as considered and approved at the Sub-Committee's meeting in April 2022.

16. Contact Officers

16.1 Martin Kearney
Chief Operating Officer
Email martin.kearney@nexus.org.uk
Tel: 0191 2033500

17. Sign off ✓

- 17.1
- The Proper Officer for Transport: ✓
 - Head of Paid Service: ✓
 - Monitoring Officer: ✓
 - Chief Finance Officer: ✓

18. Glossary

18.1 Any acronyms or technical terms used are explained in the body of the report.

This page is intentionally left blank

North East Joint Transport Committee, Tyne and Wear Sub-Committee

Date: 12 January 2023
Subject: Nexus Corporate Risks 2022/23
Report of: Managing Director

Executive Summary

The purpose of this report is to provide an update on the Nexus Corporate Risk Register for 2022/23 based on the approved Corporate Plan and demonstrates that these risks are being properly managed and controlled.

During December 2022, Nexus undertook a formal review of its risk register in line with the Corporate Plan for 2022/23.

A detailed explanation of the risks for 2022/23 is provided in the appendix including the current Red/Amber/Green (RAG) status, target RAG status and the direction of travel, where applicable. Each risk has a detailed explanation of the nature of the risk, together with controls, milestone/next steps.

There are currently 3 risks which are 'red', of these 2 risks are red because of funding uncertainties. These risks are:

- Long Term Funding for Metro,
- North Shields Ferry Landing

Specifically, in relation to long term funding for Metro and efficiency of delivery of the capital programme, Nexus has received confirmation from the Department for Transport (DfT) that it will receive £30.2m of capital grant in 2022/23 along with £33.8m in capital grant funding for 2023/24 and 2024/25. Whilst this allows for some longer term planning it does not allow Nexus to complete its full essential renewals programme. The rising costs of energy and raw materials has also applied additional pressures on budgets.

The project to replace North Shields Ferry Landing is currently unfunded. Additional funding is being sought to progress the development of the project to be ready for future funding opportunities.

The final red risk is Metro Performance risk which is red as a result of recent disruptions to service in particular those caused by low rail adhesion (LRA).

In the current review, one risk has seen its score increase. Stagnant bus patronage coupled with increased levels of cancellations and driver shortages has seen the likelihood of the Bus Patronage risk increase.

Recommendations

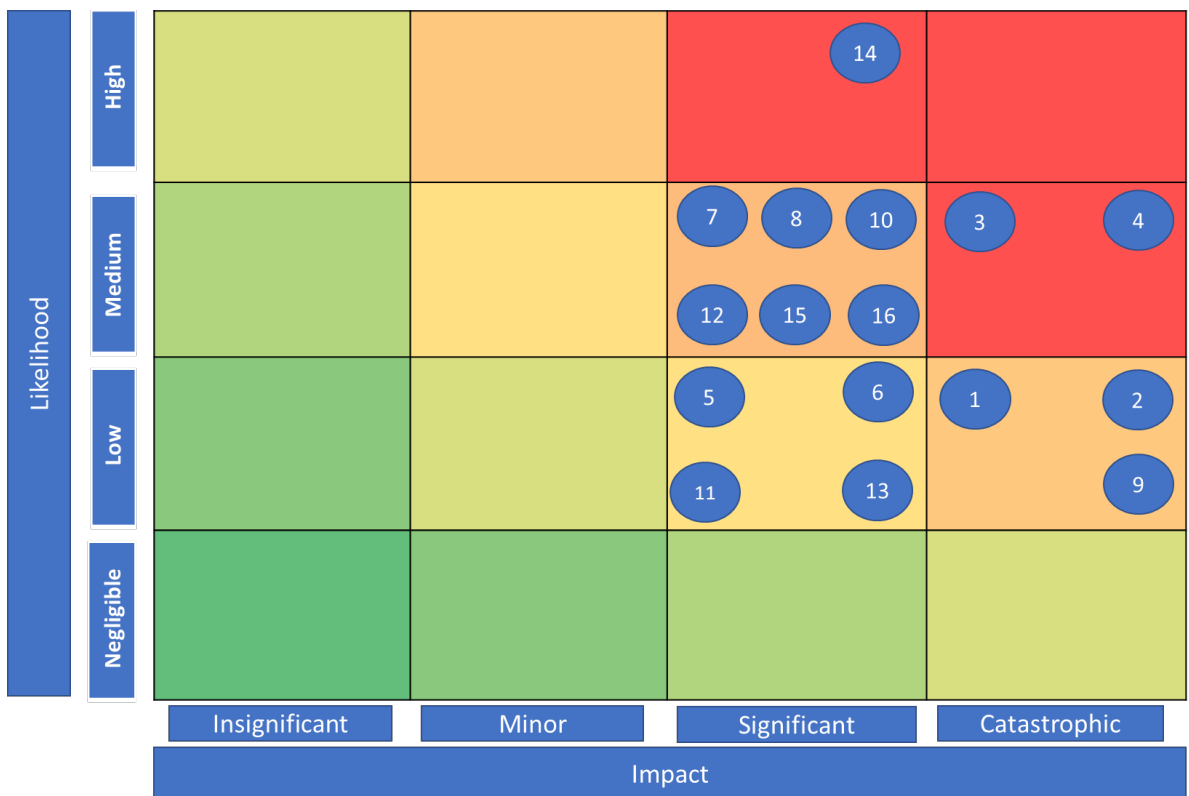
The North East Joint Transport Committee, Tyne and Wear Sub-Committee is recommended to receive and note this update on Nexus' Corporate Risk Register for 2022/23

1. Background Information

- 1.1 As part of its governance framework Nexus maintains a Corporate Risk Register. Nexus defines its corporate risks as those which, if the risk occurred, could have adverse consequences for the achievement of the Corporate Business Plan.
- 1.2 The Corporate Plan for 2022/23 was provisionally approved by the Sub-Committee at its meeting in January 2022 and subsequently Nexus undertook a formal review of the risk register to ensure its alignment to the approved plan. The Sub-Committee receives an update on Nexus’ Corporate Risks at each of its meetings.

2. Proposals

- 2.1 Nexus has undertaken a formal review of the Corporate Risk Register for 2022/23. The chart below shows an overview of the likelihood and impact of each risk.



2.2 The table below shows a summary of the risks changed since the last review

	Risk	Summary of Changes	RAG status
1	Catastrophic security event	Risk Actionees changed Controls updated	↔ (Stable)
2	Catastrophic infrastructure or operations event	Controls updated	↔ (Stable)
3	Metro Performance	New Milestones/Next Steps added	↔ (Stable)
4	Long Term funding for Metro	No changes from previous review	↔ (Stable)
5	Frontline services and discretionary travel schemes – Metro services	Risk Description updated	↔ (Stable)
6	Frontline services and discretionary travel schemes – Metro services	Risk Description updated.	↔ (Stable)
7	Procurement of the new design, build, maintain and provide contract for the fleet/depot	Controls updated to establishment of transition team Milestones/Next Steps updated	↔ (Stable)
8	Efficiency of Delivery of the Capital Programme	Impact/Consequence updated	↔ (Stable)

9	Cybersecurity	Controls updated to include new cybersecurity plan. Next Steps/Milestones updated	↔ (Stable)
10	Products and Payments Offer	Controls updated	↔ (Stable)
11	Funding Bids	No changes from previous review	↔ (Stable)
12	Anti-Social Behaviour	Controls updated	↔ (Stable)
13	Patronage Recovery	Controls updated.	↔ (Stable)
14	North Shields Ferry Landing	Milestone/Next Steps updated to include expected announcement date of Levelling Up bid. Completed Milestone/Next Steps removed.	↔ (Stable)
15	Delivery of Metro Flow	Completed Milestone/Next Steps removed.	↔ (Stable)
16	Bus Patronage	Risk likelihood increased and risk description amended	↓ (declining)

2.3 Nexus will provide the Sub-Committee with an update on the position of the Corporate Risks at each of its meetings throughout 2022/23

3. Reasons for the Proposals

3.1 Risk management is an important aspect of overall performance management, and reporting on Nexus' Corporate Risks complements the high-level summary

of Nexus' performance also presented to each scheduled meeting. Together these reports support the Sub-Committee in meeting its delegation under the JTC's Standing Orders (Part 4.1 refers) to monitor and oversee the performance of Nexus.

4. Alternative Options Available

4.1 The report is for noting: no alternative options are presented.

5. Next Steps and Timetable for Implementation

5.1 Nexus will continue to manage its CRR to record and monitor any changes and provide update reports to each subsequent scheduled meeting of the Sub-Committee.

6. Potential Impact on Objectives

6.1 Nexus' CRR will not impact directly on the objectives of the Authority's policies and priorities; however Nexus' approach to risk management will support delivery of aims and ambitions by acknowledging the biggest threats and putting plans in place to manage and mitigate them.

7. Financial and Other Resources Implications

7.1 There are no direct financial implications for the Authorities regarding the management of Nexus' CRR.

8. Legal Implications

8.1 There are no specific legal implications for the Authorities arising directly from this report, other than ensuring compliance with the Constitution and Standing Orders.

9. Key Risks

9.1 The report identifies what are considered to be the key corporate risks to the achievement of Nexus' Corporate Plan for 2022/23.

10. Equality and Diversity

10.1 There are no equalities and diversity implications directly arising from this report.

11. Crime and Disorder

11.1 There are no crime and disorder implications directly arising from this report.

12. Consultation/Engagement

12.1 All risk owners and the respective actionees have been consulted in the preparation of this report.

13. Other Impact of the Proposals

13.1 There are no other impacts anticipated to arise from the proposal.

14. Appendices

14.1 Appendix 1 details each of Nexus' 16 risks for 2022/23
Appendix 2 shows the controlled and uncontrolled risk scores for each risk
Appendix 3 shows the risk matrix applied

15. Background Papers

15.1 Nexus' Corporate Plan 2022/23 as submitted to and approved by the Sub-Committee at its meeting in April 2022.

16. Contact Officers

16.1 Martin Kearney
Chief Operating Officer
Email martin.kearney@nexus.org.uk
Tel: 0191 2033500

17. Sign off

17.1

- The Proper Officer for Transport: ✓
- Head of Paid Service: ✓
- Monitoring Officer: ✓
- Chief Finance Officer: ✓

18. Glossary

18.1 **CRR** – Corporate Risk Register

RAG – Red/Amber/Green (denoting an assigned performance status)

Corporate Risk - relates to those factors that might have a significant effect on the achievement of workstreams in Nexus' Corporate Plan and therefore the successful delivery of the JTC's policies and priorities.

Risk - A probability or threat of damage, injury, liability, loss, or any other negative occurrence that is caused by external or internal vulnerabilities, and that may be avoided through pre-emptive action.

Risk appetite - The level of risk that an organisation is prepared to accept in pursuit of its objectives, and before action is deemed necessary to reduce the risk.

Risk Controls or control processes - are those pre-emptive actions which are specifically identified to be taken to lower the impact of the risk or reduce the likelihood of the risk materialising, or both of these.

Risk Matrix - a graphical representation of the Risk Severity and the extent to which the Controls mitigate it.

Risk Owner - has overall responsibility for the management and reporting of the risk.

Action Owners – given delegated responsibility from the Risk Owner to take action and manage the risk through application of the appropriate risk controls and processes.

Risk Impact - indicates the potential seriousness should the risk materialise.

Risk Likelihood - indicates the chance of a risk materialising in the time period under consideration.

Risk Score - the product of the Impact score multiplied by the Likelihood score.

Appendix 1 – Nexus Corporate Risk Register for 2022/23

RISK 1		
CP Theme: Safety without compromise		
CP Workstream: Put Safety and Security at the heart of everything we do		
Risk Area: Catastrophic security related event	RAG Status (Amber)	Direction of Travel
Risk Owners: Safety and Assurance Director/Operations Director	8(2x4)	↔ (stable)
Risk Actionees: Head of Safety and Security/Public Safety and Security Manager	Target RAG Status	
	8(2x4)	
Risk: In running any operational public transport infrastructure there is an inherent risk that a catastrophic security related event may occur, such as a terrorism incident.		
Impact/Consequence(s): The consequences of a catastrophic security related event on Metro, bus or ferry could be significant, including loss of life, prolonged service suspension, protracted legal issues to resolve, fines to pay, impact on insurance, other cost increases and likely loss of business.		
Existing Controls:		
<ul style="list-style-type: none"> • Security management plans in place for operational locations • Dedicated security team in place for Metro Operations • Provision in excess of 745 digital CCTV units • Service Level Agreements in place for external CCTV monitoring by 2 Local Authority CCTV suites • SLA agreements in place for policing the Metro by Northumberland Police and British Transport Police (BTP) • Production and implementation of an annual Safety and Security plan for approval by Nexus Executive Board • Extensive liaison between the Security Team and DfT Land Security and compliance to the Light Railway Security Recommended Best Practice • Liaison with National and Regional Counter Terrorism Security Advisors from Home Office and British Transport Police • Participation in joint emergency preparedness exercises with key stakeholders • Participation in multiple joint agency groupings • Communicating regular updates on the current threat from national and international terrorism • Enhanced Customer Service establishment introduced to provide greater coverage on the network with a designated roving capability as well as static coverage at key station locations 		

- All Customer Service Staff are now provided with body worn cameras and all public facing personnel have access
- Nexus Public Safety & Security Manager presents to Customer Service new starters, and at refresher training which also includes Train Crew at their annual Operational Refresher Training to provide insight, outline suspicious behaviour(s), encourage proactive engagement, explain threats, encourage reporting, all of which leads to enhancing the organisational security culture
- The introduction of the new fleet will see enhanced CCTV coverage, and more efficient review and download capability
- A Security Working Group has been established bringing together internal stakeholders in a joint approach to improve system security
- Periodic security reports shared with colleagues across the organisation and relevant external stakeholders
- Security awareness communications posted across network
- Improved front line training for CS team members (starter and refresher) with an emphasis on Security
- The production of a Nexus Security Manual and Management plan has been checked and acknowledged by DfT and available to all Nexus personnel.

Next Steps/Key Milestones:	Action owner	Due Date
----------------------------	--------------	----------

Risk 2		
CP Theme: Safety without compromise		
CP Workstream: Put safety and security at the heart of everything we do		
Risk Area: Catastrophic Infrastructure or operations event Risk Owners: Chief Operating Officer Risk Actionees: Safety and Assurance Director, Head of Engineering	RAG Status (Amber)	Direction of Travel
	8(2x4)	↔ (stable)
	Target RAG Status	
	8(2x4)	
Risk: Any public transport system is at potential risk of a catastrophic infrastructure failure or major operational incident		
<p>The impact/consequences should a catastrophic infrastructure failure or major operational incident occur on Metro, bus and ferry could be very significant including:</p> <ul style="list-style-type: none"> • In the event of a catastrophic safety related incident the possibility for multiple loss of life; • lengthy loss or reduction of service; • likely loss of business with potential long-term impact on patronage; • protracted legal issues to resolve; • fines to pay, impact on insurance and other cost increases. 		
Controls <ul style="list-style-type: none"> • A Safety Certificate and Authorisation issued by the ORR for the operation of the Metro • A company-wide Safety Management System (SMS) and a comprehensive suite of technical, operational and safety standards, procedures and rules in all relevant disciplines based on industry best practice;) • The development and implementation of an annual Safety and Security Plan and supporting plan (e.g. Signals Passed at Danger (SPAD) Mitigation Plan) • Robust arrangements for the management of change, including authorisation of new or altered assets and the selection and management of contractors and delivery of capital works; • Monitoring of assets and development of mitigation plans in the event of catastrophic failure of key and critical assets; • Development and implementation of emergency preparedness and of business continuity plans in the event of major disruption; • Maintaining • Continuous monitoring and review 		

- of safety, infrastructure and operational Key Performance Indicators by the Nexus' Senior Leadership Team.
- Implement a risk-based annual safety plan for approval by Nexus Executive Board;
- Continuing to engender an organisational safety and security culture.
- Measures implemented to review opportunities to reduce the number of SPADs;
- Regular inspections of earthworks in accordance with industry standards.
- Vegetation management processes designed to prevent and/or reduce infrastructure damage;
- Remote temperature monitoring for rails to identify instances of extreme high rail temperatures which could lead to rail buckling.
- Rail and joint treatment to support predictable levels of expansion and contraction caused by changes in temperature;
- Vegetation strategy commissioned.

Next Steps/Key Milestones:	Action owner	Due Date
Deliver on the actions outlined in the 2022/23 Safety Plan.	Safety and Assurance Director	Mar 23
Developing and delivering a programme to reduce planned work using unassisted Lookout protection.	Safety and Assurance Director	Mar 23
Implement outcomes of vegetation strategy	Head of Maintenance Delivery	Mar 23

Risk 3		
CP Theme: Customer Experience		
CP Workstream: Grow patronage and improve our customer experience		
Risk Area: Metro Performance Risk Owners: Chief Operating Officer Risk Actionees: Metro Infrastructure Director, Metro Operations Director, Major Projects Director, Head of ICT	RAG Status (Red)	Direction of Travel
	12 (3x4)	↔ (stable)
	Target RAG Status	
	8(2x4)	
Risk: There are a number of things which could provide a significant impact on Metro performance, including but not limited to: <ul style="list-style-type: none"> • Ageing fleet and infrastructure leading to increasing numbers of failures. • A lack of a long term funding agreement for asset renewal and vegetation management could result in asset performance declining. • Staffing shortages through, vacancies, illness or industrial action • Extreme weather incidents causing disruption to services 		
Impact/Consequence(s): If Metro’s operational performance were to decline for an extended period, with a fall in punctuality and reliability, this could have an adverse impact on customer satisfaction and ridership.		
Control(s): <ul style="list-style-type: none"> • Overhead line replacement programme • Close monitoring of key business results such as punctuality, delay minutes and asset reliability. • Implement better performance management processes such as “right time” departure monitoring. • Delivery of the Essential Renewals programme for 2022-23 • Daily, weekly and periodic performance reporting embedded across organisation to highlight importance of Metro performance. • Implement plans to ensure resilience of digital assets associated with the operation of Metro. • Working closer with the new Network Rail North Eastern structure to address performance issues from Pelaw to South Hylton. • Capacity to train 90 new drivers a year if required. • Quarterly Performance Management meetings with Stadler • “Assets at a Glance” drawings which identify specific problem areas and single points of failure. • Established improvement plans for key assets such as lifts, escalators and signal track circuits. 		

- Periodic review of asset maintenance plans
- Established possession planning tool to identify conflicts and opportunities to combine closures to minimize disruption to our customers
- Weather Preparedness Plans in place
- Using the 'Ruglei' system for strengthening embankments using scrap rails and stone filled mesh baskets.
- Vegetation management processes designed to prevent land slips.
- Proactive vegetation management within the bounds of available funding
- Working with neighbours and partners to control vegetation outside the boundaries of Nexus owned land
- Proactive communications with Trade Unions
- Succession planning arrangements for key roles
- Vegetation Management strategy commissioned

Next Steps/Milestones	Owner	Due date
Complete ICT network refresh to improve resilience of digital assets	Head of ICT	Mar 24
Realise the benefits of the new delay attribution system through better data analysis.	Metro Operations Director	Mar 23
Review of operational fleet management arrangements with Stadler.	Metro Operations Director	Mar 23
Implementation of Asset Maintenance Strategy completed	Metro Infrastructure Director	Oct 23

Risk 4		
CP Theme: Sustainability		
CP Workstream: Manage our financial standing		
Risk Area: Long term funding for Metro Risk Owners: Director of Finance and Resources Risk Actionees: Head of Programme Assurance, Head of Finance	RAG Status (Red)	Direction of Travel
	12 (3x4)	↔ (stable)
	Target RAG Status	
	3 (1x3)	
Risk: There is no long-term funding agreement in place to replace life expired capital assets, deliver safety and business critical related capital investment. Ongoing revenue support from central government across the medium term is also not keeping pace with inflation.		
Impact/Consequence(s): The lack of external funding for critical asset renewals will lead to a diminution in service, failing infrastructure and major operational disruption. Funding for Essential Renewals of Metro infrastructure has been agreed for 2022/23 along with funding covering 2023/24 and 2024/25 allowing Nexus to enter into longer term contracts. Longer term funding is still reliant on the region becoming eligible for City Region Sustainable Transport Settlement (CRSTS).		
Controls <ul style="list-style-type: none"> • Effective liaison with DfT including 4-weekly progress reporting on the current Essential Renewals programme and quarterly reviews. • Procurement strategy & contractual arrangements that minimise risk and deliver value for money. • Engaging with national government, local councillors & MPs and building public support. • Regular review of potential funding opportunities • Project management controls in place to ensure effective and efficient delivery • Effective programme management and prioritisation of projects • Regular financial monitoring to Nexus' Senior Leadership Team, Executive Board • Regular review of capital programme for 2023/24 – 2024/25 to ensure deliverability 		
Next Steps/Milestones	Owner	Due date
Continue close liaison with Government officials to secure confirmation of capital grant funding for 2023/24 and 2024/25	Director of Finance and Resources	Mar 23


Nexus' input to the quarterly monitoring of the Revenue budget and Capital Programme submitted to the JTC	Director of Finance and Resources	Quarterly
Continue to lobby DfT for index linked inflation of Metro Rail Grant	Director of Finance and Resources	Ongoing
Working alongside Transport North East on devolution discussions.	Director of Finance and Resources	Ongoing

Risk 5		
CP Theme: Sustainability		
CP Workstream: Manage our Financial Standing		
Risk Area: Frontline services and discretionary travel schemes – Metro Services Risk Owners: Director of Finance and Resources Risk Actionees: Head of Finance	RAG Status (Green)	Direction of Travel
	6 (2x3)	↔ (Stable)
	Target RAG Status	
	3(1x3)	
<p>Risk: The COVID-19 pandemic has significantly impacted on public transport patronage and revenue. The budget proposal agreed by the JTC for 22/23 allows for the continuation of Metro Services. Additional central government funding in the form of LTF (Local Transport Funding) to cover the losses (and increased costs) on the public transport network caused by the COVID-19 pandemic has been announced, with Nexus’ indicative share for 22/23 in the order of £9.6m. The cost of living crisis means that rising inflation and a stretching revenue target are now more significant risks to the delivery of the 22/23 budget, with particular concern over the cost of High Voltage Power. The government has now announced an Energy Bill Relief Scheme to provide support on energy costs between 1 October 2022 and 31 March 2023 which is expected to offset £6.1m of the HV power overspend in year.</p>		
Impact/Consequence(s): There are a number of significant costs linked to inflation within Metro Services such as High Voltage Power and the Metrocar Maintenance Agreement. If inflation rises beyond the levels budgeted and/or the stretching revenue target is not achieved, Nexus will need to consider a range of actions in order to bridge the budget pressure including use of additional grant support from central government.		
Controls <ul style="list-style-type: none"> Monitoring of Metro patronage and fare revenue, undertake research through the insight panel to gain intelligence on trends and customer behaviours. Regular financial monitoring to Nexus’ Senior Leadership Team, Executive Board and the JTC. Regular liaison with DfT in relation to government grant. 		
Next Steps/Milestones	Owner	Due date
Continue to pursue the extension of the Energy Bill Relief Scheme with HMT and DfT which is due to expire on 31 March 2023.	Director of Finance and Resources	Mar 23

Nexus' input to the quarterly monitoring of the Revenue Budget reports submitted to the JTC.	Director of Finance and Resources	Quarterly
Regular monitoring of inflation to identify emerging budgetary pressures.	Director of Finance and Resources	Periodically

Risk 6		
CP Theme: Sustainability		
CP Workstream: Manage our Financial Standing		
Risk Area: Frontline services and discretionary travel schemes – Non-Metro Services Risk Owners: Director of Finance and Resources Risk Actionees: Head of Finance, Customer Services Director	RAG Status (Green)	Direction of Travel
	6 (2x3)	↔ (Stable)
	Target RAG Status	
	3 (1x3)	
Risk: The COVID-19 pandemic has significantly impacted on public transport patronage and revenue. The budget proposal agreed by the JTC for 22/23 allows for the continuation of non-Metro Services. Additional central government funding in the form of LTF (Local Transport Funding) to cover the losses (and increased costs) on the public transport network caused by the COVID-19 pandemic has been announced, with Nexus’ indicative share for 22/23 in the order of £9.6m. The cost of living crisis means that rising inflation and a stretching revenue target are now more significant risks to the delivery of the 22/23 budget, with particular concern over the cost of High Voltage Power. The government has now announced an Energy Bill Relief Scheme to provide support on energy costs between 1 October 2022 and 31 March 2023 which is expected to offset £6.1m of the HV power overspend in year.		
Impact/Consequence(s): If inflation rises beyond the levels budgeted and/or ENCTS ridership recovers beyond the level budgeted, Nexus will need to consider a range of actions in order to bridge the budget pressure including use of additional grant support from central government.		
Controls <ul style="list-style-type: none"> Monitoring of public transport patronage during the pandemic, undertake research through the insight panel to gain intelligence on trends and customer behaviours. Periodic financial monitoring by Nexus’ Senior Leadership Team and Executive Board. Regular liaison with DfT in relation to government grant. Regular monitoring of concessionary travel patronage. 		
Next Steps/Milestones	Owner	Due date
Continue to pursue the extension of the Energy Bill Relief Scheme with HMT and DfT which is due to expire on 31 March 2023.	Director of Finance and Resources	Mar 23

Nexus' input to the quarterly monitoring of the Revenue Budget reports submitted to the JTC.	Director of Finance and Resources	Quarterly
Regular monitoring of inflation to identify emerging budgetary pressures.	Director of Finance and Resources	Periodically
Support Transport North East in the development of partnerships with bus operators.	Customer Services Director	Mar 23

Risk 7		
CP Theme: Customer Experience		
CP Workstream: Grow Patronage and improve our customer experience		
Risk Area: Delivery of the contracts to provide a new depot and a new fleet of trains for the Metro Risk Owners: Major Projects Director Risk Actionees: Head of Fleet and Depot Replacement	RAG Status (Amber)	Direction of Travel
	9 (3x3)	
	Target RAG Status	
	6(2x3)	
<p>Risk: The possibility of costs escalating, the potential for delays and reputational impact as a result of Nexus owned risks impacting on the affordability and deliverability of the project to introduce a new fleet of trains and depot.</p> <p>Emerging risks relating to supply chains can be broken down into two categories which have different contractual outcomes:</p> <ul style="list-style-type: none"> • The effects of the COVID-19 pandemic. • Disruption caused by the ongoing conflict in Eastern Europe. <p>These risks will continue to be managed using the controls outlined below.</p>		
Impact/Consequence(s): Delays to obtaining the new fleet could place reliance on extending operation of the old deteriorating fleet at Nexus' cost. Where costs couldn't be contained by Nexus risk contingency sum, funding would have to be diverted from other areas of need. Such affordability issues could result in Nexus having to reconsider the scope of the contracts. In addition, any re-profiling of DfT grant would be subject to agreement with DfT at its sole discretion.		
Controls <ul style="list-style-type: none"> • A project risk register is live for the project and is reviewed regularly to monitor and manage existing known risks as well as identifying new and emerging risks along with identifying mitigation measures. This includes comms/media risks management in regards to Nexus reputation. • A project contingency sum is available to fund the impact of known and likely risks identified on the risk register. • Project risks and early warnings are discussed and reviewed with the suppliers of the contracts on a monthly basis and mitigation measures are agreed. • 4-weekly programme reviews/interrogation and challenge to Stadler. • Monthly face to face meetings with Stadler now taking place since travel restrictions have lifted. • 4 weekly progress review meetings with Stadler. 		

- Delivery of interdependent projects and enabling work is monitored by Capital Steering Group on a monthly basis and reported to Senior Leadership Team.
- Keeping key stakeholders informed regarding progress of the programme.
- Established project controls have been adopted to assist with the management of the contracts including CSM and other safety processes.
- Operational risks associated with the delivery of the new fleet are managed through the Operational Readiness Meeting.
- Quarterly meetings of the joint Nexus/DfT Programme Board to report on project performance, risks and any requirements to reprofile funding.
- Quarterly meetings of the joint Nexus/Stadler Programme Board to report on project performance, risks and any commercial matters.
- Metro Systems Assurance Panel (MSAP) developed and in place to accept and validate safety related decisions for Entry into Service for depot and fleet
- Fleet and Depot Project Assurance Plan developed for verification and validation for fleet and depot introduction, and sits under the MSAP process.
- Systems Assurance Manager commissioned via Technical Consultants to develop, monitor and manage MSAP Governance in regards to safety decision-making for Entry into Service for new depot and fleet.
- Network Rail integrated into project to ensure acceptance of the new train fleet onto Network Rail Infrastructure
- Periodic progress reporting to Nexus' Senior Leadership Team, JTC and TWSC.
- A new Head of Fleet Transition has been appointed and small team is being developed to lead on the operational readiness and operational transition from old to new fleet.


Next Steps/Milestones	Owner	Due date
First train delivered	Head of Fleet and Depot Replacement	Jan 23
First train in to passenger service	Head of Fleet and Depot Replacement	Oct 23
Full fleet in service	Head of Fleet and Depot Replacement	Late 24/ Early 25 – TBC as part of recovery programme negotiations

Risk 8		
CP Theme: Assets and Technology		
CP Workstream: Improve our physical assets		
Risk Area: Efficiency of delivery of the Capital Programme Risk Owner: Major Projects Director Risk Actionee: Head of Programme Assurance, Head of Renewals	RAG Status (Amber)	Direction of Travel
	9 (3x3)	↔ (stable)
	Target RAG Status	
	3 (1x3)	
Risk: That the organisation does not have sufficient resource and or the correct skills set to successfully deliver the programme of capital works		
<p>Impact/Consequence(s): Funding for Essential Renewals of Metro infrastructure has been agreed for 2022/23 along with limited funding covering 2023/24 and 2024/25. This allows Nexus to develop some additional design work, although it precludes award of contracts into subsequent years where the funding is below the expected cost. Longer term funding is still reliant on the region becoming eligible for City Region Sustainable Transport Settlement (CRSTS).</p> <p>Projects committed through Essential Renewals, are therefore not delivered in the most efficient and effective way due to the limitations of funding as noted above. Consequentially Nexus is unable to forward plan and resource up to take advantage of other emerging funding streams and thereby improve its assets, customer services or operations. Nexus is also unable to expand its limited resources with project management and supporting functions. Contractual commitments beyond March 2025 can therefore not be made and the continuity to maintain and repair critical asset renewal including Overhead Line Equipment and Howdon Viaduct remains uncertain.</p> <p>Planning beyond March 2025 is also extremely challenging as, without an understanding of the quantum and duration of funding, it is impossible to develop a robust programme of works with any certainty.</p> <p>Due to the above, procurement efficiencies are being lost and there is evidence of reduced market interest with very limited competitive tender responses being received by Nexus. Staff turnover is also increasing due to market demands and increased salary offers elsewhere for rail expertise, resulting in a loss of key knowledge, skills and experience.</p> <p>Uncertainty around long term funding makes the recruitment and retention of key staff more difficult leading to a reliance on external contracts. The future viability of Nexus internal Capital Delivery is at risk without further longer term investment.</p>		

Controls:


- Continue to make the case for ongoing funding from the Department for Transport (DfT) with continued engagement of the DfT via Programme Board and HMT regarding future Metro funding arrangements.
- Seek confirmation from the DfT over virement/ of funding to optimise programme delivery in response to current supply chain and market challenges
- Procurement and Standing Order reviews and amendments to attract a wider market of consultants and contractors with review of contractual terms and conditions responding to changing market conditions to ensure successful procurement.
- Effective more streamlined, dynamic programme management, project prioritisation, delivery and budget control processes.
- Ensure Portfolio level management of project and programme interfaces, dependencies and business change.
- Value engineering, technology choice, option analysis, specification and scope.
- Active stakeholder engagement to obtain involvement and co-operation of third/interested parties e.g. Metro Services, Network Rail, Local Authorities, highway authorities, utility companies etc.
- Periodic project reviews, analysis and reporting – presentation to Nexus’ Capital Steering Group, Senior Leadership Team, Executive Board, the JTC and the joint Nexus/DfT Programme Board.
- Continuous review of existing vacancies within teams and evaluate mitigation options for retention and recruitment of key skills and resources.
- A work resource plan for capital programme for 23/24 is being updated with regular reviews planned

Next Steps/Milestones	Owner	Due date
Continue close liaison with Government officials to secure confirmation of capital grant funding for 2023/24 and 2024/25	Director of Finance and Resources	Mar 23

Risk 9		
CP Theme: Assets and technology CP Workstream: Technology		
Risk Area: Cybersecurity Risk Owner: Director of Finance and Resources Risk Actionee: Head of ICT	RAG Status (Amber)	Direction of Travel
	8(2x4)	 (stable)
	Target RAG Status	
	8(2x4)	
Risk: A successful cyber-attack on Nexus ICT infrastructure.		
Impact/Consequence(s): Nexus' ICT infrastructure is key to all the functions and activities we carry out. Failure to adequately secure and protect this from a cyber-attack could have a severe adverse impact on the delivery of services and potentially preventing critical actions and day-to-day work from being carried out.		
Controls: <ul style="list-style-type: none"> • Nexus utilise a modern supportable resilient firewall, with a subscription to identify and protect against existing and emerging threats. • Security patching for systems including servers, workstations is undertaken on a high frequency level. • Significant technical controls are in place to manage the use of internet, email and reduce potential data loss • Significant technical controls are in place for anti-virus and anti-malware on workstations and servers • We subscribe to governmental cyber-threat awareness bulletins and are members of local security working groups. • Should a system fail or be rendered unusable by a cyber-attack, we regularly back-up all essential systems and data so service can be returned safely and efficiently. • Governance and user guidance is published, users are aware of their responsibilities. • Nexus staff complete a yearly cyber security eLearning module to ensure their knowledge is kept updated • Nexus raises awareness of security threats using internal communications such as global email bulletins. • Nexus measure awareness through different mediums such as planned covert Phishing attacks. • All changes to Nexus ICT assets are subject to a robust change control process. • We have a suite of policies on security controls and acceptable use. • The ICT department maintain DC/BR and cyber incident security policies to respond and manage incidents. 		

- Network segregation to protect critical systems and mitigate risk in particular to rail based systems is in place.
- Security risks within ICT are managed using a suitable risk management process.
- Regular review of ongoing notifications from key suppliers regarding vulnerabilities in order to ensure timely notification and action.
- 3 year Cyber Security review and improvement plan developed


Next Steps/Milestones	Owner	Due date
Deliver 3 year Cyber Security improvement plan	Head of ICT	Mar 26

Risk 10		
CP Theme: Customer Experience		
CP Workstream: Products and Payment		
Risk Area: Products and Payment Offer Risk Owner: Customer Services Director Risk Actionee: Project Lead – Integrated Ticketing, Commercial Manager	RAG Status (Amber)	Direction of Travel
	9(3x3)	 (stable)
	Target RAG Status	
	3(1x3)	
Risk: Our products and payments offer fails to meet the changing needs of our customers and results in a loss of patronage across modes of transport.		
Impact/Consequence(s): Changes to the way in which people choose to travel and technological developments may mean that the Nexus' product offer is perceived as inadequate, outdated and unable to deliver the intended benefits for customers and stakeholders impacting Nexus' patronage recovery. While Nexus has driven innovation in product and payment channels thus far, the next step towards multi-modal smart travel and then multi-modal contactless travel will require new external funding to make it possible.		
Controls: <ul style="list-style-type: none"> • Continuous review of retail trends and customer choice with market research carried out to establish product development proposals. • Annual review of prices, products and sales channels. • Provision made in the Fares and Revenue budget in order to support research into the development of new products. • Seeking opportunities to work with partners and explore the potential for attracting external funding. • Pay by phone solution in place at car parks. • Smart Integrated Ticketing programme established • Introduction of 19 -21 Pop PAYG ticket. • Take the Kids for Free' price promise successfully generating new travel markets on Metro and Shields Ferry • PAYG on Android phones now accounts for the majority of new 'smart' customers • Increasing the number of card-only and cash and card ticket machines. • Simplified fare structure for secured bus services implemented and helping increase patronage • £2 flat single fare introduced on Metro, Shields Ferry and bus services between January and March 2023. 		

<ul style="list-style-type: none"> Full NTL 'Network One' season product range available on Pop from January 2023. 		
Next Steps/Milestones	Owner	Due date
Seek funding for continued innovation in product and payments arrangements.	Customer Services Director	Ongoing
Develop and implement plans for cashless and paperless travel as outlined in the Products and Payments Strategy.	Head of Commercial	Mar 25
Add current NTL product range onto smartcard.	Head of Commercial	Jan 23
Develop plans and seek funding for a multi-modal price-capped pay-as-you-go product	Head of Commercial	Mar 24

Risk 11		
CP Theme: Grow our patronage and improve our customer experience		
CP Workstream: Invest in our infrastructure		
Risk Area: Funding public transport network improvements Risk Owner: Director of People and Culture	RAG Status (Green)	Direction of Travel
	6(2x3)	<p style="text-align: center;">↔ (stable)</p>
	Target RAG Status	
	4 (2x2)	
Risk: That opportunities to secure additional funding for public transport improvements through competitive funding bids are not successful		
<p>Impact/Consequence(s): Nexus will rely on external funding opportunities to implement enhancements to the public transport infrastructure that it is responsible for. Without this funding existing resources will, at best, only be able to maintain assets to their current condition and in some cases assets will deteriorate due to lack of funding. This will impact on customer perceptions as public transport will not meet expectations leading to reduced patronage and revenue and Nexus will not meet the aspirations set out in the Recovery Plan to attract customers back to Metro and to replace journeys no longer being made with new markets.</p>		
Controls: <ul style="list-style-type: none"> • Nexus schemes are included in the Regional Transport Plan pipeline and Regional business case for CRSTF. • A pipeline of capital schemes aligned with the Nexus Corporate Plan will be developed for specified funding opportunities. • A detailed pipeline of potential schemes is developed and maintained for new and currently unspecified funding opportunities. • Nexus resources, both people and financial, are allocated to develop Nexus capital programme pipeline. • New schemes will be subject to the Nexus prioritisation process to quickly and effectively match business priorities to funding opportunities. • Schemes will be developed and governed under the Nexus' Stage-gate control processes. • Internal stakeholders are identified and regular stakeholder meetings are held. • Regular liaison with the Transport Strategy Unit to provide project updates and ensure that schemes are developed in line with wider regional objectives. • Regular liaison with other external stakeholders, including DfT to ensure alignment with other projects and local objectives. • Match funding has been identified for live bidding opportunities. 		

<ul style="list-style-type: none"> Continuous horizon scanning for new funding opportunities. 		
Next Steps/Milestones	Owner	Due date
Work with North Tyneside Council to secure funding for the relocation of the Ferry Landing to the Fish Quay	Head of Corporate Planning	Jan 23
Develop strategic outline business cases for schemes for the City Region Sustainable Transport Fund	Head of Corporate Planning	22-23
Develop the SOBC for the replacement of the signalling system	Head of Corporate Planning	Mar 23
Identify funding opportunities to improve the environmental performance of the Ferry	Head of Corporate Planning	Mar 23


Risk 12		
CP Theme: Putting Safety and Security at the heart of everything we do CP Workstream: Reduce Anti-social Behaviour		
Risk Area: Antisocial behaviour Risk Owner: Chief Operating Officer Risk Actionees: Safety and Assurance Director, Metro Operations Director	RAG Status (Amber)	Direction of Travel
	9(3x3)	<div style="text-align: center;">  (stable) </div>
	Target RAG Status	
	3 (1x3)	
Risk: An increase in anti-social behaviour leads to loss of reputation and reduced patronage		
Impact/Consequence(s): An increase in anti-social behaviour across the Metro network could result in the perception that Metro is unsafe to travel on leading to falling patronage and increased costs on repairing and replacing damaged equipment.		
Controls: <ul style="list-style-type: none"> • Enhanced CCTV installed around system • Regular security operations held across network to provide customer reassurance and to mitigate ASB • Body worn cameras available to all public facing staff to support enforcement action • Radios issued to Customer Service teams to maintain good levels of communication • Regular liaison meeting with partner organisations to identify repeat offenders • Increased messaging and communications at hotspot locations • Strong enforcement action against repeat offenders • Metro Police Unit, British Transport Police and Neighbourhood Police Teams presence around network • Regular roving patrols by Customer Service staff around network • Regular roving patrols by Security staff around network • Nexus Security Team attendance at multiple ASB mitigation events • Targeted patrols in areas with higher levels of ASB • Ticketing gate lines at key stations • Security Working Group implementation and adherence to actions • Increased numbers of Concourse Team members at key locations, and also with the Customer Support Team roving resource • Nexus Security Team direction and support for the business and key external partners • Security Team liaison with Youth Justice Teams, to support and attend diversionary, intervention, mediation and reparation processes • Regular review of plans identified in independent security review 		

- Additional security staff in place to provide a high-profile presence on the network
- Graffiti, vandalism, and crime and disorder forums with key internal and external stakeholders
- Attendance at strategic and operational ASB forums, working in cohesion with Police, Local Authority, and Youth Justice colleagues
- Nexus supports and is proactively involved with the Safer Transport Northumbria Project where we have been successful again for funding from the Home Office
- The introduction of the Multi Agency Transport Team in early December 2022 which will be comprised of Nexus Security, and Local Authority Community Safety personnel which will be an additional resource to target crime and unacceptable behaviour on our transport networks.


Next Steps/Milestones	Owner	Due date
Develop strategy for implementation of additional gate lines across network	Head of Corporate Planning	Mar 23
Deliver TCF funding programme to improve safety and security at carparks	Customer Service Director	Mar 23
Review Safety and Security Strategy	Safety and Assurance Director	Mar 23

Risk 13		
CP Theme: Grow our patronage and improve our customer experience CP Workstream: Customer Services		
Risk Area: Patronage Recovery Risk Owner: Chief Operating Officer Risk Actionee: Head of Corporate Planning, Head of Finance, Customer Services Director, Head of Commercial, Head of Marketing, Communications and Information	RAG Status (Green)	Direction of Travel
	6 (2x3)	↔ (stable)
	Target RAG Status	
	4(2x2)	
Risk: Public transport patronage does not improve from current levels or declines as a result of the cost of living crisis.		
Impact/Consequence(s): Failure to grow, or loss of, patronage on public transport would make bus, Metro and ferry services unsustainable. The resulting lack of long-term funding support reduces the ability for Nexus to implement long term behavioural change projects designed to support a 'green' economic recovery.		
Controls: A comprehensive recovery plan has been developed outlining plans to rebuild patronage <ul style="list-style-type: none"> • On-going programme of marketing and communications aimed at reassurance and encouraging customers back to Metro. • Regular reviews of progress with DFT/HMT. • Horizon scanning and bidding for funding to assist with recovery • Review services to ensure that service can be adapted to meet new travel patterns. • Develop and market new, more flexible and good value products including PAYG on mobile, Take The Kids For Free and discounted smart travel for young people. • Promote Park and Ride offer • Promote Metro's green credentials • Implement recommendations to target non-users to try Metro • Develop research led trials to appeal to new markets and new customers. • £2 single fare cap introduced between January and March on Metro, Ferry and Bus Services 		
Next Steps/Milestones	Owner	Due date

Design and deliver new products and services to reflect changing patterns of travel and make public transport attractive.	Head of Commercial	Ongoing
Target new customers and markets including new products services, capital investment (subject to funding) and communications and marketing activities	Various	Ongoing
Work with Transport North East to deliver partnerships with bus operators.	Customer Services Director	Mar 23
Identify and bid for funding to deliver capital projects to assist with recovery	Head of Corporate Planning	Ongoing
Work with partners to expand research activities to develop future service patterns	Head of Corporate Planning	Dec 22

Risk 14		
CP Theme: Grow Patronage and Improve our customer experience		
CP Workstream: Invest in our infrastructure		
Risk Area: North Shields Ferry Landing Risk Owner: Major Projects Director Risk Actionee: Head of Renewals, Customer Services Director	RAG Status (Red)	Direction of Travel
	12(4x3)	 (stable)
	Target RAG Status	
	9(3x3)	
Risk: The condition of the North Shields Ferry Landing continues to deteriorate and no funding is found to build a replacement		
Impact/Consequence(s): Continued deterioration of the North Shields Ferry Landing is likely to lead to prolonged service suspensions and undermine the viability of the service by 2025. This will reduce customer confidence and satisfaction in the service leading to declining patronage putting the long term viability of the service into doubt.		
Controls: <ul style="list-style-type: none"> • Establish an internal project team-level Steering Group/working group • Regular updates to the Major Projects Directorate Steering Group • Periodic progress reporting to Nexus' Senior Leadership Team and JTC • Continued advance planning and collation of information in identified risk areas to mitigate future deliver risks. • Apply effective and proven project management controls, risk management planning and governance processes with appropriately skilled resources employed in these areas. • Active stakeholder engagement to obtain involvement and co-operation of third/interested parties • Regular assessment of programme delivery against grant funding conditions and meeting with funding bodies to provide up to date progress. • Hold funding strategy workshops facilitated by North Tyneside Council and progress agreed actions as a priority. • Ensure a strategic multi-party meeting facilitated/chaired by North Tyneside Council is set up which embeds the North Shields Ferry Landing relocation as an integral part of a wider ambition for the Fish Quay area and both North and South Shields, ensuring strategic foresight and all schemes are joined up. • Horizon scanning and bidding for funding to continue to develop the project. • Progression of development project tasks to ensure the project is "shovel ready" in the event of funding being secured. For example, form A design, navigational 		

assessments, operational assessments, preparation of planning application, and ground investigations works.		
Next Steps/Milestones	Owner	Due date
Attend and contribute towards ongoing strategic multi-party meetings facilitated/chaired by North Tyneside Council which embed the North Shields Ferry Landing relocation as an integral part of a wider ambition for the Fish Quay area	Head of Renewals	Ongoing
Completion of Ground Investigation works	Head of Renewals /Major Projects Director	Jul 23
Complete development of ITT for Design and Build Contract for main works ready to be released when funding is secured.	Head of Renewals /Major Projects Director	Jan 23
Nexus to issue a stage one tender to the market based on the outline design.	Head of Renewals /Major Projects Director	Jan 23 subject to funding confirmation
Joint Levelling Up bid with North Tyneside Council Funding Announcement	Head of Renewals /Major Projects Director	Jan 23
Completion of stage one tender works	Head of Renewals /Major Projects Director	Feb 24
D&B ITT stage two tender contract award	Head of Renewals /Major Projects Director	Jun 24
Completion of stage two tender works	Head of Renewals /Major Projects Director	Aug 25
Land Agreements Leases and Consents	Head of Renewals /Major Projects Director	Jan 23
Planning & Licenses Granted	Head of Renewals /Major Projects Director	Jan 23

Risk 15		
CP Theme: Grow Patronage and Improve our customer experience		
CP Workstream: Invest in our infrastructure		
Risk Area: Metro Flow Risk Owner: Major Projects Director Risk Actionee: Head of Metro Flow	RAG Status (Amber)	Direction of Travel
	9(3x3)	 (stable)
	Target RAG Status	
	9(3x3)	
Risk: The benefits of Metro Flow are not delivered, are compromised, limited or delayed.		
Impact/Consequence(s): Delivery of Metro Flow could be compromised by escalating costs, a delayed delivery programme or infrastructure limitations, and the predicted benefits may not be fully realised. This could have implications for the customer experience and service, both in delivery and operation, Nexus financial position and may damage Nexus' reputation as a delivery agent, subject to the selected mitigation strategy.		
Controls: <ul style="list-style-type: none"> • A project risk register is live for the project and is reviewed regularly to monitor and manage existing known risks as well as identifying new and emerging risks along with identifying mitigation measures. • Continued advance planning and collation of information in identified risk areas will mitigate future deliver risks. • Apply effective and proven project management controls including CSM, risk management planning, safety assurance and governance processes with appropriately skilled resources employed in these areas. • Continually monitor the overall Nexus Capital Programme to ensure interfaces and dependencies with other activities, particularly the Metro Fleet Replacement, Metro Asset Renewals and timetable and planning, are understood, prioritised and managed. • Active stakeholder engagement to obtain involvement and co-operation of third/interested parties. • Financial controls in place to manage cash flow during the course of the project. 		

Next Steps/Milestones	Owner	Due date
Infrastructure <ul style="list-style-type: none"> ○ Delivery 	Head of Metro Flow	Mar 23
Uplifted service commences December 2024 to align with the fleet programme	Head of Metro Flow	Dec 24

Risk 16		
CP Theme: Grow our patronage and improve our customer experience CP Workstream: Customer Services		
Risk Area: Bus Patronage Risk Owner: Customer Services Director Risk Actionee: Head of Commercial, Head of Customer Services, Head of Corporate Planning	RAG Status (Amber)	Direction of Travel
	9(3x3)	↓ (declining)
	Target RAG Status	
	6(2x3)	
Risk: Failure for bus services to recover patronage lost in the patronage or receive adequate financial support for both services and infrastructure.		
Impact/Consequence(s): Bus patronage across commercial operators is currently about 80% of pre-pandemic figures and, in with Government support set to be reduced commercial and subsidised bus service will become less sustainable and may push the bus network in the region into terminal decline. The shortage of bus drivers and resulting short-notice cancellations may also undermine public confidence in the mode. Service cuts will mean bus would cease to provide the necessary transport options for isolated and vulnerable communities reducing access to education, employment and leisure opportunities. Failure to adequately fund improvements and repairs to bus infrastructure is likely to exacerbate negative feelings towards bus services.		
Controls: <ul style="list-style-type: none"> • Development of an Enhanced Partnership between Transport North East, Nexus and Bus Companies, supported by funding from the Government's Bus Service Improvement Plan. • Support local bus boards and customer consultation processes to understand and reflect local priorities for bus services. • Implement rescue packages where commercial operators make cuts, consulting stakeholders to implement a network review funded initially by local authorities and the Local Transport Fund, and beyond 2023 the BSIP (Bus Services Improvement Plan). • Encourage bus companies to make planned frequency reductions where these will have the least impact, rather than cancelling services ad hoc. • Simplify fares on secured services and offer discounts for young people to encourage patronage growth. • Work with bus companies on short-term initiatives including Take The Kids For Free to boost patronage. 		

<ul style="list-style-type: none"> • Monitoring of public transport patronage and undertake research through the insight panel to gain intelligence on trends and passenger behaviours. • Lobby Government for additional funding to support bus services. • Develop Capital and revenue led schemes in readiness for funding opportunities • Horizon scanning for funding opportunities to improve bus infrastructure and information provision. 		
Next Steps/Milestones	Owner	Due date
Incorporate Nexus deliverables from the EP Scheme into the Corporate Business Plan and monitor delivery	Head of Corporate Planning	Apr 23
Liaise with TNE to ensure commitments set out within the EP Scheme are sufficiently developed and adequately funded	Customer Services Director	Ongoing
Deliver and monitor the secured bus network and provide monitoring data as agreed	Head of Commercial	Ongoing
Develop designs to improve Gateshead bus station as part of Interchange redevelopment proposals	Customer Services Director	Apr 23
Develop and lobby for funding for smart and integrated ticketing on Metro to ensure integrated multi-modal ticketing can be delivered.	Customer Services Director	Apr 23

Appendix 2

Table based on the current risk scores in Nexus' Corporate Risk Register

Risk area	Uncontrolled and Controlled Risk Scores								
	Uncontrolled			Controlled			Target		
	L'hood	Impact	Score	L'hood	Impact	Score	L'hood	Impact	Score
Catastrophic security event	4	4	16	2	4	8	2	4	8
Catastrophic safety event	4	4	16	2	4	8	2	4	8
Metro Performance	4	4	16	3	4	12	2	4	8
Long Term funding for Metro	4	4	16	3	4	12	1	3	3
Frontline services and discretionary travel Schemes – Metro Services	4	4	16	2	3	6	1	3	3
Frontline services and discretionary travel Schemes – Non Metro Services	4	4	16	2	3	6	1	3	3
Procurement of the new design, build, maintain and provide contract for the fleet/depot	4	3	12	3	3	9	2	3	6
Efficiency of Delivery (ARP)	4	3	12	3	3	9	1	3	3

Cybersecurity	4	4	16		2	4	8	2	4	8
Products and Payment Offer	4	3	12		3	3	9	1	3	3
Public transport Network improvements	4	3	12		2	3	6	2	2	4
Anti-Social Behaviour	4	3	12		3	3	9	1	3	3
Patronage Recovery	4	4	16		2	3	6	2	2	4
Ferry Landing Relocation	4	4	16		4	3	12	3	3	9
Delivery of Metro Flow	3	4	12		3	3	9	3	3	9
Bus Patronage	3	4	12		3	3	9	2	3	6

Appendix 3: Risk Score Matrix

Assess the impact if the risk occurred:

Impact:

		Insignificant	Minor	Significant	Critical
Likelihood	High	4	8	12	16
	Medium	3	6	9	12
	Low	2	4	6	8
	Negligible	1	2	3	4

Assess the likelihood of the risk occurring:

Likelihood:

High	Risk will almost certainly occur or is occurring at present
Medium	Risk is likely to occur in most circumstances
Low	Risk may occur
Negligible	Risk is unlikely to occur

Assess the impact should the risk occur e.g.

	On objectives:	On service delivery:	On finances:	On reputation:
Critical	<ul style="list-style-type: none"> Over half of programmes or objectives affected More than one critical objective impacted Stakeholders do not commit to a shared vision 	<ul style="list-style-type: none"> Significant change in services Relationship breakdown between major stakeholders Serious impact on strategic plans Unplanned major re-prioritisation of resources and/or services Failure of a delivery programme or major project 	<ul style="list-style-type: none"> Unable to secure or loss of significant funding opportunity (£5m) Significant financial loss (£2m) Significant adverse impact on budgets 	<ul style="list-style-type: none"> Adverse national media attention External criticism (in press) Significant loss of confidence or satisfaction from stakeholders Significant loss of community confidence
Significant	<ul style="list-style-type: none"> One or more objectives or programmes affected One or more stakeholders do not commit to shared vision Significant environmental impact 	<ul style="list-style-type: none"> Partner unable to commit to joint arrangements Recoverable impact on service delivery Major project failure 	<ul style="list-style-type: none"> Prosecution Major change in or loss of funding opportunity (£2m) Notable change in an external contribution Notable adverse impact on budget 	<ul style="list-style-type: none"> Notable external criticism Notable reduction in confidence or satisfaction Internal dispute between partners Adverse regional media attention Significant loss of community confidence
Minor	<ul style="list-style-type: none"> Up to 2 priority outcomes affected Isolated serious injury/ill health Minor environmental impact 	<ul style="list-style-type: none"> Threatened loss of partner commitment 	<ul style="list-style-type: none"> Minor financial loss Some loss of funding Funding opportunity threatened 	<ul style="list-style-type: none"> Failure to reach agreement with individual stakeholder organisation Some loss in confidence or satisfaction
Insignificant	<ul style="list-style-type: none"> Minor effect on priorities/service objectives Isolated minor injury/ill health Insignificant environmental impact 		<ul style="list-style-type: none"> Isolated containable financial impact 	

This page is intentionally left blank

North East Joint Transport Committee, Tyne and Wear Sub-Committee

Date: 12 January 2023
Subject: Nexus' People and Culture Strategy
Report of: Managing Director, Nexus

Executive Summary

The purpose of this report is to provide Members' with an overview of Nexus' People and Culture Strategy. This is a brand new strategy for Nexus, and one that has been shaped and developed by our people through a series of engagement activities. People are at the heart of everything Nexus does, and this strategy provides the priorities and actions required to make Nexus a better place to work for everyone. The Strategy has been shaped around the 'Employee Life Cycle' of employer branding, recruitment and selection, induction and onboarding, career development and moving on. In addition, the working environment and diversity and inclusion have also shaped the development. A series of pledges have been developed in each theme which sets out what Nexus will do to help develop our people.

Recommendations

The North East Joint Transport Committee, Tyne and Wear Sub-Committee is recommended to note Nexus' People and Culture Strategy.

1. Background Information

1.1 This report provides an overview of the People and Culture Strategy and requests that TWSC Members note the accompanying strategy.

Nexus' People and Culture Directorate (PCD) has been in place for just over 18 months, when a new People and Culture Director was appointed. One of the first elements for the new Directorate to develop, was a new People and Culture Strategy, which would be Nexus' first. It is an extremely important strategy, as it focuses on what we can do to attract and retain a workforce representative of the communities that we serve.

The People and Culture Strategy is a roadmap to a more inclusive, engaged and productive organisation. It mirrors the employee lifecycle and will enable Nexus to grow further as a people-centred, value-driven organisation. A place where everyone can thrive.

The strategy sits alongside the Nexus Diversity and Inclusion strategy, which is considered elsewhere on the agenda.

1.2 The journey on developing the strategy began in June 2021, with key steps being:

- PCD team workouts, consisting of Human Resources, Learning & Development, Corporate Planning
- Full PCD team workout: all managers and Marketing and Communications team
- SLT Insights and Input
- Employee focus groups – across Nexus
- Internal research: previous surveys, such as employee opinion surveys conducted in 2020/21.
- Research: external insights and best practice both industry-specific and broader

1.3 The format of the strategy is designed to provide context, insights, share best practice and develop actions and KPIs to move Nexus forward.



This has been developed around the concept of the Employee Life Cycle:

- Hire – Employer Branding, Recruitment and Selection
- Inspire – Induction and Onboarding
- Admire – Career Development

- Retire – Moving on

These stages are underpinned by our approach to Diversity and Inclusion and the Working Environment.

- 1.4 To help in the development of the strategy, it was important to reach out to colleagues to ask them a series of questions on the themes above, to understand the strengths and areas of development required to take the strategy forward.
- 1.5 Eleven internal focus groups were held over the autumn and winter of 2021. They were advertised through internal communication channels.

Each group was facilitated in-house by a trained member of the Research and Insight team (saving Nexus considerable money by not going to an external provider). Over 50 people participated, and sessions lasted for around 2 hours.
- 1.6 These sessions were well received, and Nexus has been able to put in place things that were suggested by these groups, such as implementing a corporate induction programme, career development conversations and an on-line facility to help with career development and upskilling.
- 1.7 The outcomes from the engagement with employees have shaped, influenced and set a positive direction for what the strategy aims to achieve.

2. Proposals

- 2.1 The strategy sets out that we want our people to be:
 - Proud
 - Ambitious
 - Respectful
 - Supportive
 - Positive
- 2.2 It also sets out the following team values:
 - Enabling Leaders – through coaching, development and empowerment to do the best job they can.
 - Employee Experience – with people front and centre to drive the best possible outcomes.
 - One Team – working together, supporting each other and sharing best practice.
 - Inside Out – to empower people and create capacity for continuous learning.
 - Outside In – connect and develop strong relationships with external partners and our communities.
- 2.3 The strategy is set out in a series of themes mirroring the ‘Employee Lifecycle’. Under each theme, a common approach has been adopted to ensure consistency. The ‘where we are now section’ from the current situation as evidenced from engagement activities. The ‘where we want to be’ section provides evidence from best practice

elsewhere, and from engagement again. The 'how we get there' section brings together all the evidence and presents a series of pledges which set out what commitments Nexus has made as an employer to help the development of people.

- 2.4 Each theme has a series of the afore-mentioned pledges which have been developed in response to the evidence and information that has been gathered and analysed. These are set out in the appended strategy. An overview of each theme and summary of pledges per theme are provided below.
- 2.5 Employer Branding – This is the Nexus experience. It is who we are as an employer. It is our DNA. We will make our values and beliefs clearer and more easily recognisable: locally, regionally and nationally. We have already overhauled our marketing and branding as a result.
- 2.6 Recruitment and Selection – Attracting diverse talent and the right skills for now and the future is imperative for us to be able to flourish as an organisation. We will engage with our stakeholders, connect into the communities we serve and advertise our opportunities to attract talented people from diverse backgrounds. We will also review our current recruitment and selection policy to reflect a future focussed approach.
- 2.7 Induction and Onboarding – To introduce an immersive, supporting and consistent experience for new starters to assimilate quickly into Nexus. We will review and adapt our induction and onboarding processes to support new starters and empower people and managers to contribute to the organisation and reach their potential.
- 2.8 Career Development – To enable our people to grow their skills and progress their careers. We will support our colleagues to grow and develop personally and professionally, through a variety of learning approaches and supporting guides.
- 2.9 Moving On – To ensure a positive, seamless experience for employees moving on from Nexus. We will make the moving on experience the best it can be, where leavers leave the business as positive advocates of Nexus.
- 2.10 Working Environment – To ensure a supportive and inclusive environment where people feel safe and can flourish. We will grow as a strong relational employer, where a one team culture is embedded and we are known and regarded as a desirable place to work.
- 2.11 All of themes above are underpinned by a commitment to utilise new forms of data capture and analysis in this area. A series of initial KPIs have been developed, and these will be refined and finessed over time, as new means of reporting and capturing data come on stream. These are linked to and will be reported through Nexus' Corporate Business Plan.

3. Reasons for the Proposals

- 3.1 These proposals have been put forward resulting from evidence gathered that highlighted some challenges. These include:
 - Almost three-quarters of the workforce are male.
 - Over a third of people are over the age of 50,

- Only 14% of the workforce are under the age of 30.
- We have a low employee turnover rate – which on the one hand is great, because it tells us that people like working here and are happy but on the other hand, perhaps doesn't give many opportunities for new starters and or permanent career opportunities for existing employees.
- A need to encourage more women and people from diverse backgrounds to apply for roles at Nexus
- Whilst we are unique as an organisation, there are sub-cultures and legacy structures across three parts of the organisation (Nexus House, Metro Infrastructure and Metro Operations) which can cause feelings of separation.

3.2 This strategy aims to address these challenges to ensure we have a balanced and reflective workforce representing the communities and people we serve through the themes and pledges we have developed.

3.3 Nexus will continue to develop strategies, policies and business cases to ensure that, as an organisation, we have a clear vision for our future that we can communicate to customers and employees and ensure we are in a strong position to continue to attract external funding to support the outcomes in this strategy and our wider business plan. Our plans will be underpinned by evidence, data, insights and best practice and managed through a robust and consistent performance management system across the organisation.

4. Alternative Options Available

4.1 As Members are requested to note this report and strategy for information, no alternative options have been developed.

5. Next Steps and Timetable for Implementation

5.1 The People and Culture Strategy was approved by Nexus' Senior Leadership Team in the summer of 2022 following extensive consultation with union representatives and our people. Nexus' Executive Board received a presentation and update on the development of the strategy in Spring 2022. Elements of the strategy have already begun to be put in place, for example the new corporate approach to induction and onboarding and the marketing revamp and relaunch of our employer brand. Other themes will be implemented in the coming months.

5.2 Nexus will ensure that the progress of the implementation of the strategy is reported and commits to an annual review and update. The strategy will be dynamic and is a 'live' document.

6. Potential Impact on Objectives

6.1 The proposals set out in this report and the appended strategy have a positive effect on objectives set out in the Transport Plan. By ensuring that Nexus has a diverse, skilled and balanced workforce, Nexus will be able to continue delivering public transport via Metro, bus and the ferry to support economic growth and reduce

inequalities, delivering a sustainable low carbon transport system, delivering a safe and secure network and providing sustainable transport choices.

7. Financial and Other Resources Implications

- 7.1 There are no direct financial implications arising from this paper as it approves a strategy only.

This strategy helps shape, support and influence other human resource policies at Nexus. Relevant policies will be reviewed and adopted where appropriate as a result of the actions set out in this strategy.

8. Legal Implications

- 8.1 During the development and internal consultation of this strategy, Nexus' legal team have made representations and advice on a number of points which have been incorporated into the final version.

9. Key Risks

- 9.1 There are a number of risks that have been identified through the development of this strategy such as an ageing workforce, a workforce that isn't representative of the communities we serve, loss of skilled workers to competitors, reliance on traditional avenues for advertising vacancies and lack of planned opportunities (through frameworks such as succession planning) to grow and develop our people in key domain skills or have planned career pathways. The strategy addresses these risks.

10. Equality and Diversity

- 10.1 Equality, Diversity and Inclusion has been put at the heart of this strategy. It has been developed alongside the Diversity and Inclusion Strategy, and is completely aligned to it. Both strategies are complementary to each other.

11. Crime and Disorder

- 11.1 There are no crime and disorder implications in relation to this paper.

12. Consultation/Engagement

- 12.1 Extensive consultation and engagement has been undertaken in the development of this strategy as outlined earlier in the report.

13. Other Impact of the Proposals

- 13.1 N/A.

14. Appendices

- 14.1 Nexus' People and Culture Strategy is appended to this report.

15. Background Papers

15.1 N/A.

16. Contact Officers

16.1 Martin Kearney, Managing Director, Nexus

E-mail Martin.Kearney@nexus.org.uk

Rachel Redshaw, People and Culture Director

E-mail Rachel.Redshaw@nexus.org.uk

17. Sign off

- The Proper Officer for Transport: ✓
- Head of Paid Service: ✓
- Monitoring Officer: ✓
- Chief Finance Officer: ✓

18. Glossary

N/A.

This page is intentionally left blank



Our People and Culture Strategy

2022 - 25
Final Version

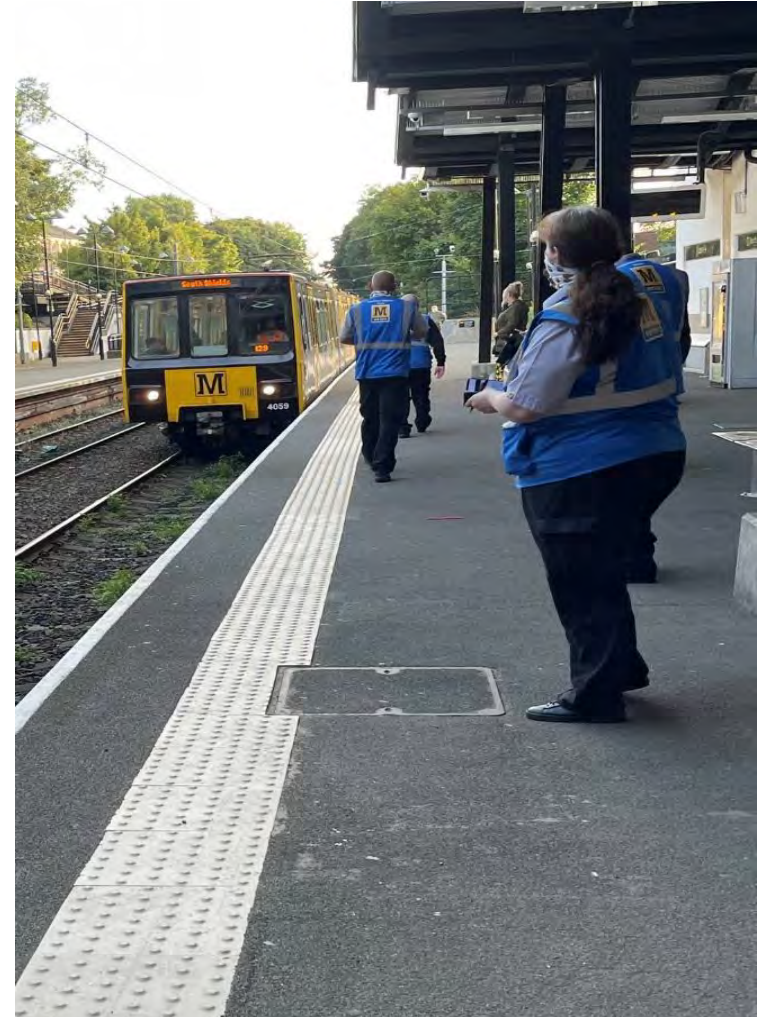


Page 83



Contents

1. Introduction	3 - 17
2. Best Practice	18 - 20
3. Employer Branding	21 - 29
4. Induction and Onboarding	30 - 40
5. Recruitment and Selection	41 - 49
6. Career Development	50 - 61
7. Moving On	62 - 73
8. Working Environment	74 - 85
9. Data, Intelligence & KPI's	86 - 90
10. Conclusion	91 - 93
11. Appendices	94 - 100





1. Introduction

Welcome to our first People and Culture Strategy

- At Nexus, our people are our greatest asset, and therefore a great employee experience is fundamental to our success. This strategy mirrors the employee lifecycle and sets out what we will do to attract people to work for us; how we will invest time and resources into developing our people so we can reward and retain them; how we will support people through their career and professional development, and also how we can make the process of moving on easier and more positive.
- This strategy has been developed from utilising best practice from other organisations, but also through direct engagement with our colleagues who have told us many positive stories and experiences from their time with us, as well as areas where we can improve.
- This strategy will also ensure that, as an organisation, we are in the strongest position to provide great services to our customers, services that meet their needs and help Nexus to recover strongly from the impacts of the pandemic.

Page 86

The strategy forms part of our wider strategic framework which provides the vision for the organisation. Outcomes and actions will be monitored and reported via our corporate business planning process. Our strategic framework will continue to evolve to support the outcomes in this strategy.

- This strategy covers a 3-5 year time frame. A review will happen annually and phasing will be aligned to the Corporate Business Plan.



1.1 Who are we?

Nexus is the trading name of the Tyne and Wear Passenger Transport Executive. We plan, provide and procure public transport for people in Tyne and Wear, North East England.

Our mission is to “Make Public Transport great for our environment, economy and communities”. To achieve this, we have established 5 themes to work on. These are set out below.



Page 87



Customer experience



Safety without compromise



Assets and technology



Sustainability



Transformation

This is what we want to achieve through each of these themes:



Safety without compromise



Customer experience



Assets and technology



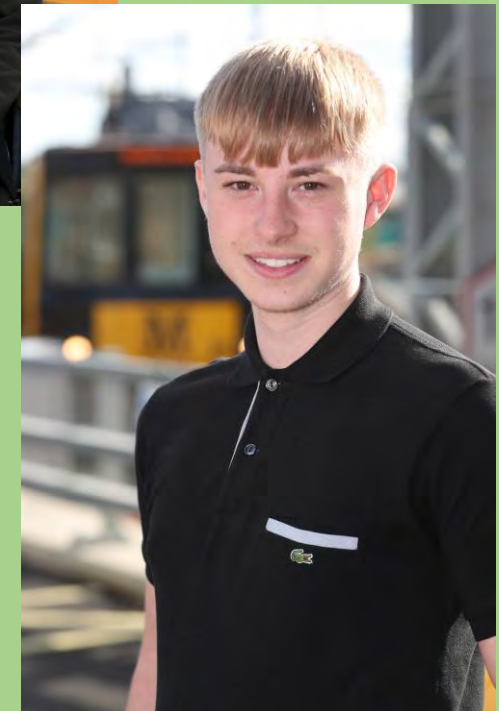
Sustainability



Transformation

- Safety – reduce Signals Passed At Danger, reduce Anti-social behaviour – increasing the number of gate-enabled tickets and gates on the network, increase customer facing employees, and work more closely with partners, such as the police and other agencies.
- Customer experience – improve our infrastructure – more reliability, better car parks, new payment methods, improved information and easier access for employees to service information, improve our stops and stations, build new partnerships with bus operators, improve local rail offering leading up to the new train fleet and Metro Flow (which will allow improved frequency on Metro).
- Assets and Technology – attract funding for essential renewals after 2021/22 and secure money for our other assets – such as Bus and Ferry, improve CCTV to help address problems, target hot-spots and provide reassurance for passengers, introduce contactless travel, an 'app for journey planning, products, payments and information.
- Sustainability – improve our green credentials – build on the fleet which will be 30% more energy efficient. Secure long term funding certainty, and have effective IT systems in place.
- Transformation – become a more diverse workforce – representing the communities we serve – which will help us provide better services and attract more customers. Have a regular apprentice and graduate programme, improve employee engagement and act on the outcomes of surveys. Make all our worksites fit for purpose.

- To support the transformation theme, we have started a journey to change the culture of the organisation and to support and develop our people so we can be the best place to work. The People and Culture Strategy sets out what we will do to support the transformation of the organisation.
 - Our Senior Leadership team has committed to support the development and implementation of this strategy. A new People and Culture Directorate was established in May 2021 under the leadership of a new People and Culture Director, demonstrating the commitment to drive culture change.
 - Changing the culture of the organisation will not happen overnight. It will take time, but through this strategy we will be building the foundations to becoming an even better employer for our colleagues.
- well developed strategy will help create a more productive, engaged and harmonious workplace with benefits including:
- A more flexible model of HR, leadership and management.
 - Increasing the confidence, competence and courage of managers to resolve tough people issues and to handle change effectively.
 - Increase employee engagement, motivation and wellbeing.
 - Improve organisational reputation and brand values as employees, customers and suppliers regard us as a values driven organisation with a passion for its people.
 - Growing patronage, revenue and customer satisfaction



1.2 What can a People and Culture Strategy achieve?

A People and Culture (P&C) Strategy is a roadmap to increased productivity, employee experience and customer satisfaction. It will enable Nexus to be a more person centred and values-based organisation: with more engaged employees; with managers who have the confidence and skills to lead as well as the competence and courage to handle tough people issues.

Page 90

A P&C Strategy can:

- build on an already successful culture. It can support a move from a good organisation to great, at pace;
- support an organisation as it transforms its culture from risk averse with rigid procedures and autocratic management styles to flexible, empowering and engaging;
- create a great place to work with a happier, healthier and more harmonious workplace in which people can thrive.



1.3 Values

A successful P&C strategy will have strong values at its core, with a golden thread upon which every other part of an organisation operates.

By developing a person centred and values-based strategic narrative within the organisation, we can set out the type of culture and behaviours that we want to see. This strategy has been developed through the P&C teams, communications and marketing and employees who have engaged and worked collaboratively on the development of this document. Further collaboration is required for the implementation and evaluation of the strategy.

Page 91
Our proposed values as an organisation underpinning our vision are set out in the diagram below:



These values can be summarised as...

Success - Pursuit of Success to be the best that we can be as professionals, departmental teams and as an organisation, so our people can reach their full potential.

Integrity, transparency, fairness and honesty in our management, behaviours and communications.

Passion and pride for our customers, our colleagues and for public transport.

Respectful and supportive behaviour towards each other, our customers, our stakeholders and our community. Playing our individual part in the provision of a nurturing environment that is safe, healthy, supportive and inclusive promoting the well being of our people.

Driving **Opportunity** and promoting an inclusive environment where innovation, creativity and curiosity are encouraged

Our people make Nexus a great place to work. We want our people to ...

Be proud

Be ambitious

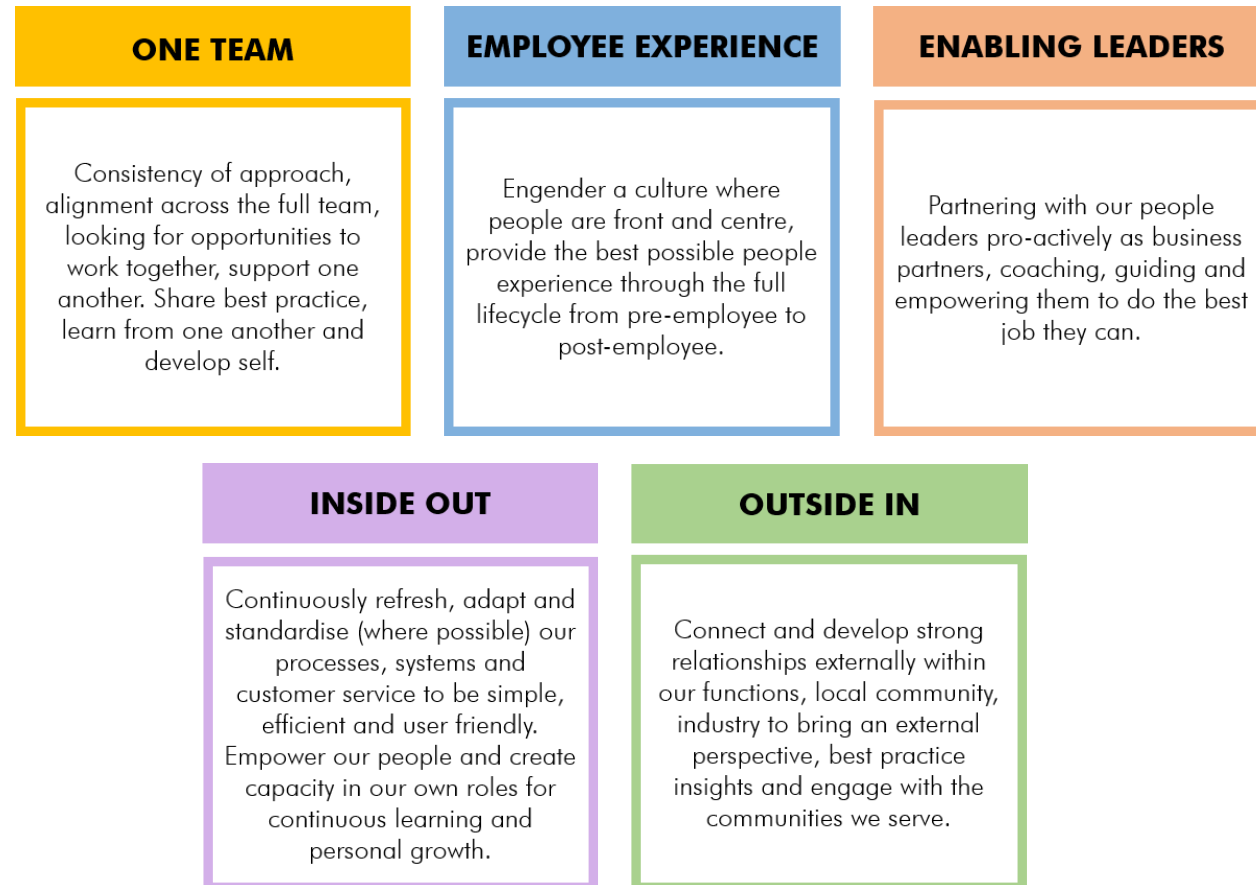
Page 92
Be respectful

Be supportive

Be positive

Throughout their work and dealings with one another, our customers, and stakeholders.

The People and Culture Directorate have developed some statements about how we will work as a team with colleagues across Nexus. These are set out in the graphic below and are addressed throughout this strategy.



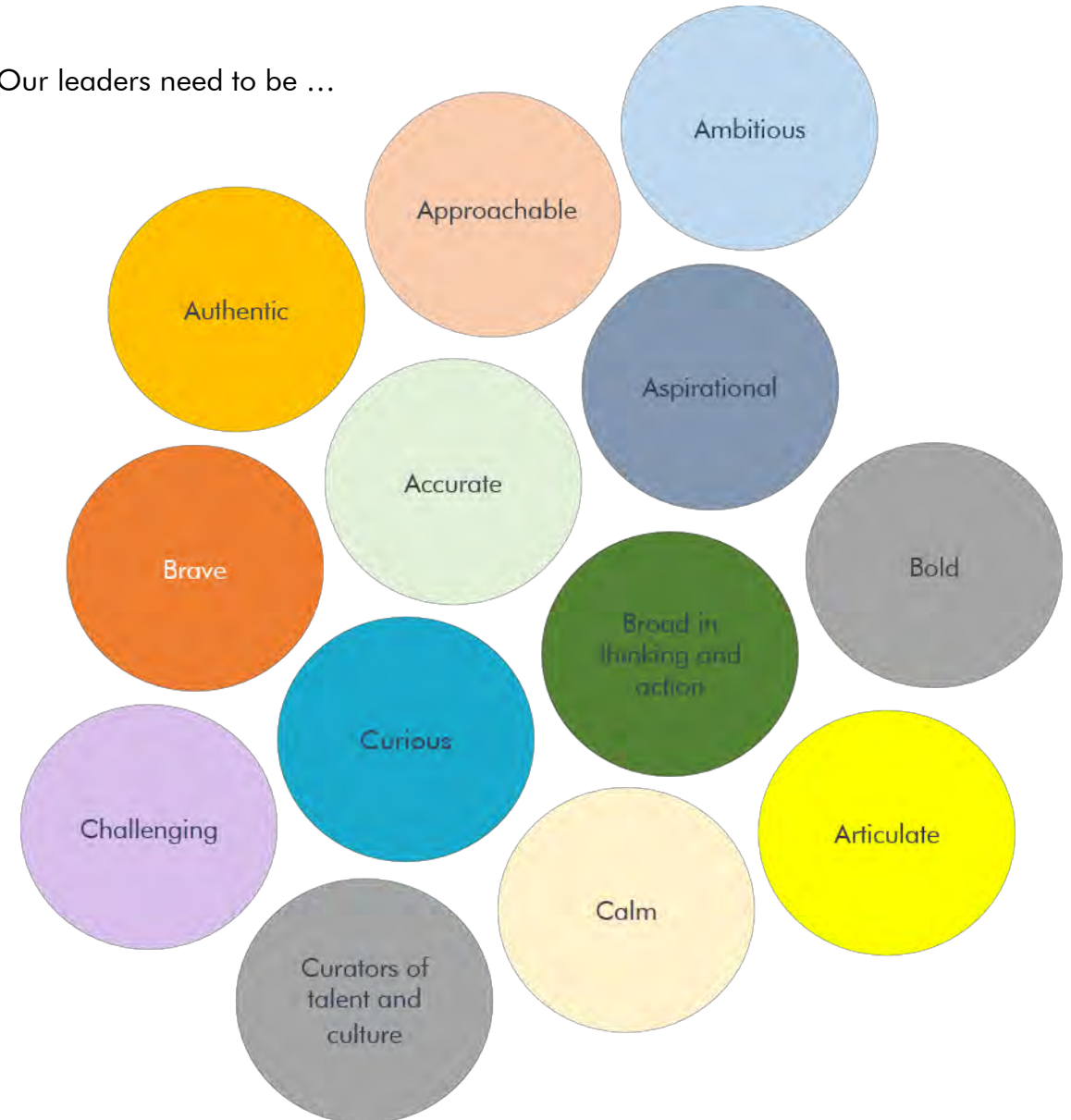
1.4 Leadership

Our Senior Leadership Team is committed to this strategy and its implementation. They have been engaged in the process, and have contributed towards its development. SLT developed a roadmap on the kind of organisation they want Nexus to be and how that will be achieved. This is captured in the figure below. This is a starting point for the strategy, setting out what we want Nexus to be and how we will support, develop and nurture our colleagues to be the best they can be.

The strategy not only requires senior leadership buy-in to make it work, it needs commitment from our employees and stakeholders. The values and behaviours that have been set out above can become a core element of:

- Leadership and management competencies and behaviours.
- HR policies and procedures.
- Conflict resolution policies and practices.
- Career development and succession planning.
- Employee wellbeing initiatives.
- Employee engagement and internal communications.
- Recruitment and talent management processes.
- Employee benefits, reward and motivation.
- Performance management and capability processes.
- Customer experience.
- Corporate social responsibility.

Our leaders need to be ...

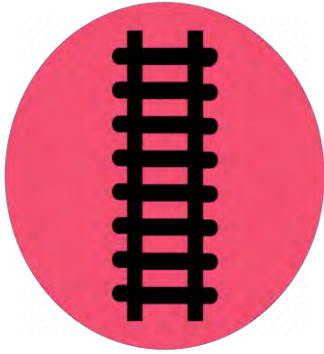




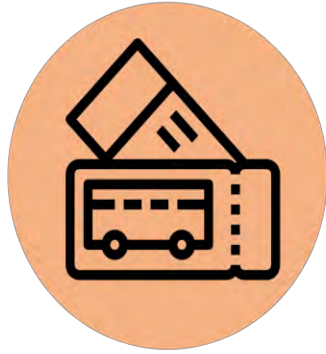
1.5 Nexus Overview



An organisation that puts safety first.



An infrastructure provider and maintainer.



A fare setter.



An organisation with 321 job titles.



An organisation that builds.



An organisation that helps Tyne and Wear move.



A bus stop and timetable provider.



An employer that offers many benefits.



A transport planning body and information provider.



A transport operator of Metro and Ferry.



An organisation that uses data to inform decisions.



A promoter of public transport on behalf of the two regional Combined Authorities.



An organisation that invests.



A manager of transport Interchanges and Stations.

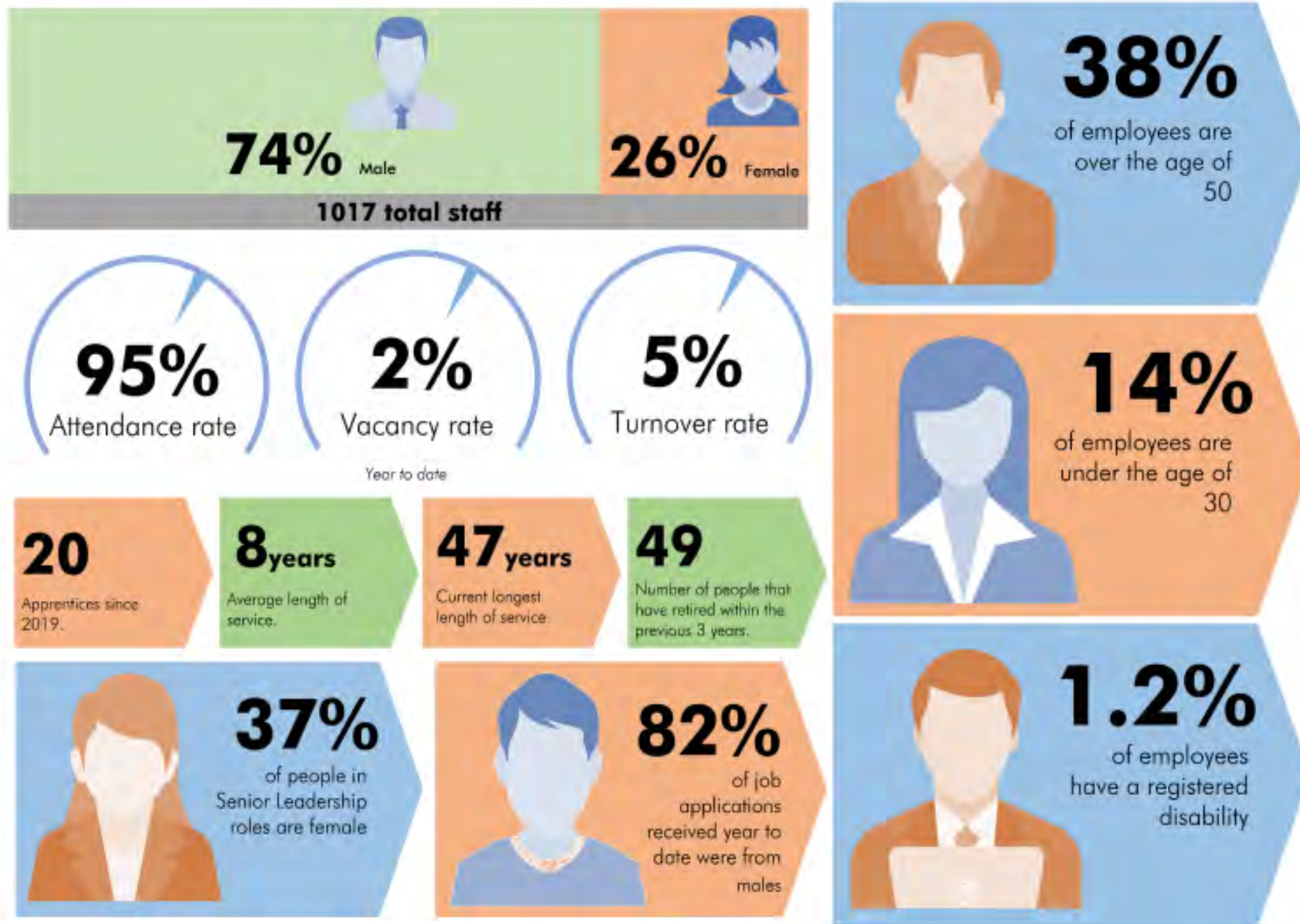


Figure 2: Snapshot of Nexus employee profile – Summer 2021

Our employee age profile shows that we have a higher proportion of colleagues over the age of 50, and that we have fewer younger people in the organisation. There are various challenges that the employee profile and age and gender profile present:

- An ageing workforce (50+)
- Not enough younger people employed.
- Difficulty replacing lost experience and knowledge when people retire or move on. Domain expertise is diluted.
- Need to encourage more women and people from diverse backgrounds to apply for roles at Nexus
- Whilst we are unique as an organisation, there are sub-cultures and legacy structures across three parts of the organisation (Nexus House, Metro Infrastructure and Metro Operations) which causes feelings of separation, as well as organisational division. The challenges with how we can harness the positives whilst developing a strong overall Nexus brand will be key to moving forward cultural change.

This strategy aims to address these challenges to ensure we have a balanced and reflective workforce representing the communities and people we serve.

We will continue to develop strategies, policies and business cases to ensure that, as an organisation, we have a clear vision for our future that we can communicate to customers and employees and ensure we are in a strong position to continue to attract external funding to support the outcomes in this strategy and our wider business plan. Our plans will be underpinned by robust evidence, data, insights and best practice and managed through a robust and consistent performance management system across the organisation.

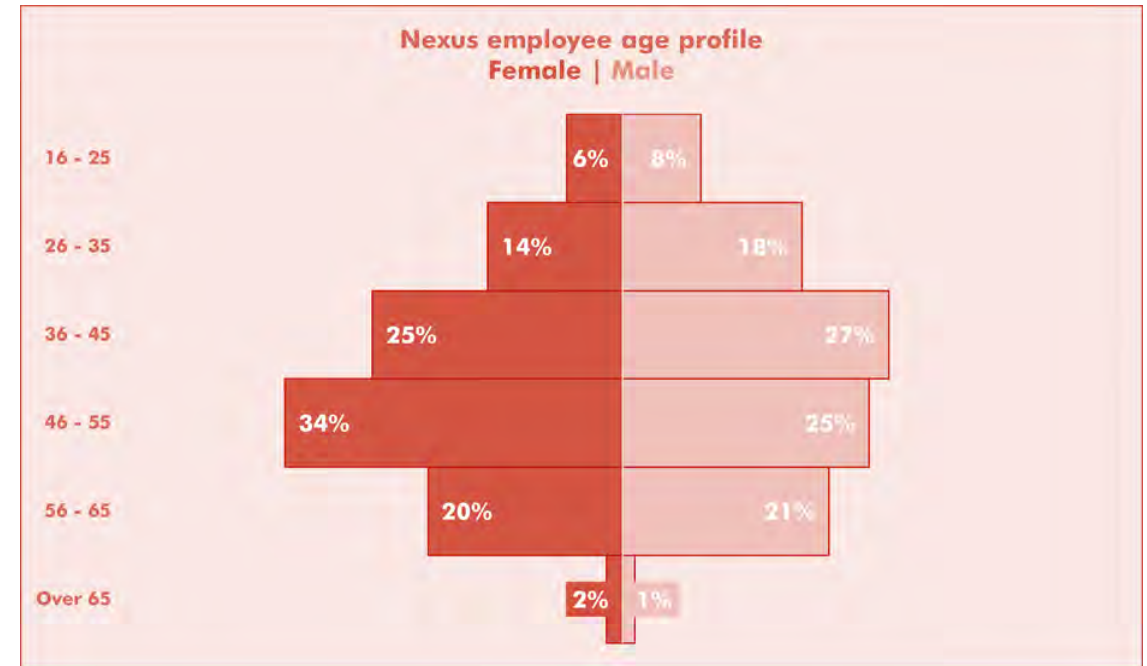


Figure 3: Employee profile – gender and age

Nexus works collaboratively with our recognised trades unions: ASLEF, RMT, Unison and Unite. As the People and Culture Strategy will be central to future employee policies, Nexus will consult with our unions on this strategy using a joint trade union and management partnership approach. Working in partnership, we have the opportunity to continue to improve the working lives of our colleagues and further enhance our joint working relationship.

Our model for how we will deliver the strategy, with People and Culture at the heart is set out below. We are developing a new Diversity and Inclusion Strategy, alongside this strategy, which sets out our approach to equality, diversity and inclusion. In the D&I Strategy we set out how Nexus will meet its obligations and requirements under the Public Sector Equality Duty.





Page 100

2. Best Practice

In developing this strategy, we have sought information and best practice from other organisations. We have looked at 'the top 100 companies' to work for website for details of those companies who are voted by employees as the best to work for. We wanted to see what they do, to make themselves different from other companies, and why people are happy and proud to work for their organisation. We researched companies from the public and private sector, from domestic to international and also those in a similar sector to ours. We took advantage of our membership of the Urban Transport Group and NOVA/CoMET to ask members to share best practice with us. We also reviewed the CIPD website for ideas and good practice.

In the appendix, we have selected organisations who have stood out as being exemplary in their approach to people and culture and highlighted what they do to differentiate themselves from competitors. These include, [Toyota](#), [Beyerbrooks](#), [the NHS](#) and [West Yorkshire Combined Authority](#).



2.1 Summary

Having reviewed many organisations' approach to people and culture, there are many common themes suggesting that these should be the bedrock of a successful approach to developing a people and culture strategy. The common themes are set out below, and this is something we will be setting out in this strategy.

- Strong Leadership
- Strong Employee Engagement
- Importance of learning and development
- Employee life cycle approach
- Leadership development and clear career paths
- Continuous improvement
- Inclusive and respectful environment
- Implement employee feedback methods
- Growing importance of people analytics
- Supporting new ways of working (hybrid, remote and virtual)
- Importance of health and well being

COVID has reshaped the conversation about well-being in the workforce, one from being a benefit to being imperative. Evidence shows now successful organisations have wellbeing at core of employee experience, as has been seen in the best practice. A holistic approach is required in people strategies to focus on trust, inclusivity and resilience.

There are other elements of best practice that have been reviewed and incorporated and these will be set out in the forthcoming chapters.



Positive
about change



Working
intelligently



Championing
our region



Easy to do
business with



Working
together



Page 03

3. Employer Branding

3.1 How important is employer branding?

An employer brand tells everyone exactly who we are as an employer – and delivering on that promise. It’s the set of attributes and qualities that set us apart from others. It’s the entire experience an employee has with us. It’s our DNA. It underpins our vision and values that showcase the behaviours required by both the employee and the employer.

Today’s jobseeker actively seeks as much information as they can about an organisation before sending their application, and there’s plenty available.

Companies like Glassdoor, Indeed and LinkedIn are just three examples of platforms that highlight a company’s culture and processes. There is the website and other marketing channels to consider, and word of mouth from employees spreading on forums.

The diagram opposite highlights this.

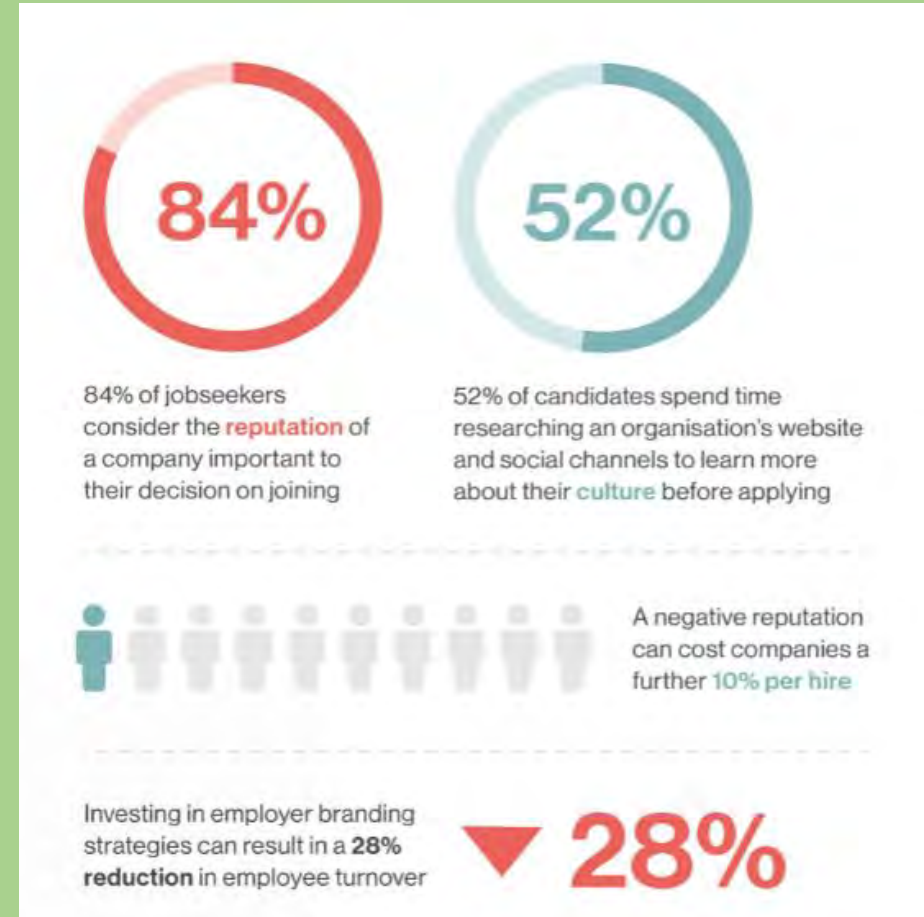


Figure 4: Importance of branding

3.2 Where are we now?

A lot of emphasis is placed on the employer brand as it reinforces our vision and values and portrays the image of the organisation as a 'great place to work' in the mind of current employees and key stakeholders in the external market.

We are in a unique position. We have a brand that is easily identifiable amongst our customers and the population across Tyne and Wear and beyond. (stats from Marketing) Metro is an iconic brand, with an iconic history. Equally though, that presents a challenge from a Nexus, organisational point of view as people might not be aware of the range of roles, jobs and people we have at Nexus. When we look at other Passenger Transport Executives (PTEs), Nexus is the only one with a separate brand – Metro. Dilution of the brand can create a lack of understanding on what we do and the range of services we offer.

As mentioned above, we have 321 different job roles ranging from customer facing employees on the front line, Metro drivers, signal technicians, ICT employee, to legal and finance roles to project managers. We have a diversity of roles that not many other organisations can offer. That is both a strength and a challenge when it comes to getting our branding recognised.



3.3 Where do we showcase our brand?

We are well known locally and in the North East for what we do and what we provide. Feedback from our focus groups and internal workshops suggest that beyond the local geography, our branding is perhaps not as well known. For example, a colleague gave the example of wanting to relocate to the North East from another part of the country. They were looking on recruitment sites, social media and specialist trade journals. They came across a vacancy at Nexus by chance, but it wasn't immediate apparent to them who we are and what we do. This is echoed by the fact that some others felt that we advertise too locally.

We have great links with our local communities. We work with local employers, the Local Enterprise Partnership, training providers, colleges and universities across many different themes for example, raising awareness of ticket types for Metro, public transport information and what opportunities we can offer at Nexus. This is something that we can build upon, with our stakeholders becoming brand ambassadors for us.

The chart opposite shows where new starters found out about job vacancies in Summer 2021. The Nexus website was the most popular, closely followed by the North East Jobs website (which is a predominately public sector jobs source). The fact that many people found out about our vacancies on our website shows the importance of having a clear vision, values and narrative about what we are as a company, what we believe in and how we support our colleagues.

Nationally, the most popular and successful job and recruitment website is Indeed, followed by Monster, Glassdoor and LinkedIn jobs. There is a big opportunity to utilise these platforms for Nexus vacancies, to extend our reach to potential candidates

Where applicants found out about vacancies - Summer 2021

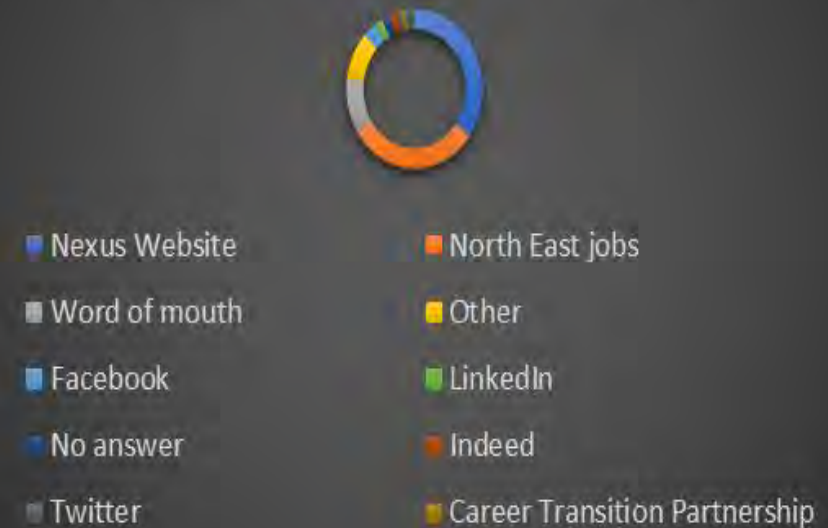


Figure 5: Vacancies Advertised

3.4 What our colleagues told us ...

We held a series of focus groups and internal workshops during October 2021 over a range of themes that have helped shape this strategy. For employer branding, people told us a range of comments, identified in the graphic opposite.

The comments listed show that there are things we do well but there are things we can build on and improve. We have fantastic advocates across our business who act as ambassadors for Nexus. People who work on the front line, our customer service teams, our stakeholder relations officers, back office employees....they all play a huge role in what we are and what we provide.

One thing that we can put into place to make sure our values and beliefs more closely align with our customers, communities, our people and potential new recruits, is to develop an Employer Branding Action Plan.

“Length of service shows we are a good employer”.

“Recent positive organisational changes”.

“Lots of positive brand stories – it’s a dynamic place to work”.

“Nexus has lots of different functions – be clearer on career paths”.

“A lot of people don’t understand how diverse the roles are at Nexus”.

“Building on the Women in Transport initiative”.

“Money talks but there’s a large amount of benefits that aren’t sold to people when they apply”.

“Nexus should work on being a more attractive workplace to encourage a more diverse staff body”.

“Nexus is the only PTE with a separate brand”.

“Nexus could do more for work experience opportunities – to attract a diverse range of employees”.

“Nexus brand is well known but misunderstood – people think we run buses”.

3.5 Where do we want to be?

We want to develop and enhance our brand so it appeals and connects with today's increasingly web-savvy job candidate. We want to improve our brand awareness at a local, regional and national level to encourage people to look at us for a future career.

Developing our employer brand can result in numerous benefits to Nexus including:

- Improved employer attractiveness to talented individuals interested in working for us.
- Greater motivation, loyalty and output among existing employees by feeling more connected and in-sync with our brand values.
- Reduction in the costs associated with hiring new talent and retaining them long-term.
- A workforce that actively advocates and promotes our brand, extending our reach to other candidates and customers.
- A clear, unified vision for our organisation to move towards, with all people associated with our company pushing it in that direction.
- A proud workforce who actively promote and advocate for our brand.

We will develop a social media plan, which will include an overhaul of LinkedIn, with the intention of LinkedIn becoming a shared space where employees contribute and become brand ambassadors.

We are developing a brand refresh exercise. Initial concepts have been created. We will research and test these options before commencing the process of roll out. A refreshed identity will breathe life into a dated brand and will assist in portraying Nexus as a forward-looking employer.



Figure 6: Example Employee Benefits

3.6 Nexus Learning Centre

We have a fantastic new facility at our Learning Centre in South Shields. It's a place where our people are proud to work. It's a state-of-the-art building that we are and should continue to be shouting from the rooftops. We can incorporate the benefits of this fantastic facility in our employer branding action plan.



Page 109



3.7 Employer Branding Action Plan

An employer branding action plan is a strategic initiative that includes all the organisation's activities to attract, engage, and retain top talent. A well-defined employer branding action plan can help attract higher quality applicants, as well as showcase Nexus as an attractive place to work. An employer branding action plan can be developed by detailing all activities that need to be undertaken to maintain a competitive edge.

This is why an employer brand is crucial to recruitment. It is a differential, it sets us apart from competitors and prepares us for success.

The components of an employer branding action plan can include:

- Understand the roots of our Employer Brand
- Define What Makes us Unique as an Employer
- Identify and Cultivate Employee strengths - Creating your candidate persona
- Communicate and Apply Your Employee Value Proposition
- Deliver on Promises by Showcasing Successful Talent Programs
- Keep the Process Going with Ongoing Evaluations and Updates
- Keep up Regular Communication With Employees
- Invest in video

These elements also act as a guide:

- Defining a clear process
- Engage key leaders and stakeholders
- Recruit the dream team – collaboration is key (Marketing, HR, Comms etc)
- Define Purpose
- Be prepared for long haul
- Find the truth – values and benefits
- Discover our advocates
- Test and Learn
- Embrace Digital
- Tailor our approach

3.8 Our Pledges

Pledge 1 – We will raise awareness of our brand locally, regionally, and nationally within the next 12 months.

Pledge 2 – We will make our values and beliefs clearer and more easily recognisable.

Pledge 3 – We will showcase the benefits of working for Nexus through an enhanced narrative and reward statement.

Pledge 4 – We will develop an employer branding action plan that will attract new talent and align our values to our new and existing workforce.

Pledge 5 – We will continue to work and expand our emerging partnerships with the LEP, JCP, and further and higher education in order to build our brand.





4. Recruitment & Selection

4.1 Why is it important?

Good recruitment ensures that the workforce has the relevant skills and abilities for the organisation's current and future needs. A good quality recruitment approach is vital for every organisation, especially when labour markets are tight - finding the right people for the right roles at the right time is a differentiator.

The Chartered Institute of Personnel and Development (CIPD) states that "recruitment and resourcing involve attracting and selecting individuals into a job role". The importance of recruiting the right individuals is crucial for organisations who need people with the right skills and capabilities to deliver their goals. Everyone involved in recruitment must have the appropriate knowledge and skills to make effective and fair recruitment decisions. The CIPD state that the following stages should be adhered to:-

- Defining the role.
- Attracting applicants.
- Managing the application and selection process.
- Making the appointment.

At Nexus, we follow these stages in our approach to recruitment. We have recently overhauled our approach for recruitment to modernise and digitalise the process. We have moved from a labour intensive, and outdated approach which relied on applicants sending hard copies of their application to a system that is electronically based. This has brought benefits in time saved by both HR and the hiring department.

There are challenges facing Nexus in its preparation and readiness for a workforce for the future. We need to move towards a more diverse and inclusive workforce, better reflecting the communities we serve. We need to recruit more people in the early career demographic, to reinvigorate and refresh our workforce profile.



4.2 Where we are now

During late 2021 and early 2022, Nexus employees have been attending careers fairs, holding talks at schools and colleges, and running recruitment events, expos and conferences aimed at careers at Nexus. The teams involved have focussed on career development discussions, promoting current opportunities and showcasing what we have come to realise are 'hidden jobs' at Nexus. Our colleagues in HR, Customer Service, Metro Operations and Infrastructure and Directors attend these events to promote Nexus as an employer and to explain the vast array of roles and career choices available at Nexus. The images below and opposite are taken from Nexus' LinkedIn pages.

Page 114



Our HR team are looking forward to attending **Smart Works Newcastle** Women into Work jobs fair on Friday, talking about the career opportunities available at Nexus for women.

#careeroportunities #jobs #womenintowork #smartworks #careersintransport #womensupportwomen

A promotional poster for 'Smart Works Newcastle Women Into Work'. The text 'WOMEN INTO WORK' is written in large, bold, black letters inside a white speech bubble. Below the speech bubble, it says 'Hundreds of jobs available for female job seekers. All attendees eligible for a Smart Works Newcastle appointment.' At the bottom, there is a grid of logos for partner organizations including Unisus Care, AK, Livability, GREGGS, karbon homes, NHS Business Services Authority, and home group.



Thanks to **Newcastle United Foundation** for inviting us along to talk to young people as part of their Kick Off in Transport week.

HR manager **Ally Jennings** and Signalling apprentice Max talked about the opportunities available for young people at Nexus, their own experiences and how we can support young people into work- followed by a stadium tour!

#work #transport #hr #people #opportunities #education #careersupport #apprenticeships



Case Study: Apprenticeship Recruitment 2021

We advertised to recruit 10 apprentices from 12th January 2021. Online applications were welcomed via our e-recruitment platform on North East Jobs (www.northeastjobs.org.uk) with a closing date of 12th March 2021.

700+ applications were received and an initial sift was undertaken to ensure applicants had the essential qualifications for the role/s.

Those who met the essential criteria were invited to complete online assessments via SHL.

Those who passed the benchmark for the online assessments were invited in for assessment days which included practical assessments and short interviews. All roles were successfully appointed to.

Page 15 of 15



Job Title	No. of posts
Project Manager Apprentice	1
Track Apprentice	1
Signalling, Telecommunications, Electrical and Mechanical Apprentice	2
High Voltage Apprentice	2
Signalling Apprentice	2
Bus Services Apprentice	1
Contracts & Commercial Apprentice	1



- Of the 470 applicants, many applied for more than one position which totalled 773 applications.
- Of the 470 applicants 8.94% were female (42 applicants) and 2.98% (14 applicants) identified themselves as being from an ethnic minority group.
- 5.11% (24 applicants) considered themselves to be disabled.
- Where applicants made it to the final interviews and were appointable but not final choice, we pointed them in the direction of other vacancies within the business.

4.3 What our colleagues told us

To help understand what our colleagues think of our approach to recruitment and selection, we have held focus groups with a cross section of the workforce and facilitated internal workshops with colleagues from People and Culture, the Senior Leadership Team, and Comms and Marketing, to discuss their views and thoughts on our approach to recruitment and selection.

In discussion with the focus group on recruitment and selection, there were many positive comments about people's experience of recruitment. There was a mix of how people had been recruited into the organisation, with those longer serving employees having applied through seeing an advert in Nexus House window, to the Thursday jobs section in the Evening Chronicle through to more recent times; a vacancy advert on LinkedIn. This shows the breadth of where people have heard about vacancies at Nexus.

There has been a mixed response to this theme. There were many positives and benefits that people told us about, however there were areas where we can focus on improvements to make the whole experience better for applicants and for our employees. People felt on the whole that the move to more electronically based recruitment was positive albeit with some specific comments on using the NEjobs portal.

A more flexible approach to recruitment is needed based on the feedback we have received. The aptitude tests, that candidates may be asked to do if they have made it through the first sift, have received negative feedback. Some of the feedback we received is included in the graphic opposite.

"They make you feel bad about yourself".

"I think Nexus lose good candidates because of the current tests".

"Never heard any positive feedback ... a blunt instrument for applicants".

"Do Managers actually look at the test results?"

"Everyone needs to do the tests. The band that people are applying for needs to be considered".

"The knowledge they test you on isn't very relevant ... people need to be told how they compare against others and what scores mean".

"There's better ways to recruit people than a test, the mock questions were nothing like the real ones".

There was similar feedback given to our selection process from colleagues, as illustrated in the graphic below.

Page 118

“The set-up interview structure is not set up to best engage with candidates and this can be a barrier for candidates to excel themselves. As an interviewee this is hard as you cannot engage in two-way conversation, it seems old fashioned and not like other employers. This has been frustrating to the participant as both a candidate and as an interviewer. This is rigid and cold and is not the correct process”.

“I had experience with other bodies where they have had a more conversational interview process – of which they enjoyed the process and style of interview. The whole process was much more friendly for an outside person rather than internal candidate”.

“I found the interview process intimidating and quite restrictive due to the process even though I was currently doing the role”.

“Interviewing should be more welcoming; people should feel we are approachable. Interviews should be more inviting and will encourage better people”.

“The selection process is onerous....it took too long to find out if I had been selected for interview, when the interview was and if I’d been offered the job....it felt quite robotic”.

POSITIVE POINTS

- We have good compensation and benefits with good terms and conditions.
- Clear job descriptions and person specifications.
- Excellent approach to the 2021 apprentice recruits – targeted advertising was funded, supported with good story telling about Nexus as a chosen employer.
- Employee retention – length of service and low turnover demonstrate we are a good employer.
- Caring organisation – paternalistic culture.
- Positive improvements in recruitment well underway – digital app and progress using social media e.g. LinkedIn.
- The move to electronic based recruitment is good.

AREAS FOR IMPROVEMENT

- More flexibility is required in recruitment.
- Many people felt that the requirement for a degree put people off from applying for roles.
- There's an inflexibility around qualifications and experience.
- The use of social media to showcase our roles could be more prevalent e.g. Twitter or TikTok.
- The salary bands are too restrictive.
- Advertise in the right and conventional places.
- We could improve the interview process and review the balance of the scoring.
- Some of the descriptions of job titles don't necessarily tell you what the job role is.
- We face significantly more competitive market for employment. Competitors are paying more for roles with less responsibility.

4.5 Where do we want to be?

We want to make the recruitment and selection process as clear, as transparent, as user friendly and engaging as we can for people interested in joining Nexus. There are lots of good things we are doing, but clearly there's more to do, based on the feedback we have received.

Many of our colleagues are proud to work at Nexus, we need to utilise these people more in our recruitment drives. We need to showcase what makes working for Nexus unique and rewarding.

We encourage interest and job applications from those that are under-represented in our workforce. We want more women, early career joiners, more younger people, more people who classify themselves as disabled and more people from the Black and Asian communities to consider Nexus as a potential employer for them.

We need to ensure that our job roles and job descriptions are fit for purpose. Some job titles may not catch the eye of job-seekers and therefore they overlook the opportunity, as it doesn't fit what they were looking for, when in fact the opposite is the case. Some job descriptions are very descriptive, some are very generic. There needs to be a balance sought across the business between striving for consistency with other job descriptions and ensuring that when hiring externally, we think about how similar roles are titled in the jobs market.

We need to use the right recruitment channels – more and more people are using web-based recruitment sites to find jobs. We need to make more use of sites like Indeed, Monster and Glassdoor. There is absolutely a need and requirement to advertise specialist roles in specific places, for example signalling engineers and technicians should be advertised in specific rail journals/websites.

We want people to have a positive experience in our recruitment and selection process. Even one poor experience is one too many for us and we want everyone applying to join Nexus to feel engaged and motivated throughout the process. There are instances where people haven't had a good experience. We will review our recruitment and selection process and make sure we get the fundamentals right, so that everyone's experience is a positive one .

We want to build, enhance and expand our relationships with schools, colleges, universities, training providers and the wider business community to help spread awareness and the message of what Nexus is and the diverse opportunities that we can provide. We have developed these over the past few years, but there's more to do. We need to develop these relationships so we can offer work placements, work experience opportunities, returnships, apprenticeships, graduate entry and possible job swaps – where we work with other businesses and give our people the opportunity to gain experience elsewhere, so they can return with a fresh focus.



4.6 Our Pledges

Pledge 1 – Foster, develop and engage relationships with schools, colleges, universities, and those institutions with technical specialisms, both within and outside of the North East region.

Pledge 2 – Utilise the Diversity and Inclusion Strategy to increase the number of applicants from females, people who have a disability, from ethnic minority groups, and of other protected characteristics.

Pledge 3 – Make better use of our social media outreach and web-based recruitment to advertise our vacancies when they come up to extend our reach, and better connect across all our demographics and geographies.

Pledge 4 – Identify best practice approaches and look for opportunities to adopt a more contemporary recruitment outlook.

4.6 Our Pledges (cont.)

Pledge 5 - Use our colleagues as 'champions' for raising the benefits and profile of working at Nexus.

Pledge 6 – We will commit to looking at the previous positive action campaign and learning lessons from that to run again, which will help the diversity of our workforce.

Pledge 7 – We will develop an internal and external talent management programme that identifies people with the potential to progress.

Page 122





5. Induction & Onboarding

5.1 What is induction?

Page 124

Induction

- ...is about practical and technical integration: it's about connecting the employee with the bureaucratic, hierarchical and technological systems used across the organisation
- ...is where the form-filling happens: there are specific administrative milestones in the first stages of a job that never get repeated (except to update information). This includes next-of-kin information, bank account details, IT requirements and sign-up forms for employee benefits
- ...should cover basic human needs: where do I go for water? Where are the toilets? How do I heat up my food? Where is the bus stop? These questions should all be covered during induction
- ...follows a much steeper drop-off curve than onboarding: there's an initial glut of induction activity but this is time-limited and drops rapidly after the initial days or weeks in the job
- ...includes social contact to establish familiarity: often inductions include a meet-and-greet with key employees and colleagues. These are designed to introduce basic familiarity quickly
-will need to cover certain legal requirements: gathering of specific employee data will be needed during induction and it's likely, therefore, that the process will feel more formalised than onboarding
- ...is a two-way process but tends to be transactional: the organisation gives the employee key information, such as who's who in the organisation, and the employee gives the organisation key information, such as their personal details.

5.2 What is onboarding?

Page 125

Onboarding

- includes long-term, relationship-based programmes: mentoring schemes and 'buddy' systems designed to facilitate the employee's understanding of the organisation and how to apply their skills effectively could be part of a longer-term onboarding programme
- ...is about interpersonal processes that cannot be rushed without sacrificing quality: socialisation and trust-building can't be sped up, meaning that any programmes to facilitate these are part of an onboarding programme, not an induction programme
- ...connects understanding with performance: high performance is difficult without context and a thorough understanding of the organisation, both of which can't be gained quickly. Onboarding programmes help deliver context and understanding: this knowledge compounds as people make new connections and learn new information
- ...combines information with discussion and development: strategies, roadmaps, leadership intent, three-year goals and high-level KPIs should be part of the onboarding plan
- ...lasts longer than induction: depending on the seniority of the role, the complexity of the organisation and the organisation's perception of the importance of interpersonal dynamics, onboarding could last from a couple of weeks to many months
- ...is more likely to begin before the employee joins the company. This is because onboarding relies on the employee's openness to new information and ability to soak up and propagate this information in their mind. Forward-thinking organisations will send key information in advance. This also helps the employee to more quickly add value to the organisation.

5.3 Why are they important?

Induction is one of the most important stages in the recruitment process. Induction, helps the company and its inductees start off on the right foot and reduce the time that new hires need to settle into their new roles. Most of all, it reduces the possibility of losing a new hire within the first few days of their employment. Here are some reasons why induction is important:

- Induction gives the new team member confidence in your business practices
- Induction helps new employees have a clear understanding of how the organisation works, where it is now, where it envisages itself to be in the future
- Induction sets the scene for the inductee's new role
- Induction shows the professionalism of the business
- Induction gives the new team member a structure to settle into
- Induction makes sure that the important elements of people and practices are clearly defined

A well-organised orientation process is a testament to the organisation's commitment to make its employees feel valued. Induction helps new hires feel welcome and removes their anxieties and confusion. In the end, the company benefits from a well-thought-out induction process: enhanced job satisfaction, improved performance, and increased employee retention.

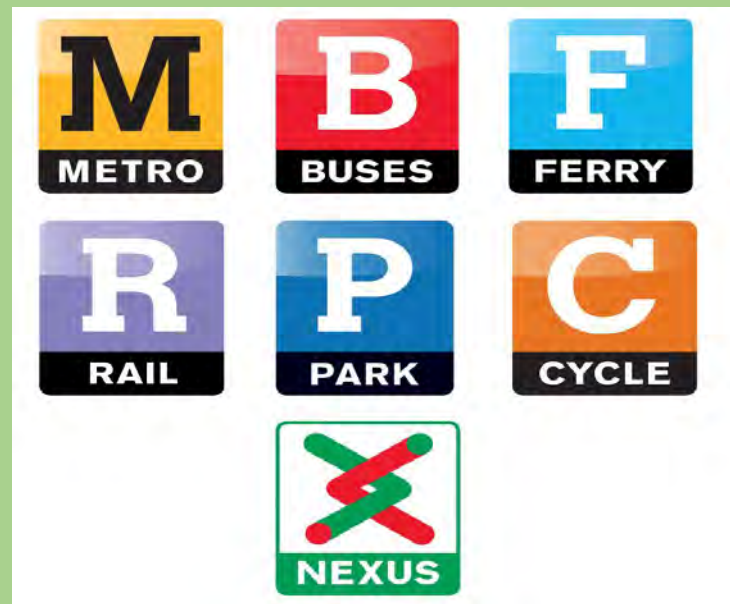
Onboarding & Induction Best Practices



Figure 7: Onboarding and Induction Best Practice

5.4 Where are we now?

We have begun to make huge strides to improve our induction and onboarding processes. We have merged our Learning and Development teams into one, based at our brand new training and learning centre in South Shields, which opened during Covid lockdown in September 2020. In 2021, we appointed an Organisation Development Manager and in 2022 appointed a Digital Learning and Development Specialist who work with other Organisation Development Specialists whose remit it is to create, develop and improve our approaches to many different organisational learning activities, of which an important element includes induction.



5.5 What our colleagues have told us

We held a series of focus groups to ask our employees their views on Nexus' current induction and onboarding processes; what was working well and the areas upon which we needed to improve. The feedback we received regarding induction was mixed, and there were divergent experiences across the organisation, often depending on which team they had joined.

POSITIVE POINTS

- The introduction of a pre-commencement welcome pack is good.
- A welcome letter from the Chief Operating officer is a nice touch.
- We have started to introduce pre-employment on-boarding which is a positive development.
- Introduction of Corporate Induction module on Nexus Knowhow is good.
- One had started as a graduate and worked round different departments. They were taken around different locations in first week e.g. Ferry, Bus Interchange, Control Centre. Would say had a good induction experience.
- The recent induction for the apprentices was seen as good and a full and comprehensive approach – maybe because they all came in one pool. Those starting for specific jobs individually, may have a different experience.
- Many people spoke about their experiences of meeting Directors on the Ferry in the past, and some would welcome the return of this.
- Development of checklist used by some departments, yet not others.

Page 128

AREAS FOR IMPROVEMENT

- Very mixed experiences – some people had not had an induction, whilst others had.
- Complicated organisation to come into from a different industry. Lots to get head round! So we could make things clearer
- Most felt there was no standardised corporate approach to induction – needs to be implemented and then supplemented by specific induction to role/job.
- One size fits all doesn't necessarily always work.
- Develop a meet and greet session with the Senior Leadership Team.
- Make the induction process more personal to the individual.
- Improve communications around online resources available
- Use the Learning Centre more – it's a great asset.
- Nexus' vision and values need to be made clearer in induction.
- Do more introductions across the business!

5.6 Where we want to be

Our intention is to have an induction and onboarding process that is contemporary, collaborative, and consistent for every person choosing to join Nexus. We want all of our new starters to have the same positive, immersive and supportive experience, which begins before they start on their first day through the introduction and implementation of a pre-employment job pack.

We want to develop an induction and onboarding programme where people feel excited about joining Nexus, where they are given what they need before they arrive and during their first weeks and months in the business. It will ensure they feel equipped to navigate their role within the organisation, understand what Nexus does and how it works so they are able to thrive. It's important the employee experience is a positive one and we have new starters engaged and enabled to succeed right from the start, not daunted and overwhelmed in their early days with Nexus.

We want to ensure collaboration and communication with new starters across the business so that they can support each other.

We want to support managers in the induction experience by developing a more consistent and comprehensive plan; one where they can quickly develop a rapport and relationship with their new starter.

We will deliver a corporate approach to induction, with a seamless integration between the Nexus initial corporate induction and the local team level onboarding which the new starter will experience.



5.6 How will we get there?

We will overhaul our induction and onboarding experience through:

- Developing a manager's toolkit providing a comprehensive and consistent corporate approach for onboarding new employees.
- Develop a Corporate Induction day for new starters with a supported 'welcome' event.
- Enhanced communication and stakeholder engagement where key stakeholders, Senior Leadership Team and managers are brought into the new process.
- Ensure these processes are executed to a high standard after launch.
- Support and develop 'cohort catch ups' so new starters across the organisation, in different departments can support each other and share experiences.
- Introducing a job pack for new starters with an overview of Nexus, its vision, values, mission. This will include access to the Nexus organisational chart so new starters can see the different directorates and departments.

Page 130



5.7 Our Pledges

Pledge 1 – To become an exemplar of best practice for induction and onboarding.

Pledge 2 – To develop a Nexus standardized approach to induction and onboarding.

Pledge 3 – To provide Managers with a toolkit and guidance to be able to support their new starters get properly inducted and onboarded.

Pledge 4 – To support new starters through the induction and onboarding process, from job offer through their initial 3 months at Nexus.

Pledge 5 – Listen and learn from recent experiences, undertaking a process of continuous improvement and refinement.



Page 43



6. Career Development

6.1 What is career development?

“It is the process of choosing a career, improving your skills, and advancing along a career path. It is a lifelong process of learning and decision-making that brings you closer to your ideal job, skillset, and lifestyle”.

Career development is the process of self-knowledge, exploration, and decision-making that shapes your career. It requires successfully understanding and navigating your occupational options to choose and train for jobs that suit your personality, skills, strengths, and interests.

The focus on career development is not just on the individual, it is a partnership with the employer who provides the culture, the opportunity and the strategies to allow people to grow and flourish.

Page 133



Case Study: World Health Organisation

At the World Health Organisation (WHO), the Career Management and Development team aims to support staff, accompany them in their development and encourage growth at all levels and all stages of staff careers within WHO, providing workshops, training, tools and assistance to ensure staff fulfil their potential, for their personal benefit and to deliver the best as an organisation of excellence. The image below sets out their career development programmes.

Page 134



Figure 8: WHO

Mentoring & Peer-to-Peer Learning - Fostering career, staff development and learning by tapping into the wealth of knowledge and experience of a pool of selected and trained mentors and speakers who share their wisdom and expertise. This initiative is linked to individual career counselling, coaching and career conversations.

Career Conversations - A professional career conversation model to be used by managers and staff when discussing their career development aspirations and plans. This initiative is linked to coaching and mentoring.

MBTI, Belbin, Learning Styles - A set of psychometric and behavioural tools for personal and team development. These tools are particularly linked to the coaching and mentoring initiatives but can be applied to any context where there is a need for self and team awareness.

Developmental Assignments - A learning and career development opportunity by being temporarily exposed (max. 6months) to another duty station or functional area of work while remaining on your current job. This initiative is linked to coaching, career counselling and mentoring.

Individual & Group Career Counselling - Staff members are offered the opportunity to reflect, brainstorm and plan on their next career move in one to one or small group settings taking place both face-to-face or remotely through webinars. These initiatives are linked to career conversations.

Coaching for Leadership Development - Coaching is one of the best recognized ways to develop one's leadership skills. Certified coaches offer one-to-one sessions or workshops in small groups. Both managers and staff can benefit from it. This initiative has linkages with the WHO Leadership and Management Development Programme.

6.2 Career Development vs. Career Growth

Although these two terms might sound similar and appear to be the same thing, career growth and career development are two completely different concepts.

Career growth is the gradual process of moving up the corporate ladder, from a low designation to a higher one over a period of time. When you've achieved career growth, you not only move up the office hierarchy, but your responsibilities also become greater, and your job title changes as well, for example from technician to senior engineer.

Career development is becoming more skilled and better at your field, without necessarily getting promoted. It is more dependent on self-improvement and enhancing your skills.

Career development leads to career growth. The adjacent infographic sets out the differences between the two.

Career Growth vs. Career Development (Differences)

Career Growth

- In career growth you advance up the corporate ladder.
- Your experience grows based on experience.
- Your skills, personality, and work performance is what helps you grow in your field.

Career Development

- You develop yourself to fit into your job role and advance in your career.
- Aims to make you valuable in your company and more promotable.
- Is based on developing your skills and acquiring more experience.

6.3 Where we are now

At Nexus, there are many aspects of the working environment which supports employees wanting to develop their careers, although it seems inconsistent across the organisation due to a lack of structured approach. In the past, things developed depending on the wishes of the individual and the response of their manager, who would engage the support of HR, and/or the Learning team.

Since the appointment of a Head of Learning and Development and the establishment of a dedicated Organisational Development Team, based at our new Learning Centre, a fresh approach to career development is being adopted and implemented, which this strategy supports.

Over the last 12 months, the Senior Leadership Team and Heads of Service across Nexus have been participating in a Leadership Development Programme, a practical experiential approach, which works on specific leadership competencies and engages with the teams to learn and adopt those within their own teams. It includes practical exercises, Nexus specific case studies and provides tools the Leaders can take away and use.

At the moment, there are no management development programmes for middle managers and supervisors. Although, in the past some employees have been selected to participate in management programmes run by the Institute of Learning and Management and the Chartered Institute of Management.

We have a successful apprentice programme, where those who participate and complete the programme 18 months - 3 years, have progressed to permanent roles in the organisation. This approach to early career development has proven very successful and sets the benchmark for further cohorts of apprentices.



Currently within Nexus, there are no formal coaching or mentoring programmes in place. Where coaching or mentoring does exist, this has been developed through requests within the performance management process (MDPR), or well networked employees knowing to ask the right people.

There is no formal strategic succession plan across the organisation, or in individual departments. This is something that will be developed by the Organisational Development team in the coming year (2022-2023).

The focus around personal development within Nexus, has traditionally been around academic qualifications and technical skills development. There has been minimal inclusion of 'soft skills' and learning has typically been channelled towards getting qualifications for promotion, rather than valuing the significance of behavioural skills and competencies. It's imperative that as part of the People and Culture Strategic approach, Nexus develops people's behaviours, as well as their knowledge and experience so that they can develop as a whole in a much more meaningful and valuable way.



6.4 What our colleagues have told us

As part of our focus groups, we asked our colleagues what they thought about our approach to career development. Out of all the focus groups, this was the subject that provoked most discussion and opinion in a positive way, but also highlighted some areas upon which we can improve.

Page 138

POSITIVES

Secondments both long and short are beneficial – get different skills

The fact secondments are offered and supported is good – not so sure other employers offer this opportunity.

- Graduate programme from a few years ago was seen as successful
- The apprentice programme is a success
- I have good conversations with my manager about career development, they've been really supportive of my ambitions

CHALLENGES

- Nexus is a complex organisation with varied roles. Definitely 3 silos with no career pathway between them. Need to overcome these silos.
- There are some roles that are too narrow, too specialised that don't necessarily allow for development.
- Not much scope for transferrable options in Nexus.
- Some felt put off applying for roles as requirement for degree – 20 years' experience didn't count for anything.
- Revisit need for degree for some roles
- Too much emphasis on qualifications, and not enough emphasis on behaviours.
- Over reliance on competency based skills (job specific skills) – not as much focus on office colleagues for development.

6.4 What our colleagues have told us

OPPORTUNITIES

- Would be a good idea to mix more between departments – e.g. lunch time learning sessions.
- Would be a good idea to have a brief role description and details for everyone on structure chart.
- In some areas, there's a blockage as some people are happy where they are.
- Need long term plan to develop people – a career map – or a strategic workforce succession plan.
- No clear opportunities for coaching and mentoring – there's a vast array of people that have many skills that they could share and develop.....e.g. those who coach sports teams outside of work.
- Issues booking training as MDPR process (time, procurement, budget).
- Need a talent management system in place.
- More time needed for discussion on career development with managers.
- Sessions like mini lectures or a day in the life could help.
- We need more of an emphasis on the softer skills that can shape behaviour and leadership.

6.5 Where we want to be

We want a consistent approach to career development across the organisation, breaking down the silos and providing opportunities for all. Having a structured approach with an ability to personalise the options at an individual level so learning and development is tailored to business and individual needs and adds real value to both.

We want our approach to career development to be a partnership between the organisation and our people. Career development is not just solely down to the individual, it's mutual co-operation between the company and the employee.

We want our managers to be confident to host career development discussions, or career counselling sessions. People are inspired by thoughtful, inclusive and authentic leaders. We need to give managers the tools to create this environment.

Career Development Roles



Individual	<i>It is ultimately your responsibility to own your career development. Make sure you come to career development conversations with some clear ideas about your development aspirations. The 5 career skills in this toolkit are designed to help you take ownership of your career.</i>
Manager	It is the role of your manager to discuss, advise, guide and offer informal coaching in supporting your aspirations, and align any development plan to the benefit of Nexus as a whole.
Nexus	The Nexus L&D function will provide guidance to both individuals and managers for effective career development. In addition where funded development is requested we will review and advise on these, and prioritise funding according to business need.

We want to support our people to progress and develop and to overcome problems. A formalised coaching network can help people learn from more experienced and inspiring people. Many have said that they would like to be a coach, or be coached. There are many who have experience of coaching in roles outside of work, whether that be through sport, leisure activities or voluntary work. This should be tapped into.

We need a strategic succession plan across the business that provides career pathways so people can visualise and map out where they see themselves in one year, 5 years or 10 years' time.

We need more of a focus on encouraging the 'softer' skill sets in people those behaviours that are associated with inspiring and successful people, potentially through utilising Insights, Belbin or Myers-Briggs type approaches. The Insights aspect of the Leadership Development Programme that has ran April 2021-March 2022 has proven particularly impactful.

We need to give more time and opportunity for the two-way development discussion with our people: not just side-line this to a 5 minute conversation at the end of the annual performance and development review.

Nexus will create the environment and culture where people can share knowledge, experiences and best practice through a variety of means (lunchtime lessons, short secondments, work shadowing etc).

Career Development at Nexus

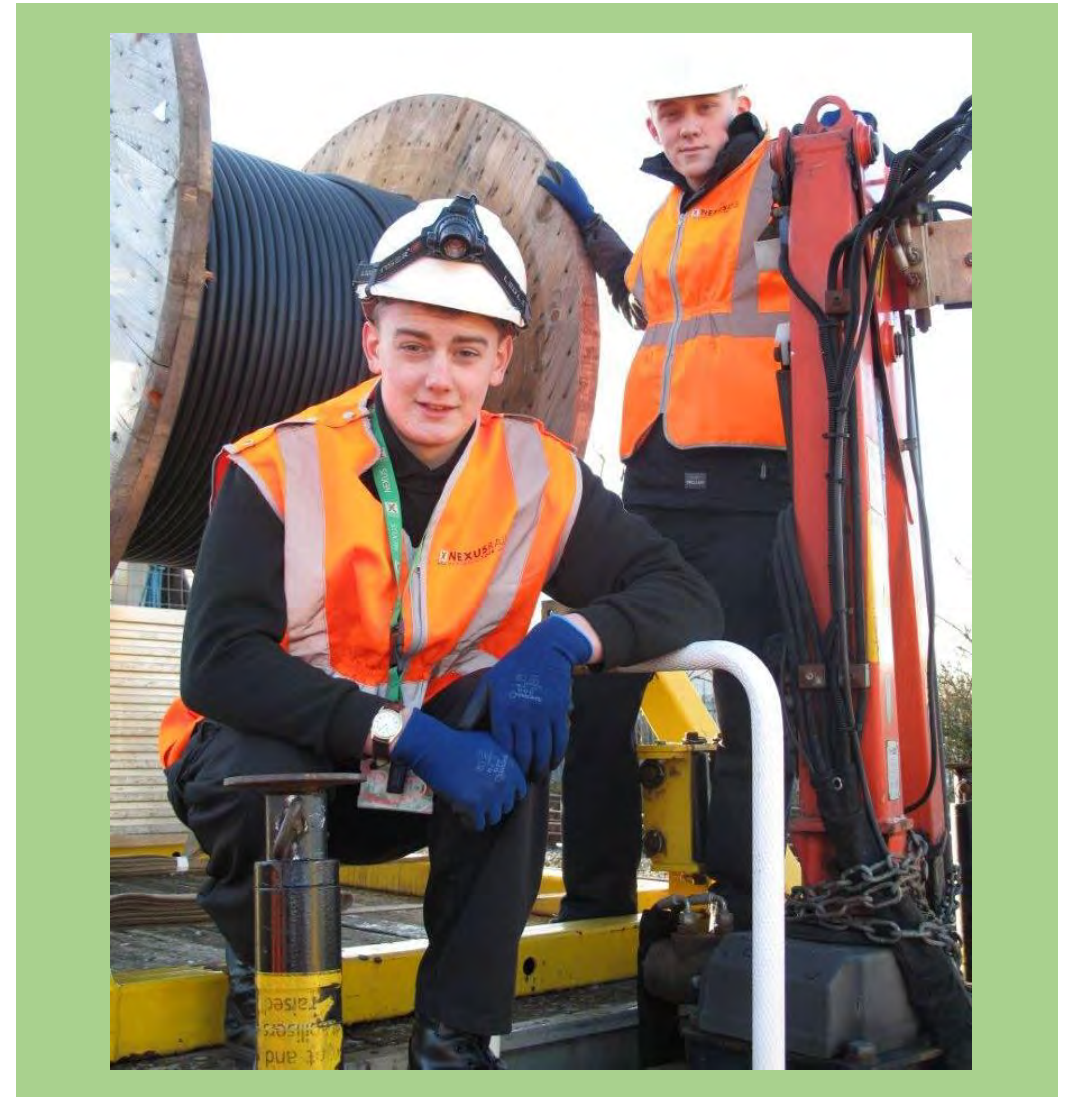


6.6 How will we get there?

We will develop and support our colleagues in their career development by:

- Developing a Nexus-specific strategic succession planning toolkit
- Develop and identify talent internally and progress and develop people for their next steps
- Developing our managers and supervisors so they are confident in facilitating career conversations with people
- Develop an internal Managers Development Programme
- Develop a database of people who have the skills and experience to coach people
- Identify those who want to be coached and match them up with someone who can help
- Embed a career development toolkit across the organisation
- Look at external opportunities for development e.g. volunteering
- Continue the support programme for apprentices
- Placements, including T-level qualifications – funded posts both for skills gaps and for wider awareness of opportunities
- Provide support to existing colleagues (application and interview workshops)
- How to get involved with external agencies to develop skills (e.g. Governors)

Page 142



6.7 Pledges

Pledge 1 – To support our colleagues who want to progress their career with a career development guide.

Pledge 2 – To develop a formal coaching and mentoring plan.

Pledge 3 – To develop a behaviours-based approach to leadership and management.

Pledge 4 – To develop a talent management strategy.

Pledge 5 – To develop softer skills across the organisation.

Pledge 6 – To develop a workforce succession plan.

Pledge 7 – To upskill our managers to make them more confident to make decisions through management development.

Page 143





7. Moving On

7.1 What is moving on?

This is the last stage of the employee life cycle, when employees decide to leave Nexus and move on. At this stage, there are many factors at play. Employees might move to pursue career opportunities they can't see available at Nexus, they might retire, go off to work for themselves or even be enticed away by another company, or decide to take time out for personal or family reasons.

Reflection is key at this stage – having a good offboarding process helps understand what has gone well during their tenure with the business and to learn where there is room for improvement in the employee experience. It's important to remember that the separation phase of the employee life cycle doesn't just affect those leaving, it affects those left behind.

Moving on is a vital part of the employee lifecycle and provides opportunity to gather honest feedback from exit interviews. This insight helps make improvements to increase employee engagement and satisfaction at work and proves Nexus' commitment to employee engagement throughout the whole journey with our business.

It's also important that a knowledge transfer process is in place to ensure knowledge is captured, domain experience is shared and there is a transfer of both to other team members. It is vital that the separation process is as well managed as the on-boarding process. For those transitioning into retirement, presentations on managing finances, retirement planning and volunteering are also important. When a team member leaves, this can in turn affect other members of the team and we need to make sure the employee who is exiting, has a positive leaving experience and is engaged during their notice period to minimise any possible disruption.



7.2 Why is offboarding important?

We know the importance that people place on inductions and onboarding, with HR and hiring managers providing lots of attention to this process, welcoming new people and quickly getting them up to speed.

According to [Sales Benchmark Index \(SBI\)](#), HR leaders and their teams spend 8x more time creating, implementing, and administering onboarding programs compared to offboarding programs. This gives the impression that employers offer to workers on their arrival often disappears upon their departure.

Most companies have a standard procedure for existing employees. It mostly involves paperwork and focuses on minimising the risk of legal or security issues.

However, if you put in a little extra effort, employee offboarding comes with multiple benefits. Like the opportunity to gather feedback, which you can use to improve your workplace and limit employee turnover. At the same time, you honour and support the people who have contributed to your company's success. A positive leaving process means you have an advocate who promotes Nexus as a good employer to potential new hires, as well as keeping the door open for possible 'returners'.

There is a lot of evidence, case studies and best practice on what constitutes a good offboarding experience. Perhaps the most succinct, and informative is this checklist from [softwareadvice.com](#).



Employee offboarding checklist for HR leaders

- Communicate the change quickly**
Once notice is given, the employee's manager should notify HR immediately. HR should then inform payroll and IT of the upcoming personnel change.
- Prepare the paperwork**
Have the employee sign a letter of termination or resignation, as well as any nondisclosure or noncompete agreements.
- Initiate a knowledge transfer**
Ask your employee to document important details about their role. Also, consider having a coworker shadow them during their final week on the job.
- Do an exit interview**
Ask for honest feedback and share the results with leadership. Follow through by acting on any common complaints.
- Recover company assets**
Collect issued devices, security badges, and keys. Close out any company credit cards or expense accounts.
- Celebrate their next chapter**
Schedule a farewell happy hour or lunch for your departing employee. Consider getting them a card or other parting gift.
- Leave the door open for a return**
Ensure the employee's contact information is up-to-date in your recruiting system. Extend an invitation to your employee alumni network.
- Tie up loose ends**
Remove the employee from upcoming meetings and company directories. Redirect calls and emails to the employee's manager or replacement.

Figure 9: Employee Offboarding Checklist

Case Study: HR Cloud – A Six Point Plan for Good Offboarding Experience

Page 14

2. Communicate the Termination

Groups who will likely need to be made aware of the resignation include:

HR Team: For purposes of initiating and managing the offboarding workflow.

IT: For purposes of company asset recollection (key card, laptop, company credit card, etc.), and termination of systems access (work email, platforms and tools, etc.).

Finance: For purposes of processing the final payroll.

Recruiting: For purposes of evaluating and initiating a recruiting need for the backfill.

1. The Employee Offboarding Process, Simplified

An employee has turned in their resignation... Turnover is a natural part of any organisation's life cycle, and employee offboarding should be handled with the same degree of importance as new employee onboarding for a few reasons. It is important to have a good employee offboarding plan to communicate and manage the change, to help preserve and improve your employer brand, and to generate good faith with the departing employee.

3. Provide Information to the Employee

The employee will need to know essential information, such as an overview of the offboarding process, timeline, and what is expected of them.

Often times this information will be summarised for the employee and handed to them in an employee offboarding checklist. At the very minimum, the following should be covered:

- A Letter confirming receipt of the employee's notice and confirmation of leaving date.
- Final payroll details, including any leave accrual
- Exit interview process
- Returning company-owned equipment

4. Develop a Transition Plan

Establishing a knowledge transfer between the departing employee and the relevant manager or team members is critical to avoid losing vital information, access to documentation, or access to vendors or customers.

- Schedule time between the departing employee and their manager to map out and transfer important role knowledge and current projects
- Ensure all customers and/or vendors have been transitioned to a current team member as the new point of contact
- Ensure that access to important documents or platforms has been transitioned to a current team member.

5. Conduct Exit Interview

Exit interviews are quite possibly one of the most genuine and pure forms of feedback a company can get from its employees.

- Schedule a time to meet with the departing employee which is done in good time and in a private space.
- Prior to the exit interview, have the employee complete their feedback in an Exit Survey to capture the main points and to help prepare for the exit interview.

Collect company assets and terminate systems access

Forgetting this part of the offboarding procedures could result in compromising your systems and integrity of company information.

- Terminate work email and all systems/tools access
- Collect company-owned assets (laptop, keyboard, etc.)
- Mark the termination in relevant HR systems (HRMS, payroll, benefits, etc.).

6. Generate Good Faith

Lastly, remember to thank the employee for their commitment and contributions to the company. This generates good faith later down the line and shows the company's appreciation for the work and time the employee contributed during their tenure.

Look at people leaving the company as brand advocates, even if they're no longer employees. You could continue to invite them to corporate functions or reach out to them when you're hiring for new roles to ask them if they know people. If they remember you with fondness and kindness, the relationship can continue for many years.

It might seem surprising, but a seamless offboarding process helps contribute to your employer brand, and a healthy employer brand is crucial for any business. This last step wraps up the end of an employee's experience, so knowing how to offboard an employee compassionately helps leave a final, positive mark on a company. Ex-employees are brand ambassadors for your company, and it is important to generate good faith with the departing employee because the sentiment they leave with can negatively affect a company's reputation.



7.3 Where we are now

At Nexus, there is a relatively low turnover of employees across the organisation, with a turnover rate of 5%. This tells us that people are generally happy to work here. When it comes to offboarding though, as we don't have as high a turnover rate as other organisations, our approach might not be making the most of the situation that arises.

There is a set checklist that managers need to go through when people leave the organisation, which acts as a guideline.

It doesn't appear that Nexus makes the most of the information collated from exit interviews, some told us that none of the information that was given from exit interviews, is ever acted upon.

There are policies and procedures that support people that might want to take time away for family or personal reasons, such as a career break. But, it isn't clear how well known these policies are and if they are publicised enough.



7.4 What our colleagues told us

Like other themes, we asked people of their experiences of leaving an organisation, or having people in their team leave. Again, with others there was a mixed response to this, as shown in the graphic below.

“People leave for different reasons”.

“When I said I was leaving the organisation – there was no attempt to see if my skills could be suited elsewhere”.

Page 154

“The cliff edge is sharp – you lose all contact. Perhaps it would be better with a stepped down or phased approach?”.

“I left a previous organisation with one month's notice – it was a clean break and that was that!”

CHALLENGES

There was a strong response to the exit interview...

- Found them unsatisfactory and a box ticking exercise
- No attention given to qualitative approach...nothing changes as a result of people giving suggestions – the why...
- Only high-level stats are processed.
- Things come out at exit interview stage which should have been tackled earlier.....e.g. someone was struggling with home working during the pandemic but only came to light at exit interview
- Need to treat it seriously – use it as human capital and analysed.
- Not satisfactory for line manager to conduct exit interview – feel guarded. Better if independent person is involved.

Some felt that there wasn't enough support given by the organisation for those that might be considering retirement, or flexi-retirement.

- Some people may suffer from lack of support
- There are no offers of pastoral care
- There used to be pre-retirement workshops provided – can these be brought back? What do people do with their lives after work?
- Worth considering a leaving the organisation course? To offer support. None at the moment
- Some time management courses, financial planning. Maybe 2/3 practical and 1/3 emotional. Highlighting benefits and drawbacks
- Example of a colleague was given. Someone who had worked for Nexus for decades. Highly level of technical expertise. Wanted to do a flexi retirement. Was refused so just left, losing all that knowledge without it being captured and passed on.

Page 152

OPPORTUNITIES

- The idea of brand ambassadors for those leaving was seen as a good idea:
- Nexus has an impressive array of benefits that can be showcased from those that have worked here.
- Nexus has many tentacles across the organisation...many opportunities!
- Is there scope to involve family members working in the future
- Idea of a pool of semi-retirees who could be brought back when there are peaks of workload. Worth exploring?

7.5 Where we want to be

We want the offboarding experience to be an honest, open and transparent process, whereby we can offer support to those leaving, and also for those who remain in the team.

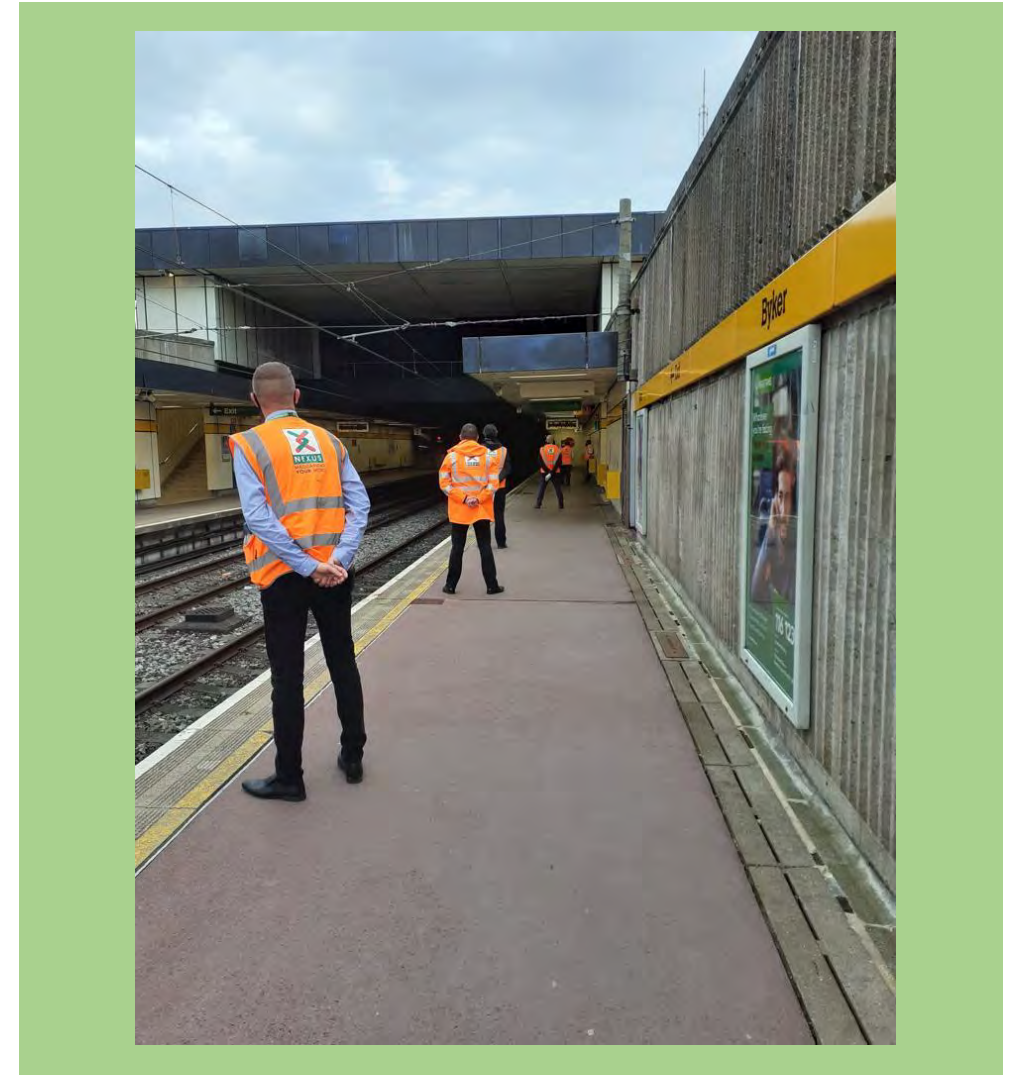
We want to develop a bank of knowledge from those that leave us to pass on to new starters and other team members in a smooth transition.

We want changeovers to be as seamless and productive as possible.

We want people who have worked for us, to be ambassadors for Nexus to spread awareness and opportunities that Nexus have.

We want to put more effort to say goodbye to leavers and thank them for their service.

We want to make the exit interview a better experience for the leaver, and for the organisation. There are golden nuggets of information provided in this process, but its not clear how these are captured and suggestions improved upon.



7.6 How will we get there

We will change the exit interview experience, offering leavers the chance to have their exit interview conducted by an independent person, and be better at capturing people's knowledge before they leave.

We will develop better transition plans that supports departments when people leave.

We will offer support to those who want to retire through on-line resources, signposting them to appropriate support e.g. Retirement workshop - Helping people make the transition and help them feel support, create advocates for the business and promote Nexus as an employer of choice.

We will develop retiree groups / keep retirees engaged with the business.

We will retain engagement with the organisation and help create advocates. Helps to retain skills and knowledge and potential mentor cohort. We will ensure that any feedback, both positive and negative will be acted upon.

We will develop the concept of brand ambassadors that showcases Nexus as a good and diverse employer.



7.7 Our Pledges

Pledge 1 – To make the moving on experience as best as it can be through honesty and clarity.

Pledge 2 – To support those moving on to be ambassadors for Nexus as a great place to work.

Pledge 3 – To capture knowledge and experience gained from persons leaving to ensure it helps successors.

Pledge 4 – To bank feedback given from exit interviews, develop insights to make improvements for the future.

Pledge 5 – To support those who are retiring with appropriate information and advice.

Page 155





8. Working Environment

8.1 Working Environment and Engagement

Everything we do at Nexus, including our objectives as outlined in this strategy, come together to form the overall environment and culture of the business. Getting that right, creates a working environment where people feel included, can thrive and make a difference at work.

The atmosphere of a workplace often influences an employee's mindset and growth. Employees working in a positive work environment may feel more motivated to produce high-quality work consistently. Research shows that a happier working environment means productivity rises by 12%. according to the latest research from the University of Warwick. Economists carried out a number of experiments to test the idea that happy employees work harder.

A positive working environment is an atmosphere within a workplace which positively influences employee's attitude, mindset, performance and personal growth. It plays a direct part in the levels of satisfaction employees feel with their employer. Companies can achieve a positive environment by maintaining a healthy company culture, which may include encouraging employee growth, promoting communication and helping employees feel comfortable and safe in the workplace.



Figure 10: Word Cloud on Working Environment

8.2 What are the benefits?

There are four benefits that a good work environment provides:

1. Boosts productivity

2. Improves growth mindset - This is when individuals focus on developing their skills to grow themselves and their company. Where employees realise that their skills and abilities are not set in stone and they can achieve greater ambitions or develop themselves into new areas. This is a win-win for employees and their employer.

3. Increases collaboration – where employees make friends, networks and build professional relationships to support each other.

4. Improves employee morale - A company's work environment greatly affects employee morale. If a company has a positive environment, employees most likely have boosted morale. This can lead to higher satisfaction, better performance and collaboration.

A positive working environment has several noticeable factors. These are demonstrated in the graphic on the following page.

The CIPD suggests that there 7 elements that make up good job quality, which in turn has an impact on workplace environment.



Figure 11: CIPD Good Job Quality factors

PRODUCTIVE ATMOSPHERE

A positive environment for work has a calm atmosphere that leads to greater productivity. When you're able to work with minimal distractions, in an environment that promotes continuous improvement, you're more likely to stay on task and accomplish more of your daily responsibilities and bring your best performance to your job.

HONEST COMMUNICATION

Healthy work environments include clear communication between various members of an organisation. This includes open, regular communication between employees and leadership, across teams and colleagues within those teams.

COMPASSIONATE TEAM MEMBERS

A positive work environment encompasses a level of respect, empathy and overall understanding between colleagues. These sentiments can also foster collaboration and help you feel heard and valued at your workplace.

GROWTH OPPORTUNITIES

It's important to work in a positive environment where you're encouraged to grow your individual skills and strengths. This can help you develop your skills, career and ultimately, helps you feel more aligned to your organisation.

POSITIVE THINKING

Looking at work with a positive mindset can help keep the right balance, brings forward creative thinking and personal accountability.

WORK-LIFE BALANCE

A work environment that is positive consists of a healthy balance between your personal and professional life. Ultimately, a positive work environment encourages employees to find fulfilment in both their work and personal lives.

8.3 Where we are now

Nexus has six main work locations and post -covid, increasingly employees choose to work some of the time at home as part of our agile working arrangements. The main work locations are Nexus House, the Control Centre, Nexus Rail HQ, Howdon Depot, Gosforth Depot and the Learning Centre. There are many different departments with a huge variety of roles. Feedback we have received from our colleagues, indicate that some feel there are separate silos, and that sometimes it doesn't feel that there is one specific working environment or Nexus culture. Much of this may be from legacy organisational structures and strong alignment to core brands (such as Metro) and a lack of cross-organisational working.

Generally, however, the working environment is improving. For many years, Nexus has celebrated our colleagues' achievements through the star awards process. Our Star Awards are a way of saying thank you, by making sure the outstanding achievements of our people across Nexus and Metro are recognised and rewarded.

Internal communications have been much improved since the Covid lockdown in 2020. Improvements include the Bulletin shared twice weekly, links to employee YouTube videos, posts on LinkedIn and other social media and the addition of TV screens which have been installed at various sites across the business to reach those who can't access the bulletin / intranet. In addition, there is a Heads of Service call every Wednesday which shares company-wide information for further cascade throughout the business. The pandemic has brought a shift in working patterns, with more people able to spend some of their time working from home on an agile basis. This has been made possible with ICT equipment and support and there is a commitment to have improved ICT provision to support agile working.

The pandemic has caused the profile and importance of well-being for all employees to rise. Nexus has a long -established well-being programme, details of which are provided below. Our approach to well-being has been recognised and we hold the status of **Better Health At Work Gold**. We also hold the Maintaining Excellence status, which is the highest accolade possible. We also hold the Ambassador status, for this year.



North East
Better Health
at Work Award

We strive to improve our workplace culture and some of our policies include:

- Menopause,
- Trans-equality,
- Dependant leave,
- Code of conduct,
- Dignity at work,
- Whistleblowing,
- Volunteering,
- Shared Parental Leave,
- Career break.

Mission Statement

The Nexus Wellbeing programme aims to promote a happy and healthy workforce by raising awareness, educating and signposting colleagues to services and programmes available to them.

Aims of the Nexus Wellbeing programme are to:

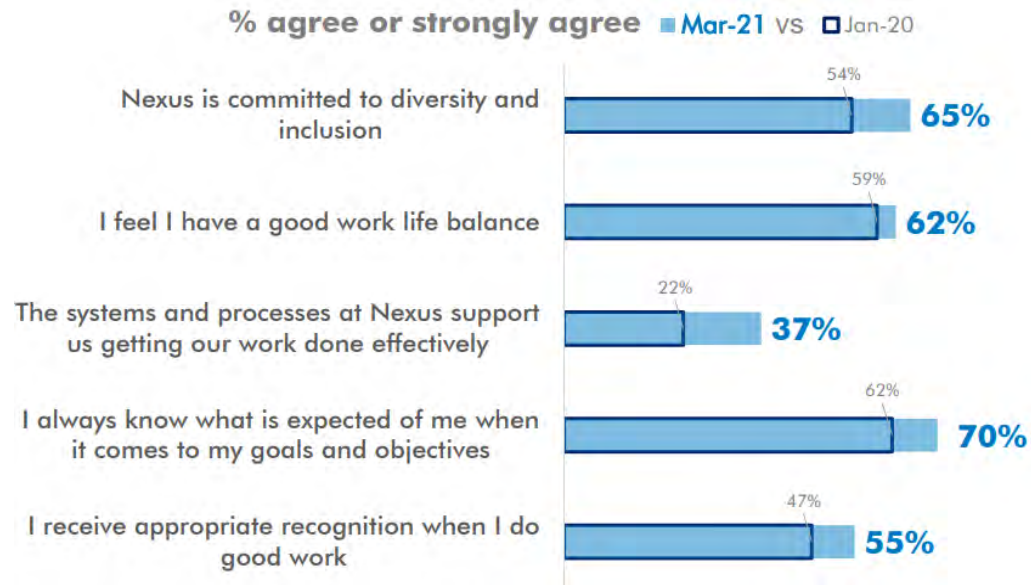
1. Ensure it meets the needs, and acknowledges the diversity, of our workforce.
2. Promote and signpost a range of services available locally.
3. Support national awareness campaigns.
4. Enable initiatives in the convenience of the workplace.
5. Educate employees to increase their knowledge of health and wellbeing factors to enable improvement and minimise risks.
6. Support people in making positive changes to improve and sustain positive health and wellbeing.

5 ways to positive wellbeing:

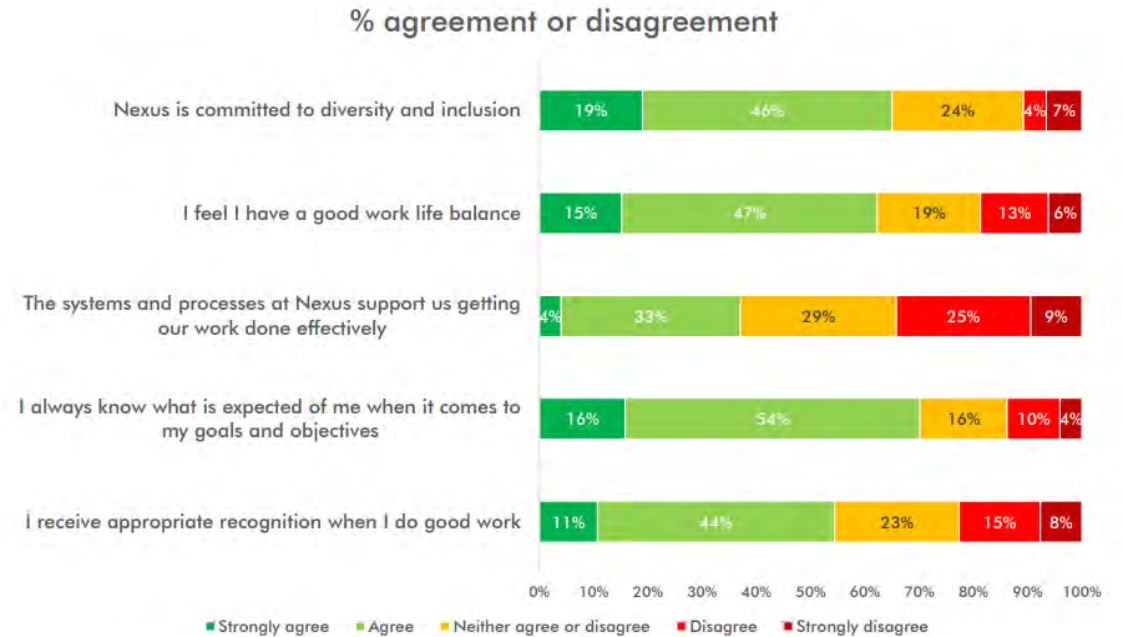
1. CONNECT – with other people
2. BE ACTIVE – enjoy sport
3. KEEP LEARNING – try new things
4. TAKE NOTICE – of your surroundings and the things around you
5. GIVE – do things for other people and the community, be kind

In addition to this, there are other initiatives that promote well-being, such as well-being walks that are organised by our colleagues where people from across the business get together in their leisure time. Other initiatives include:

- Employee Assistance Programme;
- Flexible working;
- Health care plan; and
- Training and wellbeing initiatives.
- Mental Health First Aiders
- Occupational Health support such as physiotherapy, counselling, occupational assessments.



We have undertaken employee surveys asking them how they feel about the workplace. The figure opposite shows a comparison between 2020 and 2021, on those that agreed or strongly agreed with statements. In all cases the percentage of people agreeing with the statements improved from 2020 to 2021, which is a positive.



The figure above, shows those that agree or disagree with a statement. Over 50% agreed or strongly agreed with 4 out of the 5 statements below. The one that received most negative feedback was the one around the system and processes at Nexus support us for getting work done, with over a third disagreeing (or strongly disagreeing) with the statement.

The new Learning Centre, new Howdon depot and the new depot being built at South Gosforth offer modern, light and bright working facilities. Facilities at NRHQ, the Control Centre and Nexus House are in need of updating and modernising and steps will be taken to address these.

Our new Diversity and Inclusion Strategy will set the direction for us to become a more inclusive and diverse employer. We are developing some principles of Diversity and Inclusion, and some clarification on definitions as a contemporary and broadened approach within this area. In the D&I Strategy we set out how Nexus will meet its obligations and requirements under the Public Sector Equality Duty.

Employee engagement is crucial to a positive working environment. This strategy aims to strengthen and harness employee engagement through employee opinion surveys, more focus groups across the business and the development of 'you said....we did' campaigns. The focus groups that were piloted to support the evidence base for this strategy were well very received, and this is something that Nexus will continue as the benefits are clear.



Figure 12: definitions of Diversity and Inclusion

8.4 What our colleagues told us

POSITIVE POINTS

- There is more visibility of the Senior Leadership Team now, which is a positive step.
- Job security is good.
- I have a good relationship with my managers and team
- There is a good approach to well-being
- Things seem more positive now, and Senior Leadership Team seem more approachable since the new COO started – would say that the culture is better than it has been for a while.
- Positivity from the top down and feel people can speak out on things such as safety for example.

Page 164

OPPORTUNITIES

- Is the balance right between the corporate level and the local level – does a corporate approach find its way down to individual departments.
- We could communicate our vision better.
- We need to do more to progress ED&I
- We need to do more to engage with our people.
- We don't say thank-you to people enough, we need to appreciate them more. One of my managers, sent me a gift through the post, as a means of thanks. They didn't have to do that, but it meant a lot!

8.5 Where do we want to be?

We want to be recognised as a great employer that fosters a culture of growth, happiness, positivity, productivity and one where we reward and appreciate our people.

We want to build on our approach to well-being and have it at the core of what we do, like the example shown on the right.

We want a positive and inclusive environment where people can speak out, yet flourish. A place where people feel psychologically safe.

We want to score highly in people surveys in terms of job satisfaction, appreciation, well-being and happiness.

We will develop better employee engagement, where we will listen intently and act on the areas that need addressing.

We want our employees to be happy and proud to volunteer for community events, and be ambassadors for us in the community.

Page 165

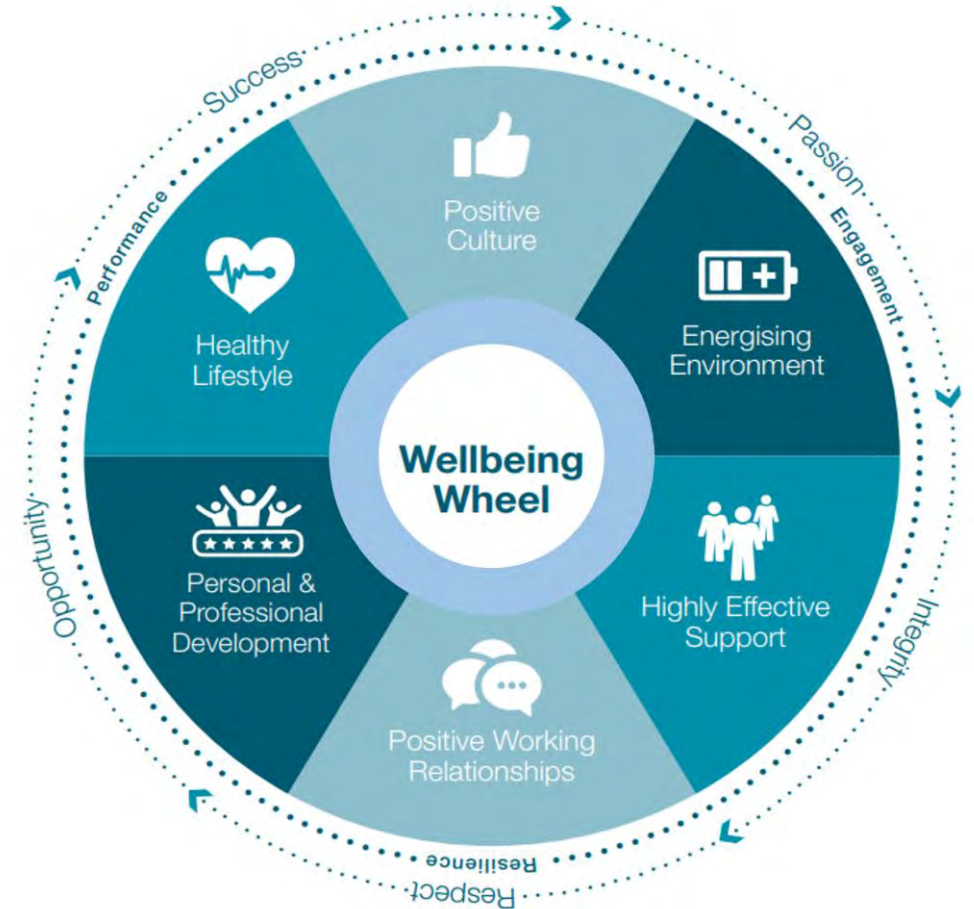


Figure 13: Wellbeing Wheel

8.6 How will we get there?

To improve on where we are now, we will:

- Develop a people communications strategy, with branding that reflects the culture we want to cultivate;
- Roll out targeted engagement surveys and act on them;
- Further roll out of focus groups across the business;
- Support for agile working – appropriate ICT, working practices, performance management and a personalised experience;
- Support and partner with the project team on the accommodation strategy, to incorporate modern designs for better teamwork, collaboration and productivity;
- Employee benefits will be refreshed to demonstrate the benefits of those elements other than salary – e.g. pension;
- Embed the one team approach across Nexus with cross-functional and team working;
- Support volunteer days and encourage company-led initiatives;
- Develop initiatives such as a day in the life of....to get to know one another and the business as a whole;
- Encourage talking – less focus on the email culture and more on 'having the conversation', engaging in a partnership approach to outcomes;
- Modernise and improve our working environment across our buildings and offices.

Page 166



8.7 Our Pledges

Pledge 1 – To improve the culture in Nexus as one organisation.

Pledge 2 – To be the best place to work with a strong reputation in the North East as a desirable place to work.

Pledge 3 – To set out the values and behaviours that we expect from our colleagues and have a programme of embedding them within the organisation, starting at Leadership level.

Pledge 4 – To improve employee engagement across the organisation.

Pledge 5 – To encourage working in a way which is inclusive, and free from discrimination, encouraging and valuing contributions from everyone. Listen to those with opposing views and seek to understand, not just to be heard.

Pledge 6 – To provide excellent education, training, and development, living the philosophy of lifelong learning.

Pledge 7 – To be an exemplar of best practice for supporting the mental and physical wellbeing of colleagues.

Pledge 8 – To modernise and improve the working environments across the entire Nexus estate.



9. Data, Insights, & KPIs

9.1 Data and Insights

In this strategy we have set out a series of pledges in each theme to set us on the path of improvement and successful implementation of this strategy.

We know that we need to have the right data and the right insights to help capture baselines, but also to set out targets and indicators to set the direction of travel and measure progress against that.

Currently, we collect data across a variety of areas including:

- Job-related competencies,
- Diversity statistics,
- Sickness absence, lost time, occupational health information,
- Recruitment statistics, vacancy information,
- Employee engagement surveys – well-being, happiness and satisfaction with job, line management, career prospects etc.
- Turnover figures and reasons.

There's so much more potential in what we can capture and how we can report it. We will instigate data insights collection this year across all P&C areas, working with Business Intelligence to gather and capture data across the business covering a variety of themes. These lagging insights will set the foundations to build, inform and drive forward the business. We will also develop leading indicators to prepare for future readiness.



9.2 Opportunities

We will develop a new approach to data collection and new KPI's to use as insights to drive business decisions. This will see data and information obtained from a variety of sources and collated via QlikSense. We will ensure that these sources of data, are easily reached and streamlined into one place. For example, more could be done to harness information from exit interviews to understand why people are leaving Nexus.

We have databases on competencies that are updated and reviewed regularly. We could develop a skills-based database for office based people, potentially using an endorsement function, like that on LinkedIn. Implementation of a new competency management system and advancing the functionality of the HR system during 2022/23 will be key milestones to help enable a step change.

We will make sure that the reporting and progress is shared more widely via the bulletin, the intranet and the TV screens. We will endeavour to disseminate the results from surveys through multiple communication channels and make the connection for employees between what they said and what Nexus has done to improve on people-related areas.

There could be an opportunity to encourage colleagues to participate in internal data quality checks with regular audits and surveys. Points could be discussed with randomly selected groups of people, collated and presented back out to the wider workforce.

We will continue to develop our strategy framework to ensure we have up to date and robust strategies for all areas of our business. This will reflect our vision and seek to continually improve what we do and how we do it. The vision and our strategies will be clearly communicated to our employees, ensuring all understand the crucial role they play in delivering our plans.

We will continue to develop our corporate performance monitoring process, developing a wider suite of performance dashboard through QlikSense to ensure all areas of the business have access to up to date, and comprehensive performance information relating to their area of the business and there is a clear link between organisational performance and departmental performance that everyone understands. There will be a consistent approach to performance management across the organisation, making best use of business intelligence tool to create efficiency and effectiveness and reduce duplication and manual processes.

We will continue to engage with external stakeholders to ensure that Nexus' priorities are achieved and we maximise opportunities through external funding, the planning process and through partnering with stakeholder organisations.



9.3 Developing KPIs

As we have just begun the process of data collection specific to people-related metrics, it is vitally important that KPI's are set that are relevant and measurable. At present, we are at the start of our journey in embedding a new approach to people and culture, so we have included the following indicative KPI's as a starting point. These will be reviewed and refined during 2022 to ensure they are beneficial, fit for purpose and add real value to the performance of Nexus.

KPI 1	To increase awareness of our employer brand through a variety of channels via our new Employee Branding Action Plan.
KPI 2	To increase the diversity of channels we utilise for advertising vacancies.
KPI 3	To improve diversity in our workforce by having a greater share of women, people from ethnic groups and disabled groups – to be seen at departmental level.
KPI 4	To increase the number of generations that we have in the workforce.
KPI 5	To increase satisfaction amongst new starters on our induction and onboarding processes.
KPI 6	To increase the number of people in the organisation to benefit from a formalised coaching programme.
KPI 7	To ensure that all managers receive the new management development training.
KPI 8	To increase employee engagement and the number of employees who participate in engagement activities.
KPI 9	To increase job satisfaction levels for employees.
KPI 10	To increase competency levels.

9.4 Quick Wins

In the meantime, we have developed a series of quick, early wins that we could implement relatively quickly and easily. These have been taken from our engagement exercises and focus groups with our colleagues across the business.

Employer Branding

- Advertise role more broadly, utilising social media such as Tik Tok.
- Introduce and publicise a reward statement, so we can show the full value of the overall package.

Recruitment & Selection

- Set up a work experience scheme.
- Advertise jobs on Metro.
- Promote the Nexus story.
- Review Job titles before advertising and change to be more marketable where it would help attract an increased number and more diverse range of applicants.
- Implement diverse recruitment panels.
- Develop different selection methods.

Induction and Onboarding

- Develop a corporate toolkit for Onboarding and Induction.
- Produce a welcome pack for new starters.
- Publicise the Nexus organisation structure so its accessible for all employees.

Career Development & Progression

- Encourage lifelong learning through initiatives such as lunch time learning.
- Develop a database of people who want to coach and be coached.
- Career development guide and toolkit for managers and employees.
- Allocate a mentor for new Managers
- Improvement to the Career Development section of the website.

Moving on

- Set up a pre-retirement course
- introduce independent person to conduct exit interviews, or provide an online survey to capture data.

Workplace Environment

- Set up an equality and diversity working group
- Continue development with the Senior Leadership Team and Heads of Service to ensure engagement and action around the P&C Strategy.
- Better leverage the Nexus Learning Centre as an organisational resource
- Encourage face to face communication between Managers and their team, as well as between colleagues.
- Develop an employee communication plan.



10. Conclusions

10.1 Conclusion

Our first People and Culture Strategy is bold, ambitious yet deliverable. It is integral and fundamental to the growth and development of our organisation, our culture and our employees. We have set out a series of pledges in each of our themes which will improve our culture, grow our employees and make Nexus a better, more inclusive and diverse place to work.

We will know if this strategy is a success if we deliver on our pledges, hit our Key Performance Indicators, and if our colleagues tell us things are improving through surveys and engagement.

This strategy covers a 3-5 year time frame. A review will happen annually and phasing will be aligned to the Corporate Business Plan.

We will continue to engage with our people and the recognised unions to update and refresh our strategy.

After all, this has been shaped by our colleagues, for our colleagues.





Appendices



A1 Toyota

At Toyota, they have developed the 'Toyota Way' which is their "simple framework for applying Toyota's Guiding Principles and building the kind of company we want to be. The Toyota Way defines the fundamental values and business methods all our people should apply in every aspect of their day-to-day work, at every level of the company, worldwide. It is the foundation of our corporate culture. We will continue to develop the Toyota Way to keep pace and remain effective and relevant in an ever-changing world, so we keep it under constant scrutiny to see how it can be developed and improved.

The founding principles of Toyota are:

"Always be faithful to your duties, thereby contributing to the company and to the overall good.

Always be studious and creative, striving to stay ahead of the times.

Always be practical and avoid frivolousness.

Always strive to build a homelike atmosphere at work that is warm and friendly.

Always have respect for spiritual matters, and remember to be grateful at all times".

From these, the Toyota Way emerged, which is a set of guiding values and behaviours the company expects its employees to adhere to from senior management to the shop floor.

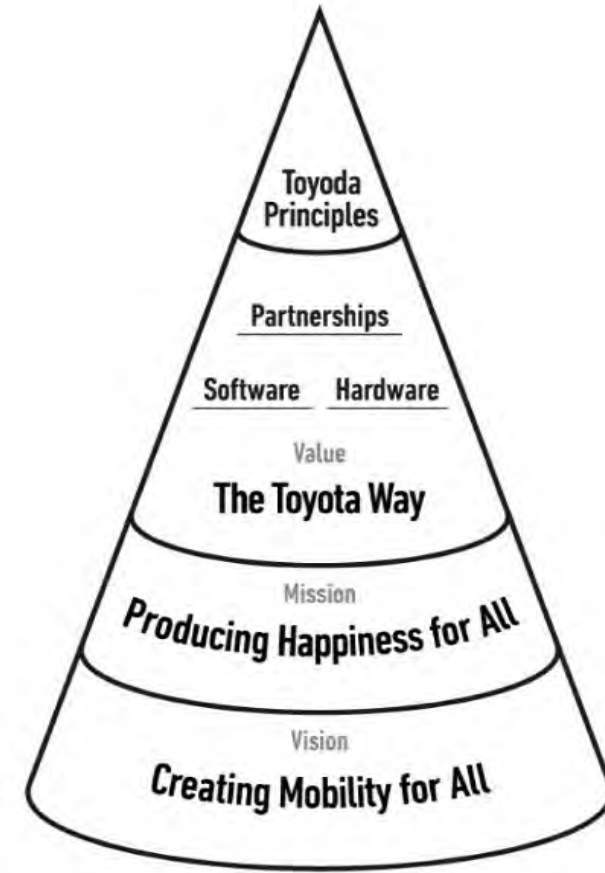


Figure 14: Toyota Philosophy Cone

Observe thoroughly

Humans sense things instinctively in ways that machines can't. We bring together hard data while personally seeing, feeling and interpreting the situation to discover the most creative and best solutions quickly.

Get better and better

Today and everyday we take ownership to sharpen the skills of ourselves and each other with heart, mind and body to meet the evolving needs of our customers.

Continue the quest for improvement

We believe in the natural ability of people to change things for the better. Every improvement regardless of size is valuable encouraging both incremental and through innovative thinking we seek to evolve, never accepting the status quo.

Create room to grow

Focusing on what's essential, we eliminate waste and manage our resources carefully to create room to grow. This is the foundation for agility and the cultivation of new ideas for the future.

Welcome competition

we welcome competition without ego. It pushes us to improve and better serve our customers and society creating more value and a better experience.

Act for others

We strive to keep the perspectives of our customers and stakeholders at the core of our efforts, everyday putting ourselves in others positions we go beyond the impossible.

Work with integrity

We always consider where today's work should take us and how it impacts on those around us, we forge a path to our objective with integrity and honesty.

Drive curiosity

Taking a personal interest in everything, we ask questions to discover the mechanics behind phenomena. This mind set generates new ideas.

Show respect for people

No work is solitary, no job is a one person endeavour. We make the most of diverse perspectives turning difficulties into fortitude as one team, with a fundamental respect for people we create an environment where all feel welcome, safe and heard and everybody can contribute their best towards meaningful goals.

Thank people

We owe our existence to our customers members partners stakeholders and communities we say thank you to everyone we encountered today.

Figure 15: Toyota Guiding Values

A2- Beaverbrooks

In 2021 Beaverbrooks were voted the best company to work for in the top 100 companies. Their people-centred approach to business has seen them consistently voted as one of the top 100 companies to work for. They put the safety of colleagues and customers first, protecting jobs and incomes, and safeguarding the future of the company. Beaverbrooks is also the only organisation in Best Companies' history to be awarded a three-star accreditation for workplace engagement for 16 years running.

It is clear that workforce engagement is one of the reasons why Beaverbrooks is successful. They believe that a collaborative culture is key to business success. Communication is vital in ensuring staff feel involved and engaged with the business. They saw a 91% response rate to the Best Companies employee survey (average is 68 per cent) this year despite a large proportion of staff being on furlough at the time.

By respecting their heritage and values, staying true to their purpose of 'Enriching Lives,' which simply means making a positive difference to the world we live in, and adapting to the continually changing retail landscape, they've been able to maintain a very strong position for the company. The enriching lives ethos is explained in the figure opposite.

In terms of specific feedback from the survey, 97% staff agreed organisation is run on strong values / principles and 96% of staff feel proud to work for them which are remarkably high figures. Benefits that the company offer include private healthcare, a final salary pension and long service awards. 81% of staff are happy with their pay and benefits which contribute to a low turnover of staff.



Figure 16: Beaverbrooks Behaviours

A3 - NHS; Leeds Teaching Hospital

Since its launch in 2014, The Leeds Way has become embedded in everything they do. They have received positive feedback from the Care Quality Commission about how it filters through every part of the organisation, and it has seen them improve year on year on staff engagement in the staff survey.

LTHT want to have the most engaged workforce in the NHS. There is clear evidence that an enthusiastic, motivated and empowered workforce is most likely to provide outstanding care for patients.

The Leeds Way is about who they are and what they believe. It defines how they work to deliver the best possible care and outcomes for patients. The Leeds Way is about listening and being inclusive and taking on board the very best ideas out there.

The Leeds Way was developed by their people, using crowdsourcing technology to undertake the largest staff engagement programme. The vision, goals and values are set out across the page. One of their priorities is being the best place to work. This involves:

- effective workforce planning to ensure the right skill mix and diversity of staff
- setting ambitious performance expectations
- enabling staff to work across the health and care system with partners
- work in a way which is inclusive and free from discrimination valuing contributions
- support the mental and physical wellbeing of staff
- provide excellent education, training and development



There are well recognised links between engaged staff and improved patient care so all staff are asked to believe in the vision and values to help achieve goals.

An example of putting the Leeds Way into practice: As part of a series of initiatives, the Trust launched a reciprocal mentoring programme to improve the diversity of future leaders, creating a culture of empowerment and inclusion, and providing a safe environment for mutual learning about professional, personal and cultural similarities and differences. Over the course of a year, 12 senior leaders were been partnered with 12 aspiring leaders from a BME background to share their experiences of working at the Trust, support each other's development and take positive action to reduce the barriers BME staff currently face. It has increased awareness about the BME experiences and barriers they face, helping both learning partners to understand and support each other with authenticity and compassion.

To continue with their improvements, the Leeds Teaching Hospitals was selected as one of five Trusts to take part in the NHS Improvement Partnership working with NHS Improvement and the world-renowned Virginia Mason Institute in Seattle. A 5 year partnership began in 2015 which led to the development of the Leeds Improvement Method.

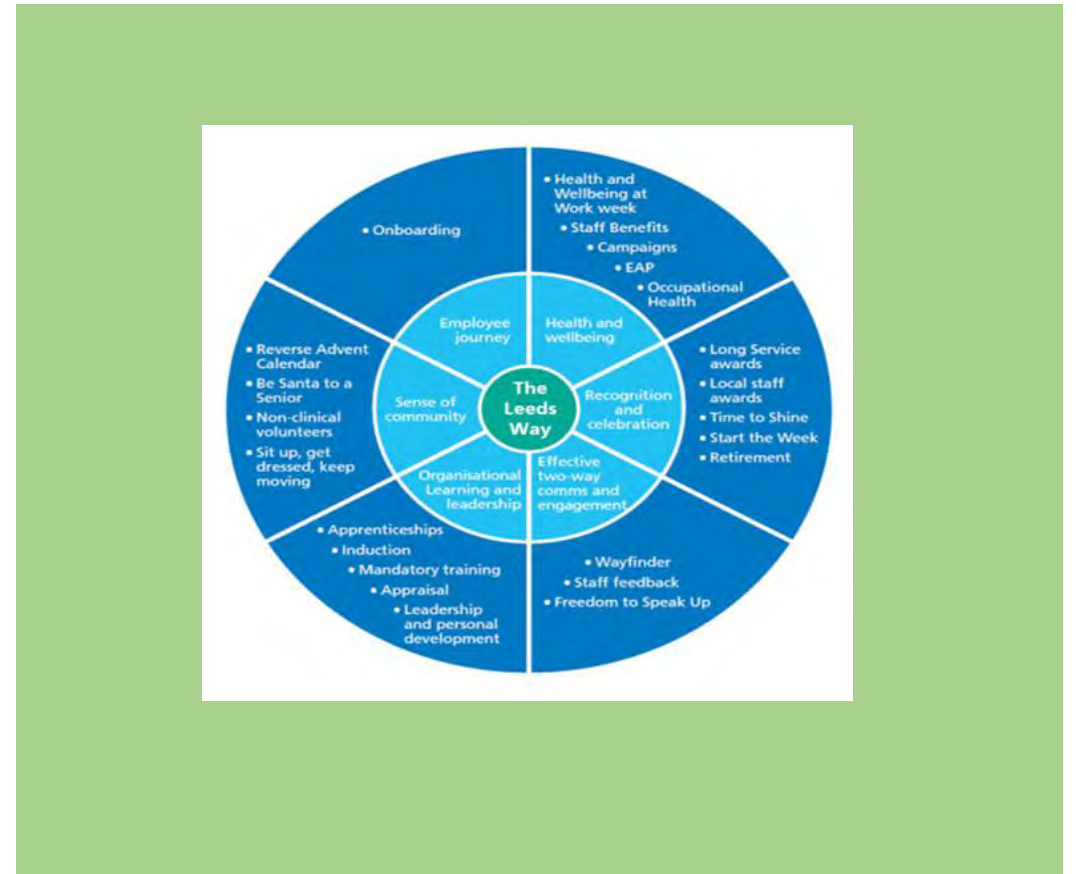


Figure 17: The Leeds Way

A4- West Yorkshire Combined Authority

WYCA recognise that their workforce is vital to the delivery of the Combined Authority's corporate priorities which are Boosting Productivity, Enabling inclusive growth, Delivering 21st Century transport and Supporting clean growth. Their values are set out in the figure below.



Figure 18: West Yorkshire CA values

People are the most important drivers of success in the Combined Authority and it is incumbent to put the right tools and support in place so that the workforce are empowered to excel individually, in teams and the departments in which they work. Building on this, their HR strategy and work plan is underpinned by the six stages of the employee life cycle: Attract, Recruit, On Board, Perform and Develop, Reward and Retain, and Separate, the cycle describes the journey employees take from being attracted to work for the Combined Authority and identifying the different stages as they advance in the organisation. The figure on the following page demonstrates this in more detail.

West Yorkshire Combined Authority

Attract

The first stage of the employee life cycle is the employee attraction stage, attracting the right talent is critical. A lot of emphasis is placed on the employer brand as it reinforces the company's vision and values, and is the image of the organisation as a 'great place to work' in the mind of current employees and key stakeholders in the external market.

Recruit

The process of finding and hiring the best-qualified candidate (from within or outside of an organisation) for a job opening, in a timely and cost-effective manner. The recruitment process includes analysing the requirements of a job, writing role profiles, attracting employees to that job, a simple and straightforward application process, interviews, screening and selecting applicants, making the appointment and integrating the new employee into the organisation.

On board

This is the critical stage of ensuring that new employees are inducted into the organisation and into their team well and the responsibilities and expectations of their role are discussed and clarified. A smooth transition ensures immediate productivity and long-term sustainability of the relationship.

Hire

Inspire

Page 182

Perform and Develop

This stage includes all the processes in which employees are given feedback for their work through performance reviews, one-on-one check-ins and meetings. Regular feedback is an essential feature of this stage because it helps managers gain insight into employee performance and behavior and it helps employees understand how well they have performed against goals. Frequent feedback can also increase motivation and boost productivity.

Reward and Retain

The next challenge is retaining employees, keeping them engaged and ensuring continued employee development. Continuous evaluation, recognition and training are crucial at this stage for sustaining employee engagement and retaining the employee. Talent management and succession planning are also key elements of this stage.

Separate

For all employees, there comes a point where the life cycle does come to an end. Employees may leave due to retirement, new employment, or for family or personal reasons. This is a vital part of the employee lifecycle and provides opportunity to gather honest feedback from exit interviews. This insight helps make improvements to increase employee retention and proves commitment to employee engagement across the whole journey. It's also important a knowledge transfer process is in place to ensure knowledge is captured and distributed to future staff and that the separation process is as well managed as the on-boarding process. Retirement planning, presentations on managing finances and volunteering are also important. When a team member leaves, this can in turn affect other members of the team and we need to make sure the employee who is exiting, leaves in a way that doesn't cause disruption.

Admire

Retire

North East Joint Transport Committee, Tyne and Wear Sub-Committee

Date: 12 January 2023
Subject: Nexus Diversity and Inclusion Strategy
Report of: Managing Director, Nexus

Executive Summary

The purpose of this report is to present the Nexus Diversity and Inclusion Strategy.

This new strategy will allow Nexus to promote, support, and enhance both diverse and inclusive public transport for our customers, and diverse and inclusive workspaces for our colleagues. Through a more developed and collaborative approach given to diversity and inclusion, we intend to make a positive shift in the Nexus culture overall, across our organisation. Nexus recognises that inclusion that is enhanced by diversity should be implicit within our values and mission we have as an organisation and that it can help Nexus fulfil its daily activity more effectively.

This report outlines the development of the strategy and our commitment to achieving the following:

- A workforce that is reflective of diversity across Tyne and Wear.
- Providing accessible and welcoming public transport.
- A diverse and inclusive internal culture.
- Being socially responsible as a large regional employer and service provider

Recommendations

The North East Joint Transport Committee, Tyne and Wear Sub-Committee is recommended to note the contents of this paper.

1. Background Information

- 1.1 The Diversity and Inclusion Strategy is an updated and contemporary outlook on previous Equality and Diversity Strategies at Nexus. Building upon various positive achievements and emerging policy and debates, the Diversity and Inclusion Strategy aims to encourage a cultural shift in the organisation. This includes educating and raising awareness on Diversity and Inclusion, as recognising differences and ensuring that difference is well represented helps to create a sense of belonging as one team.
- 1.2 It is an important strategy as we have a responsibility as a public sector body and employer to adhere to rules set out within the Equality Act (2010), and responsibilities proscribed within the Public Sector Equality Duty. The strategy also better reflects some of our own contemporary internal policies including our Agile Working Policy, Trans Equality Policy, and Wellbeing Policy, amongst others, committing Nexus to securing and harnessing an inclusive working environment. Building on this is also important to set us apart and will allow Nexus to position itself as an employer of choice and as a respected operator for customers. Nexus has a responsibility to ensure there is enhanced awareness of Diversity & Inclusion (D&I) across the organisation, and to keep up to date with contemporary trends and modern working practices within other organisations.
- 1.3 The updated D&I strategy seeks to embody this by reflecting on external best practice, whilst promoting new guiding principles. In addition, a more collaborative approach towards D&I will also allow Nexus to produce effective policies ahead of emerging legislation. Nexus recognises that work on Diversity and Inclusion is not a means to an end, but rather a constant forward process by learning and developing ourselves in order to ensure positive progression is made.
- 1.4 The strategy has been developed in line with the recently adopted People and Culture Strategy, which is considered elsewhere on the agenda, to reflect one another to promote people as our most important resource as an organisation, whether this is our colleagues or our customers.
- 1.5 The format of the strategy is designed to provide context, insights, share best practice and develop actions and KPIs to allow Nexus to excel regarding D&I across the organisation. Infographics and figures in the strategy, and the document itself, can be used as a reference and learning tool to raise awareness of D&I issues and policies to ensure that Nexus moves forward with a one voice approach towards D&I. The aim of the strategy is to provide direction for the organisation but also to engage our employees on the journey to create a more diverse and inclusive workforce, which better represents the diversity of our customers and communities.

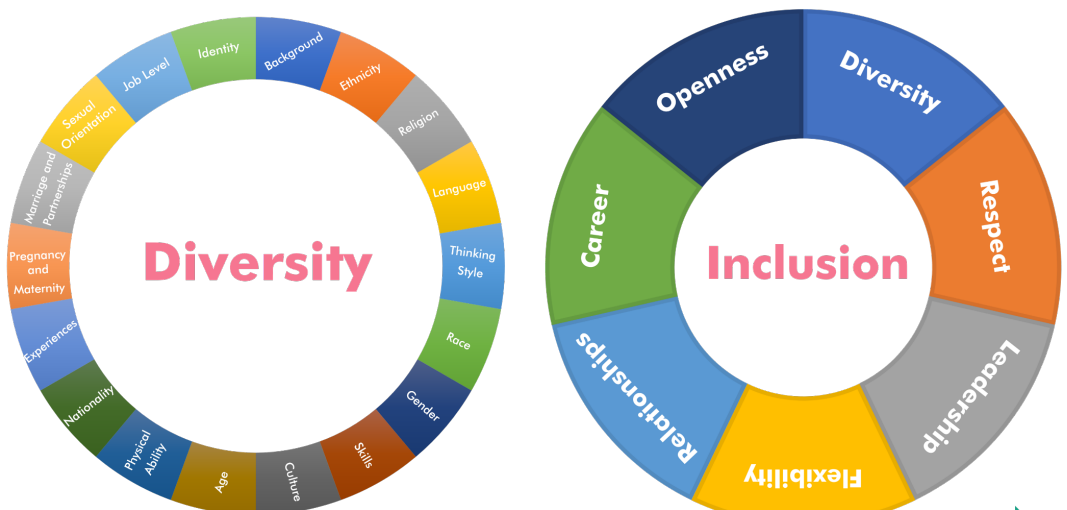
- 1.6 Key steps in developing the strategy have included the following:
- Strategy Workouts with colleagues from the People and Culture Directorate.
 - Focus Groups with colleagues across the organisation with a specific focus on D&I.
 - Nexus Senior Leadership Team insights and input, with updates as the strategy has progressed.
 - Internal Research from Human Resources data and customer data from our Research and Insight team.
 - Consultation with colleagues in Learning and Development, Corporate Planning, Marketing and Communication, Human Resources, and others.
 - External research on case studies and analysing best practice.
 - Aligning actions to Nexus Corporate Business Plan

- 1.7 The strategy has been developed around three main sections:
- Colleagues (Internal)
 - Customers (External)
 - Coronavirus (Post Covid)

2. Proposals

- 2.1 A table of Key Performance Indicators (KPIs) has been developed to reflect four specific themes:
- A workforce that is reflective of diversity across Tyne and Wear.
 - Providing accessible and welcoming public transport.
 - A diverse and inclusive internal culture.
 - Being socially responsible as a large regional employer and service provider.

These KPIs have been developed with consideration given to the Corporate Business Plan and the People and Culture Strategy. KPIs will be delivered on and reported within the Corporate Business Plan.



3. Reasons for the Proposals

- 3.1 Nexus has a responsibility as a public sector body and employer to adhere to Equalities Act laws and the Public Sector Equality Duty. Building on this is also important to set us apart and will allow Nexus to position itself as an employer of choice and as respected operator for customers.

4. Alternative Options Available

- 4.1 As Members are requested to note this report and strategy for information, no alternative options have been developed.

5. Next Steps and Timetable for Implementation

- 5.1 Nexus Senior Leadership Team approved the strategy in August 2022 following consultation with all internal stakeholders. Actions from the strategy have already started to be implemented and future actions will be tracked through the Nexus Corporate Business Plan.

6. Potential Impact on Objectives

- 6.1 This report and the appended strategy will help meet the objectives of the Transport Plan by helping to:
- Overcome inequality and grow the economy. By helping Nexus become a regional employer of choice.
 - Appealing sustainable transport choices. By having a more diverse and inclusive workforce will help ensure Nexus deliver transport options that meet the needs of our current and potential customers.

7. Financial and Other Resources Implications

- 7.1 There are no direct financial implications arising from this paper as it approves a strategy only. Any proposed actions that result in expenditure beyond current budgets In Nexus, will require future approval.

8. Legal Implications

- 8.1 During the development and internal consultation of this strategy, Nexus' legal team have made representations and advice on a number of points which have been incorporated into the final version.

9. Key Risks

- 9.1 The strategy looks to address issues that were raised within the strategy regarding the current diversity within the organisation and help ensure Nexus and the services we offer are available to all and meet everyone's needs.

10. Equality and Diversity

10.1 The strategy will deliver a more diverse and inclusive environment for both our colleagues and customers. It has been developed alongside Nexus' People and Culture strategy to ensure Nexus puts people at the heart of everything it does.

11. Crime and Disorder

11.1 There are no crime and disorder implications in relation to this paper.

12. Consultation/Engagement

12.1 The whole of Nexus as a corporate structure is included within the scope of this strategy, as are our customers. Extensive consultation and engagement have been an important part of the development of the Diversity and Inclusion Strategy, in ensuring that the strategy itself is as inclusive and collaborative as possible. Individuals from Corporate Planning, the Senior Leadership Team, Learning and Development, Human Resources, Legal, Safety and Security, and Stakeholder Relations teams were all consulted to ensure a diverse range of views within the organisation. Focus groups were also used to gain insight from colleagues from across the organisation, including those in customer facing roles, in response to a range of D&I related questions and topics in order to further the diverse participation within the development of the strategy. In addition, there has been some limited external engagement including discussions with employees from other bodies within the transport sector, as well as personnel from groups within this field including *Women in Transport*, *Urban Transport Group* and *IGPP Institute of Government and Public Policy*.

13. Other Impact of the Proposals

13.1 N/A

14. Appendices

14.1 Nexus' Diversity and Inclusion Strategy is appended to this report.

15. Background Papers

15.1 N/A

16. Contact Officers

16.1 Martin Kearney, Chief Operating Officer, Nexus

E-mail Martin.Kearney@nexus.org.uk

Rachel Redshaw, People and Culture Director

E-mail Rachel.Redshaw@nexus.org.uk

17. Sign off

- The Proper Officer for Transport: ✓
- Head of Paid Service: ✓
- Monitoring Officer: ✓
- Chief Finance Officer: ✓

18. Glossary

N/A



We are Nexus

Diversity and Inclusion
Strategy



Diversity and Inclusion

- Our customers and our colleagues are what makes Nexus a diverse organisation. Whether working for our organisation or using the public transport we provide – we want everyone to feel respected and included.
- This strategy aims to set out what steps Nexus can take as organisation in improving our **Diversity** and strive to generate a cultural shift in which to encourage more **Inclusion**. It is important that Nexus generate a culture of empowerment through recognising different backgrounds and mindsets, where customers and colleagues can benefit alike.
- Nexus wants to build upon existing policies and commitments on Diversity and Inclusion, that underpin everything we do as an organisation. We strive to ensure awareness of Diversity and Inclusion, and their importance to all of our customers and colleagues.
- This strategy has been developed by learning from previous experience within the organisation as well as from best practice developed elsewhere, and through direct engagement with colleagues and departments – all of which have identified areas of strengths and weakness, of which the strategy will address.
- This Diversity and Inclusion Strategy will ensure that as an organisation we can be in the best place to provide more effective services for our customers that meet changing needs and demands of all people, and to ensure that we continue to be an inclusive employer by taking steps to improve our workplace by making it more open and accessible to all.

Contents

Executive Summary	7
1. Introduction	8 - 21
1.1 What is D&I?	9 - 10
1.2 Scope	11 – 12
1.3 Vision	13
1.4 KPIs	14
1.5 Interfaces and Interdependencies	15
1.6 Ownership of D&I	16 – 17
1.7 What is Nexus?	18
1.8 Where are we now?	19 - 21
2. Strategic Context	22 – 49
2.1 Equalities Act	22 – 23
2.2 Equality Duty	23 -24

2.3 Why is there a need for D&I?	25 – 26
2.3.1 Business Case for D&I	27
2.3.2 Staff Opinions on D&I	28 – 31
2.3.3 Indicators of D&I	32
2.3.4 What does Inclusive Culture look like?	33 – 35
2.3.5 Outcomes of D&I	36 – 37
2.4 Return on Investment	38 – 40
2.5 Tyne & Wear in Context	41 - 43
2.6 Metro in Context	44
2.7 Ferry in Context	45
2.8 Nexus in Context	46 – 49
3. Customers	50 – 61
3.1 Monitoring	50
3.2 Social Identity	51 – 52
3.3 Online Accessibility	53 – 54

3.4 Social Media	55
3.5 EQIAS	56 – 57
3.6 Ticketing	58 – 59
3.7 Actions	60 - 61
4. Colleagues	62 – 77
4.1 Monitoring	62 – 64
4.2 Recruitment	65
4.2.1 Targeted Recruitment	66 – 67
4.3 Leadership	68 - 70
4.4 Generating Awareness	71 – 72
4.5 Training and Resource	73 – 75
4.6 Actions	76 - 77
5. Post Covid D&I	78 – 81
5.1 Agile Working Policy	78 – 79
5.2 Changing Needs of Customers	80 - 81

6. Summary and Next Steps

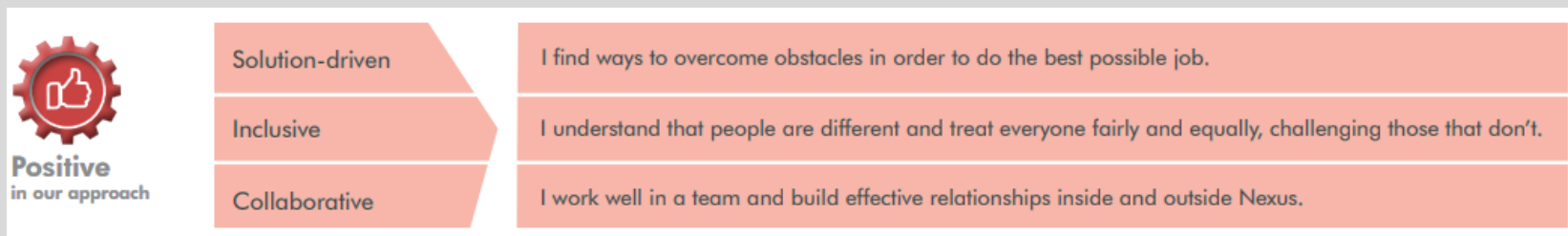
82 - 83

7. Summary of Useful Terms

84 - 85

Executive Summary

Inclusion is recognised as a behaviour at Nexus that allows the organisation to continue to be a great place to work and ensures that colleagues demonstrate passion, professionalism, and positivity across the business.



Inclusion that is enhanced by **Diversity**, should be implicit in the values and mission we have as an organisation, and can help Nexus fulfil its mission more effectively.

“Making public transport great for our environment, economy, and communities.”

Nexus Mission Statement

This strategy will allow Nexus to promote, support, and enhance diverse and inclusive public transport and a corporate structure. Through a more developed and collaborative approach given to diversity and inclusion, we intend to shift the culture of Nexus overall. We want all colleagues to be proud to work for Nexus, and for all passengers to feel welcome and safe on our transport – because everyone is treated with respect for their individuality, differences, and uniqueness.

1. Introduction

Diversity and Inclusion should play a central role in supporting the delivery of everything that we do at Nexus. We should challenge discrimination in all forms because we believe that everyone should be treated fairly, and with equity. Celebration of the diversity of our teams and customers will allow us to become stronger as an organisation. Colleagues should be supported to be their true selves at work because it will allow them to do their best work. Similarly, customers should be provided with an ability to voice their own opinion, and their differences should be valued and respected.

D&I strategy should be aligned to our corporate objectives, plans and ambitions. Respect for Diversity and Inclusion should be a key operating principle and become a 'golden thread' in everything we do.

This document is intended to be a strategy that can easily be blended into other strategies and policies at Nexus. Furthermore, it is also intended that this D&I strategy will remain evolving and therefore adaptive to the changing needs of our customers, colleagues, and stakeholders.

The development of this strategy has sought to ensure that all customers and colleagues feel a sense of belonging to Nexus, and that our commitment to D&I is recognised throughout our organisation – both internally and externally.

This strategy aims to create an awareness and recognition of issues relating to Diversity and Inclusion and demonstrate objectives in which to mitigate the impacts. Nexus will always be looking to improve itself regarding D&I, and such improvements should become engrained in our culture.



1.1 What is D&I?

Diversity

is recognising difference, and ensuring that differences are well represented.

Inclusion

is ensuring that differences are valued, and that these differences are used to create a sense of belonging.

Diversity

Diversity means ensuring that the workplace and the services we provide are made up of people from different races, gender identities, career backgrounds, skillsets, ages, and so on. Nexus views that Diversity incorporates all of the elements that make individuals unique from one another. Nexus believes in being an organisation that employs a diverse range of people that is reflective of our communities and the services in which we operate. Diversity allows Nexus to be more tolerant and more welcoming.

Page 198

Inclusion

Inclusion is the practice of providing everyone with equal access to opportunities and resources. Nexus views that Inclusion is about understanding and respect, and ensuring that everybody's voices and opinions are heard and carefully considered. Nexus believes in treating people fairly and valuing differences. People should feel respected, feel involved, and feel empowered to speak out without fear.

1.2 Scope

The whole of Nexus as a corporate structure is within the scope of this strategy. This strategy seeks to address the two core D&I responsibilities of Nexus; external (customer focussed) and internal (colleague focussed). It is important that integration and representation of Diversity, and Inclusion objectives is reflected across all departments of the corporate structure, whether they are directly customer facing or not.

In consultation with various stakeholders across the organisation, this D&I strategy will aim to consider the following:

- Training all colleagues and managers in diversity and inclusion in a structured and proactive manner.
- Creating an enhanced awareness of protected characteristics, and for people think more widely beyond them.
- For everyone to reflect on their own unconscious biases and mitigate within the workplace.
- To promote, support, and create employee support networks.
- Gather and report more broadly on diversity and inclusion data.
- To be proactive in implementing improvement plans in areas of the business where there are areas of concern regarding D&I.

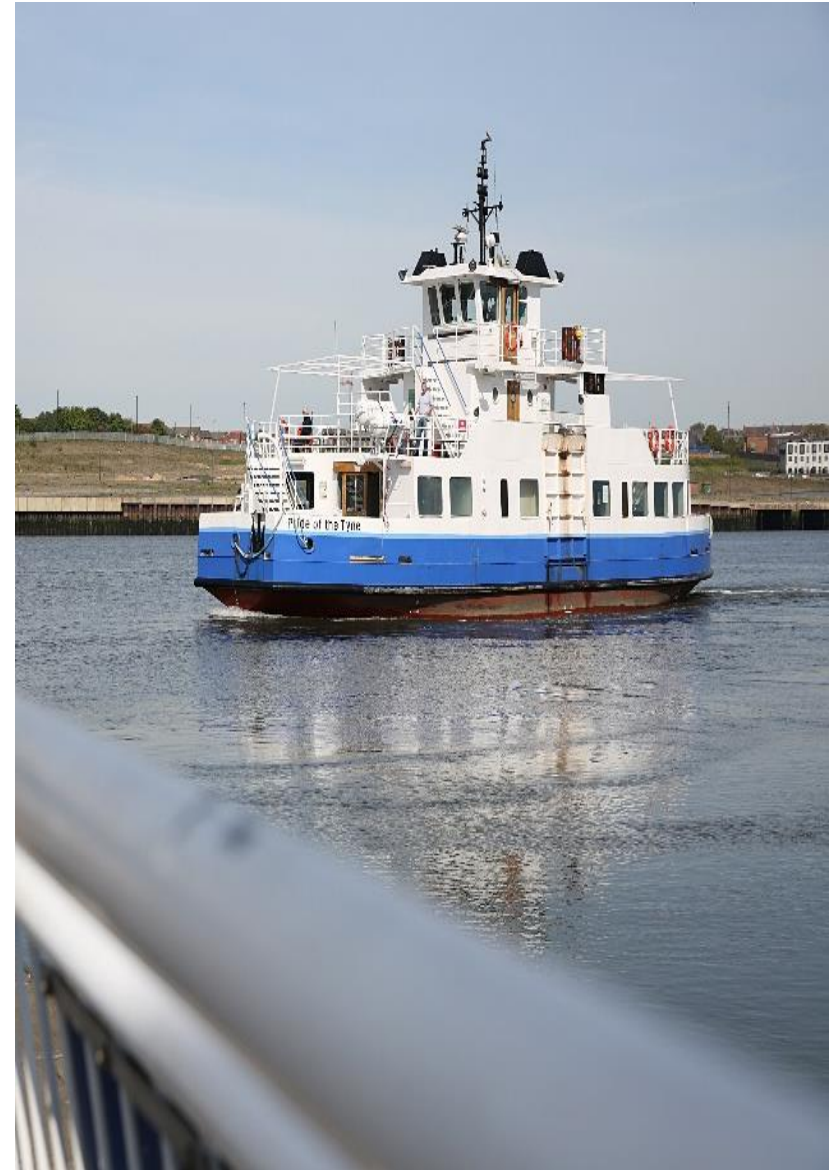
- Protecting the organisation, its customers, and its employees from discrimination and hate.
- For Nexus as a service provider to be representative of the communities it serves, and to ensure that this is represented across the organisation.
- Demonstrate that D&I affects everyone, and that everyone is responsible for maintaining commitments and standards.
- Ensuring that D&I commitments must be embedded within our culture as an organisation in everything we do.

The production of this strategy has been a collaborative approach, through consulting with a range of individuals across different departments and locations within Nexus. In order to fulfil the vision and overall objectives of this strategy to their full potential, this collaborative process has been necessary to ensure an appropriate awareness of issues and greater integration going forward. Individuals from the following departments have been consulted during the strategy consultation process:

- Corporate Planning
- Senior Leadership Team
- Learning and Development
- Human Resources
- Legal
- Safety and Security Team

Consultation with these departments from across Nexus has ensured that the strategy involved a diverse range of voices and participation. Additionally, involvement of customer facing departments addressed the need to develop a D&I strategy with appropriate consideration given to our customers on the transport that we provide.

Moreover, to increase the best practice approach of this strategy, several case studies of D&I strategies (or similar) have been read and analysed to learn, critique, and gain insight from. These strategies are from a range of corporations including both public and private sector, and transport and non-transport sectors.



1.3 Vision

Nexus will have a diverse and inclusive culture - and will put the D&I needs of all customers and colleagues at the top of its corporate agenda.

Our customers

People in Tyne and Wear should feel that the public transport supplied and operated by Nexus is accessible, safe, and welcoming.

Page 201

- Improving transport for people across Tyne and Wear to travel safely and more confidently.
- Working in a proactive manner to solve any customer issues relating to D&I.
- Actively improving the experience of customers who have additional D&I requirements.
- An awareness of social and economic barriers in Tyne and Wear, and how this can affect D&I.
- Work collaboratively with stakeholders in D&I matters.
- Generate an inclusive culture on public transport throughout Tyne and Wear.

Our colleagues

Nexus will have a fully inclusive culture, and a workforce that is diverse in nature and that is reflective of Tyne and Wear.

- Generate an inclusive internal culture, and a shift of responsibility for D&I onto every individual.
- Ensure that there is enhanced awareness of D&I throughout the Nexus corporate structure, and its benefits.
- Create an enhanced awareness of social responsibility throughout Nexus.
- Improving the representation of those with protected characteristics throughout the workforce.
- Having colleagues that reflect the diversity of T&W.
- Reacting in a proactive manner where D&I improvements are required.

1.4 KPIs

	Objectives in practice	Outcomes	Business Priorities	Benchmarks
A workforce that is reflective of Tyne and Wear.	Improve the recruitment and retention of those from ethnic minority backgrounds.	<ul style="list-style-type: none"> • More representative of T&W. • Furthers individualism. • Retains good staff. • Generates enhanced awareness. 	<ul style="list-style-type: none"> • Attracts wider talent pool of staff. • Meets staff turnover demands. • More diverse and inclusive public transport. • Socially progressive. 	Increase the percentage of people from ethnic minority backgrounds the workforce and applying for employment.
	Improve the recruitment and retention of women.			Increase the percentage of women in the workplace and applying for employment.
	Improve the recruitment and retention of those with disabilities.			Increase the percentage of those with disabilities in the workplace and applying for employment.
Providing accessible and effective public transport.	Make passenger services more accessible and inclusive for minority groups.	<ul style="list-style-type: none"> • More representative of T&W. • Improved passenger experience. • Retain regular custom. • Generates enhanced awareness. 	<ul style="list-style-type: none"> • Increased patronage. • More diverse and inclusive public transport. • Dependable as a partner and stakeholder. • Socially progressive. 	Improved passenger engagement feedback amongst those with protected characteristics.
	Protect customers from becoming victims of hate crime or harassment.			Actively D&I monitor register of engagement of partnerships with charities and community groups.
	Support and maintain community engagement to accurately identify D&I barriers and issues.			Develop safety and security procedures to reduce the number of hate crime on our transport.
A diverse and inclusive culture.	Develop mentoring between protected groups, and older and younger employees.	<ul style="list-style-type: none"> • Better employee experience. • Flexible working arrangements. • Transfer of skills. • Retains good staff. • Generates enhanced awareness. 	<ul style="list-style-type: none"> • Develops leadership skills. • Meets staff turnover demands. • Recognition as employer for all. 	Increase coaching and mentoring between new and older employees where required.
	Develop diversity and inclusion competencies amongst leaders and managers.			100% attendance for comprehensive management programme module on Diversity and Inclusion.
	Introduce a zero-tolerance approach to bullying, hate crime, or harassment.			Introduce annual staff engagement surveys with target of 75% feedback.
Being socially responsible.	Use procurement to encourage ED&I best practice amongst the supply chain.	<ul style="list-style-type: none"> • Better employee and customer experience. • Retains good staff and regular custom. • Proactive approach to D&I. 	<ul style="list-style-type: none"> • Recognition as employer for all. • Dependable as a partner and stakeholder. • More diverse and inclusive public transport. 	Introduce and monitor the use of a designated Intranet resource for all colleagues to generate an awareness of issues and self education.
	Generate increased awareness of diversity and inclusion across the corporate structure.			Improved staff engagement annually with feedback target of 75% of workforce.
	Increased monitoring of diversity and inclusion objectives and data.			Increase staff engagement and awareness of inclusive principles and behaviours.

1.5 Interfaces and Interdependencies

At present, all strategies, projects, and business cases are required to include an equalities impact assessment as a prescribed obligation. Equality standards and charters are therefore already a consideration in this work. However, there are means in which this can be expanded and built upon, which will be addressed within this strategy.

Elsewhere, Nexus has produced a 'People and Culture Strategy' which addresses and identifies issues and opportunities to encourage a cultural shift towards enhancing D&I, especially from an internal lens.

Liaising with colleagues in Stakeholder Relations and Learning and Development departments has allowed for more cohesive approach in implementing opportunities and objectives identified within this strategy. The individual works of these departments, and others across Nexus, will explore issues more in depth and directly that have both internal and external components.

It is imperative that a universal approach to D&I becomes integral to our corporate structure. Responsibility for maintaining D&I is on everyone, for the betterment of everyone.



1.6 Ownership of D&I

The implementation of D&I objectives and principles will need to become the responsibility of everyone, within their respective fields and roles. Everyone has a role to play regarding D&I, as it is to the betterment of everyone across the corporation and to our customers.

The Equality and Diversity Group will cease to exist, as the monitoring of D&I progress within individual departments should become the responsibility of people managers within that department – adhering to a collaborative approach. The onus of responsibility for D&I should not be placed on an individual or individuals who attend working groups or occupy positions in certain departments, but rather become the integrated responsibility of everyone.

Managers and Head of Department should be able to escalate issues to the Senior Leadership Team, establish initiatives, and maximise available resource to actively promote and excel D&I within their departments. Likewise, all colleagues should

feel comfortable and open to escalate or discuss anything regarding D&I with their line managers and should feel supported in doing so. These

escalations or discussions may involve themselves as individuals or may represent a customer perspective or experience. Direct and targeted employee support networks will also directly reflect this.

All departments and individuals should support the implementation of this D&I strategy and its overall objectives.

Progress against actions may be reported to the Senior Leadership Team by the Corporate Business Plan. Any changes to objectives in this strategy will require approval from the Senior Leadership Team.



All individuals must ...

- Feel comfortable to escalate or discuss D&I issues with their line manager.
- Be proactive in feeding back any concerns for D&I issues that regard customers.
- Make themselves aware of D&I objectives, and have an awareness of issues that might face others.
- Support and engage with colleagues and customers that are different from themselves.
- Respect and participate in proactive conversation and training on the experience of others.

All managers must ...

- Actively promote and participate in targeted employee engagement and mentoring networks.
 - Support team members to have open conversations and dialogue regarding D&I.
- Be approachable to team members regarding D&I issues or concerns.
Actively promote and champion D&I objectives amongst members of their team.
Escalate any D&I concerns they may have with their respective HOD.
Be responsible for creating an awareness of issues amongst members of the team.



Page 205



All heads of department must ...

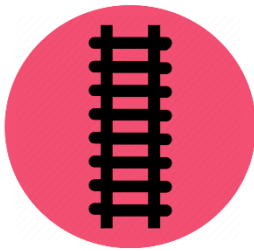
- Seek resources from the annual budget to actively promote D&I initiatives.
- Escalate any emerging D&I concerns to the Senior Leadership Team.
- Encourage and mentor managers into becoming peer mentors for new team members.
- Actively promote and champion D&I objectives across their department.
- Be aware of D&I monitoring in their department, and recognise where improvement is required.
- Support D&I related discussions between themselves and members of their team.

1.7 What is Nexus?

Diversity and Inclusion is important to Nexus in all aspects of its corporate activity:



transport operator of Metro and Ferry.



An infrastructure provider and maintainer.



A fare setter.



An organisation with 321 job titles.



An organisation that builds.



An organisation that helps Tyne and Wear move.



A bus stop and timetable provider.



An employer that offers many benefits.



A transport planning body and information provider.



An organisation that puts safety first.



An organisation that uses data to inform decisions.



A promoter of public transport on behalf of the two regional Combined Authorities.



An organisation that invests.



A manager of transport Interchanges and Stations.

Page 206

1.8 Where are we now?

Nexus have made huge strides in recent years in encouraging equality and promoting diversity across the organisation. As an organisation, our frontline customer teams are comfortable and adapt to interacting with customers of all ages and with a variety of needs. Similarly, internal colleagues across departments are aware of the Equality Act and Public Sector Equality Duty, and what this means in practice, yet still this is not universal.

Many employees may be unaware of the broad nature of Diversity and Inclusion – and what these terms mean in practice. Employees are somewhat more likely to be aware of protected characteristics even if they cannot define all of them and outline some groups who may require additional needs. Yet there may also be shortcomings and a lack of understanding surrounding specific terminology and legal requirements surrounding D&I, including ‘reasonable adjustments’.

Nexus currently employs a Stakeholder Relations team and Youth Liaison Officer who play a vital role in engaging with and fostering relationships with various community groups and stakeholders, including customers with protected characteristics. Passenger representatives, LGBTQ+ groups,

young people, schools, and elderly and disability led organisations make up just some of the consultees in which Nexus aims to reach out to in response to various programmes and initiatives. More recently, the Public Relations team have continued to adapt the way they interact with groups and individuals as a result of the Covid-19 pandemic.

Nexus is proud of its achievements and heritage and strives to ensure more customers and those of protected characteristics are included as part of consultations and celebrations. Celebrating 40 years of Metro, celebrating 20 years of the Sunderland Metro extension, the Voices Project, Metro Flow, Take the Kids for Free, Covid Vaccination Hub, and Art on Metro – are just some of the recent initiatives in which Nexus has enlisted the help of other organisations through public consultation. Ensuring feedback from a diverse range of voices on these projects and initiatives has given Nexus a basis on which to look for strengths and opportunities for future policies and programmes.

Furthermore, Nexus remains proud of its record in ensuring that public transport is accessible by securing 10% of bus services within Tyne and Wear, at the cost of 12 million pounds annually. Secured bus services have

helped increase accessibility across Tyne and Wear by ensuring that essential links for customers are present to ensure their needs can be met effectively – including for travel to key amenities. This is of benefit to Diversity and Inclusion across Tyne and Wear by ensuring that as many as people as possible can still rely on sustainable transport to perform everyday tasks, despite there not often being a commercial opportunity to serve their area – generating a society with more equal opportunity regardless of a person’s geography. Nexus will continue to maintain stability across the secured bus services network and will strive to minimise the impact of loss of commercial bus services as a result of impacts from the pandemic to ensure that essential journeys can still be made.

Moreover, from an internal perspective – Nexus strives to promote diversity as an employer. The inclusion of a Diversity and Inclusion question as part of the interview process has promoted the importance of D&I from the beginning of a person’s work journey, for example. Furthermore, as transport remains a male dominated sector of employment, the active participation of colleagues within Women in Transport is helping to raise the awareness and help empower women to maximise their potential within the organisation, and across the wider sector.



Recently, Human Resources have set out new policy and reviewed policy that adequately reflects our organisational commitments on Diversity and Inclusion in everything we do as an employer. Nexus sets out its established overarching guidelines in associated with Diversity and Inclusion that can be viewed within a range of internal policies, including;

- Grievance Policy
- Trans Equality Policy
- Disciplinary Policy
- Wellbeing Policy
- Whistleblowing Policy
- Dignity at Work Policy
- Nexus Code of Conduct

All of the above commit Nexus to fulfilling obligations established in the Public Sector Equality Duty, as well as building on responsibilities and being proactive in ensuring fairness and equality is maintained for all employees. More contemporary policies such as the Trans Equality Policy have embraced a collaborative approach to broadening Nexus commitment to ensuring that transgender colleagues are treated with dignity and respect, and that those identifying as other genders different to their sex are not disadvantaged in the workplace. These and other such policies reaffirm the benefits to the organisation when colleagues can be themselves at work. Moreover, they have committed Nexus to securing and harnessing an inclusive environment in which diverse characteristics are welcomed and supported.



2. Strategic Context

This section of the strategy intends to outline the benefits of recognising and promoting D&I, the risks that would occur if there was no D&I, and the prescribed laws and charters that Nexus are bound to. Contextually, this section will also address Nexus in context – identifying the main issues and barriers relating to D&I facing Nexus as an organisation. In addition, this section will also cover Tyne and Wear in context and demonstrate several statistics and indicators about the area’s social profile and demographics, particularly in relation to protected characteristics. There will also be reflection on the previous strategies on D&I, and where to where progress has been made so far.

Page 210

2.1 Equalities Act

As a public sector provider Nexus is required by the Equality Act (2010) to publish information, review efforts, and set out specific objectives in which to demonstrate progress. Moreover, the Equality Act provides statutory requirements stating that corporations must provide protection for people against discrimination or harassment because they have, are perceived to

have, or are associated with someone who has, a protected characteristic.

These are outlined in the graphic below:



Nexus will also endeavour to consider the needs of groups who currently sit outside of current legislation, such as those from more disadvantaged backgrounds. This will ensure that Nexus is proactive and futureproofs itself alongside developing D&I trends and emerging legislation.

Nexus recognises that Diversity can include so much more than what is outlined within the Protected Characteristics. Other Diverse characteristics include social and demographic background, ethnicity, gender, cultural background, cognitive and personal strengths, and neurodiversity, amongst others. Working towards achieving a more diverse organisation means having people from different mindsets and different skills sets is important in a team. Encouraging and empowering people from who think in different ways, are from different backgrounds to others, and are from different thought and experience is also significantly important to Nexus.

Alongside the requirements of the Equality Act, Nexus has and will continue to publish annual relevant information to be compliant with the Equality Duty. This information includes annual reporting on the Gender Pay Gap. Further specific and measurable equality objectives may also be added to this information in the future.

2.2 Equality Duty

The Public Sector Equality Duty was created via the Equalities Act to extend protected characteristics. In summary, those subject to the general equality duty must have due regard to the need to:

- Eliminate unlawful discrimination, harassment, and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

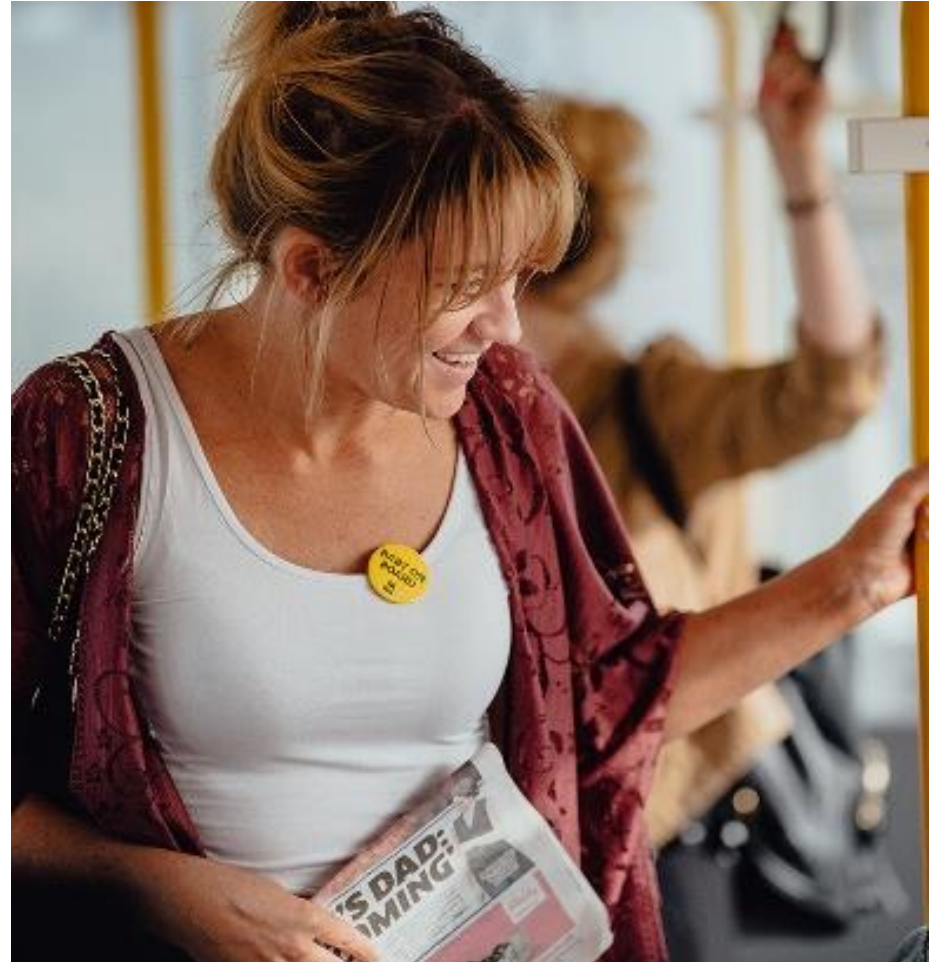
These are often referred to as the three aims of the Equality Duty. Having a due advantage for advancing Equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

The Equalities Duty states that meeting different needs involves taking steps to take account of disabled people's disabilities. It describes fostering good relations as tackling prejudice and promoting understanding between people from different groups. It states that compliance with the Equality Duty may involve treating some people more favourably than others.

Nexus must comply with the general Equality Duty as a legal obligation, but it also makes good business sense as an organisation to be compliant. Any organisation that can provide services to meet the diverse needs of its customers should find that it carries out its core business role more efficiently. Similarly, a workforce that has a supportive environment is more productive.

The Public Sector Equality Duty requires Nexus to consider how we can positively contribute to the advancement of equality and good relations. It requires Nexus to consider Equality to be reflected into the design of policies and the delivery of services, and for these and any other issues that may arise, to be kept under regular review.



2.3 Why is there a need for D&I?

Workplaces and corporations that encourage Diversity, and Inclusion can help make themselves become more successful. Employees should feel happier and more motivated whilst at work and are therefore better placed to serve a diverse range of customers. Secondly, this improved environment is likely to improve productivity, ideas and problem solving, and can ultimately lead to becoming more attractive to potential new colleagues as well as being better at retaining good individuals as workforce.

Diversity and inclusion are business advantages. Closing the perception gap between how inclusive companies believe they are in comparison to how included their colleagues feel can result in increased productivity and turnover overall. Analysts from a 2018 Gallup report found that reduction of a perception gap can lead up to an increase of 33% in profit, whilst reducing further costs relating to turnover of colleagues.

Nexus wants all colleagues and customers to be an integral part of its community and will aim to create a truly inclusive culture whereby everyone feels included. Enabling those with protected and underrepresented characteristics to have equal opportunities at work or using public transport will excel their potential and quality of life.

Recognition of D&I within our corporate structure will allow Nexus to make more informed decisions based on collaboration and coproduction of team members from a diverse range of backgrounds and opinions. Ensuring that a diverse range of voices are contributing toward discussions will allow for better decision making overall. Furthering commitments to D&I can also

allow for more open and honest dialogue, and businesses are free to be challenged constructively by the people they serve, the people they employ, and by other stakeholders.

It is a cause for celebration that D&I has become more centre stage within the past decade or so, yet there remains a risk that by trying to lead people to be more open and inclusive, it forces people to do the opposite. Evidence based objectives are therefore more likely to be effective in practice.

The following graphic, figure 1, sets out specific and separate benefits for both our customers and colleagues from Diversity and Inclusion. All these reasons are beneficial for Nexus as an organisation in fostering a better approach to carrying out daily practices and work, and establishes reasoning for continuously developing and reviewing our approach to D&I.

Customers

Diversity and Inclusion is beneficial to our customers as it allows Nexus to be more aware of lived experiences and barriers that are faced by certain individuals or groups of people. If our colleagues are more diverse and are adequately representative of Tyne and Wear, we will be better adapted to provide better services due to an enhanced awareness of issues and experience. Diversity and Inclusion commits Nexus to continuously develop its practices in ensuring that our transport and other services are inclusive and welcoming to a diverse range of customers.

Page 214

Colleagues

Diversity and Inclusion is beneficial to our workforce as it is in the best interest of everyone employed at Nexus. Promotion of an inclusive culture at work creates a positive wellbeing that enables further potential. Diverse teams from different backgrounds and skillsets harnesses diversity of thought and innovation allowing more opinions and voices to be heard and respected. A diverse and inclusive environment at work will help Nexus promote ourselves as an employer of choice to continuously attract and retain good staff.

Figure 1: Why is there a need for D&I: Customers and Colleagues

2.3.1 Business Case for D&I

Awareness of the business case for D&I is on the rise across corporate agendas. While social progression or cultural justice may typically be the main source of reasoning behind D&I efforts, there is a growing regard for D&I as a large source of competitive advantage. Progress on diversification efforts can often be challenging and slow to achieve, yet there is evidence to show that even small progress is a key enabler of corporate growth.

The opposite graphic, figure 2, demonstrates several positive business case scenarios that enhancing D&I objectives can positively and progressively impact.

Page 215

Colleagues (Internal)	Inclusion drives higher business performance
	Employee engagement increases motivation and productivity
	Addresses talent and skills gaps
	Enhanced innovation and creativity
Customers (External)	Positive impact on financial performance
	Improved customer orientation
	Increased customer satisfaction
	Socially and culturally progressive

Figure 2: Business Case for D&I

2.3.2 Colleague Opinions on D&I

As part of the scope for this strategy and the People and Culture Strategy, a series of focus groups and internal workshops were held during Autumn 2021 referring specifically on Diversity and Inclusion. These focus groups included a range of themes for discussion and helped identify a number of similarities and contrasts between opinions in departments and roles across the organisation.

Focus groups are a beneficial tool for gaining insight on topics such as Diversity and Inclusion as they provide a means in which information and insight can be gathered first hand from individuals who work for the organisation. The Focus Groups are inclusive in themselves by ensuring that voices can be heard across all levels and departments at Nexus, and Chatham House rules are adhered to which ensures that there will be no repercussions from anything said and that information will be anonymised. Participants were informed that their opinions and views would be noted without names or job roles to collect data to the betterment of policies and strategies for Nexus as a whole.

Focus groups are valid and important market research tool for Nexus to help us recognise perceptions amongst colleagues. Perception of Diversity and Inclusion amongst our workforce is often as valid as reality to address gaps in communication. Nexus has a responsibility to compare data from focus groups alongside other data in order to identify and recognise

similarities and differences and recognise where gaps have emerged. By conducting further focus groups, Nexus will have an enhanced ability to communicate better and actively portray an awareness of issues where required.

The opinions and thoughts gathered from the focus groups in 2021 outlined several common themes in which many colleagues view that Nexus has performed demonstrably well, including the below:

“It is a very positive thing that people do get challenged at Nexus for saying or doing anything that is out of line.”

“I feel accepted at work – and feel this is the same for others of certain protected characteristics.”

“New and contemporary HR policies relating to inclusion have proven, I think, to be very popular across the business.”

These quotes demonstrate some consensus that there is a recognition on what constitutes as right and wrong behaviour at Nexus. There was an overall acceptance from most colleagues that people do face consequences or are challenged. Furthermore, there were positive views on acceptance at work and that people from certain protected characteristic groups that are minorities expressed favourability that they feel they are accepted at work to be themselves.

Despite this as shown below, the common themes of paying lip service to elements of D&I, lack of clarity on speaking out, and differences in behaviour between departments were all common themes that were recorded from some colleagues, where there is perhaps further progression to be made.

Page 217

“Nexus pays lip service to diversity and inclusion.”

“I have found it hard to raise certain issues as a woman in certain teams. But this might not be universal across Nexus.”

There was a consensus from most colleagues who participated that there are contrasts between teams on D&I, and that progress made was not evenly universal across the whole of the organisation at the same pace. Despite this, some colleagues who participated expressed those emerging policies in relation to D&I have had an impact on the organisation and are perceived in a positive way. Contemporary progression from Nexus in this regard has been to the benefit of the organisation and its everyday work, it was expressed. These views have been reflected in the quotes below:

“There has been a massive shift in thought on diversity at Nexus over the past few years – yet some teams are lagging behind.”

“New and contemporary HR policies relating to inclusion have proven, I think, to be very popular across the business.”

“More champions and ownership [of D&I] can drive change throughout the business and ensure positive approaches are adhered to.”

Regarding customers, many colleagues were impressed and spoke fondly and positively of the steps Nexus has taken as an organisation to ensure more customers and groups have been consulted – and welcomed this initiative. However, this was not universal and there was some consensus that certain aspects had taken a step back as a result of effects of the Covid-19 pandemic.

Colleagues had differences of opinion surrounding the meaning of Diversity and Inclusion and what this meant in practice in the context of their own role. For example, it was assumed that D&I is more important in customer facing roles of the organisation than otherwise.

On the topic of D&I related training, responses appeared to be mixed. Many people described their own previous experiences with other employers of positive D&I training where skills were gained that has helped them excel within their role at Nexus. Others thought that perhaps our training was a bit lacklustre and thought it needed a contemporary update. On the other hand, other colleagues felt that too much Diversity and Inclusion such as Unconscious Bias training for example, which was mentioned, can have a negative effect and result in the opposite of its initial intention.

“There is a need for senior leaders to change the corporate culture – there is a need for those in these positions to buy in to diversity more.”

“Diversity training in person is a really good tool that should be available to everyone – and done in person.”

“We have made huge strides as a business from the perspective of our customers regarding accessibility – yet this is not reflected as well on the employee side.”

In summary, what was the most significant and positive of the focus groups was the collective consensus that D&I was important for Nexus as an organisation – and that people could identify the positive steps that enhancing D&I can have for customers and colleagues alike. Furthermore, it can be concluded that there is awareness of issues associated with D&I and that these must be monitored to ensure progression.

Nexus will continue to conduct focus groups as a new tool to actively scrutinise progress made on topics directly related to Diversity and Inclusion and will subsequently be able to adequately compare perception along with implemented policy and targeted action. Nexus will compare focus group data alongside other data monitoring on D&I, and actively quantify data against focus group data. Nexus will reflect on what has historically been successful or perceived to be successful with Diversity and Inclusion and be better placed and informed on where to target policy in an appropriate way. In doing this, this will benefit Nexus by ensuring that our universal approach to D&I is reflected and achieved. Not every colleague in the organisation participated within focus groups, and it will therefore be important to compare and update data to consider the wider D&I effects on others across the organisation.



2.3.3 Indicators of D&I

Not only is there a clear moral case and culturally progressive need for Diversity and Inclusion within the organisation, but it is vital that Nexus best reflects Tyne and Wear, the area in which it exists to serve. All colleagues and customers should feel valued and

The below figure 3 demonstrates several indicator tools used to identify the presence of Diversity and Inclusion as a whole. The prevalence of these indicators across the organisation will be paramount in generating a cultural shift.

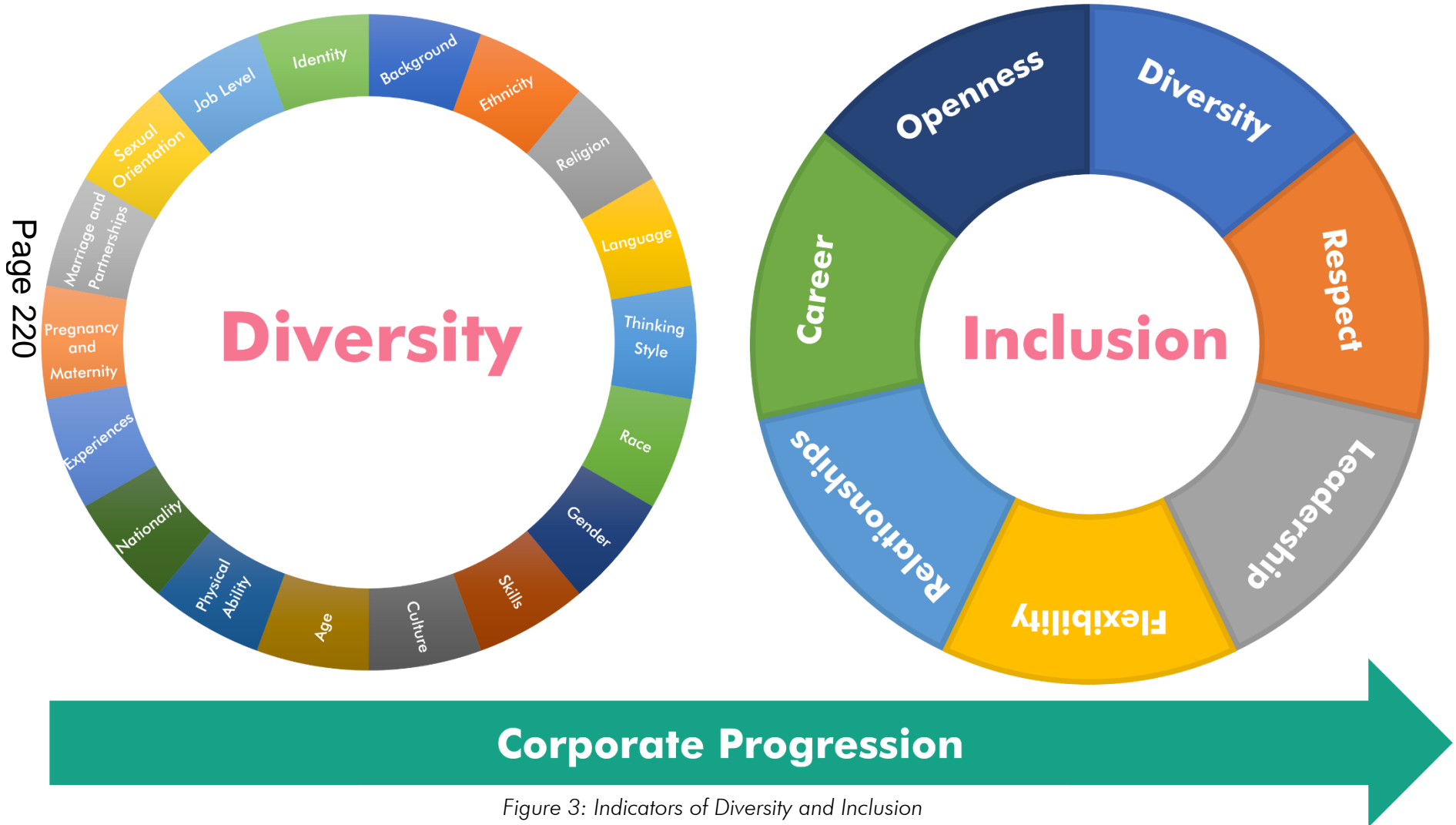


Figure 3: Indicators of Diversity and Inclusion

2.3.4 What does inclusive culture look like?

Research indicates that the key factors shown in Figure 4 below need to be in place across organisation to foster a culture that is truly inclusive. These core features should be understood and recognised effectively by senior leaders and heads of department to ensure that inclusive decision making is effective and universal in its approach.

The Case Studies included within this strategy can be understood and analysed in context with Figure 4. These examples can be used as good practice evidence of where various D&I tools have been implemented successfully, and their success is demonstrated by the existence of the inclusive culture criteria.

As an organisation, Nexus will embody inclusive behaviour and promote five overarching qualities of inclusive behaviour to achieve a fully inclusive culture. These five qualities, outlined in figure 5, will allow Nexus to demonstrate what inclusive culture should look like across all teams and departments, and will allow managers and leaders to recognise where shortfalls are occurring and what targeted action may be required in order become more inclusive.



An open and trusting environment	An open and trusting work environment within which there is an absence of prejudice and discrimination, and where everyone is treated with respect and dignity, and where all persons feel valued.
Resources evenly distributed	A common acceptance that resources (including salaries, tools, access to information, and responsibilities) are distributed fairly and equally.
Policies that support all	Policies and initiatives in place on D&I objectives that protect equality laws, human rights, working conditions, dignity at work, employee welfare, and fair recruitment, onboarding, and procurement practices.
D&I as a corporate objective	Establishing D&I as a business objective and ensuring that strategies and policies are inclusive and fully supported and promoted by senior leaders.
Decision making	Decision making processes that are devolved from senior leaders and are made at the lowest point possible.
Understanding and awareness	An awareness of key issues surrounding D&I communicated effectively to employees, and an understanding of these issues.
Open flow of information	An open flow of information and best practice ideas across the whole of the organisation, ensuring that business goals are communicated to everyone, and where a culture of employees vs. management is discouraged.
Consultation and Participation	Encouraging employee and customer consultation and participation to ensure that management and senior leaders effectively act upon what is being said.
Innovation	The encouragement of innovation and creativity via people managers.
A representative workforce	A workforce that adequately represents the local area and community, and customer base. Where there is short falls, action should be taken to encourage under-represented groups to apply.
Encouragement	All employees are encouraged to develop and progress their careers and personal goals, and any barriers faced by groups or individuals should be identified and action taken to address them.

Figure 4: Diversity and Inclusion key indicators

Our 5 Principles of Inclusion

1

We believe that everyone is unique

Each of us has a unique story and individual background, and contribution that we bring to Nexus. We will build an inclusive culture as we create space for each unique individual to bring the best of themselves to Nexus and avoid making assumptions about the backgrounds, views, or preferences of others.

2

We will be aware of our potential biases

We are all biologically wired to be biased, so there is no shame in admitting to ourselves that we have our own set of biases. We need to explore, identify, and create strategies to mitigate the biases that we unconsciously hold.

3

We will avoid in-groups

Being excluded from an 'in-group' can cause feelings of pain and disengagement. An individual feeling excluded from an organisation by 'insiders' has repercussions that can be detrimental to everyone, so therefore we will seek to be aware of those who may be feeling excluded and find ways to shatter cliques to let them be included.

4

We will speak up

When we experience or witness discriminatory or non-inclusive behaviour at work, we will have the courage to speak up. This should not be a heated confrontation but a quiet word with individuals explaining what you witnessed and why that may have created a feeling of exclusion. We will foster the correct environment in which people should feel empowered to speak up.

5

We will seek to learn about the experience of others

Growing our awareness of backgrounds and lived experiences different from our own is not an onerous task, but a mindset that actively seeks to stay curious rather than closed off. There may be opportunities to hear directly from those of different backgrounds, or draw on the wide array of internal and external resources to educate ourselves.

Figure 5: Nexus 5 Principles of Inclusion

2.3.5 Outcomes of D&I

To progress as an organisation, Nexus will need to allocated resources and training efforts in D&I objectives that help attract and retain the right employees and create the most accessible and safe transport for customers. Several D&I related issues will be discussed throughout the following sections, yet the overall outcomes follow a similar positive pattern – and establish the business case for implementing D&I related objectives.

Continued and enhanced focus on D&I at Nexus will ...

Page 224

- Build stronger and more cohesive teams that work increasingly better together – where more opinions are voiced and respected. This will harness the diversity of thought, skills, and innovation – to foster a more inclusive workforce that enables further potential.
- Creates positive wellbeing amongst employees that improves retention of good individuals and boosts performance.
- Enable Nexus to promote ourselves and our brand as inclusive to a wider field of talent.
- Help us to recruit and retain a wider talent pool of individuals from different backgrounds across Tyne and Wear and beyond.
- Improve the reputation of Nexus by advancing the services we provide.
- Promote an inclusive internal culture that is better placed to serve the communities of Tyne and Wear.

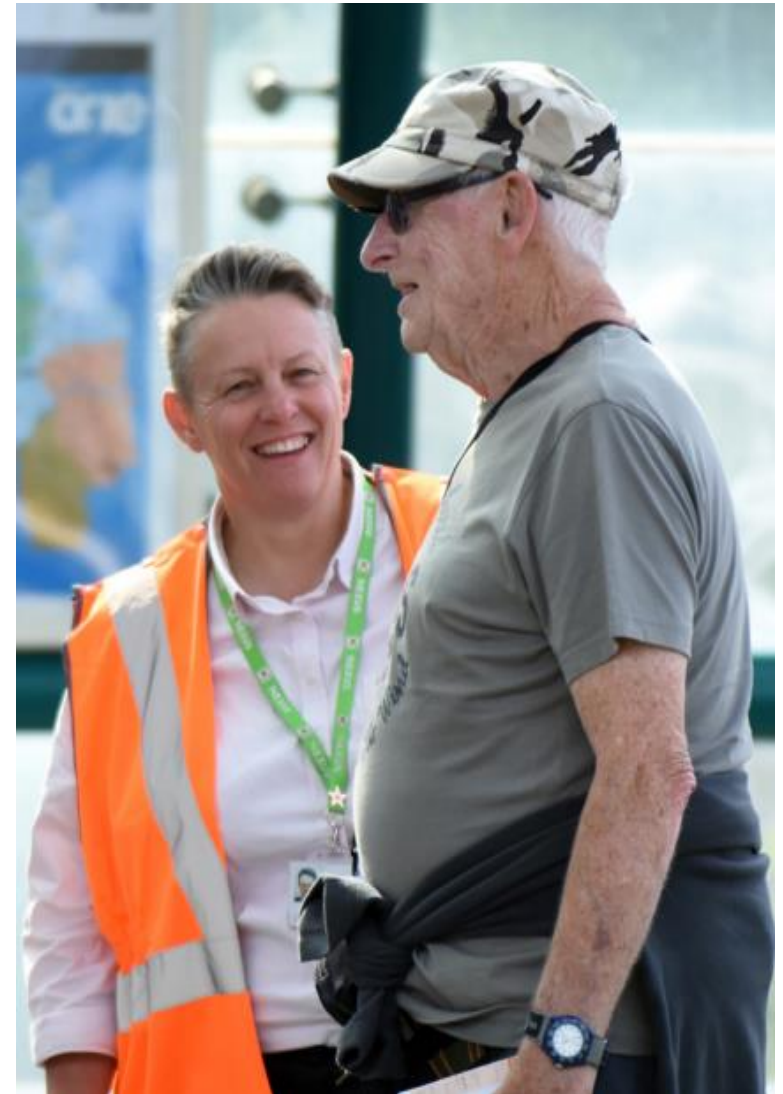




Figure 6: Outcomes of D&I

2.4 Return on Investment

As shown in section 2.4, prospective employee talent increasingly expects employers to have inclusive measures, and that share positive internal data in this field. Any labour market that is increasingly candidate driven will enhance the expectation of employers to stand out from the crowd. Likewise, in a competitive market, customers are ever more likely to be loyal or return their custom to a business who are seen to be actively more socially progressive over a competitor.

Measuring the return on investment (ROI) on D&I objectives can often be difficult due the nature of the task given that it is an ongoing cyclical process that should be very much for the long term. Nevertheless, active measures to benchmark the ROI can have a positive outcome on delivering D&I objectives overall.

It is important that Nexus continuously review and reflect on Diversity and Inclusion policies, strategies, and initiatives. Recognising that D&I is not a means to an end is significant and Nexus is committed on continuously evolving and developing itself regarding D&I across the organisation. Nexus will commit to measuring return on investment with D&I by reviewing actions as part of the annual Corporate Business Plan. Secondly, broadening the

scope of the annual Equality Reports in line with actions outlined within this strategy will allow Nexus to continuously evolve and reflect on progress made. Through increasing our monitoring efforts on D&I, Nexus will be better placed to make use of interactive dashboards of data to target policy and initiative in establishing a quicker and more advanced approach to dealing with D&I related issues or shortfalls.

It is important for Nexus to commit to reviewing the return on investment and progress made regarding D&I to continuously develop and better ourselves as an organisation. Measuring the return on investment for D&I is not always straight forward or clear – but is more likely to ensure that policy shortfalls are not missed, and that certain teams or individuals do not get left behind.

Figure 7 demonstrates several key reasons on why it will be necessary for Nexus to measure progress on D&I and keep it in constant review. Figure 8 establishes some questions for Nexus to reflect on when reviewing D&I policy, and how these are significant to key areas that affect D&I.

INCREASED SENIOR BUY IN

Inclusion is not short term – it is about multiple pieces of activity within an organisation working collaboratively to enhance ROI value. There is not an immediate short term return which is often what senior managers look for. Senior buy in is important as top positions need to be visible D&I champions.

INCREASED STAFF ENGAGEMENT

Staff data collection, monitoring, and participation is important to keep all colleagues involved in D&I, and can generate more support for objectives in the process. By demonstrating news stories or data on D&I can have a positive impact on staff morale. Nexus should not be afraid to tell non good news stories – it is important to inform staff and customers that these objective has not worked but this is our alternative solution. This can demonstrate a realistic grip on issues, and enhance support.

RECRUITMENT AND PROMOTION

There are significant business benefits with D&I. More diverse talent attraction to roles is going to be cost beneficial as there are more likely to be reduced turnover costs. A growing inclusive culture is more likely to enhance personal employee development and thus drive better results overall. Active measurement of D&I across HR will demonstrably drive better results.

DEMONSTRATE PROGRESS AND CELEBRATE SUCCESS

If Nexus is willing to talk more openly about the ROI of D&I in a positive and direct manner – it can demonstrate both internally and externally that we are a leader in this field. This can help a business stand out in their sector and thus better place it to attract staff from competitors. It is good to celebrate success and development that in turn can boost support for colleagues and customers. This will increase inclusivity overall.

FINANCIALLY AND CULTURALLY PROGRESSIVE

Building and encouraging inclusive and diverse social capital can enhance employee and customer relationships. An improved inclusive culture associated with the Nexus brand can trigger a number of financial benefits. Financial benefits can also be about what would occur from a 'do nothing' approach – which would lead to a culture that is not progressive and risks costs associated with high turnover, loss of revenue, customer dissatisfaction, and excess marketing, amongst others.

Figure 7: Indicators for Return on Investment

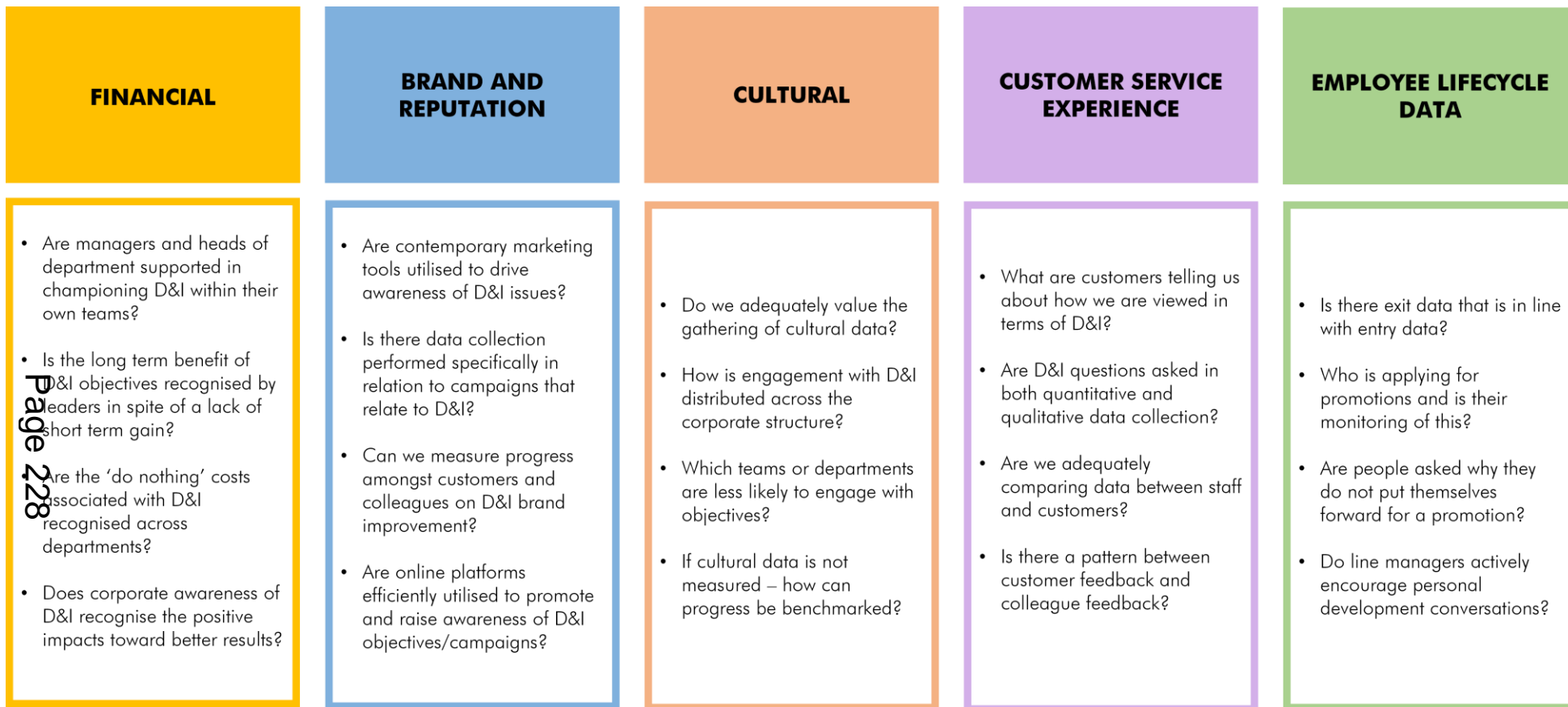


Figure 8: Return on Investment Measures

2.5 Tyne and Wear in context

As the Passenger Transport Executive for Tyne and Wear, Nexus has the responsibility for serving communities across five local authorities - Gateshead, Sunderland, Newcastle, North Tyneside, and South Tyneside. It is imperative that Nexus remains aware of the demographics and social indicators in Tyne and Wear so that we can be aware of social and economic barriers to diversity across the communities we serve. Furthermore, it is incumbent upon Nexus to analyse census and demographic data for Tyne and Wear, and to also examine beyond this data to ensure that we are proactively in tune with changes in diversity.

Figure 9 demonstrates some data on diversity taken from the North East Enterprise Partnership (2021). This factual data is presented alongside a short analysis that looks beyond what is often presented and taken from census data. It is important to recognise that this is not an exhaustive list of examples of diversity within our communities of Tyne and Wear, and that many more diverse characteristics exist. Figure 9 intends to portray an overview of some of the issues and barriers that certain groups of individuals face or may face within Tyne and Wear. Although Nexus cannot work to overcome barriers to diversity in wider society alone, recognising their existence and the effects it may have to us on being a customer or barriers on accessing employment are important.



Ethnicity – The 2011 Census data outlined that people of ethnic minority are consistently at a disadvantage within the labour market in Tyne and Wear. Although Tyne and Wear has lower numbers of ethnic minorities than the UK average, numbers are increasing. In addition, Newcastle, Sunderland, and Northumbria Universities had over 18,000 students from overseas in 2020 which increases the number of ethnic minorities living in Tyne and Wear on an annual basis.

LGBTQ+ – The North East region has just 1.5% of the population who identify as LGBTQ+, which is lower than the 2.2% national average – this suggests that there still may be still some social stigma issues attached within areas of the region which creates barriers to LGBT+ identity.

Faith/Belief – Tyne and Wear has large concentrations of population who follow a particular faith that are often larger concentrations in comparison to other urban areas elsewhere in the United Kingdom. The Jewish community in Gateshead and the Muslim community in West Newcastle are larger concentrations than the national average.

Disability – The number of people living with a disability in Tyne and Wear is higher than the rest of England, 74 people per 1000 have a disability, compared to 56 average nationally. In addition to this, the number of registered disabled people who are unemployed in Tyne and Wear is one of the highest rates in England which suggests there are existing barriers to their progression and accessibility in the labour market.

Income Deprivation – Although not a defined Protected Characteristic, it is important to be aware that income deprivation in Tyne and Wear is higher than the national average. Areas of inner Newcastle and Sunderland have particularly high concentrations of income deprivation and poverty.

Figure 9: Characteristic Data Analysis in Tyne and Wear (data from North East Local Enterprise Partnership, 2021)

(%)	White/ White British	Black/ Black British	Mix ed	Asian/ Asian British	Chinese /Thai/Ja panese
Tyne and Wear	90.48	0.92	1.09	3.53	0.51
UK average	82.79	2.94	1.85	5.87	0.85

Figure 10: Ethnicity in Tyne and Wear vs UK Average (Census, 2011)

The North East region has a dynamic population, that is becoming increasingly larger and more diverse. Between 2002 and 2019, the total population of the North East had grown by 5.7%. This rise in population creates a range of opportunities both as an employer and transport provider, as well as a set of unique responsibilities and challenges.

The economic and social geography of Tyne and Wear can often be complex. Tyne and Wear is comprised of the larger city centres of Sunderland and Newcastle-upon-Tyne, as well as large town centres including Gateshead, Washington, and South Shields. Tyne and Wear is also home to a large number of rural communities, some of which can be fairly remote and are less accessible areas for some people.

It is important to recognise that the needs and experiences of people may vary between the type of area or community across Tyne and Wear, most notably between urban and rural. A person's locality can influence mobility, particularly those with a disability, older age, or with certain health conditions. It is also important to recognise that the North East may have particular acute problems for those with protected characteristics, in comparison with the wider country as a whole.

As a public sector body, Nexus will remain aware of a number of social and economic barriers and strive to enhance people's quality of life in Tyne and Wear via better, safer, and more accessible public transport. Likewise, Nexus should also recognise acute disadvantages amongst some groups

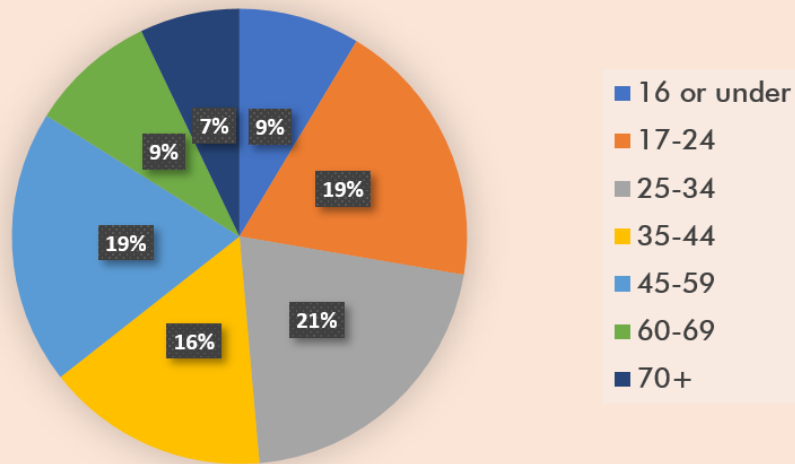
within the labour market – and strive toward broadening our appeal as an employer overall.



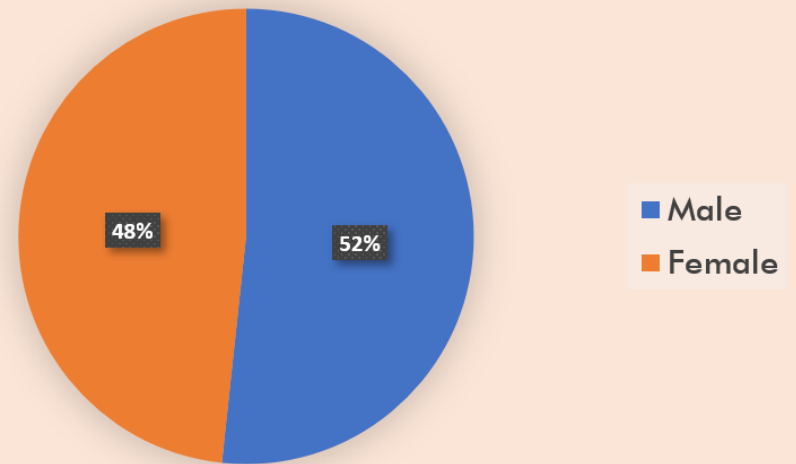
Figure 11: Male/Female in Tyne and Wear (North East Enterprise Partnership, 2021)

2.6 Metro in context

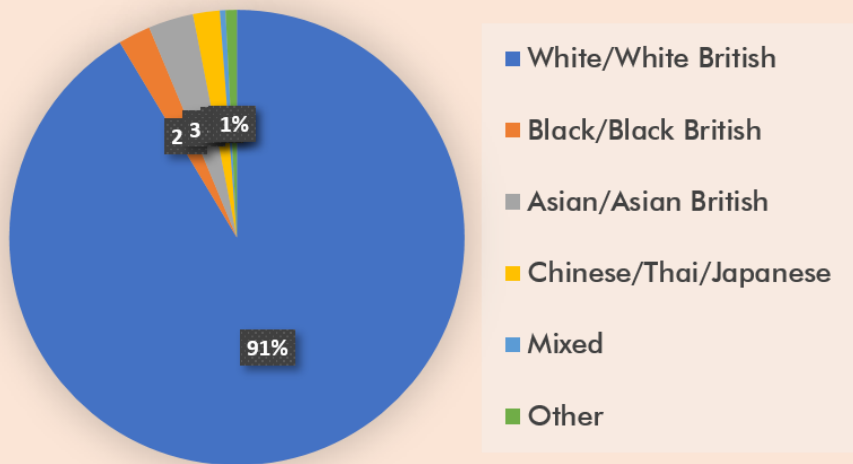
Age



Sex



Ethnicity



Disability

4% of passengers in 2019 reported having a disability or infirmity, this is well under-represented that of Tyne and Wear. In our Metro survey (June 2021) 20% of respondents to the survey told us they have a long-term illness, health issue, or disability that limits their daily activity. Of these, just under 40% are frequent users of Metro (3 or more days per week).

Figure 12: Nexus Metro Profile (2020-2021)

2.7 Ferry in context

Page 233

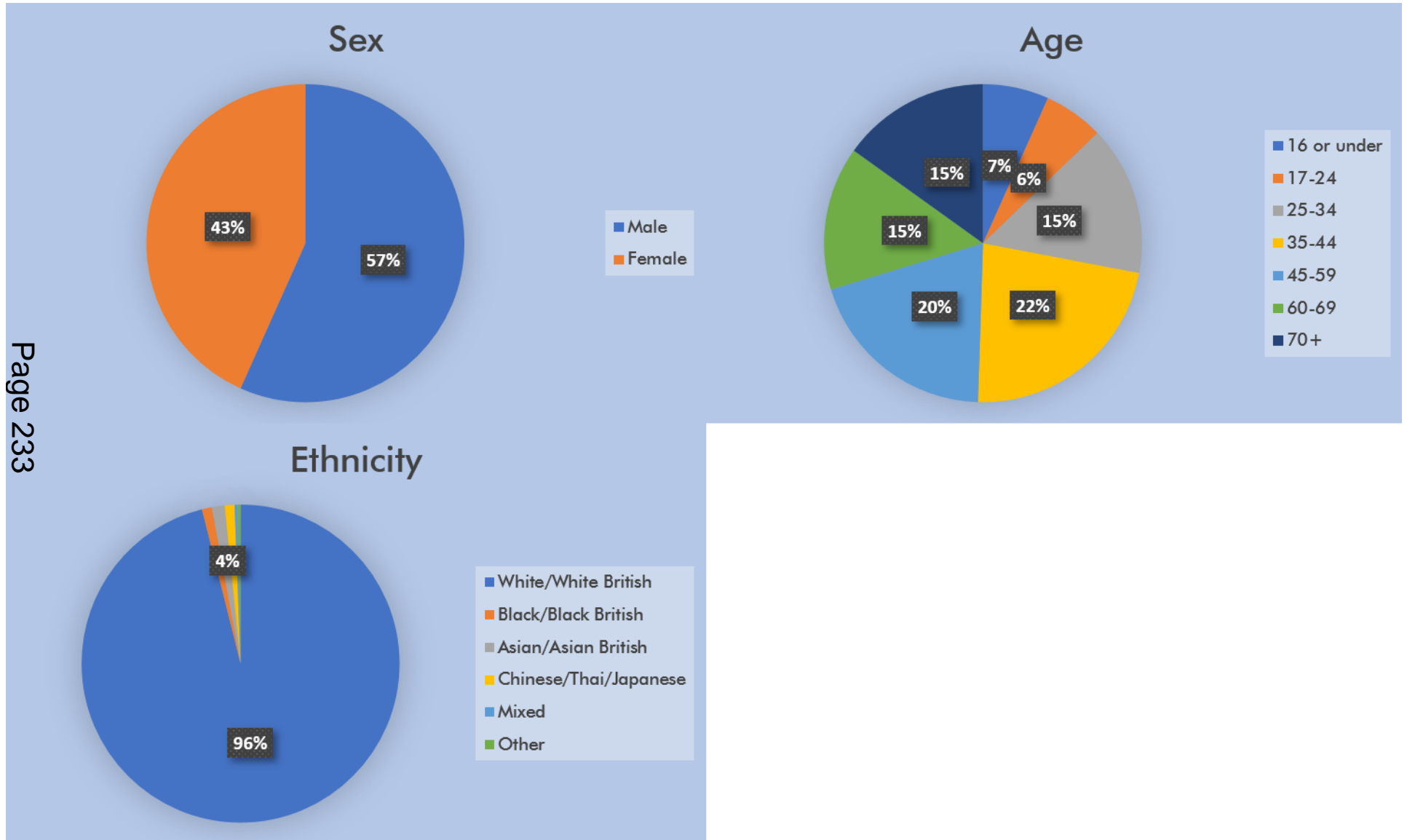


Figure 13: Nexus Ferry Profile (2020-2021)

2.8 Nexus in context

Page 234

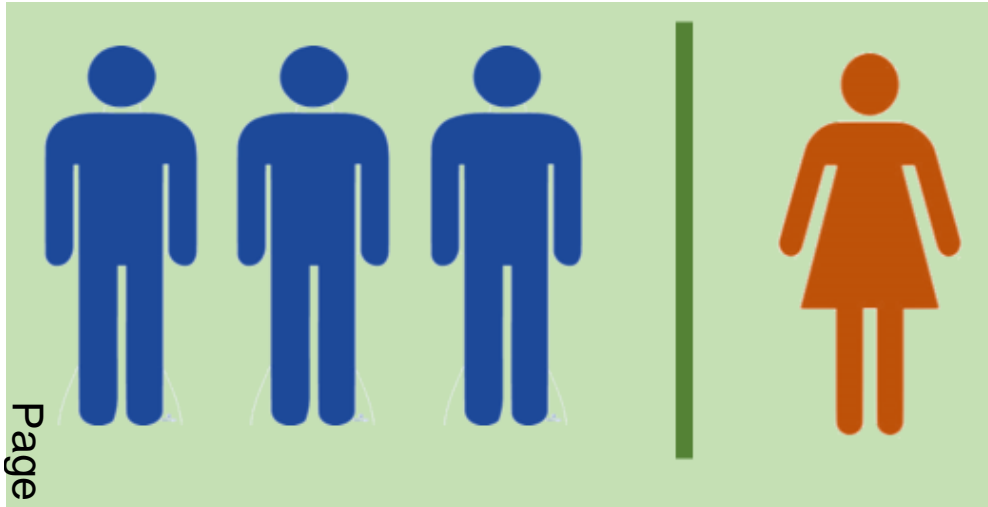


Figure 14: Nexus male/female ratio (2019-2020)

Male/Female Pay Gap

- Women earn 82p for every £1 that men earn when comparing median hourly wages. The median hourly wage for females is 18.5% lower than males.
- At Nexus, females occupy 17.3% of the highest paid jobs and 43.5% of the lowest paid jobs.
- 8.7% of females and 5.8% of men received bonus pay.

Figure 15: Nexus male/female pay gap facts (2019-2020)

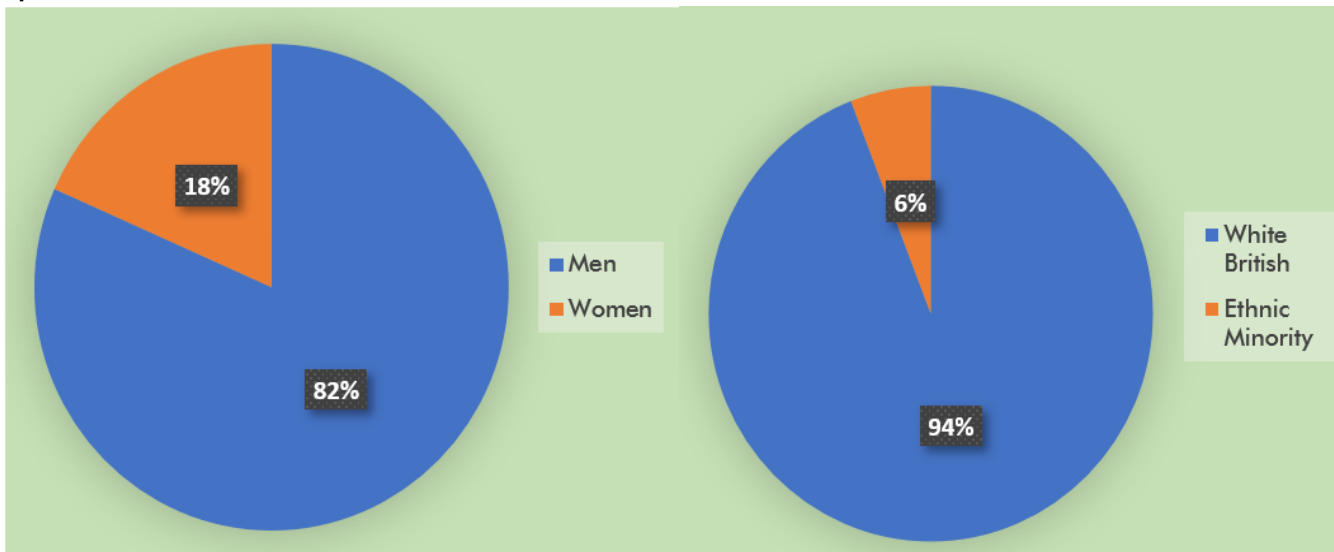
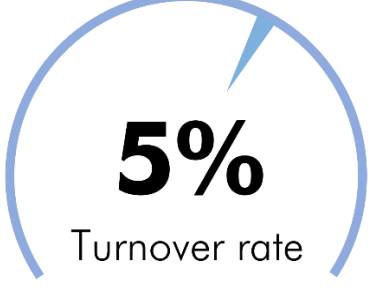
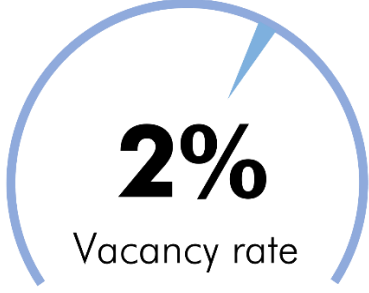
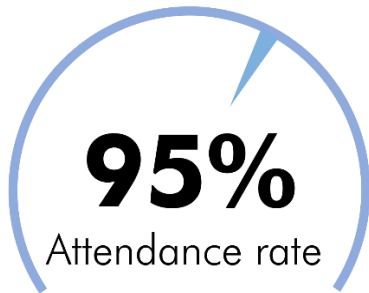
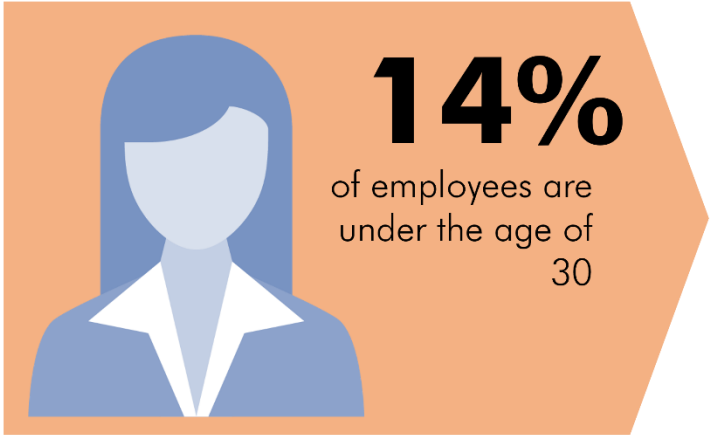
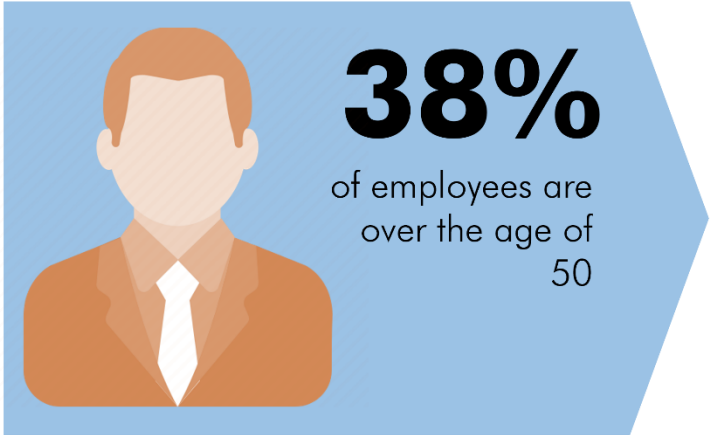
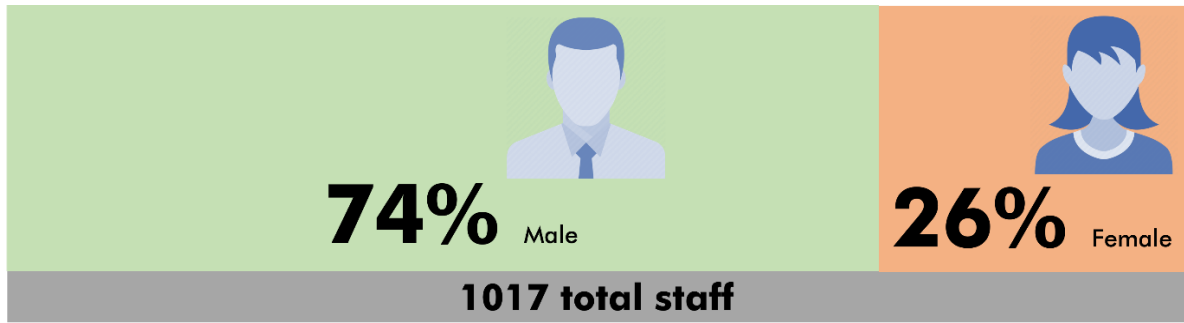


Figure 16: Nexus job applications received between August 2020 and September 2021 by sex and ethnicity

Age Group	No. of Employees	%
< 21	5	0.51%
21 - 30	125	12.65%
31 - 40	220	22.27%
41 - 50	269	27.23%
51 - 60	283	28.64%
Over 60	86	8.70%

Figure 17: Employee ages (as of Aug. 2021)



Year to date

Page 235

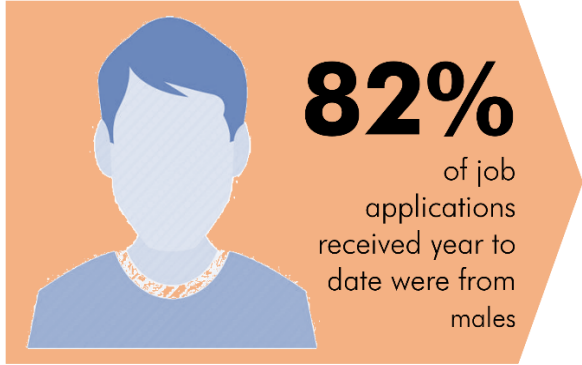
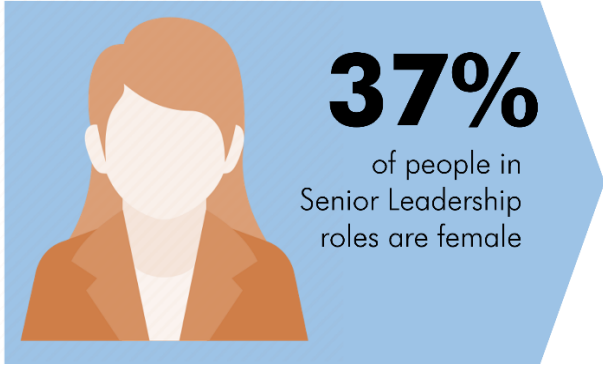
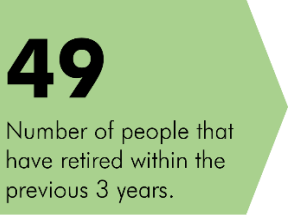
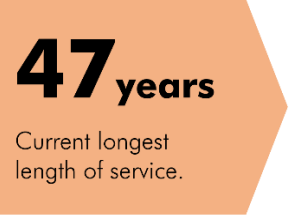
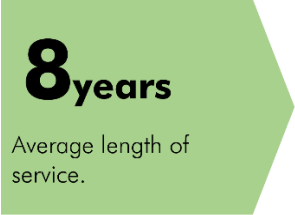


Figure 18: Nexus Employee Profile (2020-2021)

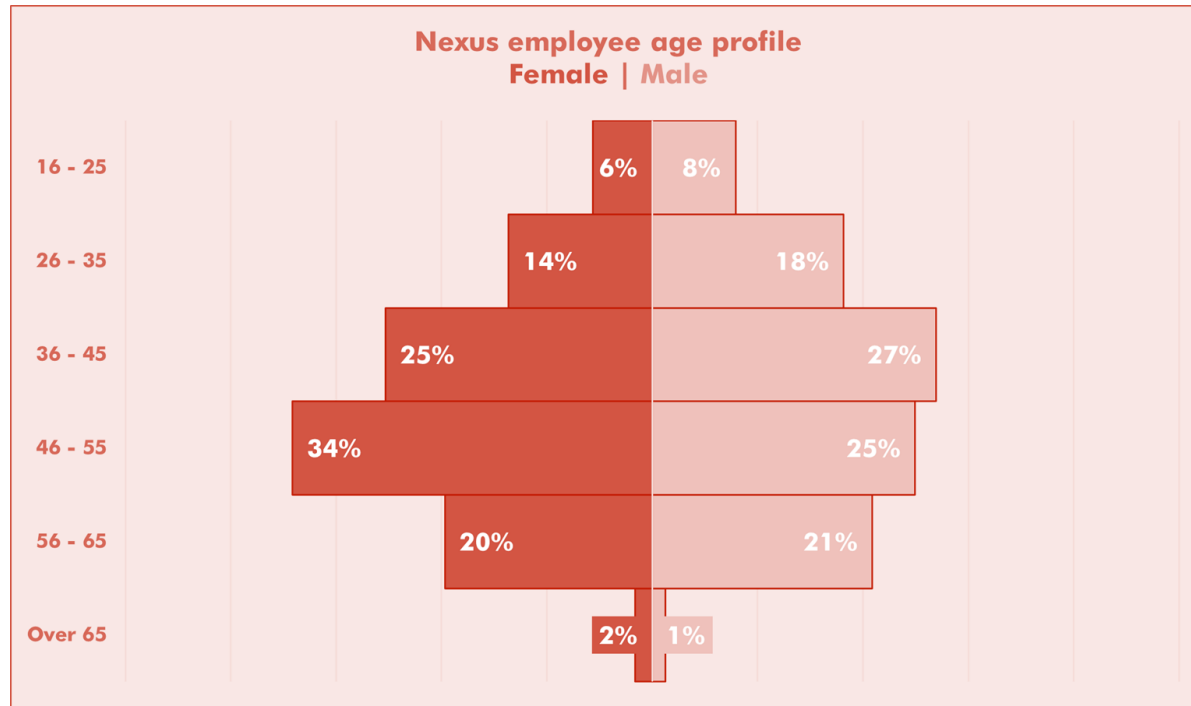


Figure 19: Nexus Employee age and sex profile (Sept 2021)

There data presented in figures 12 – 19 establish factual data on where there is progression to made for Nexus in regard to D&I. Continually examining this data also establishes where Nexus has been positive strides in achieving a more diverse workforce. Some of the data shows instances where Nexus data is not in line with that of Tyne and Wear. Some of this may be driven by wider societal issues that lie largely outside of the control of Nexus. For example, some forms of disabilities or illness make travelling

via public transport increasingly difficult or impossible. Despite this, Nexus can have a positive effect on ensuring positive action leads to positive changes amongst the diverse make up of its customers and colleagues. Nexus will strive to ensure that this data is continued and enhanced and weighed against other forms of data to examine where policy and initiative would be best placed.

The data in the figures above also provides insight into some potentially historical trends associated with the transport industry and some public bodies. Historical or false perceptions of these trends can have an effect on the potential of people applying for jobs in the transport industry. Although Nexus may not be able to solely change industry wide stereotypes, in the long-term positive change can have a positive impact on ensuring we are performing well in terms of Diversity and Inclusion. At present, some of our internal data shows correlation with wider transport industry historical trends that has traditionally been male dominated with a high proportion of older colleagues – which can form a barrier to prospective intake including women and young people.

Page 237
It is the view of Nexus to work proactively and effectively in driving change regarding D&I to ensure our colleagues and customers are diverse. Nexus recognises that some of internal statistics demonstrate that there is still work to be done for us to better represent the diversity of Tyne and Wear.

Particularly, Nexus recognises several issues and barriers to D&I can be analysed from our data. There are different barriers to D&I affecting our customers and colleagues.

For customers ...

- A high number of people with long term illnesses or disabilities rely on the transport we provide – yet disabled people are less likely to use our transport when compared to the Tyne and Wear average.

- Almost half of Metro users are now under the age of 34, which suggests that there is a greater number of young people using public transport compared to older people in the aftermath of the Covid-19 pandemic.
- A very high proportion of customers on our transport are White or White British – a slightly higher proportion than exists regionally.

For colleagues ...

- Females, ethnic minorities, and people with disabilities are underrepresented in the workplace – suggesting there is lesser interest as a prospective employer amongst these groups.
- There is a lack of transparency and data collection/monitoring of certain diverse characteristics in the workplace.
- There is an older age group disbalance in the workplace in comparison with younger age groups.
- Nexus has improved on its gender pay gap and number of females in well paid jobs, yet a gap still exists.

Nexus recognises our shortfalls by collecting and analysing this data and is committed to using this data to drive change in response to D&I to ensure that we become more diverse as an employer and attract a more diverse range of customers.

3. Customers

This section will aim to explore Diversity and Inclusion in the context of our customers. Through understanding where progress regarding minority groups or social characteristics have been addressed, and where outlying improvements are required – this analysis will help Nexus take necessary steps to implement measures to improve Diversity and Inclusion amongst its customers and stakeholders.

Page 238

3.1 Monitoring

Nexus has a long history of monitoring customer data and feedback. This is something that is used regularly to drive change and business development. As the data in section 2 demonstrates, Nexus has comprehensive data collection on the customer profile of Metro and Ferry – particularly on the protected characteristics of sex, ethnicity, and age.

It is easier for Nexus to gather data regarding some characteristics such as age and sex due to forms of ticket application, and that the characteristics themselves can be more visually representational at any single time on public transport. Data on those characteristics such as disability and long-

term illness require customers to self-declare this whilst participating in a specific activity of data collection such as a monitoring group, for example.

Other characteristics such as sexual orientation, religion and belief, pregnancy and maternity, and gender reassignment are not currently gathered as part of customer data collection. Whilst these characteristics may not often be considered as having more commonplace physical barriers to using public transport, there are social barriers that should perhaps be considered in greater detail.

Through broadening our customer data monitoring approach by asking customers to declare a wider range of personal characteristics in an anonymous form, Nexus will be able to gain a wider perspective on which groups feel more inclined to use our public transport – and whether there are patterned

trends to the data. In turn, this will make Nexus more able to pinpoint where improvement is required in making our public transport more diverse and inclusive. Increased monitoring can demonstrate where stakeholder communication with external groups may need to go further or reach out to ones that may previously been side lined.

3.2 Social Identity

Fear of violence, harassment, and being a victim of any type of crime encountered on public transport and at transport stations and interchanges can be an important factor for many in the travel choices (or lack of choices) for certain social groups. These groups regularly include women, children, older people, disabled people, ethnic minorities, and LGBTQ+ people.

Social identity can significantly influence the mobility and accessibility opportunities of an individual and use of public transport can often regularly influence their experienced levels of social inclusion. As public transport is often part of some people's daily life – the experience of some individuals from one or more social groups can often shape their own level of self-identity in wider society. Furthermore, a wholly or partially negative view of using public transport at a certain time or place due to a perceived increase in likeness of being a victim of hate crime can also result in increased societal barriers overall – such as increased fear over attending education, employment, healthcare appointments, or places for recreational activity.

As the Tyne and Wear PTE, Nexus has a responsibility to work with stakeholders, community groups, and individuals on striving to make the public transport we provide and operate more accessible and inclusive overall. This in turn will further the goals of Nexus as a business and can

increase patronage overall through a broadened appeal across Tyne and Wear.

Nexus will continue to work with groups and individuals throughout Tyne and Wear to ensure that people of all protected characteristics and specific backgrounds are considered within any form of consultation. In addition, Nexus should broaden its safety and security work to be mindful and consider impacts on D&I for customers and potential customers. Ensuring accuracy of data on crime, hate crime, and anti-social behaviour will allow Nexus to identify hotspots and where is best to deploy targeted resource.

Nexus will ensure Diversity and Inclusion are kept as a core theme in new strategies and policies regarding Safety and Security. Enhancing resource and broadening data collection on matters that are related to safety and security will ensure proactive change is made at pace to the betterment of the Diversity and Inclusion of our customers.

Case Study: *Spatial Awareness Technology*

There are numerous examples of emerging technology which can benefit physical accessibility amongst customers, including enhancing the potential of linking to a smart phone or handheld device. Ultra-Wideband (UWB) Beacons are small, battery powered radio transmitters that can be attached to walls or objects. Nearby devices that are UWB enabled and have compatible apps connect to these beacons and compute precise distance and angle. Apps use spatial awareness data to deliver breakthrough experiences, such as location-based services and way finding.

Page 240

UWB Beacons provide spatial awareness to the nearby personal devices. Mobile apps integrated with SDK detect and range with the beacons to provide indoor way finding or automatically trigger actions when people enter geofenced areas defined by installed beacons.

For public transport, UWB Beacons have the potential to aide with accessibility on board transport and at stations and Interchanges. Links with app technology can integrate awareness of space for those with additional needs into existing IT information tools and resource. There are benefits for new users who may be unsure of using new public transport modes for the first time, as well as for visitors to an area. Dependent upon the app setup, the user can custom fit the technology in its approach to suit them and their needs. Ultimately, the beacon can allow the app user to feel more secure through real time precise information navigating getting on and off public transport modes.

3.3 Online Accessibility

Increasing accessibility for all people using our online and mobile technology resources can drive a contemporary approach to ensuring a wider range of people can access information about public transport – and will therefore feel and become more inclined to use it.

One of the common themes concluded from the D&I focus groups was that the pandemic induced closure of Nexus Travel Shops has led to customers with certain needs being forced to seek out Nexus employees in order to access information or apply for ticket passes renewal. Whilst Nexus continues to provide in person resource for customers at the Control Centre and amongst roving Customer Service teams – there is still an opportunity for Nexus to better online tools to ensure that these are as widely accessible as possible. Nexus maintains that a majority of customers are comfortable using online based tools to access information and renew and purchase tickets and passes – and by ensuring our technology is contemporary and as accessible as possible to all, this will further broaden the likelihood of more people using our public transport on a regular basis.

The previous case study regarding UWB Beacons is an example of emerging technological advancement that has the potential to be embraced by Nexus

and utilised in a specific way that suits our customer base on and off our transport.

At present, Nexus complies with the government regulations on website Accessibility standards (2018) and has worked to make improvements towards advancing areas of online resource since then.

Contemporary focus on online resources has shifted towards inclusive designing where websites and applications alike are made with everyone in mind, including people with disabilities and heightened needs.

The below outlines several key guidelines established from best practice examples of which a review and development regarding our online and app resources should take into consideration:

- Use of components and graphical objects over images.
- Allowing pages to have accessible names.
- Enabling new visitors to browse with headings.
- Make the website as viewable as it is to users to visitors with hearing impairment.
- Design with cognition impairment in mind ensuring colour contrast and images with text.

As our customer base increasingly embraces modern technology and technological advances, Nexus should ensure that our accessibility online is contemporary and broadens its approach overall. At present, Nexus aims for WCAG 2.1 AA or higher as an approach to online. Nexus expects that by the end of 2022, there will be new guidelines for WCAG 2.2 – of which Nexus will comply with new guidance.

Nexus continues to have independent accessibility audits carried out on a regular basis in order to ensure compatibility with accessibility guidelines and to identify any issues. In 2022, an audit on nexus.org.uk was carried out that identified three issues regarding accessibility on the site – which have been actioned on to amend. Nexus remains aware however that partner sites including our e-commerce platform and live travel maps, that are designed or provided by 3rd party organisations, have room for development in order to make them more accessible. It will be important going forward to audit sites provided by external groups to broaden the scope in which we can further our capabilities in being accessibility compliant.

Furthermore, Nexus has developed accessibility on information externally by providing communications via video, especially on social media websites and YouTube. Nexus has ensured that appropriate videos are provided with subtitles to make them more accessible to a wider audience – this is especially useful in regard to updates on information about travel such as line closures for example. Nexus is committed to utilise video tools further and should broaden their accessibility through developing transcripts, including descriptive text for visual only aspects. Key information on travel

and activities should be provided in additional formats to meet the needs of all people who may be travelling. Broadening the scope and impact of information and communication tools is likely to have a positive impact on travelling by ensuring more customers with different accessibility needs are provided the correct information at ease prior to their travel.

In addition, Nexus will work towards replacing large volumes of document-based content on its website to HTML formats. Key information in Microsoft Word or PDF documents only can be a barrier for certain individuals and it simplifies the process of accessing information for assistive technology users.



3.4 Social Media

Social media is a growing tool that Nexus uses well in engaging with customers who can make use of real time information. The instantaneous nature and high useability of social media can have significant positive outcomes for D&I in relation to awareness and demonstration of fulfilling objectives. Corporate campaigns using social media that relate directly to D&I is a far-reaching tool in which to engage with customers across Tyne and Wear who are likely to react positively to the socially progressive nature of business ventures. Furthermore, much like corporate campaigns to boost revenue – D&I related campaigns can be further encouraged by positive word of mouth or because of sharing direct information. Increasing awareness of D&I good news stories about stakeholder relations, work with community groups, and customers in general can generate more positive associations with Nexus as a brand and for public transport in general. Furthermore, this is likely to have financial benefits through increased patronage if customers are more likely to view Nexus as a champion for D&I within Tyne and Wear.

Despite this, the nature of social media can also have a detrimental impact on brand identity – especially where D&I campaigns or bad news stories can impact negatively on customers. This can also, in turn, generate a negative association with a brand in relation to D&I amongst wider communities, with

repercussions for revenue. For example, where a social media campaign may be used to promote corporate awareness of National Inclusion Week, Pride Week, or Black History Month (as examples) – it will be necessary for this awareness to be met with positive action in relation to the event. Properly addressed recognition of issues alongside positive action relating to the respective issue will not only be recognised as a better campaign but is likely to increase the D&I of our customer makeup due to more positive association.

Furthermore, data collection relating to brand identity association with D&I taken before and after a campaign is likely to gather wider scope on the true impacts of a campaign. This can also identify customer D&I priorities for the business going forward.

3.5 EQIAs

At present, the Equality Impact Assessment forms part of Impact Assessments for schemes and projects at Nexus. Nexus has a process for Equality Impact Assessments conducted by project managers and owners of schemes or assets. EQIAs are produced for projects, reports for decision, or on any systems processes or policies that impact on our customers or colleagues. There is consideration given to the Public Sector Equality Duty and that of Protected Characteristics. For example, work to date on refurbishment of Metro Stations such as at Central and Haymarket positively used EQIAs to the betterment of these projects in ensuring that the needs of customers from a range of characteristics and backgrounds were addressed proactively. In addition, EQIAs have also benefitted Nexus customers in ensuring that consideration has been adequately given and examined across protected characteristics for schemes such as Ticketing, and in particular the Companion Card. The Companion Card scheme successfully used an EQIA to establish the needs of customers who may require additional needs when using public transport and identified the numerous benefits this scheme would bring to certain individuals.

Equality Impact Assessments are scheme specific and are detailed in their approach. However, on examining best practice approaches from others in the transport sector and beyond, Nexus will look to establish ways in which

we can further the depth of Equality Impact Assessments by broadening the criteria and scope with further consideration given to enhanced D&I objectives.

An enhanced Equality Impact Assessment with a structure inclusive of the points in Figure 15 and 16 opposite would allow for a more inclusive approach to customer facing projects. Specific consideration given to each protected characteristic will allow for a broader and more diverse approach overall. In addition, enhancing the input of the people about whom the scheme or policy may impact will allow for a more inclusive ethos overall.

This will also allow the EQIA to become more specific in its nature, and thus generate important acute points of interest to be considered. In turn, this will generate better decision making that is more inclusive towards customer and public interest and requirements. Acting proactively towards various mitigations is also likely to embolden the perceived customer/public opinion of Nexus regarding D&I.

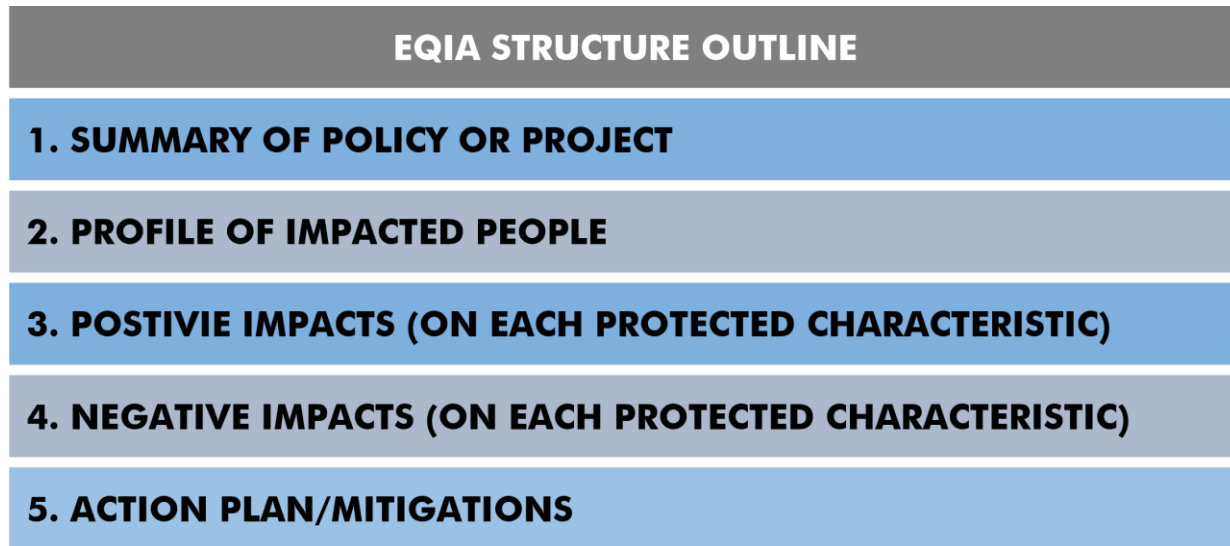


Figure 20: Proposed structure outline for a contemporary D&I focused EQIA

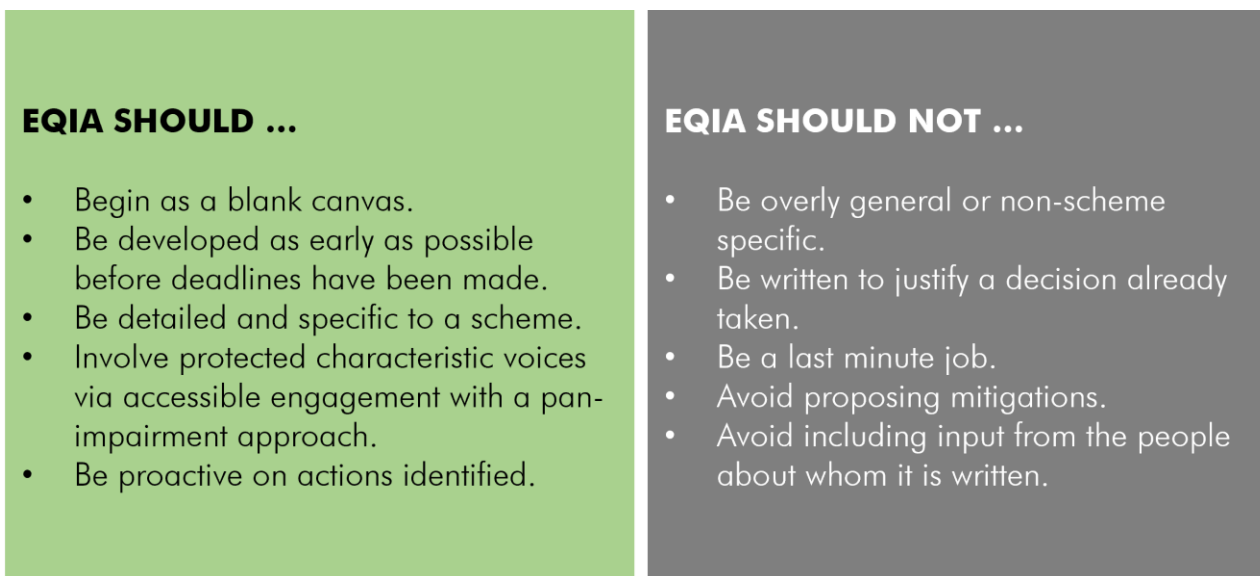


Figure 21: Best practice for Equality Impact Assessments (Transport for All, 2021)

3.6 Ticketing

Access and provision of travel ticketing that is both affordable and accessible can provide mutual benefits for both customers and organisation through making a transport system for inclusive overall. Nexus currently excels in this area in terms of inclusivity by providing discounted travel for young people with Pop Blue, Companion Card for ENCTS pass holders, Ticketcard, and The Group Travel Scheme.

Nexus is proud of work to date on developing ticketing to make accessing public transport more affordable, easier, and more contemporary. In particular, the Nexus Companion Card is an example of Nexus going above and beyond as a transport provider in ensuring that those with extra needs can feel comfortable using public transport on a regular basis by traveling with another person or registered carer with costs met by Nexus. Nexus has been proactive in adapting its activities and work in ensuring that we outreach to more people from Tyne and Wear who require additional needs.

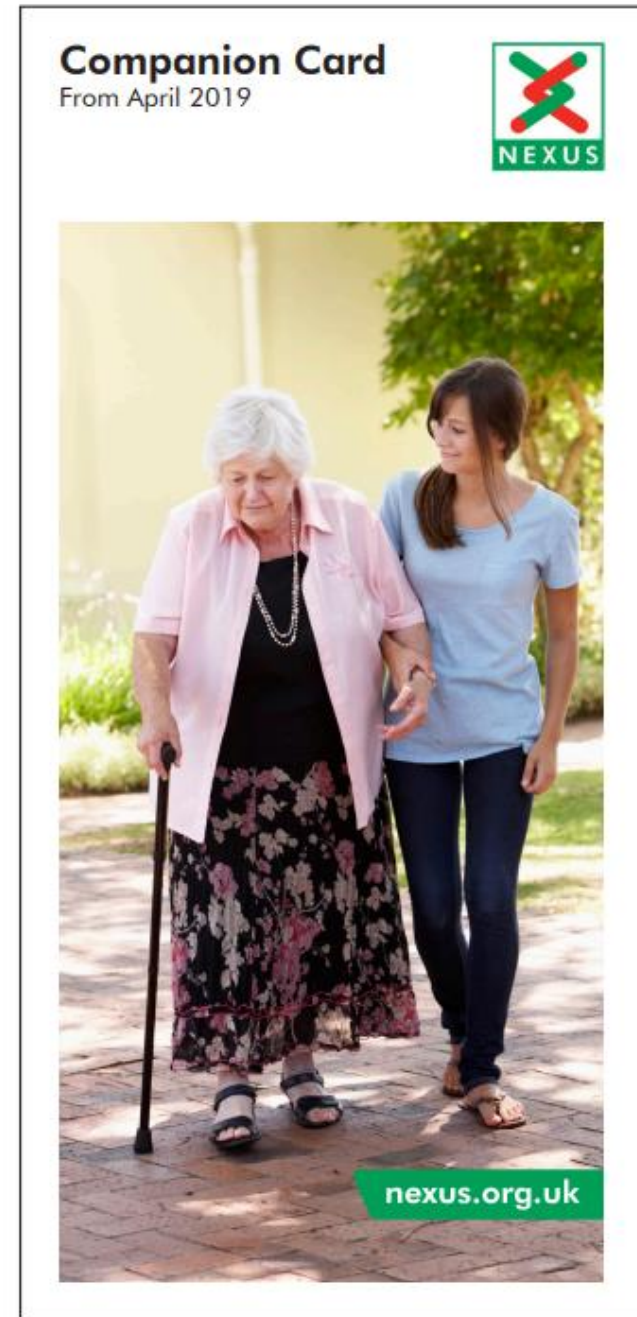
Nexus will continue to work proactively in making public transport accessible, acceptable, and affordable. It is expected there will be increased constraints on the affordability of public transport associated with post-Covid rises in cost of living. Nexus will continue to develop internal practices

and work collaboratively with partners in exploring new ways in which information on public transport and the ease of use of public transport can be developed and improved – including analysing ticketing and pricing structures to reflect changes in society. Through ensuring that public transport meets the needs of customers in all forms, this will further encourage new patronage and improve the satisfaction amongst existing customers. It will be important to consider D&I throughout all means of this type of ongoing work and consultation amongst as many community groups from all backgrounds and protected characteristics will ensure that new policies and initiatives are as inclusive as possible.

Nexus will continue to review the way in which customers have access to certain ticketing provision through exploring advances in technology. Recently, Nexus has launched Pop Pay As You Go on Android – which will increase access and make travelling more accessible and easier for many. Nexus will continue to develop App and web-based ticketing solutions to ensure that this level of accessibility and ease of access on transport can be maximised to its full potential.

In addition, recent advances by Nexus have ensured that eligible English National Concessionary Travel Scheme (ENCTS) pass holders will have their

card automatically renewed internally – so as to avoid a reapplication process for customers. Once implemented, this will ease pressures on individuals to secure their own discounted or free travel and maintains our ability as an organisation to ensure easier and simpler ways of people to travel – especially for those who are older, more vulnerable or from a protected characteristic. Nexus will continue to review and develop new ticketing initiatives like this to ensure that travel can be as simple and accessible as possible.



3.7 Actions

Recommendation	Action	Outcomes
Hate Crime	<ol style="list-style-type: none"> 1. Nexus will encourage internal Hate Crime Champions to promote the importance of combating hate crime on transport. 2. Nexus will broaden consultation with external partners to ensure a collaborative approach in stamping out Hate Crime. 3. Nexus will embrace technology to make it easier for people to report Hate Crimes on Metro. 	<p>Championing prevention of hate crime on transport is important for our obligations as a public body and a transport provider, as well as for ensuring a safer environment for all customers. Ensuring hate crime is recorded accurately and called out will be of paramount importance to encourage similar behaviour from others and partners. Nexus should work proactively with local stakeholders in ensuring a collaborative approach that will be best placed to combat all forms of hate crime.</p>
Anti-Social Behaviour	<ol style="list-style-type: none"> 1. Nexus will ensure that security resource and customer service resource are reinforced with specific responsibilities, including a D&I related focus for customer service colleagues. 2. Nexus will create a comprehensive approach with frontline teams, ensuring that more resource is dedicated to face-to-face contact speaking to customers and attending to their needs. 3. Nexus will develop its Safety and Security approach inclusive of the new Security Team to reduce the amount of ASB on Metro. 	<p>Anti-Social Behaviour and other crime on Metro is a big issue which goes beyond this strategy. However, all steps taken to combat ASB should be done with D&I considerations in mind – for both colleague resource and customers alike. It will be important to consider the D&I implications for colleagues dealing with ASB on a daily basis, as well as for customers who may experience it. Overall reduction in ASB will lead to a more inclusive public transport network, in which positive action and association will allow for further and new patronage from people from all backgrounds and communities.</p>
Online Accessibility	<ol style="list-style-type: none"> 1. Nexus will ensure all Nexus and Metro apps and websites meet up to date emerging guidance. 2. Nexus will commit to accessibility auditing its websites provided by external organisations including E-Commerce and Live Travel Map. 3. Nexus will commit to replacing key information in documents on its website with HTML versions that are easily accessible. 4. Nexus will provide develop information via video in providing descriptive text for visual only aspects and ensuring it is provided in additional formats. 	<p>Broadening the appeal of online tools and resources will allow for current customers to access real time information on public transport more easily and accessibly. Furthermore, through developing technology and making tools more accessible – this is likely to encourage new and potential customers onto our transport regardless of their extra needs.</p>

Monitoring	<ol style="list-style-type: none"> 1. Nexus will include all protected characteristics as part of its Metro Brand Tracking. 2. The Nexus annual Have Your Say surveys will also include all protected characteristics and specific questions related to D&I. 3. Nexus will commit to using focus groups as a regular tool for engagement and will ensure that a broad spectrum of backgrounds and voices are encouraged to attend these groups. 	<p>Using an online and physical approach to surveying is more accessible overall and reaches out toward a non-customer base whereby Nexus can clearly recognise D&I related barriers to public transport usage. There is cost effectiveness with linking this monitoring with marketing-based data. Leafleting and social media campaigns for this research are accommodated for within the market research budget and outlined in the Research Strategy.</p>
Social Media	<ol style="list-style-type: none"> 1. Nexus will commit to broadening the promotion and communication of D&I related events and initiatives via social media through promoting awareness. 2. Nexus will ensure that a comprehensive range of information stories and D&I awareness are promoted via social media. 3. Nexus will monitor and review its outreach with partner organisations to ensure a broader range of opinions and dialogue is achieved. 	<p>Recognition of positive action campaigns and processes will generate positive brand awareness. This positive association in line with D&I demonstrates openly working towards committed visions and aspirations which in turn can boost patronage through positive association amongst customers. Similarly, it can also demonstrate positive brand awareness and reaffirm our position as a great and inclusive place to work.</p>
EQIA	<ol style="list-style-type: none"> 1. Nexus will review its EQIA format to ensure it is inclusive of all protected characteristics. 2. Nexus will review EQIAs in terms of consideration given to socio-economic background, and the impact that a scheme or project may have. 3. Nexus will continue to broaden the number of external consultations across the board to include a wider spectrum of voices, including non-customers. 	<p>A more inclusive approach to projects that are customer facing or otherwise. Enhanced consultation on EQIAs will allow for a more integrated and diverse approach to works. In turn, wider consideration given to all social groups and economic background will be a more progressive business approach and enhance D&I perception amongst customer base, and wider T&W.</p>

4. Colleagues

This section will aim to explore Diversity and Inclusion in the context of our colleagues. Through understanding the needs and requirements of its workforce – this will help Nexus in encouraging a more inclusive workplace environment. By taking steps to increase the diverse nature of its workforce, Nexus will encourage inclusivity and thus generate enhanced satisfaction with colleagues, recognition as an inclusive employer, and better results.

Page 250

4.1 Monitoring

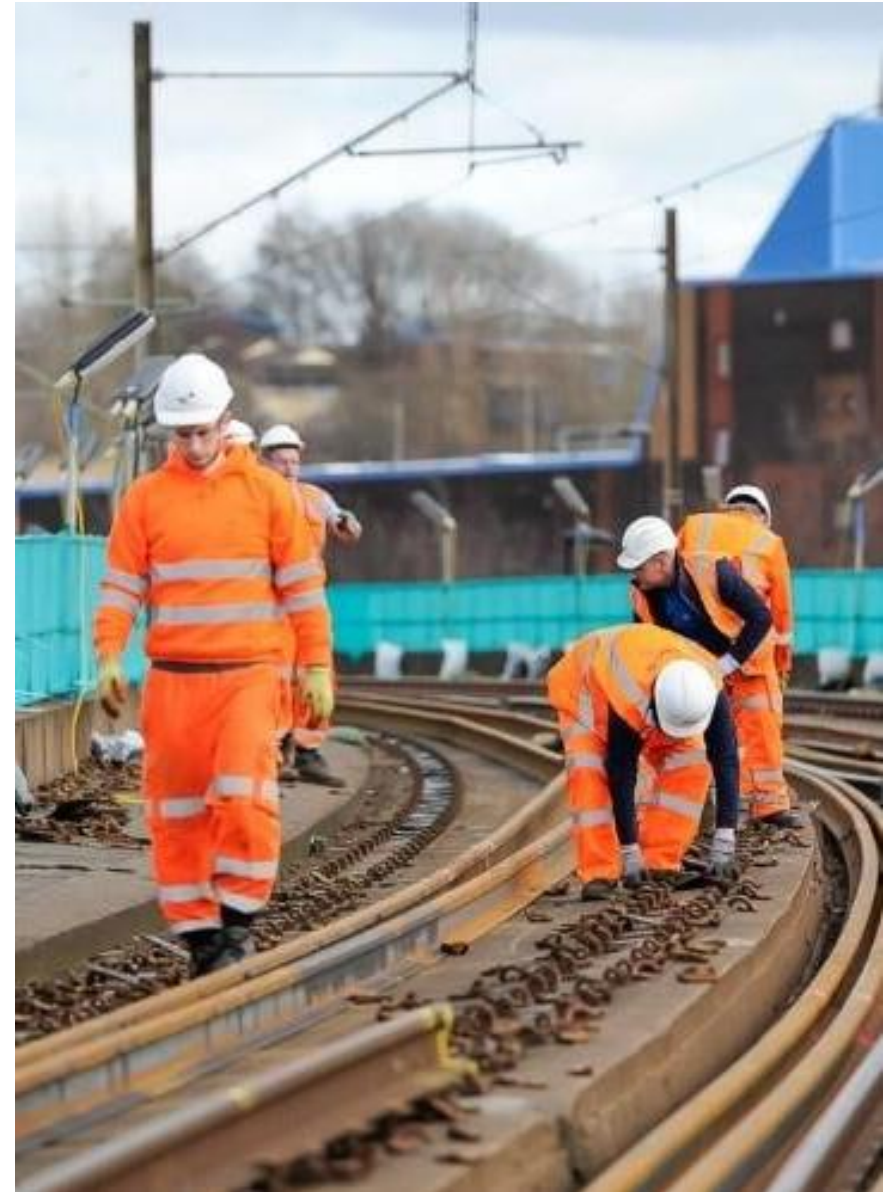
Unless the demographic and social make up of an organisation is known to itself, it can be difficult to benchmark on where progress is required. Nexus should encourage colleagues and customers to come forward with personal data in a way that is both anonymised and safe. Putting this data collection to good use in discovering new objectives and areas for improvement in order to help build a larger company wide delegation of those who are willing to pass on their D&I data. Monitoring of the social profiles of colleagues will need to be demonstrated to be actively generating new corporate objectives regarding D&I. This could be coupled with in house campaigns.



It should also be recognised that the promotion of accumulating this D&I data and subsequent corporate objectives can generate a range of good news stories, where appropriate, when specific objectives or campaigns have been successful.

Nexus will examine the potential and review processes by which D&I related information is communicated internally. There is scope to broaden the ability of Nexus to be more open and transparent with colleagues by publishing information associated with new D&I schemes or information that demonstrates the commitment of Nexus to continuously improve itself and that we demonstrably learn in regard to D&I. This approach is likely to demonstrate a real world and in touch approach with D&I objectives and emerging issues, which can ultimately help foster an inclusive culture through honesty and transparency with colleagues.

Nexus will build upon existing data collection through broadening the depth of anonymous data it asks colleagues to declare. By committing to an annual data amnesty inclusive of characteristic data and D&I related questions, Nexus can benchmark itself on an annual basis and establish where progress has been made and where shortfalls are becoming apparent. This will allow us as an organisation to be proactive in responding to issues before they worsen. An annual audit of this data that is both qualitative and then quantitative, would allow colleagues to give Nexus a sense of 'what I feel' before 'what I am'.



Case Study: Civil Service

Diversity Monitoring

- Monitoring of D&I is recognised as being successful to the Civil Service through encouraging universal staff support, including those from majority groups. Propositions of staff from groups, such as disabled staff, or staff from ethnic minority groups, are always expressed as a proportion of those whose disability status or ethnic background is known. Unless staff who are disabled and who are in majority ethnic groups also participate in monitoring, the resulting data will not be robust and will therefore not target the correct D&I policy.
- The Civil Service recognise the importance to involve and consult with key stakeholders to enable compliance of monitoring information and communications that are tailored to people's needs. The support of key individuals and groups such as trade unions, people managers and communication specialists has enabled the Civil Service to secure a wider participation of employees year on year.
- It has been imperative for the Civil Service to ensure that all staff are fully aware of what they are expected to do and why data is collected. They view that it is imperative that employees recognise the importance of declaring their information and that it will be used to enhance opportunity of every employee.
- Monitoring of diversity has allowed the Civil Service to develop policy to target shortcomings. Moreover, it has also been used to highlight differences between groups in terms of satisfaction, engagement, and progression. This has enabled them to foresee and tackle issues that would otherwise undermine employee wellbeing and have a detrimental effect on productivity across the organisation.

4.2 Recruitment

Recruiting people to 'fit' into a team or organisation is a well-established practice, but it must not compromise D&I.

Managers and decision makers should increasingly view a candidate as part of the selection process through a lens of how the individual can bring capabilities to a team that are unique, different, or in short supply than at present – rather than more of the same or where the skills or views may 'fit' with the rest. This sometimes seems conflictual with personal preferences on what is perceived to be 'included' but rather a broader range of skillset and areas of thought amongst a team is likely to drive better outcomes.

Nexus is proactive in working with colleges and university in targeting young and prospective talent and strives to attract and nurture young talent into the organisation. In addition, the Nexus Human Resources team have broadened D&I related policies over recent years and developed them to a standard that helps establish Nexus as a positive and inclusive place to work. Such policies include the Disability Confident and Wellbeing at Work policies. Examples of these policies can be found within the appendices of this strategy document.

Nexus has established a number of initiatives to broaden the D&I base of its potential employees and intends to develop this continuously in the future.

Nexus will broaden its work and initiatives on targeting individuals from certain people that are often left outside of general recruiting processes, including for example returning individuals who have previously left their profession to care for another person and want to return employment.

Nexus will commit to developing our partnerships with education institutions across Tyne and Wear and beyond and broaden stakeholder consultation regarding job opportunities for all throughout the organisation.

Furthermore, Nexus will commit to actions and recommendations established within the People and Culture Strategy that have been addressed with particular consideration given to improving internal Diversity and Inclusion. Nexus will work on broadening the scope and appeal of positive brand identity through ensuring that the full scope of job roles and employment opportunities is recognised across a more diverse range of groups and individuals throughout our communities.

4.2.1 Targeted Recruitment

A successful recruitment and selection policy at Nexus would need to attract diverse talent with the right skills to progress Nexus forward as an organisation.

There are a number of challenges facing the Nexus workforce at present, and in the future, as discussed in section 1. Moreover, if these challenges are worsened by failure to diversify an organisation, this will have repercussions on the inclusivity of the workplace for existing colleagues cumulating in worsened effects for the organisation overall.

Nexus will work proactively towards diversifying and broadening its appeal overall to a wider potential talent pool of possible candidates either via further and developed consultations amongst communities and third-party groups, or by generating improved brand awareness of career opportunities through utilising contemporary recruitment advertisement.

As has been set out in this strategy, and reflected upon in the People and Culture Strategy, Nexus needs to recruit more people in the early career demographic, to reinvigorate and refresh our workforce profile, and to ultimately futureproof the workplace. We also need to proactively attract the best candidate for the roles we have to offer. Recruitment and selection processes should continue to be clear and transparent, but they need to be

developed in being as user friendly and as engaging to people from all backgrounds and for those with varying needs and skillsets.

Nexus will work from the bottom up regarding recruitment and ensure that we are taking all steps necessary and available to us to ensure that our wide array of roles and career opportunities are actively demonstrated to more people either via advertisement or community engagement exercises. Nexus will expand and build upon existing relationships with schools, colleges, universities, and training providers to ensure that our diverse and inclusive opportunities and workplace are recognised within the local area in which we operate. Through increasing and monitoring relationships with these groups and organisations will ensure we are reaching out to a more diverse field of talent – and ensuring that we are recruiting from a wider portfolio of skills and perspectives within Tyne and Wear.

This will need to be interconnected with developing objectives set out in the People and Culture Strategy to offer further work placements, work experience opportunities and internships for Nexus to demonstrate and showcase learning opportunities for people in Tyne and Wear and further afield to widen their skillset and experience of the transport sector. Moreover, for this to develop internal inclusion, all colleagues should be given the opportunity to gain experience elsewhere – internally or externally so they can bring new insight and new perspective to their roles from best practice, as well as to champion career progression and maximising personal potential.

Case Study: Go-Ahead

Diverse and Equal Recruitment

Strategy:

- Go-Ahead's apprenticeship scheme is particularly focused in attracting female bus drivers.
- Working in conjunction with other transport stakeholders including TfL to improve work on 'Women in Drive' recruitment programme.
- Go-Ahead are focussing on five of the United Nations Sustainable Development Goals as areas of focus. This intention is to combine sustainability efforts effectively alongside D&I objectives.

Outcomes:

- Go Ahead London's apprenticeship scheme is now 17% female.
- Sub-companies such as Southeastern have been recognised for their work in improving gender equality and offer a 2-day fertility policy to help those going through fertility treatment.
- Go-Ahead's commitment to the communities they serve has spearheaded new schemes through communication and marketing to ensure equal opportunities to give it full and fair consideration to all job applications, and opportunity for minority groups to apply.



4.3 Leadership

A truly inclusive and diverse workplace will involve that of a cultural shift whereby every colleague recognises that D&I related initiatives and objectives are beneficial to themselves and everyone else at work. There is a responsibility for managers, heads of department, and those in senior positions to champion D&I and view themselves as responsible for promoting and incentivising a positive cultural shift.

To encourage an inclusive culture, Nexus requires leadership to fulfil criteria that adhere to necessary criteria in their daily activity. Figure 22 establishes the criteria that leadership at Nexus should adhere to in regard to D&I to ensure a top-down positive action approach.

Furthermore, at present the average rate of return for several internal data collection exercises is 33%. Although some drawbacks to data collection feedback derives from IT issues – particularly regarding access, there is an overarching role that leadership can play in encouraging D&I monitoring. Using data monitoring on D&I to involve a declaration of a colleague’s directorate can allow for a comparison between different areas of the organisation – and generate an efficient way of targeting new or future policy objectives. In addition, by including monitoring data by

directorate – this will help guide directors and heads of department into recognising where there are D&I shortfalls within the directorate or department. Furthermore, benchmarking each directorate is likely to encourage an increased rate of return of internal D&I data collection overall. Progress made on rate of return to D&I data collection by directorate should therefore be a workplace appraisal objective of leadership positions.

Championing D&I for many in leadership positions can often be difficult due to its ongoing and quickly developing nature – especially amongst those who have been unfamiliar with it previously. However, empowering manager and leaders to be champions of D&I can have success via a top-down approach. Regular training that is reviewed and updated periodically will allow managers and leaders to feel supported to engage with team members in regard to D&I, and also to act proactively where there is a problem or shortfall in relation to D&I.

Nexus Leaders will commit to Zero Tolerance on harassment and discrimination across our organisation and ensure this is communicated to colleagues through appropriate channels. Nexus will ensure that significant and important commitments that are outlined within policy documents are communicated to colleagues through more approachable means via

leaders and communication. This will ensure increased awareness is more representative and commits Nexus Senior Leaders to ensure all areas of the organisation are compliant in regard to Diversity and Inclusion. Nexus must ensure that an inclusive culture is fostered so that people feel empowered to speak out over issues without fear. Promotion of this from the top-down is needed in order to generate a one approach consensus on D&I awareness.






	Visibility	Leaders that are seen to be inclusive, and have a personal narrative on why diversity matters.
	Accountability	Leaders that are happy to be held account for their own behaviours and expect the same of others.
	Authenticity	Leaders that are themselves at work, and comfortable showing their weaknesses and flaws.
	Role Model	Leaders that purposefully support and champion people who are different to them.
	Transparency	Leaders that are open about the current position on diversity, and have a clear plan to progress.

Figure 22: Diverse and Inclusive Leadership Qualities

Case Study: ARUP *Inclusive Leaders*

Strategy:

- Arup has focussed on improving career opportunities through an inclusive leadership development programme. It encourages senior staff to recognise their own unconscious biases and teaches techniques to counteract them. The programme aimed to give leaders and managers personal insight into being more successful within their roles via implicit association tests.
- Following this, leaders received personal one to one coaching session which enabled them to personally identify their own biases, and how they are most likely to have an impact in the workplace regarding D&I.

Outcomes:

- Their D&I data often showed that women's potential for senior roles was often overlooked, and Arup sought to increase females in senior positions from 25% to 35% as a target. The impact of the leadership sessions saw the percentage of female management increase to 32%.
- As a direct result, all senior leaders and people managers were able to utilise the coaching and tests to consider implications of a more diverse workforce in greater detail. Senior leaders were able to view the impacts of improving D&I objectives from both a business case and personal perspective.



4.4 Generating Awareness

Organisational awareness of D&I is one of the most important elements of establishing a working environment that is inclusive of everyone. Often D&I related initiatives and policies are beneficial in spearheading the conversation about D&I and overcoming issues, however general awareness is often overlooked as useful tool for colleagues in an organisation to understand, expand their knowledge and skills in this area, and to ultimately enhance their communication and comprehension on issues. All of which are entirely effective in generating a workplace that is more inclusive, where colleagues are more respectful of one another and more informed about perspectives and issues.

Expanding awareness whilst having an intentional understanding about the perspectives of others will create a workspace in which colleagues can be more open to share and be more authentic overall. It's also a platform for which positive interaction can occur, more inclusion can flourish, and drives a positive outcome for both organisations and individuals alike.

Nexus needs to develop the way in which it communicates stories, initiatives, and information on D&I to all colleagues. By ensuring that all employees are able to access information on D&I including strategies, policy documents, and annual reports – employees will be able to see the proactive

approach Nexus are taking in regard to D&I even whilst it is not always as visible.

However, visible D&I policy that is known across an organisation is driven by communication and generating awareness of policy and objectives. For Nexus to keep D&I flourishing in a positive manner, increased internal engagement will be of paramount importance for all roles to learn and prosper together. Understanding and welcoming different voices and opinions from an array of experiences that comprise of all of the organisation can help foster an organisation that is committed and gives individual space for colleagues to be their full selves whilst at work.

Nexus will commit to advancing internal messaging and signposting via communication channels regarding D&I related policy and corporate view on what are acceptable behaviours. Nexus will champion and promote established work in this area by ensure that internal awareness is adequately portrayed across the organisation. This will help prevent internal blind spots on policy, educate and advance the awareness of issues amongst all colleagues, and empower managers in calling out issues.

Case Study: National Grid

Embedding a culture of D&I

Strategy:

- National Grid has developed a 'Line of Sight' Framework which joins up its vision, strategic objectives, and the values of the company within the personal objectives of all employees. This is relaunched on an annual basis so that all employees are aware of the importance of what is expected of them in relation to D&I. The senior leadership are very open and explicit about what is expected, and the organisation are constantly being more open to embedding D&I within their culture further by consulting with employees on a regular basis.
- National Grid monitor data on gender, age, ethnicity, disability, and sexual orientation of its staff at all levels. This enables constant insight into trends and areas of concern. All departments have a quarterly scorecard, which looks at the department's performance in terms of several factors, including how many applicants they have had for positions, and how many candidates have been appointed or promoted within the quarter. Checking movement in the data on an ongoing basis allows for evidence of how parts of the business can do things differently and may require different policy.

Outcomes:

- National Grid believe that their approach helps engage their senior leaders and encourage them to role model perfect inclusive Behaviours across their business. The employment data that is gathered regarding D&I is used together with other aspects of employee engagement to effectively drive new objectives.
- Through an approach of not setting itself any specific targets, National Grid has been able to focus on talking about constantly improving their direction of travel as a daily ongoing process, ensuring that figures are progressing in a positive direction. National Grid see that it has been important for them to understand and process that different departments are at different stages of their D&I journey, and this enables the business to not be overly prescriptive but rather follow a targeted approach that works for each department.

4.5 Training and Resource

Nexus uses the Know How platform as a means in which all colleagues can access training on Equality, Diversity, and Inclusion. Mandatory training on objectives and information set out within the Equalities Act and the Public Sector Equality Duty is included on Know How. As it stands, the Know How platform is accessible to all colleagues via a login portal to access at their leisure or at the request of their line manager. This is an accessible tool in which Nexus can increase the awareness of D&I related issues amongst all colleagues across the organisation. Despite this, in order for Nexus to broaden and advance its approach to D&I there is scope for online training or online resources to include evidence and education on inclusive behaviours – and particularly to information on what constitutes as recognised principles of inclusion that are uniformly accepted across the organisation.

For Nexus to embody an inclusive culture, it will be important for all colleagues to recognise or be informed on what the organisation recognises as inclusive behaviour. The summary of five inclusive principles at Nexus, as shown previously in figure 5, should become a recognisable and promoted tool throughout the organisation – to ensure that all teams and departments are performing to the same standard. Recognising these inclusive

behaviours and principles will be important for all individuals, managers, and leaders to promote to fully create inclusive integration.

Nexus will promote these inclusive principles throughout the organisation, including taught and explained to managers throughout an updated comprehensive management programme, led by the Learning and Development Team. This will educate and empower people managers on D&I issues, inclusive behaviours, and how to combat shortcomings or issues within their own teams.

Similarly, Nexus will build in D&I related competencies reflective of inclusive behaviours and principles into management training programmes and leadership conferences. This will encourage recognition and promotion of inclusive culture and generate a single strand awareness of issues so that everyone from the top down will be aware of designated Nexus inclusive principles.

These recognised inclusive principles will also be promoted as part of D&I related campaigns and for broader engagement, including externally.

Nexus will also seek to broaden this recognition by including an introductory section on Know How prior to introductory Equality training.

In addition, recognised Nexus inclusive principles should also be met with top-down designated help and resource to managers, who may need to rely on tools to be empowered to make a positive change within their team regarding a shortfall in behaviours or to combat an issue that has arisen. Similarly, every individual at Nexus should be able to access contemporary resource and material in order to self-educate themselves on issues and responsibilities.

Nexus will combine organisational wide access to the Intranet with a refreshed designated section on Diversity and Inclusion to include infographics, policy documents, campaigns and other information related to D&I. An Intranet section will also include further external information related directly to inclusive principles and behaviours. This should be in the form of e-learning workshops, videos, articles relating to issues, and seminars.

Through including an online resource on D&I, it means all colleagues can access it at their own leisure. In addition, it also in itself is inclusive as it provides the same information and policies to all colleagues throughout the organisation. Any individual in the organisation will be able to access tools and resources that can help educate them on all or some aspects of Diversity and Inclusion and gives an opportunity to constantly develop their knowledge and awareness about certain issues. Similarly, this can also be

used as a designated tool for managers and leaders to draw on in response to a direct D&I related issue that may have arisen within their team. They will be able to utilise this own resource for themselves and/or team members to use to educate themselves to prevent the same issue from occurring again. Having online resources that are split into sections relating directly to different aspects of inclusive behaviours will mean that responses to issues can be more acute and direct, rather than a broad stroke overarching training module that covers everything at a high level.

Case Study: *D&I E-Workouts as Online Resource*

There are several external providers who strive to provide change within organisations through examination of behavioural science and using technology and information to enhance an organisation's approach to Diversity and Inclusion. Many of these providers who operate online platforms for D&I training have developed frameworks and approaches on education and contemporary awareness of D&I that can be delivered both virtually and digitally. Their main goal is to drive behavioural change in the way people within organisations think about Diversity and Inclusion and recognise the need for organisations to continuously advance and update their resources and promotion of awareness on D&I topics.

One successful example is the use of online workouts or 'E-Workouts' that are self-directed learning experiences target at examples of inclusive behaviour – including on examples of inclusion principles such as calling out biases or the importance of recognising the backgrounds of others. Participants are permitted to explore at their own leisure and there are often links for them to continuously further their knowledge via videos, interactive presentations, podcasts, and articles etc. Organisations can subscribe to these platforms, and they can directly link to recognised corporate behaviours on Diversity and Inclusion.

These programmes and online platforms allow people inside organisation to broaden their awareness of D&I by taking some of the pressure of individuals to keep up to date with emerging debates and ensuring the correct approach is maintained by experts who study the behavioural science. Furthermore, people managers within organisations are supported and empowered to use this resource to guide staff who may have caused an issue or have a shortfall in their knowledge on an inclusive behaviour or similar. Online workouts are tailored to specific criteria and problems within organisations can be targeted by ensuring that the correct people participate in the correct workout to avoid future or further negative escalations.

4.6 Actions

Recommendation	Action	Outcomes
Awareness	<ol style="list-style-type: none"> 1. Nexus will broaden awareness across the organisation of D&I related issues via communication and campaigns, including on Inclusive Behaviours and Principles. 2. Nexus will commit to enhancing its designated online resource that can be accessed and used by all employees. 3. Nexus will continue to develop its engagement with stakeholders and community groups with colleagues from all departments across the organisation. 	<p>Generating safe spaces and opportunities for conversation on D&I related issues will allow for departments and teams to learn and develop on D&I collaboratively. It will also allow individual colleagues to better their skillset in this area. Communication on issues and D&I will generate more awareness and more open discussion, in which views can be respected and discussed in detail – and can ultimately inspire colleagues to learn more. Celebrating awareness enhances a more inclusive workspace and generates an opportunity for it to continue to develop into the future.</p>
Targeted Recruitment	<ol style="list-style-type: none"> 1. Nexus will build upon relations with stakeholders and community groups, across all characteristic groups, to continue to increase the number of people we approach regarding potential talent for job roles. 2. Nexus will be proactive in implementing recommendations from the People and Culture Strategy and review these on an annual basis to ensure that positive progress is being achieved. 3. Nexus will be proactive in ensuring that secondments, trainee programmes, and apprenticeships are as broad ranging as possible – and the characteristics of candidates are reviewed regularly. 	<p>Encouraging a wider field of candidates to apply for roles is something Nexus needs to build on as a baseline for becoming a more diverse organisation. Promotion of our brand and array of roles to a large prospective talent pool will result in a more diverse organisation overall that is reflective of the people we serve. Subsequent maintenance of this outreach and ensuring diversity is upheld will allow for a more inclusive organisation, which in turn will allow diversity and inclusion to operate interconnectedly.</p>
Employee Networks	<ol style="list-style-type: none"> 1. Nexus will support colleagues who wish to establish a designated employee network over a common interest or characteristics and will ensure that these platforms are accessible as possible. 2. Nexus will promote inclusive behaviours and principles at all levels of the organisation to ensure awareness of issues and avoidance of new ‘in-groups’. 	<p>Interpersonal relationships across different levels of the organisation will allow colleagues to feel more included and respected. Ensuring colleagues are given opportunities to separate formal and informal conversations will allow for a more inclusive work environment which will be extremely important for retaining good individual colleagues and encouraging new talent to come on board and retain in the long term.</p>

<p>Leadership</p>	<ol style="list-style-type: none"> 1. Nexus L&D will review Management Training to be inclusive of D&I related behaviours and principles. Leadership Conferences will also include discussion and review of D&I principles and policies. 2. Nexus SLT will continue to develop and broaden face to face consultation exercises with colleagues at all levels of the organisation on a consistent basis. 3. Nexus will introduce new online resources regarding to support and empower leaders and people managers in supporting them to combat a D&I related issue within their team. 	<p>Visible and approachable leaders will have an unparalleled positive effect on colleagues from across an organisation. By ensuring that all colleagues are listened to and respected first hand will generate a more inclusive approach to people management overall. Proactive D&I leadership should be top down in its approach, and it should be championed via face-to-face contact. Similarly, people managers should feel well equipped and best informed of contemporary approaches on D&I including an awareness of issues to ensure that they are best placed to deal with any issues in their team. They should be supported to act on identified areas of improvement.</p>
<p>Monitoring</p>	<ol style="list-style-type: none"> 1. Nexus will commit to an annual confidential D&I Data Amnesty survey with a target of achieving a 75% return rate to broaden insight into the makeup of the workforce. 2. Nexus will ensure that this confidential data is kept confidential and will prove to colleagues is being used to achieve successful outcomes via regular and appropriate communications. 3. Nexus will review its approach on an annual basis to ensure return rates increase and thus make it more inclusive. 	<p>Weighting against directorate number would ensure best practice comparability and would allow for benchmarking across the organisation. The approach of the survey would also allow for insight into who you are vs. what do you think. Cross referencing would allow for more targeted and acute internal policy shifts. Ensuring confidence exists amongst the department responsible for the research will also be key in ensuring trust going forward. An annual survey that is continuously repeated using Market Research Society rules and Privacy Impact Assessment controls would allow for a more controlled exercise which, in turn, would lead to a better return rate.</p>

5. Post Covid D&I

The aftermath and recovery from the Covid-19 pandemic has changed the way in which organisations work and operate. It is understandable that personal and corporate priorities have changed across the course of the Covid-19 pandemic. Moreover, Diversity and Inclusion is likely to be one of the critical differentiators in how companies weather the recovery of Covid-19. Organisations that have the most inclusive cultures are likely to be more resilient to cope efficiently with wider societal long-term changes.

Page 266

5.1 Agile Working Policy

Nexus will commit to embedding recognised inclusive behaviours across both physical and virtual workspaces and continue to generate a sense of belonging across the organisation. Recently, Nexus has commissioned an Agile Working Policy to ensure fair and proper commitment to flexible hybrid working practices that are inclusive and fair to all colleagues.

The new Agile Working Policy commits Nexus to facilitating flexible working arrangements that meet both the needs of the organisation as well as to support colleagues in a new agile working environment. Nexus is committed

to supporting a positive work life balance for all colleagues and as far as possible, operating working practices that can accommodate personal needs and preferences to suit individual colleagues whilst not detracting from the needs of the organisation. This reinforces the commitment of Nexus to formalise new ways of working to support and encourage diversity at all levels of the organisation.

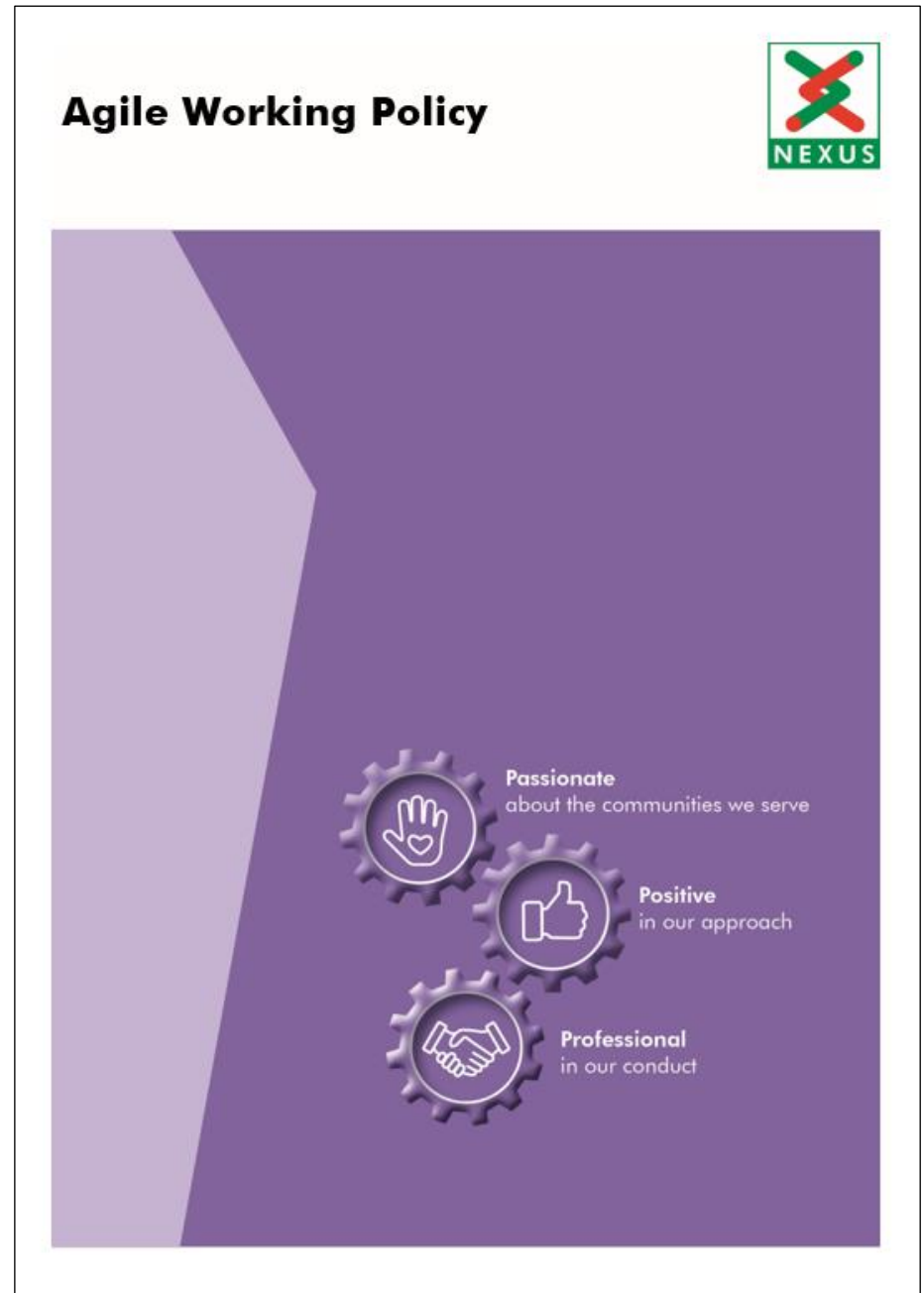
The Agile Working Policy has been designed in coordination with Senior Leadership Team, Human Resources, and the recognised Trade Unions in agreeing on a positive way forward post-Covid 19 that reflects societal changes and new expectations of working. Moreover, the coordination in writing and producing this policy has been itself inclusive by aiming to consider the thoughts and opinions of all colleagues at Nexus. Scope for the policy included data collection on the opinions and thoughts of all colleagues conducted via an internal survey.

Nexus has insured that the Agile Working Policy is contemporary and flexible and recognises that some individual's needs may be different to others and recognises the broad array of roles and responsibilities within the organisation. Depending on the nature of the job role of a colleague and to support their work life balance, colleagues may wish to undertake part of

their working pattern at home on both an occasional and regular basis. Before this homeworking can commence, a colleague must seek approval from their line manager who must be satisfied that tasks and role can be carried out effectively at home. The Agile Working Policy recognises that working remotely is cost effective for the business and will not have a detrimental effect on the workload of colleagues due to the input and guidance given to line managers. The Agile Working Policy is in addition to other policies such as the Flexible Working Policy and Flexi Time Policy.

Furthermore, as part of the Agile Working Policy, Nexus has also produced a positive case for office-based work and work on site as ways in which Diversity and Inclusion can be emboldened. Nexus expects employees to commit to 60% of their working time spent in the workplace or office. Benefits to workplace working include building a sense of belonging that helps everyone thrive at work, which is significantly important to fostering an inclusive culture and environment in which ideas and thoughts can be shared. Moreover, attending the workplace facilitates teamworking, collaborative thinking, and supporting other colleagues. This is something extremely beneficial to supporting newer colleagues and developing the start of their time at Nexus. Promotion of time in work at the workplace or office also promotes Nexus as an organisation overall given the nature of our business as a procurer and transport operator, that includes carrying passengers who commute regularly to work. Nexus views that it is important to lead by example in making use of travel privileges to travel to work via public transport.

Page 267



5.2 Changing Needs of Customers

Nexus is aware that the aftermath of the Covid-19 pandemic has driven wider societal changes which is likely to permanently alter the way in which some people travel. The onset of the pandemic prompted an unprecedented plunge in Metro patronage use which has slowly recovered steadily but still sits below normal levels. The Metro Recovery Plan identified several factors that will determine the ongoing recovery of public transport including the strength of the regional and national economy, the proportion of employees working from home or loss of commuter travel, and the use of public transport over car use that could be perceived as safer to health.

The pandemic has accelerated structural changes, the shift towards online shopping and remote working has increased. Nexus has had a unique insight into altered travel behaviours throughout the pandemic, which has helped keep us up to date with the changing requirements of our customers and predict and futureproof ourselves for the future. The post Covid recovery has offered a unique opportunity for Nexus to promote Diversity and Inclusion for customers so that any new changes can have a positive effect on D&I from the outset.

Our new Metro fleet which will begin to be brought into service from 2023 will contain innovative features that improve accessibility and increase



perceptions of safety and security whilst travelling on Metro. Furthermore, recovery plans to boost patronage and attract new customers onto Metro will see plans to further investment into stations and Interchanges. Nexus will actively consult with users from different backgrounds and societal groups at an ideas generation stage so that policy decisions affecting customers are made ahead of project design.

Nexus has also recognised some secondary negative issues associated with post Covid recovery that can also be at a detriment to Diversity and Inclusion. For example, wider societal factors and economic downturns has seen rises in crime and anti-social behaviour within society. Nexus has been proactive in reacting to rises of anti-social behaviour on Metro by introducing a new Security Team to help support front line Customer Service teams. Revolving Security Teams have been proven successful in deterring and reporting instances of ASB and crimes on transport, whilst maintaining designated Customer Service resource for those customers who require it. New schemes and initiatives post Covid have ensured and will continue to ensure that Diversity and Inclusion are considered throughout plans and implementation. Overall, by ensuring that ASB and Crime are reduced we are working proactively to ensure that Metro is a more inclusive, and that customers from a diverse range of backgrounds feel welcome and safe to travel.

Nexus recognises that in order to promote and provide inclusive public transport going forward in a post Covid society, it is important to recognise and shift business priorities with the needs of a more diverse customer base.

Over the next 3 – 5 years, the Metro Recovery Plan has committed Nexus to the following:

- Launching new timetables and reviewing travel zoning that reflects travel patterns and behaviour.
- Actively promoting cashless options and purchasing tickets.
- Communications and advertisement to demonstrate the health and sustainability benefits of travelling via public transport.
- New mobility services that tie into Metro with promotion of integration.
- Identify how stations of the future and smart mobility hubs can be more accessible and welcoming to all potential customers.


These reaffirm the Nexus commitment to ensuring we promote Diversity and Inclusion across our services, and by consulting and reaching out further post Covid we will be able to adequately reflect changing priorities into producing better a better service. In time, as we develop our transport into becoming evermore inclusive, this will attract and encourage a more diverse range of people into using public transport in the long term.

6. Summary and Next Steps

Diversity and Inclusion is not a means to an end, and this strategy should not be viewed as having a completion date. Nexus is committed to ensuring that Diversity and Inclusion is kept as part of the corporate agenda and an integral part of everyday work. In order for Nexus to make continued progress on Diversity and Inclusion, it will be important for Nexus to review and reflect on strategies, policies and schemes associated with D&I on a regular basis. Similarly, this strategy has identified the potential for Nexus to think beyond Diversity and Inclusion as a single strategy or policy area, but rather adapt into other corporate activities. The below sets out some of the next steps following publication of this strategy to establish how Nexus will commit itself to ensuring that actions are adhered to, and to create an overview of emerging strategy and policy work to support the recommendations of this Diversity and Inclusion Strategy.

Page 270





Actions and KPIs from the Diversity and Inclusion Strategy will be included in the annual Corporate Business Plan – where review can be conducted on work completed and tasks undertaken.

Nexus will commit to publishing a new Diversity and Inclusion Policy in 2022 that reflects some of the recommendations established within this strategy document.

Nexus will promote the Diversity and Inclusion and People and Culture Strategy to communicate awareness of issues and commitments across the organisation.

Nexus will publish an external Corporate Social Responsibility Statement in 2022 that clearly sets out Diversity and Inclusion as one of our guiding principles that drive us as an organisation in fostering ethical and socially responsible business practices.

Nexus will commit to producing an Environmental, Social, and Governance Strategy that will help the organisation manage risks and opportunities associated with changing conditions, including Diversity and Inclusion.

Nexus will continue to collect data and publish its annual Equality Report, providing an opportunity to reflect on progression made towards Diversity and Inclusion.

7. Summary of Useful Terms

Age – Refers to a person belonging to a particular age (e.g., 32 year olds) or a range of ages (e.g., 18 – 30 year olds).

Disability – A person has a disability if they have a physical or mental impairment which has substantial and long-term adverse effect on that individual's ability to carry out normal day to day activities.

Equality – Equality is about ensuring that every individual has an equal opportunity to make the most of their lives and talents and believing that no one should have poorer life chances because of what or whom they were born, or because of their personal characteristics. Equality recognises that historically, certain groups of people have been marginalised or subject to discrimination including groups such as women, gays, lesbians, disabled people, and those of certain races.

Gender Reassignment – This is the process of transitioning from one gender to another.

Harassment – This is unwanted conduct related to a protected characteristic that has the purpose or effect of violating a person's dignity or creates an intimidating hostile, degrading, humiliating, or offensive environment.

Identity – This refers to the characteristics or qualities of a person, considered collectively, and regarded as essential to that person's self-awareness.

Indirect Discrimination – This is when a provision, criterion, or practice is applied in a way that creates disproportionate disadvantage for a person with a protected characteristic as compared to those who do not share the characteristic, and this is not a proportionate means of achieving a legitimate aim.

LGBTQ+ - The terms Lesbian, Gay, Bisexual, Transgender, Queer and + (to mean all other forms of sexual and gender identity) are often categorised together. However, they represent two distinct categories of people. The terms 'Lesbian, Gay, and Bisexual' represent the sexual identity of an individual male or female. The term 'Transgender' refers to gender identity. 'Queer' is used as an umbrella term for sexual and gender, who do not identify as heterosexual or cisgender.

Marriage – This is a union between two individuals either of opposite sexes or the same sex in which their marriage is legally recognised. Some couples may have their relationship recognised as 'civil partnerships'. These must be treated the same as marriages in a wide range of circumstances, such as in their employment, education, service provision, and housing. Failure to recognise marriages of the same sex or civil partnerships would amount to discrimination on the grounds of sexual orientation.

Protected Characteristics – These are the grounds upon which discrimination is unlawful. The characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

Race – Refers to the protected characteristic of Race. This is a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.

Racism – This is treating someone unfairly because of their race, colour, nationality, or ethnic origins,

Religion or Belief – This refers to Religion and Belief as including religious and philosophical beliefs that also includes a lack of a belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live your life for it to be included within these definitions.

Sex – This is either a male or a female, divided and categorised due to their physical reproductive functions.

Sexual Harassment – This involves unwanted conduct (see Harassment) of a sexual nature or be related directly to gender reassignment or sex. The conduct can either be a serious one-off event or be a 'course of conduct' meaning it happens on a number of occasions.

Sexual Orientation – This refers to whether a person's sexual attraction is towards their own sex, the opposite sex, or both sexes.

Stereotypes – This is the thinking that all people who belong to a certain group or characteristic are the same and labelling them in a derogatory or unfair way e.g., all young people who wear hoodies are thugs or all effeminate men are gay.

Transgender – This is an umbrella term for individuals whose gender identity and/or gender expression differs from their sex at birth. They may or may not seek to undergo gender reassignment, including hormonal treatment and/or surgery. This term is often used interchangeably with Trans.

Victimisation – This is subjecting a person to a detriment because they have done a protected act or there is a belief that they have not done a protected act.

Nexus is the public body delivering local transport services for Tyne and Wear, on behalf of the North East Joint Transport Committee.

Nexus House, St James Boulevard, Newcastle upon Tyne, NE1 4AX



Metro Flow Update

TWSC Update
January 2023

Page 275



Agenda Item 9



Contents

- The Numbers
- The Challenges
- Before and After
- Handback



The Numbers

2,000 + Individual Operatives have worked on the scheme

226,000 total hours worked with an average of 325 people on site each day

45/45 perfect Considerate Constructors score

7km of Track Renewal

11.5 of Track Re-alignment

300 new or modified OLE Structures

Re-signalling of the route with 20km of new cabling

6 new Switches and crossings

4 platform modifications

3 track lowers

191 pieces of plant and machinery approved for use

59 Freight trains

50 Engineering Trains



The Challenges

Limited skills in the local workforce	Reliance on labour external to the Region generating fatigue in the workforce.
Freight Trains	59 Freight Trains during the closure each requiring a 3 hour stand down of 300+ operatives plus plant.
Network Rail Strikes	Half of an enabling weekend lost plus the requirement to re-schedule Engineering Trains/works even when they were cancelled.
Legacy Signaling Assets	Obsolescence of signaling componentry meant re-designs/modification were required during installation/testing.
Component Supplies	Delays in the global supply chain meant some componentry arrived late.
Brexit/Customs issues	Components from Europe have been delayed by Customs; some are still there.



Delivering Metro Flow

Pelaw Junction

Sept 22



Dec 22



Delivering Metro Flow

Page 280

South Drive Crossing

Sept 22



Dec 22



Delivering Metro Flow

Hebburn Single

Sept 22



Dec 22



Delivering Metro Flow

Page 282

Monkton Terrace

Sept 22



Dec 22



Hand back

Buckingham formally handed back the site to Nexus at 1815 on the 10th December 22

Page 283



Hand back

The first test train ran on Sunday 11th December with Service commencing Wednesday 14th December.

Page 284



North East Joint Transport Committee, Tyne and Wear Sub-Committee

Date: 12 January 2023

Subject: Tyne Tunnels Update

Report of: Managing Director, Transport North East

Executive Summary

This report provides an update on activities at the Tyne Tunnels relating to:

1. The management and operation of the traffic tunnels;
2. The management and operation of the Tyne Pedestrian and Cyclist Tunnels (TPCT).

The report provides information on traffic levels at the Tyne Tunnels, which are significantly higher than in previous years with over 1.5 million vehicle journeys through the tunnels during November 2022. Initial analysis suggests that some traffic may have been displaced from other Tyne crossings such as the A1 due to roadworks, but it is likely that the main reason for the higher traffic levels is the faster journey times on the A19 due to the barrierless system at the Tyne Tunnels and other A19 improvements such as Testos and Silverlink which have also improved journey times.

The report also gives an update on the compliance rate (rate of successful toll payments) under the Tyne Pass Scheme which is at 97.16% in November 2022. This is the highest compliance level since the Tyne Pass system came into operation and shows a promising trend of fewer tunnel users failing to pay to toll on time and being affected by enforcement.

The report also provides an update on the usage and operation of the Pedestrian and Cyclist tunnels with particular reference to the completion of the inclined lifts.

Recommendations

The North East Joint Transport (Tyne and Wear) Sub-Committee is recommended to:

- i. Note the contents of the traffic tunnels update; and
- ii. Note the contents of the Tyne Pedestrian and Cyclist Tunnels update.

1. Background Information

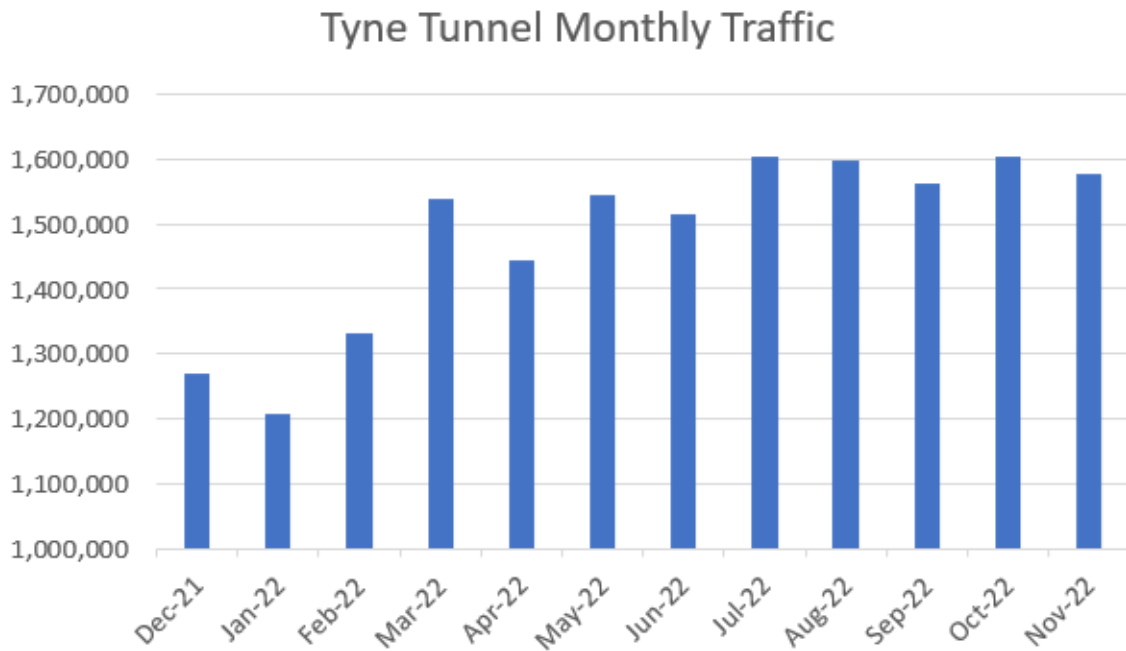
- 1.1 The Tyne Tunnels are jointly owned by the five Tyne and Wear Councils through their membership of the North East Combined Authority (NECA) and the North of Tyne Combined Authority (NTCA). Through the region's joint transport arrangements the interests of the local authorities are represented by the Joint Transport Committee's Tyne and Wear Sub Committee (TWSC) and administered by officers of Transport North East.
- 1.2 The Tyne Tunnels comprise of two vehicle tunnels (one northbound and one southbound) and the pedestrian and cyclist tunnels all passing under the River Tyne and linking North Tyneside with South Tyneside. The first vehicle tunnel was opened in 1967, and the second opened in 2011 having been financed and built using a Concession contract.
- 1.3 The Tyne Tunnels are self-funded and receive no central government funding nor any local authority subsidy or levy, with all operational costs and debt financing costs being met from the tolls charged to users of the vehicle tunnels. The toll charges are necessary to repay the significant debts which were incurred in 2007 by both TT2 Limited and the local authorities in the building of the second tunnel and undertaking substantial refurbishment of the original tunnel.
- 1.4 TT2 Ltd as Concessionaire is responsible for the day-to-day management and operation of the Tunnels, in accordance with the Project Agreement which is in place from 2007 to 2037. This is monitored by the Tyne Tunnels Manager on behalf of Transport North East.

2. Traffic Tunnels Update

Traffic Flows

- 2.1 Traffic flows through the Tyne Tunnels are reviewed daily by TT2 and Transport North East. If traffic levels are low (as they were in 2020 and 2021 due to Covid restrictions), TT2 suffers the income loss from the reduced toll income rather than the JTC, as the JTC income is protected by the nature of the Project Agreement. The agreement is designed so that JTC takes the first share of traffic income, while TT2 takes its income from the additional traffic over that level. This means that TT2 takes the main financial risk on a drop in traffic, but also benefits financially when traffic is higher.
- 2.2 In recent months traffic has seen a strong recovery to pre-pandemic levels and is now significantly higher than it has been in the last few years. In October 2022 there were **1,603,448** vehicle journeys through the tunnels and in November 2022 **1,575,941** vehicle journeys. In October traffic numbers were at record levels as this has been the busiest month in the 55 year history of the tunnels. Initial analysis suggests that some traffic may have been displaced from other Tyne crossings such as the A1 due to roadworks, but it is likely that the main reason for the higher traffic levels is the faster journey times on the A19 due to the barrierless system at the Tyne Tunnels and other A19 improvements such as Testos and Silverlink which have also improved journey times.

2.3 **Fig: 2.3 Tyne Tunnel Monthly Traffic**



By way of comparison, pre-pandemic traffic in 2019 at the Tyne Tunnels was 1,393,767 million vehicles per month on average.

Toll Increase

- 2.4 At the last meeting of this committee in November 2022 members agreed an toll increase to come into effect in 2023. The Tyne Tunnels legislation sets out the process and the calculation for a revision to the toll every 12 months, which allowed an increase to take place in early 2023.
- 2.5 TT2 has confirmed that, as contractually required by the Project Agreement and in line with RPI, the Shadow Toll will increase to £2.30 (from its current level of £2.00) on 1 January 2023. Therefore, to fund this an increase in the Real Toll is required.
- 2.6 The Shadow Toll and the Real Toll must remain in sync, otherwise the Tyne Tunnel Account would not be balanced and any shortfall of expenditure over income would ultimately need to be met by the Tyne and Wear authorities. Therefore, when the Project Agreement was originally set up, the intention was that the Shadow Toll paid to TT2 per journey would be the same amount as the Real Toll charged to customers. This would mean that toll income would always be enough to cover the monthly payment to TT2.
- 2.7 The current position is:

Real Toll paid by customers November 2022:	£1.90
RPI calculation gives a proposed increase in 2023 to:	£2.20

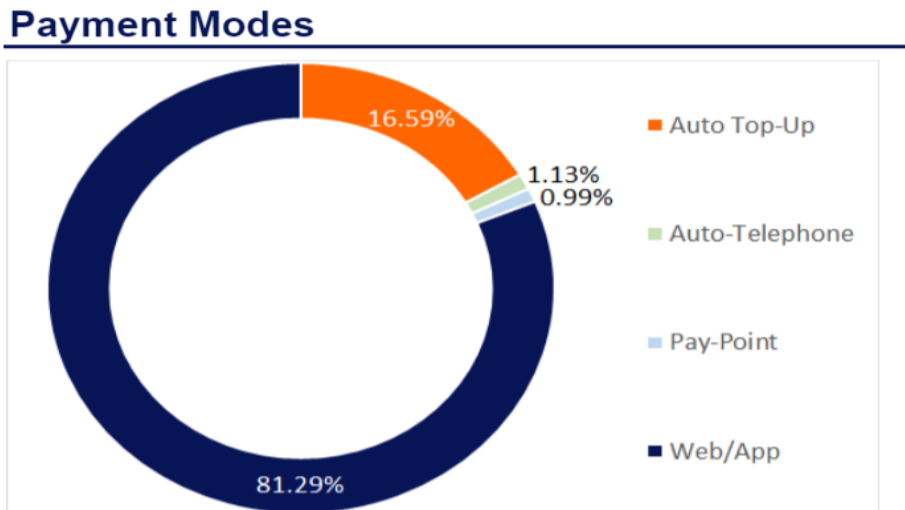
Appendix A sets out the current and revised tolls for each class of vehicle. The Real Toll is the toll paid by cars (Class 2 vehicles). The Class 3 toll paid by HGVs will also increase to £4.40 as shown in Appendix A.

- 2.8 At the meeting on 15 November 2022 members chose to postpone the implementation of the increase to the Real Toll until May 2023, with the shortfall (compared to the amount payable as the Shadow Toll) to be funded by Tyne Tunnels reserves. This was to assist tunnel users over the winter months given the current cost of living crisis. The TWSC members however recognised that given the inflationary increase triggered in the payments to TT2, there was a financial imperative to apply an increase to the Real Toll charge to ensure the Tyne Tunnel Account could be kept in balance, recognising that there were insufficient reserves to cover this for the full year and that there was no prospect of the T&W Councils providing additional subsidy.
- 2.9 In terms of the effect of the toll increase on customers, it is important to note that approximately 80% of all journeys are made by Pre-Paid customers who receive a 10% discount on the toll. There is no change proposed to this 10% discount, which means that the toll revision for most customers results in a new toll payment which is still less than £2.00 from May 2023. See Appendix A for more details on revised toll charges to customers.
- **New toll for cars - £1.98** (includes Pre-paid discount)
 - **New toll for HGVs - £3.96** (includes Pre-paid discount)

Tyne Pass Scheme update

- 2.10 The Tyne Pass Scheme for barrierless open road tolling, has been in operation for over 12 months now and the number of customers paying the toll successfully for their journey is on an upward trend. Based on experience of other similar schemes it was expected that the non-compliance rate would start at a higher level then reduce as familiarity with the system improved. It was envisaged that the rate would reduce to under 3% within the first 2 years of the scheme.
- 2.11 The majority of customers pay the toll by pre-paid account (81% of all payments in November 2022). These customers benefit from an optimum service as they can:
- pay before or after their journey;
 - use the 'auto-top up' facility with a linked bank card;
 - receive regular email alerts and reminders if their balance is running low;
 - receive a 10% discount on every journey.
- 2.12 Most customers are choosing to pay the toll by digital means with over 97% of customers choosing to pay by web/app or via auto-top up or auto-phone. However, there is still the option to pay the toll in cash for those who need it, with Pay Point locations across the north east accepting toll payments in local retail outlets in cash with no additional charge for this service.

2.13 Fig: 2.13 Toll payment modes

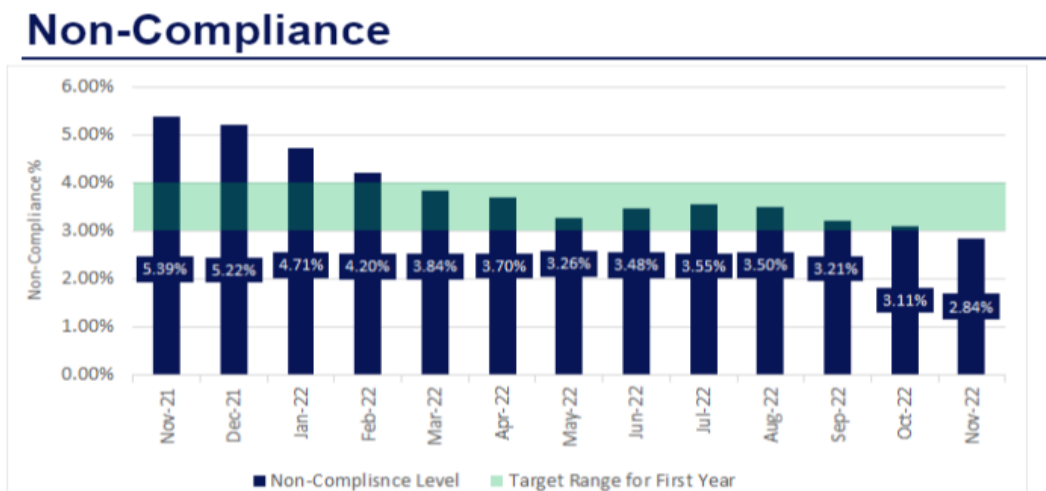


Over 97% of payments are by digital channels. Auto-Top-Up is at the highest percentage thus far.

2.14 In November, the toll was paid on time for 97.16% of journeys which is the best rate of compliance so far since the open-road tolling scheme came into operation in 2021.

The chart below shows that the percentage of journeys which were ‘non-compliant’ (where customers failed to pay the toll and received a UTCN - Unpaid Toll Charge Notice) has decreased significantly since the start of the scheme in November 2021 when it was over 5%.

2.15 Fig: 2.15 Non-compliant journeys (journeys where toll is not paid)

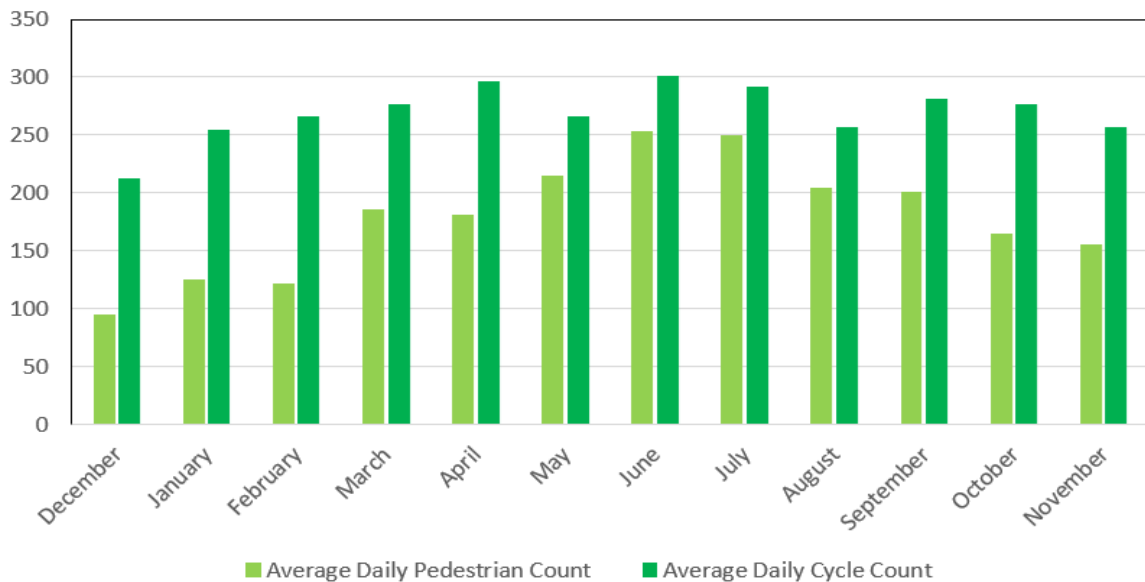


Tyne Pedestrian and Cyclist Tunnels Update



- 2.16 The Tyne Pedestrian and Cyclist Tunnels reopened for public use in August 2019 after being closed for several years for refurbishment. The tunnels are currently open to the public with no charge to users. To access the tunnels, pedestrians and cyclists can use the vertical lift at both ends. The tunnels are monitored via CCTV by the 24-hour security presence on-site.
- 2.17 The tunnels were open throughout most of 2020 between 06:00 and 22:00. Following requests from users for night time opening, a trial of 24-hour opening was put in place for the month of December 2020 to assess whether there were any concerns regarding safety or anti-social behaviour. The trial proved to be successful and there have been no major concerns or incidents of antisocial behaviour. The night-time opening has proved very popular, particularly benefiting shift workers who cycle to work at night.
- 2.18 Following the trial, it was agreed that 24-hour opening should continue throughout 2021 subject to regular reviews. It continued throughout 2021 and into 2022 without any major issues. The tunnels have been closed in 2022 for several days when lift maintenance works have been carried out on the vertical lifts. There was a planned 6 day closure in August 2022 for the lifts to be re-roped and an unplanned closure in December 2022 when the north lift was out of service. On each occasion, when the tunnels are closed a replacement bus service with cycle trailer has operated free of charge for users from 6am to 10pm.
- 2.19 Daily use of the tunnels has increased since the tunnels reopened in 2019. Cycling in particular, has increased in popularity. Daily average usage is shown below.

Tyne Tunnel Average Daily Pedestrian and Cycle Counts
December 2021 to November 2022



Inclined lifts refurbishment

- 2.20 The inclined glass lifts are additional lifts which have been planned to increase capacity for cyclists and to provide a tourist attraction, as they are bespoke glass lifts which travel on a steep incline down the historic escalator shaft to the lowest part of the tunnels. Completion and certification of the inclined lifts is awaited as they have proved difficult to complete due to the bespoke nature of the design and issues with contractors.
- 2.21 As the members of this committee are aware, the completion of the inclined lifts was delayed throughout 2020 with the Italian lift engineers (Maspero) citing Covid-19 travel restrictions as the principal reason for this. Maspero engineers were last on site in January 2020 and have not been back to site since. However, the completion of the inclined glass lifts is a priority and therefore other options have been considered to reach a solution that allows the inclined lifts to be brought into operation as soon as possible.
- 2.22 New lift contractors were appointed in late 2021 with works taking place in late 2021 and continuing into spring of 2022. The new specialist lift engineers have made good progress on the wiring and mechanical systems which control the lift. However, there are still works to be completed on the cabin, doors and the door operating mechanisms. New parts are required and were ordered in mid-2022 however they were subject to a longer delivery process than expected due to supply chain delays.
- 2.23 The new parts were delivered to the UK in December 2022, which means the works can progress in early 2023 with the aim of the installation works being completed in the late spring of 2023. Once the new parts are installed and fitted, the works can then move on to the final stage of testing and certification. Once they are operational, the new lifts will be able to carry up to 6 cyclists and their bikes in one journey.

3. Reasons for the Proposals

Not applicable.

4. Alternative Options Available

Not applicable.

5. Next Steps and Timetable for Implementation

Officers will continue to work with TT2 on customer-focused improvements to the Tyne Pass system which has now been in operation for over 12 months.

The lift contractor is continuing work on the inclined lifts to enable them to be brought into operation as soon as possible.

The legal process for the toll increase to take effect is underway and will be progressed during January and February 2023.

6. Potential Impact on Objectives

The promotion of cycling and walking is in line with the JTC objectives on sustainable transport.

The Tyne Pass scheme provides significant environmental benefits which contribute to the Combined Authorities' objective to improve air quality and reduce carbon emissions. This is also in line with the Transport Plan objectives and the Combined Authorities' objectives to respond to the Climate Change Emergency which has been declared by all constituent authorities.

The Tyne Pass scheme creates new jobs for local people which contributes to the Combined Authorities' objectives to improve employment opportunities in the region and reduce levels of unemployment.

7. Financial and Other Resources Implications

7.1 There are no financial implications arising directly from this report, which is for information. The financial implications of the toll increase decision were set out in the November 2022 report.

7.2 The cost of the original refurbishment works on the Tyne Pedestrian and Cyclist Tunnels were included in the JTC capital programme and have been funded from Tyne Tunnel reserves and from prudential borrowing in line with the original approval for the project. It is important to note that the Tyne Tunnels reserves are ring-fenced for use on the tunnels.

8. Legal Implications

There are no legal implications arising directly from this report.

9. Key Risks

There are no key risks associated with this report.

10. Equality and Diversity

There are no implications for equalities and diversity arising directly from this report.

11. Crime and Disorder

There are no implications for Crime and Disorder arising directly from this report.

12. Consultation/Engagement

The Head of Paid Service, Monitoring Officer and Chief Finance Officer have been consulted. Regular updates are provided to the Transport North East (Tyne and Wear) Sub-Committee. TT2 website and the Pedestrian and Cycle Tunnel website both provide updates to the public on all matters related to the Tunnels.

13. Other Impact of the Proposals

Not applicable.

14. Appendices

Appendix A: Revised Toll Charges

15. Background Papers

River Tyne (Tunnels) Order 2005

River Tyne (Tunnels) (Modification) Order 2011

Tyne Tunnel Update reports to previous meetings of the Tyne and Wear Sub-committee.

16. Contact Officers

Fiona Bootle, Tyne Tunnels Manager, Fiona.bootle@transportnortheast.gov.uk.

17. Sign off

- The Proper Officer for Transport:
- Head of Paid Service:
- Monitoring Officer:
- Chief Finance Officer:

18. Glossary

TCPT – Tyne Cyclist and Pedestrian Tunnel

PA – Project Agreement (Concession agreement with TT2)

JTC – Joint Transport Committee

UTCN – Unpaid Toll Charge Notice

DfT – Department for Transport

Appendix A – Toll Charges

Toll charges November 2022

Vehicle	Cost per journey	10% discount Pre-Paid account
Motorbike or Disabled registered	Free	N/A
Car, Van or Bus less than 3.5 tonnes	£1.90	£1.71
LGV, Van or Bus over 3.5 tonnes	£3.90	£3.51

Toll charges from May 2023

Vehicle	Cost per journey	10% discount Pre-Paid account
Motorbike or Disabled registered	Free	N/A
Car, Van or Bus less than 3.5 tonnes	£2.20	£1.98
LGV, Van or Bus over 3.5 tonnes	£4.40	£3.96

This page is intentionally left blank