

Joint Transport Committee Tyne and Wear Sub-Committee

Thursday, 9th November, 2023 at 2.00 pm

Meeting to be held in a Whickham Room, Gateshead Civic Centre, Regent Street, Gateshead, NE8 1HH

AGENDA

	Page No
1. Apologies for Absence	
2. Declarations of Interest	
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.	
3. Minutes of the previous meeting held on 14 September 2023	3 - 8
The Tyne and Wear Sub-Committee is asked to approve the minutes of the meeting held on 14 September 2023.	
4. Tyne Tunnels Update	9 - 18
5. Nexus Corporate Performance Update	19 - 28
6. Nexus Corporate Risks 2023/2023	29 - 68
7. Exclusion of the Press and Public	
The JTC Tyne and Wear Sub-Committee may wish to exclude the press and public during consideration of item 8 by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act.	
8. Minutes of the confidential meeting held on 14 September 2023	69 - 72

The Tyne and Wear Sub-Committee is asked to approve the minutes of the confidential meeting held on 14 September 2023.

9. **Date of Next Meeting**

The next meeting will take place on Thursday 18 January 2024 at 2pm in Gateshead Civic Centre.

Contact Officer: Emma Reynard

Tel: 0191 433 2280

E-mail: emmareynard@gateshead.gov.uk



JOINT TRANSPORT COMMITTEE, TYNE AND WEAR SUB-COMMITTEE

DRAFT MINUTES FOR APPROVAL

DATE: 14 September 2023

VENUE: BLAYDON ROOM, GATESHEAD CIVIC CENTRE

Committee Members Present:

Councillor: C Johnson (Chair)

Councillors: A Hay, S Dean and J McElroy

In attendance:

Councillor S Graham

Statutory Officers: R Curry (Deputy Monitoring Officer)
E Goodman (NECA Finance Manager)
T Hughes (Managing Director, Transport North East)

Officers: G Armstrong, M Dodds, J Fenwick, A Graham, H Lewis,
C Massarella, H Mathews, E Reynard and P Watson

TT2 Ltd: M Holden, T Sidney and A Wallace

14. APOLOGIES FOR ABSENCE

Apologies were received from Councillors J Byrne, F Cunningham, G Miller and C Rowntree.

15. DECLARATIONS OF INTEREST

There were no declarations of interest.

16. UPDATE FOLLOWING THE GREAT NORTH RUN

The Chair asked Cathy Massarella, Interim Managing Director of Nexus, to provide an update following the Great North Run.

The Sub-Committee were advised that this years' Great North Run was the biggest ever event in terms of the number of runners taking part, and the number of passengers using Metro – which was more than 100,000 people.

Until mid-afternoon on the day of the run, all of the plans that were in place were working well. There was then a severe change in the weather conditions which resulted in flash flooding occurring in the South Shields Metro Interchange and on the track in Tyne Dock Tunnel. This resulted in the Interchange being closed and the suspension of Metro service for 90 minutes. The very challenging situation was tackled by Nexus customer service staff and volunteers from around the business (including from Stadler), and partners which included the Tyne and Wear Fire and Rescue Service and St John's Ambulance. This resulted in the last people leaving the station only 60 minutes later than last year when there were no disruptions to the service. The benefits of Metro Flow were also crucial in speeding up the response on the day.

Members of the public who were affected on the day were very patient and understanding and the majority of feedback since has been very positive. Nexus will continue to work with South Tyneside Council and Northumbrian Water to find a solution for the flooding issues at Tyne Dock.

Councillor Johnson thanked Nexus staff and partners for their work under a uniquely challenging set of circumstances. He acknowledged the valuable input of the Shields Ferry which reiterated how important it is to secure funding for the new ferry landing at North Shields.

Councillor McElroy acknowledged how demanding the task was on the day and thanked everyone involved. He asked whether the Sub-Committee could be provided with a more detailed debrief at a future meeting and asked information be provided on how Nexus plans to manage its infrastructure in future given the increased prevalence of extreme weather events.

This was agreed.

17. MINUTES OF THE PREVIOUS MEETING HELD ON 13 JANUARY 2023

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

18. NEXUS CORPORATE PERFORMANCE UPDATE

The Sub-Committee considered a report which provided an update on the performance of Nexus against its Corporate Business Plan for 2023/24. This report covers periods 3 and 4 which encompasses 28 May 2023 to 22 July 2023.

Metro patronage continues to grow and was 7.0% above target for periods 3 and 4.

Metro fare and commercial revenue is ahead of budget and if this performance continues, it may reach pre-pandemic levels this year. However, this still represents a reduction in real terms and Nexus' cost base continues to be under

significant pressure due to inflation and the energy crisis. Patronage and revenue on the Shields Ferry and secured bus services are also ahead of budget. Metro punctuality was 79.5% in periods 3 and 4 which is below the target of 89.8%. Punctuality continues to be affected by the ongoing challenges of maintaining the existing train fleet in the newly constructed maintenance depot, with faults taking longer to resolve and the backlog larger than would otherwise be the case.

During the period, Metro carried 92,000 additional journeys on the weekend of the Sam Fender and Pink concerts (9-11 June), compared to a typical weekend.

Work to refurbish lifts and escalators across the network continues and a significant overhaul of escalators at Haymarket, one of the busiest stations, was completed in July.

Testing of the new fleet of trains continues to progress to plan whilst the final demolition works on the old fleet maintenance depot were completed in period 4.

Councillor Hay noted that although patronage was above target, that punctuality was down to 79.5% and asked whether conversations were held with other authorities regarding opportunities for improvement.

Officers advised that Nexus works closely with other PTEs and train operators, and in comparison, Metro is recovering well from the pandemic in terms of ridership. However, Metro's performance is particularly depressed due to the age of the fleet. Nexus is learning from other train operators who have recently introduced new fleets especially Merseyrail who also have a Stadler fleet.

Councillor Hay added that he felt that the new Combined Authority, and Local Authorities, should be lobbying Government around funding for Metro.

Councillor Johnson commented that the next big infrastructure project for Nexus is a new signalling system which is crucially important and must follow the introduction of the new fleet. He agreed with Councillor Hay's comments regarding lobbying.

Councillor Johnson also noted that refurbishment works are continuing at Whitley Bay and Cullercoats stations which are two of the oldest stations on the system. He added that it will take time for the new fleet to be introduced and that there will be delays but it will be worth waiting for when the new fleet is fully in place.

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

19. NEXUS CORPORATE RISK REGISTER 2023/24

The Sub-Committee considered a report which provided an update on the Nexus Corporate Risk Register for 2023/24 based on the approved Corporate Plan and demonstrates that these risks are being properly managed and controlled.

There are currently four risks which are rated red. Two of these are due to funding uncertainties:

- 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 that the regional devolution agreement provides revenue and 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 North Shields Ferry Landing risk is red since the project to replace the North Shields Ferry Landing is currently unfunded. Nexus is continuing to work with Transport North East and the DfT to secure funding for the proposed relocation of the North Shields Ferry Landing and the Joint Transport Committee provided its support for a funding solution at its July meeting. A new landing is required by 2025 to ensure the longevity of the service.

The Fleet Replacement risk has been escalated to 'Red' in the most recent review due to the programme reset which will result in changes to date at which the new fleet will be fully introduced into service which will increase Nexus' reliance on the existing fleet for a longer period of time.

The final red risk is Metro Performance which is red as a result of recent disruptions to service, particularly in relation to fleet availability.

Councillor McElroy requested, as a result of the events at the Great North Run, whether a specific risk relating to climate change could be created, rather than it being included across all of the risks.

This request was agreed and would be included in the report for the next Sub-Committee meeting.

RESOLVED: The Sub-Committee noted the report.

20. TYNE TUNNELS UPDATE

The Sub-Committee considered a report which provided an update on the management and operation of the Tyne traffic, pedestrian, and cyclist tunnels.

Traffic Tunnels

Traffic through the Tyne Tunnels continues to be higher than previous years with 1.67million journeys during June 2023 compared with 1.51 million in June 2022 – an increase of 10.5%. The rise in traffic levels could be in part due to the effects of displaced traffic from the recent closure of the central motorway in Newcastle but could also be due to the continued success of the Tyne Pass scheme. Non-compliance of the payment of tolls continues to remain below 2%.

Tyne Pass Scheme

The recommendations for improvement following appraisal of the Tyne Pass scheme continue to be progressed. TT2 are planning to switch their online payment system to deliver improvements for customers, including the option to pay via Google Pay and Apple Pay. The system changes will require the TT2 website and app to be unavailable during the transition, but a full communications exercise will be undertaken to advise customers once the timescale has been agreed.

TT2 Ltd engaged Transport Focus to undertake a review of the procedure for handling complaints. The findings of the review were published on 22 August which found many elements of good practice already in place. However a number of recommendations for improvement have been identified which officers from Transport North East and TT2 Ltd will work through to progress.

Pedestrian and Cyclist Tunnels

Work is ongoing to bring the inclined lifts back into service and the works are in the final stages. Testing and certification will follow shortly however there is still no timescale as to when this will be completed.

Councillor McElroy commented that the Tyne Tunnels are a crucial part of the transport system and asked whether any plans had been made to mitigate disruption being caused by works on the A1 and also the planned works on the Tyne Bridge.

Officers advised that TNE participates in regional highways groups comprised of key stakeholders to ensure strategic co-ordination and mitigate the impacts of works, as well as working with officers from Gateshead and Newcastle City councils specifically on managing the impact of the Tyne Bridge works.

Councillor Johnson asked whether any additional time for payment of tolls at the Tyne Tunnels will be offered to users when the payment system is being upgraded.

Officers advised that TT2 are seeking to minimise disruption and will extend the payment window for those impacted by the downtime of the website and app.

Councillor Johnson also thanked TT2 Ltd for making the suggested improvements to handling complaints following the review by Transport Focus.

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

21. EXCLUSION OF THE PRESS AND PUBLIC

The Tyne and Wear Sub-Committee agreed to exclude the press and public during consideration of items 8 and 9 by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act.

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

Date: 9 November 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 through the Tyne Tunnels, which continue to be higher than in previous years with over 1.64 million vehicle journeys through the tunnels during September 2023. This compares with 1.55 million in September 2022.

The report also gives an update on the compliance rate (rate of successful toll payments) under the Tyne Pass Scheme which was 97.22% in September 2023. This compares well with last September and continues the promising trend of fewer tunnel users failing to pay the toll on time and being affected by enforcement.

TT2 are planning to switch the online toll payment system to a different supplier to provide additional payment options and deliver an enhanced user interface. An overview of these improvements and the planned actions to mitigate the impact on customers is provided in this report.

Finally the report also provides an update on the usage and operation of the Tyne 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

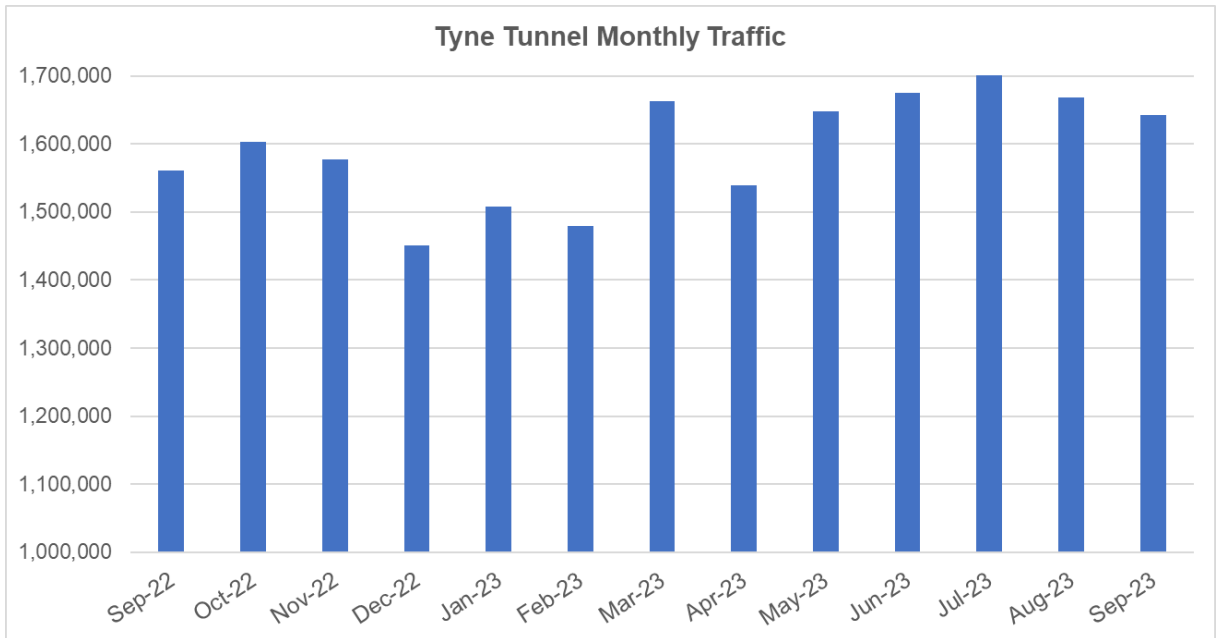
- 1.1 The Tyne Tunnels are jointly owned by the five Tyne and Wear Councils through their membership of the North East Combined Authority (NECA) and the North of Tyne Combined Authority (NTCA). Through the region's joint transport arrangements, the interests of the local authorities are represented by the Joint Transport Committee's Tyne and Wear Sub Committee (TWSC) and administered by officers of Transport North East (TNE).
- 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 a Strategic Infrastructure Contract Manager in TNE.

2. Traffic Tunnels Update

Traffic Flows

- 2.1 The number of vehicles travelling through the Tyne Tunnels is monitored daily by TT2 and TNE. 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 Since the Tyne Pass barrierless system was brought into operation in 2021, more and more drivers are choosing to use the Tyne Tunnels. Traffic is now significantly higher than it has been in the last few years. In September 2023 there were **1,642,597** vehicle journeys through the tunnels, compared with the previous year when in September 2022 **1,552,331** vehicle journeys were made – a year on year increase of 90,266 or 6%. Whilst the rise in traffic will be in part due to the effects of displaced traffic from other river crossings, TT2 considers that the main reason for the higher traffic levels is the faster journey times due to the barrierless system at the Tyne Tunnels and other A19 improvements such as Testos and Silverlink which have also improved journey times on this stretch of road.

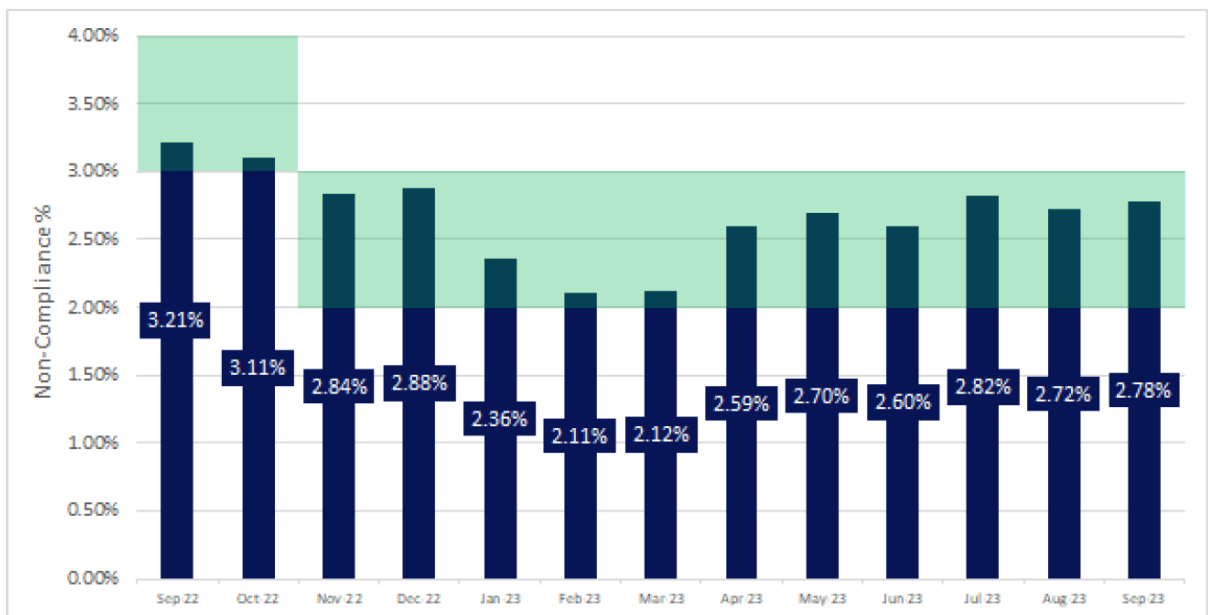
Figure 2.1: Tyne Tunnel Monthly Traffic



Payment of the Toll

2.3 In September 2023, the toll was paid on time for 97.22% of journeys. 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%. Non-compliance has been fluctuating between 2% and 3% for almost a year, with the fluctuations resulting from a variety of reasons including seasonal traffic, number of weekends/bank holidays in a month and TT2 customer campaigns.

Figure 2.2: Non-compliant journeys (journeys where toll is not paid)



Tyne Pass non-compliance is a measure of the non-compliance percentage of traffic. The green band is TT2's target for the end of the year.

2.4 In anticipation of the different customer profile and increased one-off journeys expected over the summer period, TT2 developed a Summer Holiday Campaign which has been reported on at previous TWSC meetings. The non-compliance data for the July and August demonstrate the effectiveness of the campaign in ensuring that tunnel users are aware of the tolls and methods for payment.

Payment system improvements

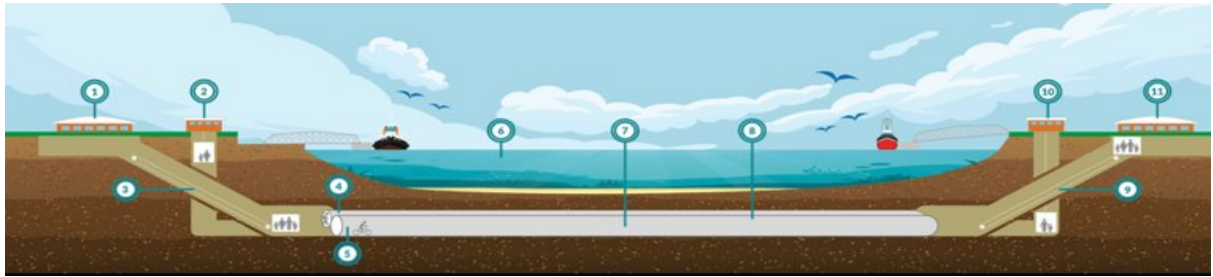
2.5 TT2 are planning to switch their online toll payment system to deliver improvements for customers. These improvements will include the option to pay by GooglePay and ApplePay, which has been requested by customers, and an enhanced user interface.

2.6 The system changes will require the TT2 website to be unavailable from 09:30 into the evening on Saturday 11 November, and the TT2 app to be unavailable from 09:30 on Saturday 11 November until Monday 13 November. This has been planned to minimise disruption, although during this time it will still be possible to pay the toll by visiting a Paypoint retailer. There will be a requirement for all account holders to reupload their card details following the system change.

2.7 TT2 have developed a comprehensive communications plan about the changes and downtime of the website and app. This includes advanced notice and reminders for customers with accounts and extending the payment window to midnight on Tuesday 14 November for all customers who travel on Friday 10, Saturday 11 or Sunday 12 November. Any customers who are unable to make a payment during the extended payment window and subsequently receive an unpaid toll charge notice will be able appeal through TT2's normal process and each appeal will be considered on a case-by-case basis.

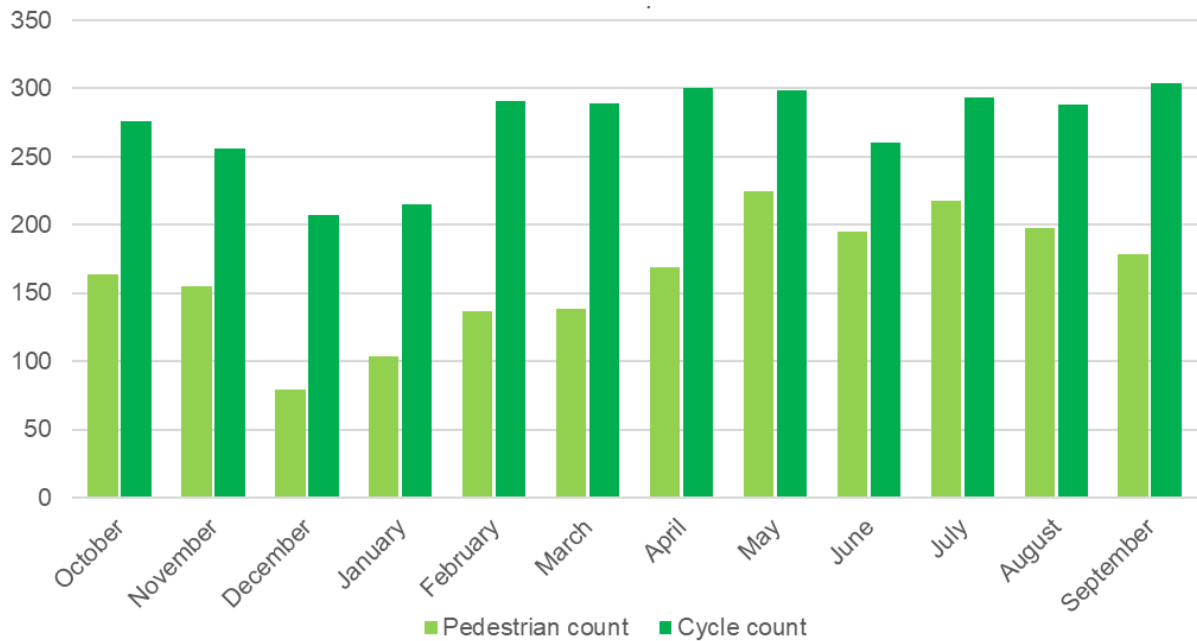
2.8 TNE are supportive of TT2's improvements to customer service as well as the proposed steps to mitigate the impact. The relevant officers will be kept informed of the developments before, during and after the system changes, and will continue to monitor the impact on customers.

Tyne Pedestrian and Cyclist Tunnels Update



- 2.9 The Tyne Pedestrian and Cyclist Tunnels (TPCT) 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.
- 2.10 The tunnels were open initially during the hours of 06:00 and 22:00. Following requests from users for night time opening, a trial of 24-hour opening was put in place during 2021 to assess whether there were any concerns regarding safety or anti-social behaviour. The trial proved to be successful and they have remained open 24/7 since then. 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.
- 2.11 The vertical lifts were out of service for short periods of time on Tuesday 19 September and Monday 2 October for a planned inspection and subsequent maintenance work. The north vertical lift then developed a fault on Saturday 14 October and as such it went out of service at 21:15 until 14:30 on Tuesday 17 October. The delay reinstating the lift was due to the need for a replacement part and access equipment. Given that the issue with the lift was unexpected, it was not possible to arrange a replacement bus service because the bus companies contacted did not have a vehicle and/or driver available at short notice. During the period that the lift was out of service, the stationary escalator could be used as a staircase for accessing the tunnel, however it was advised that only those who are able-bodied should use the escalator staircase. Updates were provided on the TPCT social media channels throughout the course of the incident.
- 2.12 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.

Figure 2.3: Tyne Pedestrian and Cyclist Tunnel daily counts October 2022 to September 2023



Inclined lifts refurbishment

- 2.13 Additional lifts are being installed to increase capacity for cyclists and to provide a tourist attraction. These are bespoke glass “inclined” 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.
- 2.14 The completion of the inclined lifts was delayed throughout 2020 with the 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 was a priority and therefore other options were considered to reach a solution that allows the inclined lifts to be brought into operation as soon as possible.
- 2.15 New lift contractors were appointed in late 2021 with works taking place in 2022/2023. The new specialist lift engineers have made good progress on the wiring and mechanical systems which control the lift and in the last few months have completed further works on the glass cabin, doors and the door operating mechanisms. New parts were required and were ordered in mid-2022 however they were subject to a longer delivery process than expected due to supply chain delays.
- 2.16 The new parts were delivered to the UK in December 2022, and the works have progressed well over the last few months with all parts being installed and fitted. During Autumn 2023 works should be in the final stages of testing and certification with the lifts opening to the public soon after. Once they are operational, the new lifts will be able to carry up to 6 cyclists and their bikes in one journey.

2.17 Once the inclined lifts have been opened to the public for use, there will be a handover process to TT2 who will resume day-to-day operational responsibility for the TPCT.

3. Reasons for the Proposals

3.1 Not applicable.

4. Alternative Options Available

4.1 Not applicable.

5. Next Steps and Timetable for Implementation

5.1 Officers will continue to work with TT2 on customer-focused improvements to the Tyne Pass system which has now been in operation for 22 months.

5.2 The lift contractor is continuing work on the inclined lifts to enable them to be brought into operation as soon as possible.

6. Potential Impact on Objectives

6.1 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.

6.2 The Tyne Pass scheme has created new jobs for local people which contributes to the Combined Authorities' objectives to improve employment opportunities in the region and reduce levels of unemployment.

6.3 The promotion of cycling and walking is in line with the JTC objectives on sustainable transport.

7. Financial and Other Resources Implications

7.1 There are no financial implications arising directly from this report, which is for information.

7.2 The cost of the original refurbishment works on the TPCT 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

8.1 There are no legal implications arising directly from this report.

9. Key Risks

9.1 There are no key risks associated with this report.

10. Equality and Diversity

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

11. Crime and Disorder

11.1 There are no implications for Crime and Disorder arising directly from this report.

12. Consultation/Engagement

12.1 The Head of Paid Service, Monitoring Officer and Chief Finance Officer have been consulted. Regular updates are provided to the TWSC. TT2 website and the TPCT website both provide updates to the public on all matters related to the Tunnels.

13. Other Impact of the Proposals

13.1 Not applicable.

14. Appendices

None.

15. Background Papers

River Tyne (Tunnels) Order 2005

River Tyne (Tunnels) (Modification) Order 2011

Tyne Tunnel Update reports to previous meetings of the TWSC

16. Contact Officers

Michael Dodds, Strategic Infrastructure Contract Manager

Michael.Dodds@transportnortheast.gov.uk

17. Sign off

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

18. Glossary

TPCT – Tyne Pedestrian and Cyclist Tunnel

PA – Project Agreement (Concession agreement with TT2)

JTC – Joint Transport Committee

UTCN – Unpaid Toll Charge Notice

DfT – Department for Transport

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

Date: 9 November 2023
Subject: Nexus Corporate Performance Update
Report of: Interim Managing Director

Executive Summary

The purpose of this report is to provide an update on the performance of Nexus against its Corporate Business Plan for 2023/24. This report covers Periods 5 and 6 which encompasses 23 July 2023 to 16 September 2023.

Metro patronage continues to perform well and was 4.2% above target for Periods 5 and 6.

Despite significant disruption caused by flash flooding in South Tyneside which caused a 90-minute service suspension, Metro carried over 100,000 customers on Great North Run Day. In order to assist customers on the day, the Shields Ferry operated for an additional two and a half hours beyond its scheduled finishing time.

Metro fare and commercial revenue is ahead of budget and if this performance continues, it may reach pre-pandemic levels this year. However, this still represents a reduction in real terms and Nexus' cost base continues to be under significant pressure due to inflation and the energy crisis. Patronage and revenue on the Shields Ferry and secured bus services are also ahead of budget.

In periods 5 and 6, Nexus delivered 94.55% of its scheduled timetable. The ongoing challenges of maintaining the existing train fleet means that there is limited train capacity to replace trains which develop faults or to put in additional capacity to return trains to time in periods of disruption.

In times of disruption, Nexus prioritises providing passengers with a frequent service even if trains are not running to timetable. As such punctuality was 80.31% in periods 5 and 6 which is below the target of 89.25%.

In the reporting period, Nexus won the Major Project of the Year award for the Metro Flow project at the National Rail awards whilst the project was also Highly Commended in the Infrastructure Achievement of the year award.

Nexus was also Highly Commended in the Customer Service Excellence category for its work on the 2022 Great North Run.

Nexus was also successful in receiving three gold awards at the CIPR North East Pride awards for its communication campaigns for Metro Flow and our work engaging stakeholders with our new fleet.

Recommendations

The Tyne and Wear Sub-Committee is recommended to note Nexus' performance against its key priorities in its Corporate Plan for 2023/24, 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 2023/24

1.2 For 2023/24 the CP has five main themes and 13 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
A Harm Free Environment	The 2023/24 Safety Plan is progressing to plan.
Improve Operational Safety	The 2023/24 SPAD (Signals passed at danger) reduction plan is being implemented.
Reduce anti-social behaviour	Partnership work to tackle ASB continues

A Harm Free Environment

1.4 The 2023/24 Safety and Security Plan is progressing to plan, with a focus on reducing workforce harm, customer safety, and public safety.

1.5 We are continuing with our escalator and stairs poster safety campaign aimed at reducing customer accidents at stations, especially in the Central corridor. We have also updated our station safety messaging to reflect these risks.

Improve Operational Safety

1.6 Nexus is continuing to deliver on the 2023/24 Signals Passed at Danger reduction plan.

1.7 Nexus currently has a monthly SPAD reduction working group, made up of attendees from various parts of the business and trade unions. We have taken additional steps to reduce the likelihood of SPADs occurring, including detailed training sessions, a continued review of our infrastructure, and support for safe and effective driving and management.

Reduce anti-social behaviour

1.8 In August, Nexus launched a campaign targeting anti-social behaviour alongside a new system allowing customers to report issues more quickly by sending a discreet text message.

- 1.9 Customers can ‘report it, to sort it’ by discreetly texting ‘REPORTIT’ to 66777 followed by details of the anti-social behaviour they are reporting. The system sends an alert directly to a screen on the customer service desk at Metro’s South Gosforth control room, from where the appropriate action can be taken swiftly, and security staff deployed where required.
- 1.10 Operation Maple between Meadow Well and Northumberland Park took place during the spring and summer months, in a joint initiative between Northumbria Police, North Tyneside Council and Nexus.
- 1.11 During the summer, Nexus continued to support Operation Coastwatch, between Cullercoats and Tynemouth, which saw North Tyneside Council, Northumbria Police and Nexus work together to keep the beaches, Metro network and coastal communities safe. The efforts have been bolstered by the creation of a new ASB taskforce, overseen by North Tyneside Council’s Elected Mayor.
- 1.12 We are working alongside the Police and Crime Commissioners Office to provide training to customer-facing staff around tackling anti-social behaviour across the network.

Customer Experience	
Workstream	Status
Invest in our infrastructure	Our fleet replacement programme has recently been reviewed.
Products, Payments, and Information	Ticketing and information offer for a range of special events have performed well.
An excellent customer experience	Patronage continues to perform well however challenges around fleet availability continue.

Invest in our infrastructure

- 1.13 Work on construction of the new depot and the manufacture and supply of the new train fleet is progressing well. All of the existing/old buildings at the depot have now been demolished, and construction of the remaining stabling roads is progressing towards entry into service in the early part of 2024.
- 1.14 Initial familiarisation training of the new trains with Nexus’ Customer Service staff has commenced utilising one of the new trains (Unit 4), which was moved to the Nexus Learning Centre to support the development and delivery of staff training in preparation for the introduction of the new fleet.
- 1.15 We have now successfully completed Pre-Delivery Acceptance (PDA) for Units 1 to 10 (inclusive), Units 1 and 2 have finished testing on the test track in the Czech

Republic, and Units 3, 4 and 5 are already at Gosforth Depot and are subject to ongoing rigorous testing. Units 6-10 have all successfully completed their PDA inspections and are stabled in Switzerland ready for delivery in the future. The next new train deliveries are planned towards the end of 2023.

- 1.16 Testing of the new fleet continues on the Nexus network and is the most challenging phase of the programme with reliance on effective collaboration between Stadler and Nexus, as well as support from across the organisation.
- 1.17 The programme has been recently reviewed to reflect the challenges presented over the last two years by the pandemic and European War which have combined to have a significant and long-lasting impact on the supply chain and the ability to keep to the original train implementation schedule. As a result of this, the first new train is now expected to run in customer service in the early part of 2024.
- 1.18 We are continuing to work with Transport North East and the DfT to secure funding for the proposed relocation of the North Shields Ferry Landing and the Joint Transport Committee provided its support for a funding solution at its July meeting.

Products, Payments, and Information

- 1.19 Nexus and the region's bus companies worked in partnership for a second year running to support this year's Great North Run. 10,000 Great North Run Rover were sold by Nexus in advance of the run allowing runners to use all bus, Metro and Ferry services in the region.
- 1.20 Since the launch of our expanded Pop Blue product offering £1 single fares for those aged 21 and under, we have seen passenger journeys in this segment increase by roughly 30% on Metro and 70% on Ferry.

An excellent customer experience

- 1.21 Metro patronage for Periods 5 and 6 of 2023/24 was 4.86m, which was 4.2% above target.
- 1.22 The rolling 13 period Metro patronage figure is 30.92m which is 4.63% above the target of 29.55m journeys.
- 1.23 Despite significant disruption caused by flash flooding in South Tyneside which caused a 90 minute service suspension, Metro carried over 95,000 customers on Great North Run day. In order to assist customers on the day, the Shields Ferry operated for an additional two and a half hours beyond its scheduled finishing time and transported over 11,000 customers.
- 1.24 In periods 5 and 6, Nexus delivered 94.55% of its scheduled timetable. The ongoing challenges of maintaining the existing train fleet means that there is limited train capacity to replace trans which develop faults or to put in additional capacity to return trains to time in periods of disruption.

- 1.25 In times of disruption, Nexus prioritises providing passengers with a frequent service even if trains are not running to timetable. As such punctuality was 80.31% in periods 5 and 6 which is below the target of 89.25%.
- 1.26 For Periods 5 and 6 of 2023/24 Ferry patronage was 80,193, which was 20.7% above target.

Assets and Technology	
Workstream	Status
Improve our physical assets	Work to improve our physical assets is continuing as planned.
Technology	Nexus is leading on a smart multi modal ticketing project.

Improve our physical assets

- 1.27 Following Buckingham Group (BGCL) formally entering administration in September Kier Integrated Services Limited (Kier) were selected by BGCL’s administrators as the preferred buyer for the BGCL Rail Division. Following their selection as the preferred buyer and procurement of the Rail Division Nexus novated the contract for Whitley Bay Station to Keir. The novation ensured the continuity of the project with a successful possession completed on the 24th of September 2023.
- 1.28 In the reporting period, the footbridge at Cullercoats Metro station was closed as part of a major refurbishment programme. Its steel work will be strengthened, and the outer wooden panels replaced to provide a fresher appearance and an improved customer experience
- 1.29 Work on the renewal of the third escalator at Haymarket began to refurbish the third escalator. These works may require Haymarket station being closed earlier on occasions to allow for works to be completed.
- 1.30 In the reporting period the refurbishment of the lift at Central Station was completed.

Technology

- 1.31 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.
- 1.32 Nexus is also working alongside Northumberland County Council to introduce Zonal ticketing to the Northumberland line which is currently under construction.

Sustainability

Workstream	Status
Environmental	We have started to implement our Sustainability Strategy.
Financial	Fare Revenue continues to perform well

Environmental

- 1.33 Following the completion of our Sustainability strategy, a number of actions to improve Nexus' environmental performance are progressing to plan.
- 1.34 In September, Nexus, in partnership with MJR Power and Automation, Newcastle University, Port of Tyne and Arup, submitted a bid to the Clean Maritime Demonstration Competition (CMDC4) to carry out feasibility work on the electrification of the Shields Ferry along with wider renewable energy projects.

Financial

- 1.35 Metro fare and commercial revenue for Periods 5 and 6 of 2023/24 was £7.39 million. To the end of Period 6, fare revenue is ahead of budget and if this performance continues, it may reach pre-pandemic levels this year. However, this still represents a reduction in real terms and Nexus' cost base continues to be under significant pressure due to inflation and the energy crisis. Nexus was awarded £3million of additional Metro Rail Grant for revenue expenditure on the Metro system to 31 March 2023, enabling other funding to be carried forward and held in reserves in order to accommodate unbudgeted pressures in 2023/24, specifically in relation to the cost of high voltage power.
- 1.36 Ferry fare revenue for Periods 5 and 6 of 2023/24 was £93,730, which was 22.2% above the budget of £76,716.
- 1.37 For Periods 5 and 6, Secured Bus revenue was £406,996 which was 40.0% better than the budget of £290,632.

Our People	
Workstream	Status
A great place to work	Nexus has been successful in winning several awards within the reporting period.
Developing our people	Our 2023 apprentice intake began their roles in the reporting period.
An engaged workforce	We are reviewing our approach to employee engagement.

A great place to work

- 1.38 In August, Nexus was awarded the Autism Friendly Award, Nexus are the first public transport provider in the region to achieve this award. Over 100 frontline employees, including Customer Service Advisers on Metro, ferry crew and bus station staff have received autism awareness training, which covers the knowledge and skills needed to effectively communicate and support people with autism.
- 1.39 In the reporting period, Nexus won the Major Project of the Year award for the Metro Flow project at the National Rail awards whilst the project was also Highly Commended in the Infrastructure Achievement of the year award.
- 1.40 Nexus was also Highly Commended in the Customer Service Excellence category for its work on the 2022 Great North Run.
- 1.41 Nexus was also successful in receiving three gold awards at the CIPR North East Pride awards for its communication campaigns for Metro Flow and our work engaging stakeholders with our new.

Developing our people

- 1.42 In September, nine apprentices started roles at Nexus. Covering areas ranging from Data Science to Overhead Line the apprenticeships will provide the individuals with the skills and knowledge required to develop their careers at Nexus.

An engaged workforce

- 1.43 Analysis of our employee culture survey has been completed and whilst the results were broadly positive for the organisation, we are now working with colleagues to identify ways in which we can improve on areas where further opportunities were identified.
- 1.44 Work on our Safety and Security, Metro Operations, 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 immediate financial implications arising from this report and that Nexus' performance is being managed from within existing resources.

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 2023/24 as approved at the Sub-Committee's meeting in July 2023.

16. Contact Officers

16.1 Cathy Massarella
Interim Managing Director
Email Catherine.Massarella@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.

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

Date: 9 November 2023
Subject: Nexus Corporate Risks 2023/24
Report of: Interim Managing Director

Executive Summary

The purpose of this report is to provide an update on the Nexus Corporate Risk Register for 2023/24 based on the approved Corporate Plan and demonstrates that these risks are being properly managed and controlled.

During October 2023, Nexus undertook a formal review of its risk register in line with the Corporate Plan for 2023/24.

A detailed explanation of the risks for 2023/24 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 and milestones/next steps.

There are currently 4 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 that the regional devolution agreement provides revenue and 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 North Shields Ferry Landing risk is red since the project to replace the North Shields Ferry Landing is currently unfunded. We are continuing to work with Transport North East and the DfT to secure funding for the proposed relocation of the North Shields Ferry

Landing and the Joint Transport Committee provided its support for a funding solution at its July meeting. A new landing is required by 2025 to ensure the longevity of the service.

The Fleet Replacement risk is 'Red' due to the programme reset which will result in changes to date at which the new fleet will be fully introduced into service which will increase Nexus' reliance on the existing fleet for a longer period of time.

The final red risk is Metro Performance which is red as a result of recent disruptions to service, particularly in relation to fleet availability and reliability.

Since the last review Nexus has added a new risk regarding Climate Change Mitigation and Resilience outlining how Nexus manages the risk it faces due to extreme weather events.

Recommendations

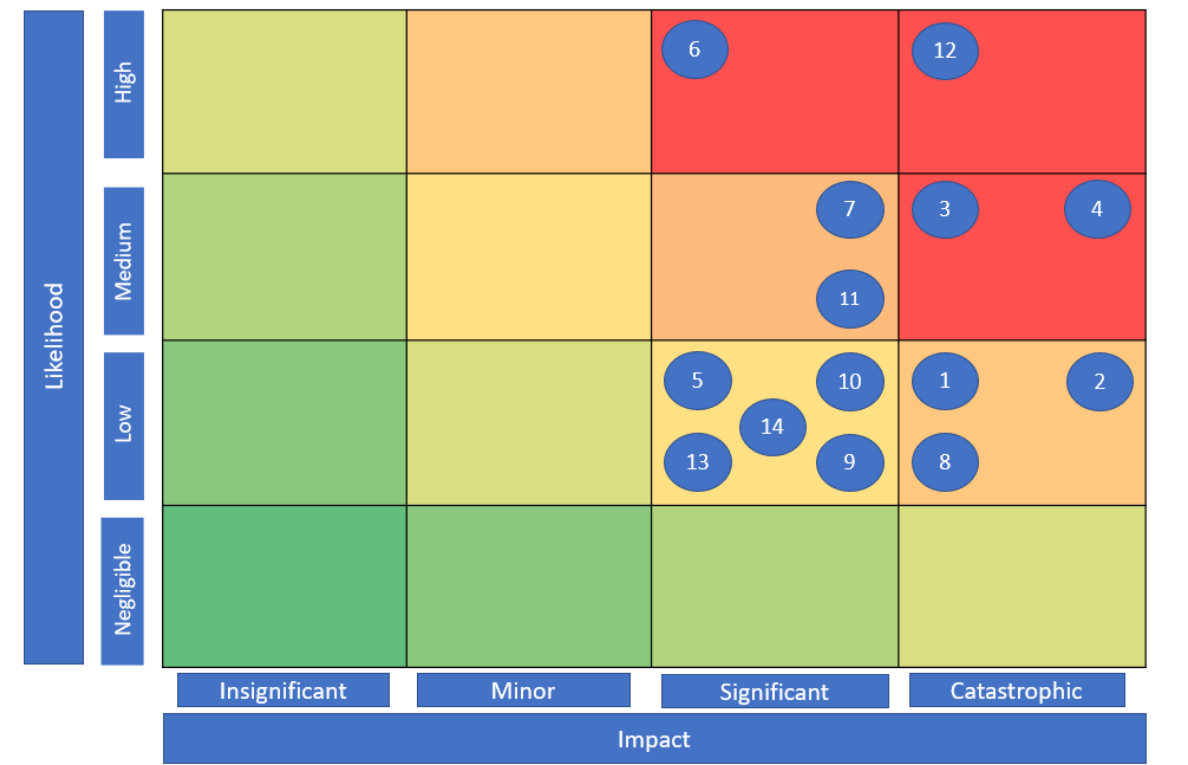
The North East Joint Transport Committee, Tyne and Wear Sub-Committee is recommended to receive and note this update on Nexus' Corporate Risk Register for 2023/24.

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 2023/24 was provisionally approved by the Sub-Committee at its meeting in November 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 2023/24. 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 Owner and Actionees updated	↔ (Stable)
2	Catastrophic infrastructure or operations event	Risk Owner and Actionees updated Risk Controls updated Next Steps/Milestones updated	↔ (Stable)
3	Metro Performance	Controls updated Completed Next Steps/Milestones removed	↔ (Stable)
4	Long Term funding for Metro	No changes from previous review.	↔ (Stable)
5	Frontline services and discretionary travel schemes	No changes from previous review.	↔ (Stable)
6	Delivery and introduction of the new train fleet.	Risk Description and Consequences/Impact updated Changes to Next Steps/Milestones	↔ (Stable)
7	Efficiency of Delivery of the Capital Programme	Controls updated	↔ (Stable)
8	Cybersecurity	No changes from previous review.	↔ (Stable)
9	Products and Payments Offer	Milestones/Next Steps updated Controls updated.	↔ (Stable)
10	Funding Bids	Next steps/milestones updated.	↔ (Stable)

11	Anti-Social Behaviour	Controls updated. Next steps/milestones updated.	↔ (Stable)
12	North Shields Ferry Landing	Controls updated. Next steps/milestones updated.	↔ (Stable)
13	Future of the Bus Network	Risk likelihood decreased due to additional short-term funding being provided. Risk description, impacts, controls, and next steps updated.	↔ (Stable)
14	Climate Change Mitigation and Resilience	New Risk	New

2.3 Nexus will provide the Sub-Committee with an update on the position of the Corporate Risks at each of its meetings throughout 2023/24

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 Nexus' Director of Finance and Resources confirms that there are no immediate financial implications arising from this report and that Nexus' corporate risks are being managed from within existing resources.

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 2023/24.

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' 14 risks for 2023/24
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 2023/24 as approved by the Sub-Committee at its meeting in July 2023.

16. Contact Officers

16.1 Cathy Massarella
Interim Managing Director
Email: Catherine.massarella@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 2023/24

Risk 1		
CP Theme: Safety without compromise		
CP Workstream: A Harm Free Environment		
Risk Area: Catastrophic security related event	RAG Status (Amber)	Direction of Travel
Risk Owners: Safety and Assurance Director	8(2x4)	↔ (stable)
Risk Actionees: Head of Safety and Security, Public Safety and Security Manager, Operations Director	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 reviewed yearly. • Dedicated security team in place for Metro Operations. • Provision of over 800 CCTV cameras throughout the Nexus infrastructure, 540 Cameras on trains, and over 200 body worn video units worn by Customer Service Staff, Security, and public facing personnel. • Service Level Agreement in place for external CCTV monitoring by Newcastle Civic CCTV suite. • SLA agreements in place for policing the Metro by the Metro Police Neighbourhood Team from Northumbria Police and British Transport Police (BTP). • Production and implementation of an annual Safety and Security plan for approval by Nexus Executive Board. • Individual station security plans produced in compliance with the Light Rail Security Programme. • 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. • Communicating regular updates on the current threat from national and international terrorism. • Enhanced Customer Service establishment introduced with a designated roving capability as well as static coverage at key station locations. 		

- 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.
- There is a Crime & Disorder forum bringing together internal stakeholders in a joint approach to improve system security and sharing intelligence.
- Nexus Safety and Security Strategy is currently being produced in partnership with Corporate Planning.
- Security awareness communications posted across network.
- Security messaging to internal and external stakeholders via the periodic Security Bulletin
- Working with and supporting local authorities via the Prevent programme.
- The Nexus Security Manual and Management Plan has been produced, is compliant with Light Rail Security Programme parameters, and has been acknowledged by the DfT.

Next Steps/Key Milestones:	Action owner	Due Date
Introduction of improved CCTV coverage, and more efficient review and download capacity, through the new fleet.	Metro Operations Director	Apr 24
Introduction of and adherence to the DfT's Light Rail Security Programme.	Head of Safety and Security	Apr 24

Risk 2		
CP Theme: Safety without compromise CP Workstream: Improve Operational Safety		
Risk Area: Catastrophic Infrastructure or operations event	RAG Status (Amber)	Direction of Travel
Risk Owners: Safety and Assurance Director	8(2x4)	↔ (stable)
Risk Actionees: Metro Infrastructure Director, Head of Maintenance Delivery	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. 		
<p>Controls</p> <ul style="list-style-type: none"> • A Safety Certificate and Authorisation issued by the ORR for the operation of the Metro. • A company-wide Integrated Management System (IMS) 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 plans (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. • 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 and structures in accordance with industry standards.
- Vegetation management processes designed to prevent and/or reduce infrastructure damage.
- Remote temperature monitoring of 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.

Next Steps/Key Milestones:	Action owner	Due Date
Deliver on the actions outlined in the 2023/24 Safety Plan.	Safety and Assurance Director	Mar 24
Developing and delivering on Nexus Track Worker Safety Alliance	Metro Infrastructure Director	Mar 24
Implement outcomes of vegetation strategy.	Head of Maintenance Delivery	Mar 24

Risk 3		
CP Theme: Customer Experience		
CP Workstream: An excellent customer experience		
Risk Area: Metro Performance Risk Owners: Managing Director 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 and service cancellations. • 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. • Delivery of the Essential Renewals programme for 2023-24. • 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. • Regular Performance Management meetings with and stakeholder mapping exercise 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. • Regular review of asset management plans, including regular inspections of assets. 		

- Established possession planning tool to identify conflicts and opportunities to combine closures to minimize disruption to our customers.
- Weather Preparedness Plans in place.
- 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.
- Regular review and application of best practice using COMET and UTG memberships.
- Annual Metro Performance Improvement Plans.
- Four-weekly review with Principal Engineer and Engineering Manager on each asset category including the creation of discipline specific asset risk registers
- Metro Infrastructure Directorate Strategy in place.
- Creation of asset condition dashboard monitoring overhead line condition.
- Refreshed the managing service disruption guidance.
- Major events plans established including stakeholder relations.
- Working closely with Stadler to implement the Fleet Remedial Plan to improve the position of the existing fleet.
- Outstabling plan for cold weather developed
- Active recruitment for a Fleet Operations Manager to control/manage availability levels with Stadler.
- Daily meetings between MOD & Stadler regarding forecast position and drives to improve availability.
- Refreshed Regulation Guidance
- Organisational changes approved which increase capacity in the front line to deliver more sustainable infrastructure performance improvements

Next Steps/Milestones	Owner	Due date
Complete ICT network refresh to improve resilience of digital assets.	Head of ICT	Mar 24
Complete review of sectional running and dwell times to provide a high performing timetable that is reliable and punctual for our customers.	Metro Operations Director	Dec 23
Refreshing regulation guidance.	Metro Operations Director	Sep 23

Producing business case for the signal replacement programme.	Head of Corporate Planning	Mar 24
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Risk 4		
CP Theme: Sustainability		
CP Workstream: Financial		
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. The regional devolution agreement provides for revenue and capital grant funding covering 2023/24 and 2024/25, with a commitment from central government to enter into discussions with Nexus for future years' funding.		
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. • Longer term outline capital programme through the next spending review. 		
Next Steps/Milestones	Owner	Due date
Continue close liaison with Government officials to secure confirmation of revenue and capital grant funding for 2025/26 and beyond.	Director of Finance and Resources	Ongoing

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 (revenue) Grant.	Director of Finance and Resources	Ongoing
Preparation of business cases for future capital investment in Metro renewals, including a replacement signalling system.	Head of Corporate Planning	Ongoing

Risk 5		
CP Theme: Sustainability		
CP Workstream: Financial		
Risk Area: Frontline services and discretionary travel schemes 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)	
Risk: The budget proposal agreed by the JTC for 2023/24 includes a levy increase and £8m of reserves.		
Impact/Consequence(s): If inflation rises beyond the levels budgeted, the stretching revenue target is not achieved 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 the use of additional grant support from central government.		
Controls <ul style="list-style-type: none"> • Nexus secured an additional £3m of Metro Rail Grant from DfT at the end of 2022/23 to assist with ongoing pressures relating to High Voltage Power. • 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. • Regular monitoring of concessionary travel patronage. 		
Next Steps/Milestones	Owner	Due date
Continue close liaison with Government officials to secure indexation of the revenue grant in 2024/25.	Director of Finance and Resources	Ongoing
Periodic revenue budget monitoring, with summary reporting to the Senior Leadership Team and the Nexus Board.	Director of Finance and Resources	Every four weeks
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
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Risk 6		
CP Theme: Customer Experience		
CP Workstream: An excellent customer experience		
Risk Area: Delivery and introduction of the new train fleet. Risk Owners: Major Projects Director Risk Actionees: Head of Fleet and Depot Replacement	RAG Status (Amber)	Direction of Travel
	12 (4x3)	↔ (stable)
	Target RAG Status	
	6(2x3)	
Risk: The possibility of costs escalating or for delays to the delivery of new trains or introduction of the new fleet into passenger service introduces a continued reliance on the existing fleet.		
Impact/Consequence(s): Delays to the delivery and implementation of the new fleet could place reliance on extending operation of the old deteriorating fleet which may impact on the reliability of services for passengers along with potential reputational damage amongst customers and key stakeholders.		
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. • Regular 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 RA and other safety processes.
- Operational risks associated with the delivery of the new fleet are managed through the fortnightly 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.
- Weekly face to face meetings with Trade Unions representatives to engage with these groups in regards to concerns about new fleet introduction.
- A new Head of Fleet Transition is now place with a small team leading on the operational readiness and operational transition from old to new fleet.
- We have 3 units delivered to Gosforth Depot (Units 3, 4 and 5), with a programme of pre-delivery acceptances (factory acceptances) ongoing.
- Dynamic commissioning of the recently delivered test units has commenced on the Metro network, ahead of the start of the type test campaign followed by operational acceptance testing and future kilometre accumulation phase.
- Additional ICT Project Management Resource allocated to integration of the new fleet into the Control Room, working closely with Control Room Interface Manager within the project team.

Next Steps/Milestones	Owner	Due date
First train into passenger service (limited duration demonstration run)	Head of Fleet and Depot Replacement	Early 2024

Risk 7		
CP Theme: Assets and Technology		
CP Workstream: Improve our physical assets		
Risk Area: Efficiency of delivery of the Capital Programme	RAG Status (Amber)	Direction of Travel
Risk Owner: Major Projects Director	9 (3x3)	↔ (stable)
Risk Actionee: Head of Programme Assurance, Head of Renewals	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): The regional devolution agreement provides for capital grant for Essential Renewals of Metro infrastructure until 31st March 2025 with a commitment from central government to enter into discussions with Nexus for subsequent years funding.</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 and is likely to be overly reliant on temporary and contract resources. Contractual commitments beyond March 2025 can therefore not be made and the continuity to maintain and repair critical asset renewal including Overhead Line Equipment, Howdon Viaduct and signalling development 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. This creates substantive difficulties with securing tenders for essential renewal works due to a lack of evidential funding.</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 Infrastructure 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, and 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 2023/24 is being updated with regular reviews planned ensure frameworks are in place to address capacity and skills gaps.
- Devolution plans being developed.
- Monitor Keir who have accepted novation of the Whitley Bay station roofing works contract and who are now on site.

Next Steps/Milestones	Owner	Due date
Funding submission to secure capital grant for 2025/26 to 2027/28 provided to DfT in July 2023; feedback awaited.	Director of Finance and Resources	Sep 23

Risk 8		
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 to ensure timely notification and action.
- 3-year Cyber Security review and improvement plan developed.
- Internal audit for cybersecurity completed.


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

Risk 9		
CP Theme: Customer Experience		
CP Workstream: Products, Payments, and Information		
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
	6(2x3)	↔ (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 requires continued funding and effective partnerships across operators to make it possible.		
Controls: <ul style="list-style-type: none"> • Introduction of a multi-modal price capped Pay As You Go (PAYG) product delivered through smart channels initially using existing ITSO infrastructure and the Pop brand and platform. • Continuous review of retail trends and customer choice with market research carried out to establish product development proposals. • Simplification of the product range on Metro and other Nexus services. • As part of NTL, simplification of the multi-modal and young persons offers. • 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. • Continue promotion of PAYG on Android. • Increasing the proportion of card-only and coin and card ticket machines. • Pop PAYG fares on Metro and Shields Ferry frozen at April 2021 prices. • Full NTL ‘Network One’ season product range available on Pop from December 2023. • The single fare of £1 on Metro and bus for young people aged 21 and under has been implemented. • The Take the Kids for Free price promise has been implemented on bus services for the school summer holidays. 		

Next Steps/Milestones	Owner	Due date
Seek funding for continued innovation in product and payments arrangements.	Customer Services Director	Ongoing
Continue to encourage customer transition to cashless and paperless journeys.	Head of Commercial	Mar 25
Add current NTL product range onto smartcard.	Head of Commercial	Dec 23
Deliver a multi-modal price-capped pay-as-you-go product.	Head of Commercial	Mar 24
Develop products to provide integration between Metro and rail on the Northumberland Line.	Customer Services Director	Mar 24
Update back office and on-station ticket infrastructure to be able to accommodate product advancements.	Head of Multi-Modal Smart Ticketing	Mar 25
Work with other providers to support PAYG on other mobile devices.	Head of Commercial	Dec 25

Risk 10		
CP Theme: 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)	↔ (stable)
	Target RAG Status	
	4 (2x2)	
Risk: That opportunities to secure additional funding for public transport improvements through competitive funding bids are not successful		
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 Transport Plan to grow Metro patronage and to replace journeys no longer being made with new markets, to enable Metro to support the economy, environment and communities within the region.		
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 match business priorities quickly and effectively 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 Transport North East 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. • Continuous horizon scanning for new funding opportunities. • Feasibility studies are progressing to identify suitable schemes to progress to bids. 		

<ul style="list-style-type: none"> • Strategic outline business cases developed for schemes in the City Region Sustainable Transport Fund. • Funding sought to assist with the development of pipeline priorities 		
Next Steps/Milestones	Owner	Due date
Work with North Tyneside Council and Transport North East to secure funding for the relocation of the Ferry Landing to the Fish Quay.	Head of Corporate Planning	May 24
Seeking funding via Transport North East to support the development of pipeline projects	Head of Corporate Planning	Dec 23
Develop the OBC for the replacement of the signalling system.	Head of Corporate Planning	May 25
Identify funding opportunities to improve the environmental performance of the Ferry.	Head of Corporate Planning	May 24
Develop OBC's for CRSTF schemes	Head of Corporate Planning	Sept 24

Risk 11		
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: Managing Director Risk Actionees: Head of Safety and Security, Public safety and Security Manager	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"> • Weekly attendance at strategic and operational ASB forums, working in cohesion with Police, Local Authority, and Youth Justice colleagues. • 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 and Security teams to maintain good levels of communication. • Extensive liaison meeting with partner organisations to identify repeat offenders. • Increased messaging and communications at hotspot locations. • Pursue 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 and 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. • Multiple Security Working Groups, including graffiti, vandalism, and crime and disorder forums with key internal and external stakeholders, to implement and adhere to actions. • Increased numbers of Concourse Team members at key locations, and 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.
- Nexus supports and is proactively involved with the Safer Transport Northumbria Project where we have been successful again for funding from the Home Office.
- Multi Agency Transport Team, comprised of Nexus Security, and Local Authority Community Safety personnel working together in a joint approach to target crime and unacceptable behaviour on our transport networks.
- Additional funding via the Safer Transport Northumbria Project has resulted in 2x knife arches being hosted and administered by the Nexus Security team. This means that Nexus has oversight of and is involved in all Police knife arch operations. The Public Safety and Security Manager will direct, oversee, and encourage Neighbourhood Teams, Metro Police Unit, British Transport Police, Multi Agency Transport Team, and Local Authority Community Support Teams in the usage of the equipment.
- Delivery of the 2023/24 Safety and Security Strategy.
- Intelligence and information-led targeted operations to curb rise in cable theft.
- Covert cameras to curb rise in cable theft is at the Request for Change stage.
- Involvement in National Infrastructure Crime Reduction Partnership.
- Nexus is working alongside the Police and Crime Commissioners Office to provide training to customer-facing staff on tackling anti-social behaviour.
- Nexus is working alongside local councils to deploy additional policing on Metro, through Operation Coastwatch and Operation Maple, Operation Tanoak, Operation Brazilwood, and Operation Impact.
- Nexus has increased the size of the security team with additional personnel that continue to patrol the network on evenings – this number stands at up to 24 Officers from 15-19:00hrs and 44 Officers from 19-23:59hrs.
-


Next Steps/Milestones	Owner	Due date
Deliver TCF programme to improve safety and security at carparks.	Customer Service Director	Nov 23

Risk 12		
CP Theme: 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
	16(4x4)	↔ (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 without significant investment 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"> • 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. • Horizon scanning and bidding for funding to continue to develop the project. • The borehole investigation has been completed on site. Laboratory Testing is currently on-going, draft factual report will be issued in June; this will be reviewed by Nexus' consultant. • Full planning application conditionally approved on 16th December 2022. Conditions to be closed as design progresses post GI work. Note NTC to secure planning permission to allow development of the Western Quay onshore route. 		

- Marine Management Organisation (MMO) have granted a Marine License for the North Shields Ferry Relocation project with a license end date of December 2027.
- River Works License applications have been agreed in principle by Port of Tyne for the main works. Conditions will be issued once the detailed design has been issued to the Port for approval.
- Due to the continued funding uncertainty for the North Shields Landing Relocation project and the age of the previous engineering advice, Nexus is going to procure a new survey to review the condition of the landing and assess whether the current closure date of March 2026 remains valid, could be extended or whether the deterioration has accelerated, and better understand the extent of any possible remedial works to provide an extension to the life of the existing North Landing.
- Progress design development commission work and contract delivery methods.
- Agreed lease demarcations and maintenance strategies.
- Outline design to market.

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
Land Agreements Leases and Consents to be completed before tender issue	Head of Renewals /Major Projects Director	November 23
Nexus to Publish Invitation to Negotiation Tender	Head of Renewals /Major Projects Director	November 23
Deadline for receipt of Tenders	Head of Renewals /Major Projects Director	Jan 24
Deadline for receipt of Final Tenders	Head of Renewals /Major Projects Director	Apr 24
SLT approval for Contract Approval	Head of Renewals /Major Projects Director	May 24

Completion of new Ferry Landing and protection jetty extension works	Head of Renewals /Major Projects Director	Mar 26
Demolition of existing North Landing	Head of Renewals /Major Projects Director	May 26

Risk 13		
CP Theme: Customer Experience		
CP Workstream: An excellent customer experience		
Risk Area: Future of the Bus Network Risk Owner: Customer Services Director Risk Actionee: Head of Commercial, Head of Customer Services, Head of Corporate Planning	RAG Status (Amber)	Direction of Travel
	6(2x3)	 (Stable)
	Target RAG Status	
	6(2x3)	
Risk: Meeting the region’s target for access to public transport could become beyond the budget available to Nexus, due to a significant withdrawal of commercial services caused by reduction in Government subsidy while patronage is yet to recover to pre-pandemic levels.		
Impact/Consequence(s): Bus patronage across commercial operators is currently about 80% of historic levels and, with Government support being reduced, commercial and subsidised bus services will become less sustainable and may accelerate the long-term decline of the network. Service cuts will mean bus would cease to provide an adequate level of public transport options across 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. Additional funding from Government to the Joint Transport Committee through the Bus Service Improvement Plan (BSIP) provides Nexus with the means to make interventions, but this funding is time-limited to March 2025 after which routes and services we are now able to support will again be under threat. The BSIP funding also provides the potential to enhance the frequency of existing commercial routes and increase evening and Sunday frequencies, making bus travel as a whole more convenient and appealing – but this is only possible where bus companies have the vehicles and drivers to make improvements which Nnexus is offering to fund.		
Controls: <ul style="list-style-type: none"> • Delivery of an Enhanced Partnership between Transport North East, Nexus and Bus Companies, supported by funding from the Government’s Bus Service Improvement Plan until 2025. • Support local bus boards and customer consultation processes to understand and reflect local priorities for bus services. • Implement further rescue packages where commercial operators make cuts, consulting stakeholders to implement network reviews funded by the BSIP until 2025. 		

- Use BSIP funding to enhance frequencies on commercial routes during the day and evening to make the bus network more attractive, grow passenger numbers and reduce the level of subsidy required overall, where commercial bus companies have the drivers and vehicles to do so.
- Implement fares and discounts agreed by the Enhanced Partnership across all Nexus services including Metro and Ferry in order to deliver the best possible holistic public transport offer.
- Monitor public transport patronage and undertake research through the insight panel to gain intelligence on trends and passenger behaviours.
- Lobby Government for continued funding beyond 2025 to support bus services.
- Develop capital and revenue led schemes in readiness for funding opportunities.
- Build business cases to fund improvements in bus infrastructure and information provision.
- Developed and funded a programme of network frequency enhancements, consulted on with operators, and funded from BSIP

Next Steps/Milestones	Owner	Due date
Liaise with TNE to ensure commitments set out within the EP Scheme adequately funded.	Customer Services Director	Ongoing
Work with operators to understand cuts they may be making in advance, under the terms of the EP, so effective mitigations can be consulted on and delivered	Head of Commercial	Ongoing
Deliver and monitor the secured bus network and provide monitoring data as agreed.	Head of Commercial	Ongoing
Develop designs alongside Gateshead Council to improve Gateshead bus station as part of Interchange redevelopment proposals.	Customer Services Director	Apr 24
Deliver a Multimodal Price Capped Pay As You Go Product through the Bus Service Improvement Plan.	Customer Services Director	Nov 24
Seek investment through BSIP in stops and shelters to improve safety and accessibility to bus services	Customer Services Director	Mar 24

Risk 14		
CP Theme: Sustainability CP Workstream: Environment		
Risk Area: Climate change mitigation and resilience Risk Owner: Safety and Assurance Director Risk Actionees: Metro Operations Director, Head of Engineering, Head of Maintenance Delivery, Metro Infrastructure Director	RAG Status (Green)	Direction of Travel
	6(2x3)	↔ (stable)
	Target RAG Status	
	4 (2x2)	
Risk: There is a risk that Nexus is unable to mitigate sufficiently against the growing number of incidents of extreme weather occurring due to climate change to ensure service resilience.		
Impact/Consequence(s): If incidents of extreme weather including; heavy rain, extreme heat and high winds continue to occur on a more frequent basis then, without suitable mitigation, Nexus is likely to experience more regular and prolonged disruption to its services.		
Controls: <ul style="list-style-type: none"> • Outstabling plan for cold weather developed to protect fleet • Proactive vegetation management within the bounds of available funding. • Lineside Management Strategy developed • Vegetation management processes designed to prevent land slips, tree falls and leaves on the line. • Weather Preparedness Plans in place. • Track and OHL inspections during times of extreme heat • Rail and joint treatment to support predictable levels of expansion and contraction caused by changes in temperature • Remote temperature monitoring of rails to identify instances of extreme high rail temperatures which could lead to rail buckling. • Regular inspections of earthworks and structures in accordance with industry standards. • Development and implementation of emergency preparedness and of business continuity plans in the event of major disruption. • Liaison with neighbours and other statutory bodies to resolve flooding risk. • Promote modal shift to public transport and sustainable travel to support regional targets to reduce carbon • Implement the environment strategy in order to reduce Nexus' climate impact 		

- Support the transition to EV's through our own van fleet and through developing 'Charge and Ride' options at major car parks
- Participation in regional environment and sustainability forums
- Promotion of the environmental benefits of sustainable travel and travel on Metro in order to support modal shift and assist in reducing carbon emissions in the region.

Next Steps/Milestones	Owner	Due date
Working with Northumbria Water to identify solutions to flooding issues in the Tyne Dock area.	Metro Infrastructure Director	Ongoing
Implement outcomes of Vegetation Management Strategy.	Head of Maintenance Delivery	Mar 24

Appendix 2

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

			Uncontrolled and Controlled Risk Scores						
Risk area	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	4	4	16	2	3	6	1	3	3
Delivery and introduction of the new train fleet.	4	3	12	4	3	12	2	3	6
Efficiency of Delivery of the Capital Programme	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	2	3	6	1	3	3

Funding 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
Ferry Landing Relocation	4	4	16		4	4	16	3	3	9
Future of the Bus Network	3	4	12		2	3	6	2	3	6
Climate Change Mitigation and Resilience	4	3	12		2	3	6	2	2	4

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 	

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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