

Joint Transport Committee Tyne and Wear Sub-Committee

Thursday, 13th January, 2022 at 2.00 pm

Meeting to be held in the Council Chamber, Gateshead Civic Centre, Regent Street, Gateshead, NE8 1HH

AGENDA

	Page No
1. Apologies for Absence	
2. Declaration of Interests	
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 meeting held on 4 November 2021	3 - 8
4. Tyne Tunnels Revision of Tolls and Budget 2022/23	9 - 16
5. Revision to Metro and Ferry Fares 2022	17 - 28
6. Corporate Performance Update	29 - 38
7. Corporate Risks Update	39 - 82
8. Tyne Tunnels Update	83 - 96
9. Date of next meeting	

The next meeting will be held on Thursday 7 April 2022 at 2pm, venue to be confirmed.

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JOINT TRANSPORT COMMITTEE, TYNE AND WEAR SUB-COMMITTEE

DRAFT MINUTES FOR APPROVAL

DATE: 4 NOVEMBER 2021

VENUE: WHICKHAM ROOM, GATESHEAD CIVIC CENTRE

Committee Members Present:

Councillor: C Johnson (Chair)

Councillors: G Bell, R Berkley and J McElroy

In attendance:

Statutory Officers: M Barker (Monitoring Officer – Transport)
E Goodman (NECA Finance Manager)
T Hughes (Managing Director, Transport North East)

Officers: F Bootle, J Cram, J Fenwick, H Lewis, M Kearney, H Mathews,
and E Reynard

Others: M Gilbert (NEbus)

19. APOLOGIES FOR ABSENCE

Apologies were received from Councillor C Rowntree.

20. DECLARATIONS OF INTEREST

There were no declarations of interest.

Request to Speak:

The Chair invited Martijn Gilbert, Chair of NEbus to provide an update to the Committee on bus services in the region.

21. MINUTES OF THE PREVIOUS MEETING HELD ON 9 SEPTEMBER 2021

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

22. NEXUS ANNUAL ACTIVITY AND EXPENDITURE FOR 2021

The Sub-Committee received a report which provided financial and statistical information relating to Nexus' services.

Patronage on Metro and buses remains in decline compared to pre-pandemic levels, recovery remains strong, but unlikely to return to pre-pandemic levels without interventions to attract new customers. Services continue to be supported by Government funding which is expected to end in April 2022.

During 2020/21, Nexus continued to invest in technology and infrastructure to improve the ticketing and real time travel information for customers. Work has also continued to replace overhead lines and make improvements to stations.

Work has also continued on the new fleet which will see 46 new trains introduced. To support this work, a new depot is being constructed in Gosforth. A satellite depot was opened in Howden in October 2020 to support maintenance of the existing fleet.

The Metro Flow project will be completed in 2023 which will provide dual tracks from Bede to Pelaw, which will improve capacity on the network. Finally, the Nexus Learning Centre was opened in October 2020 which provides a learning facility for all Nexus staff as well as external groups, partners and schools.

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

23. NEXUS CORPORATE BUSINESS PLAN 2022/23 – 2026/27

The Sub-Committee received a report which provided an update on Nexus' Corporate Business Plan 2022/23 – 2026/27. The Plan is a rolling programme of activities and actions which will be reviewed on an annual basis.

Many of the long-term plans are dependent on securing external funding and agreeing a medium term financial plan that can address the funding gap when emergency Government funding is withdrawn in April 2022.

Metro Flow and the replacement of the Metro fleet are the key projects within the plan, along with activities to encourage patronage on public transport. The Plan also supports the outcomes of the North East Transport Plan.

Councillor McElroy commented that sustainability was very important, and that people take for granted how public transport contributes to the green agenda. He felt that it would be useful to promote the advantages of this more, especially in light of COP26.

Councillor Johnson commented that the five themes within the Plan link with what residents want to see from public transport. He also believed that the new Customer Services team which will be in place from 8 November, would help people to feel safe and would encourage more use of Metro, and that this would

in turn benefit the regional economy. He agreed with Cllr McElroy's comments that public transport was sustainable and that it was important to get people out of their cars, and that the Clean Air Zone in Newcastle, Gateshead and North Tyneside would also help with this.

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

24. NEXUS CORPORATE PERFORMANCE UPDATE

The Sub-Committee received a report which provided an update on Nexus' performance between 27 June – 21 August 2021.

Metro punctuality was affected during this period due to staff sickness and self-isolation.

More leisure and retail journeys have been taking place on Metro especially on Sundays compared to pre-pandemic levels, however patronage remains 23.5% lower than pre-pandemic levels. As a result, Metro Fare revenue is also affected.

A customer satisfaction survey was carried out in August 2021 with the overall score reported as 7.92%, corrected from the score within executive summary of the published report. The Customer Services Team has been reorganised and additional staff will be in place in stations for longer from 8 November.

Ferry patronage is higher than target, as is secured bus patronage.

A new 'Take Kids For Free' promotion was launched on 19 July on Metro and Shields Ferry which has been very successful, and a new discount for people aged 19-21 was also launched at the end of September.

Councillor Berkley was delighted with the new arrangements for the Customer Services team and added that this was an important step in helping to make people, especially women and students, feel safer when travelling on Metro. She also asked if there were any indications that car usage was beginning to reduce?

Martin Kearney acknowledged that car usage was higher than it was pre-pandemic, and this is reflected in Metro patronage being around 80% of pre-pandemic levels. Nexus is looking at initiatives to encourage more people back to Metro.

Councillor McElroy asked whether it was possible to look at cheaper fares to encourage more people to use Metro. Huw Lewis advised that season ticket purchases are lower than pre-pandemic levels due to people working from home, with day tickets and Pay As You Go now the most popular fares. He advised that the Purple Pop Card would be available on Android phones in the next couple of weeks. Whilst this was not a new fare offer, it would be more convenient for people to use via their phone. Huw also advised that an annual PAYG ticket is currently being investigated which could suit new working patterns.

Councillor Johnson welcomed the new initiatives and commented that before the pandemic, he was a Metro season ticket holder, and used to travel on Metro five days a week. He felt that the option of a PAYG ticket on a phone would be a benefit for him and everyone who is working from home more.

RESOLVED: The Tyne and Wear Sub-Committee noted Nexus' performance against the key priorities in its Corporate Plan for 2021/22, including Metro performance.

25. NEXUS CORPORATE RISK REGISTER 2021/22

The Sub-Committee received a report which provided an update on Nexus Corporate Risk Register for 2021/22 based on the approved Corporate Plan and demonstrates that the risks are being properly managed and controlled.

There are currently 4 risks which are 'red' all because of funding uncertainties:

- Long Term Funding for Metro
- Frontline Services and Discretionary Travel Schemes – Metro Services
- Discretionary Travel Schemes – Non Metro Services
- Efficiency of Delivery – Capital Programme

It was expected that an announcement would be made following the outcome of the Spending Review, but no news has been received yet. Officers continue to engage regularly with civil servants.

The North Shields Ferry Landing risk is also currently red due to the project currently being unfunded due to the delivery timescales being incompatible with the timescales for the 'Get Building' fund. Additional funding is being sought to progress the development of the project to be ready for future funding opportunities.

Councillor Bell expressed concern about the lack of certainty around long-term funding and the implications if this isn't resolved. He asked whether the Government has been provided with all of the relevant information and asked why there is a delay in receiving a response.

John Fenwick advised that all the information has been provided to the Department for Transport who in turn liaise with the Treasury. He believes that the Department for Transport are still working through the detail and assured Cllr Bell contact is being made with officials on a regular basis. John further advised that the LRRRG is due to expire at the end of the financial year, but he believes that withdrawal of this funding is premature and is required to support Metro recovery. If the funding does end, then the financial challenges this will cause will need to be addressed.

Councillor Johnson suggested that he write to the Government, on behalf of the Sub-Committee, to express concerns about funding.

Councillor McElroy agreed with this course of action and added that there is already a challenge to encourage more people to use Metro, and if funding is not secured, services will be reduced, meaning more people will use cars instead of public transport.

With regards to the Ferry Landing, Councillor Johnson added that North Tyneside Council and Nexus are committed to relocating the landing and are doing everything possible to secure the funding for it.

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

26. TYNE TUNNELS UPDATE

The Sub-Committee received a report which provided an update on the Tyne Tunnels.

Traffic levels at the Tyne Tunnels had previously returned to pre-pandemic levels but have been lower during October, which is believed to be due to the rise in fuel prices.

The Tyne Pass barrierless scheme will be fully operational from 8 November meaning that cars will no longer need to stop to pay a toll. The main benefits of this change will include reduced carbon emissions and reduced journey times. A key focus of the ongoing marketing plan currently in place is to encourage drivers to set up a pre-paid account which has been successful with 75% of users now using a pre-pay account. Other ways to pay are still available.

An independent auditor has been appointed to oversee the appeals process for those users who are issued with an Unpaid Toll Charge Notice.

The Pedestrian and Cyclist Tunnels continue to be well-used and will remain open for 24 hours a day, seven days a week. Work on the inclined lifts continues, and it is hoped that this will be completed in early 2022.

Councillor McElroy welcomed the news that subscription to the pre-pay accounts has now reached 75% and asked how many more accounts were expected to be created. He also asked whether cash payments could be made across the country?

Fiona Bootle advised that there were 28,000 pay points across the country. With regards to pre-pay accounts, it was expected that the numbers could reach 80% – currently 14% of tunnel users are still paying by cash, and 10% are exempt.

Councillor Johnson commented that Tyne Pass barrierless scheme would have huge benefits for carbon reduction in North and South Tyneside, along with improved journey times.

Councillor Berkley asked whether there had been a household leaflet drop in the areas around the Tunnels to advise those people who do not use social media?

Fiona advised that there had been a leaflet distribution to some homes in the area and Cobalt Business Park.

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

27. DATE OF NEXT MEETING

The next meeting will take place on Thursday 13 January 2022 at 2pm.

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

Date: 13 January 2022

Subject: Tyne Tunnels Revision of Tolls and Budget 2022/23

Report of: Chief Finance Officer

Executive Summary

This report sets out proposals to increase the tolls at the Tyne Tunnel from April 2022 for Class 3 Vehicles (HGVs) from £3.70 to £3.90 (a 20p increase), with no change for Class 2 Vehicles and no change to the 10% discount available to permit holders.

This increase is permissible as inflation, as measured by the Retail Price Index (RPI), has reached a level such that a 20p increase can be applied under the terms of the River Tyne (Tunnels) Order 2005. It will be the first increase for Class 3 vehicles since August 2020.

Budget figures for 2022/23 factoring in these increases are also provided for information. These will be included in the budget report presented to the Joint Transport Committee for approval on 18 January 2022.

Recommendations

The Tyne and Wear Sub-Committee is recommended to agree the following in relation to the tolls on the Tyne Tunnels:

- a) Approve the increase in tolls for Class 3 vehicles from £3.70 to £3.90 to take effect from April 2022, as set out in section 2.3;
- b) Approve the continuation of the 10% discount for permit holders as set out in section 2.4;
- c) Authorise the Monitoring Officer to publish the relevant notices and submit the necessary documentation to the Secretary of State, as prescribed in the River Tyne (Tunnels) Order 2005;
- d) Note the proposed 2022/23 budget which will be included within the budget report presented to the JTC on 18 January 2022.

1. Background Information

- 1.1 The first 'Concession Toll' for the Tyne Tunnels was implemented on 1 January 2014, at a level of £1.60 for cars and £3.20 for HGVs with a 10% discount for permit holders. After that date, the Concession Toll could be adjusted by an amount to reflect actual Retail Price Index (RPI) inflation over time.
- 1.2 Payments to the concessionaire, TT2 Ltd., increase in accordance with RPI inflation and the financial model for the Tyne Tunnels assumes that tolls will be maintained in real terms to match.

2. Proposals

Modification to Tolls

- 2.1 Levels of inflation (measured by RPI in accordance with the 2011 Order) are now such that an increase in Class 3 vehicles is possible and necessary to finance the tunnels. No increase is possible for Class 2 vehicles at this point in time, however this will be reviewed during the new financial year and an increase may be required during 2022/23 to keep pace with inflation which is at higher levels than in recent years.
- 2.2 The proposal is to increase the tolls from £3.70 to £3.90 for Class 3 vehicles, from a proposed implementation date in April 2022 which will enable the necessary process to be followed with the Secretary of State, in line with the Order, following approval by the Tyne and Wear Sub-Committee.
- 2.3 It is proposed that the toll structure be set as follows:

Vehicle Class	Toll	Description
1	FREE (no change)	Motorcycles
2	£1.90 (no change)	Car, Van or Bus less than 3.5 tonnes
3	£3.90 (20p increase)	LGV, Van or Bus over 3.5 tonnes

- 2.4 Permits are available for all classifications and subject to 10% discount and no change is proposed to the percentage discount applied. Charges for permits will be as follows:

Vehicle Class	Toll (Permit Holders)	Description
2	£1.71 (no change)	Car, Van or Bus less than 3.5 tonnes
3	£3.51 (£0.18 increase)	LGV, Van or Bus over 3.5

		tonnes
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- 2.5 The Order prescribes the process to effect an increase in the tolls at the Tyne Tunnels. Following a decision to increase the tolls, the Authority is required to publish in at least one local newspaper circulating in the area a notice substantially in the form set out in the Order. Following publication of the notices, the Authority is required to submit to the Secretary of State:
- a) Details of the decision taken to increase the toll – report and minutes; and
 - b) Evidence that the public has been informed of the decision by notice in the local press.
- 2.6 Upon receipt of this information, the Secretary of State has 21 days to make an order revising the tolls, subject to being satisfied that the Authority has correctly adhered to the provisions of the Order. The tolls revision order will come into force 28 days thereafter.
- 2.7 Having made such an Order revising the toll, the Order precludes the making of another such tolls revision order within 12 months.

Tyne Tunnels Budget 2022/23

- 2.8 The Tyne Tunnels are accounted for as a ring-fenced account within the JTC budget, meaning that all costs relating to the tunnels are wholly funded from toll income and Tyne Tunnels reserves, with no call on the levy or external government funding.
- 2.9 The JTC receives all toll income from the vehicle tunnels and a payment under the contract with TT2 is determined based on traffic levels. The balance retained by the JTC is to meet other costs associated with the Tyne Tunnels, primarily interest and principal repayments on borrowing taken out to fund the New Tyne Crossing project and client costs associated with the management of the contract with the concessionaire.
- 2.10 The 2021/22 budget included an increase in tolls for Class 2 vehicles to £1.90 in line with inflation as measured by the Retail Price Index (RPI), implemented from May 2021.
- 2.11 Traffic flows through the Tyne Tunnels are reviewed daily by TT2 and TNE. Following a significant reduction in traffic using the tunnels in March 2020 during the first Covid-19 lockdown, for the rest of 2020 and early 2021, traffic levels were around 60/70% of normal expected levels. This means that for most of the last 18 months traffic and toll revenue has been significantly below pre-pandemic levels. TT2 has borne the loss from the reduced toll income rather than the JTC, as the JTC share of the income is protected by the nature of the Project Agreement which sees JTC retain 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 any reduction in traffic levels.

- 2.12 Following a strong recovery during summer 2021, traffic levels dropped slightly to around 95% of pre-pandemic levels. This seems to have been a direct result of the fuel shortage and increase in fuel prices which has resulted in reduced journey numbers.
- 2.13 The Tyne Pass Barrierless Scheme went live on 8 November 2021. At the time of writing this report, it is too early to tell whether this has had any impact on traffic levels (which are also influenced by fuel prices and work from home recommendations by government). However, delays experienced during rush hour on the first day have reduced significantly since as drivers become familiar with the new layout.
- 2.14 The updated forecast outturn and budget for 2022/23 is set out below. This assumes the 20p increase in class 3 vehicle tolls is agreed to increase the toll charge to £3.90 and the additional revenue generated is used to make revenue provision for the repayment of debt. This is a year-on-year increase of 5.4% but will be the first time that the class 3 tolls have been increased since August 2020 and is driven by current high levels of inflation. The position in relation to the tolls for Class 2 vehicles will be kept under review and proposals brought to the Tyne and Wear Sub Committee once an increase is possible. This may be during 2022/23 as inflation levels are currently higher than they have been for many years.

Tyne Tunnels Budget 2021/22 and 2022/22 and initial forecasts to 2023/24:

2.15

	2021/22 Original Budget	Spend to Date to 31 October 2021	2021/22 Forecast Outturn	2021/22 Forecast Variance	2022/23 Initial Budget	2023/24 Initial Budget
	£m	£m	£m	£m	£m	£m
Tolls Income ¹	(30.004)	(19.053)	(29.046)	0.958	(32.715)	(35.127)
TT2 Contract	21.707	12.374	21.597	(0.110)	24.322	26.109
Employees	0.093	0.061	0.110	0.017	0.142	0.142
Pensions	0.054	0.025	0.050	(0.004)	0.050	0.052
	2021/22 Original Budget	Spend to Date to 31 October 2021	2021/22 Forecast Outturn	2021/22 Forecast Variance	2022/23 Initial Budget	2023/24 Initial Budget
	£m	£m	£m	£m	£m	£m
Premises	0.021	0.002	0.021	0.000	0.014	0.015
Support	0.129	0.117	0.155	0.026	0.155	0.155

¹ Toll Income includes an assumed inflation increase in tolls for class 3 vehicles of £0.20 from April 2022.

Services						
Supplies & Services	0.095	0.020	0.086	(0.009)	0.195	0.198
Financing Charges	8.195	0.000	7.333	(0.862)	8.140	8.761
Interest /Other Income	(0.050)	(0.008)	(0.065)	(0.015)	(0.065)	(0.065)
Repayment from TWITA for temporary use of reserves	(0.240)	(0.240)	(0.240)	0.000	(0.240)	(0.240)
(Surplus) /Deficit on Tyne Tunnels revenue account	0.000	(6.702)	0.001	0.001	(0.002)	(0.000)

3. Reasons for the Proposals

- 3.1 Responsibility for setting tolls for the Tyne Tunnels is a function delegated by the Joint Transport Committee to the Tyne and Wear Sub Committee. The financial model for the Tyne Tunnels assumes that increases to the tolls in line with inflation will be applied when available to keep pace with inflationary increases in contract payment to the Concessionaire. Information on the 2022/23 budget is presented for information and is subject to agreement by the JTC.

4. Alternative Options Available

- 4.1 Option 1 – The North East Joint Transport (Tyne and Wear) Sub-Committee may accept the recommendations set out in section 2 of this report.
- Option 2 – The North East Joint Transport (Tyne and Wear) Sub-Committee may not accept the recommendations as set out in section 2 of this report and as such opt not to implement any increase to Class 3 tolls from April 2022.

5. Next Steps and Timetable for Implementation

- 5.1 Should the Sub-Committee approve the proposed toll increase, the process as specified in the 2005 Order and detailed in the report will be enacted. The increase will be applied from April 2021, with the specific date to be agreed with TT2 Ltd taking into account operational considerations.

6. Potential Impact on Objectives

- 6.1 The need to increase the toll at the Tyne Tunnels is essential to meet the financial commitments of the JTC in relation to the Tunnels.

7. Financial and Other Resources Implications

7.1 The financial implications are set out in the main body of the report.

8. Legal Implications

8.1 Responsibility for setting tolls in relation to the Tyne Tunnel is a function delegated by the Joint Transport Committee to the Tyne and Wear Sub Committee. If a decision to increase the tolls is taken, officers from NECA as the Accountable Body for the JTC will follow the process set out in the Tyne Tunnels Order 2005 to implement the decision of the committee.

9. Key Risks

9.1 A ringfenced reserve is held to manage financial risk associated with the Tyne Tunnels. Approval of the toll increase will enable a balanced budget to be set for 2022/23 without use of reserves being required.

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 An update on the likely requirement to increase the tolls was included in consultation reports presented to the Joint Transport Committee Overview and Scrutiny Committee.

12.2 If agreed, the toll increase will be publicised through local media.

13. Other Impact of the Proposals

13.1 There are no other impacts arising from this report.

14. Appendices

14.1 None

15. Background Papers

15.1 River Tyne (Tunnels) Order 2005

<https://www.legislation.gov.uk/uksi/2005/2222/introduction/made>

River Tyne (Tunnels) (Modification) Order 2011

<https://www.legislation.gov.uk/uksi/2011/3040/paragraph/1/made>

16. Contact Officers

- 16.1 Eleanor Goodman, Finance Manager, eleanor.goodman@northeastca.gov.uk
Fiona Bootle, Tyne Tunnels Manager, Fiona.bootle@transportnortheast.gov.uk

17. Sign off

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

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

Date: 13 January 2022

Subject: Revision to Metro and Ferry Fares April 2022

Report of: Chief Operating Officer, Nexus

Executive Summary

The fares proposal for 2022/23 is presented against a back drop of rising inflation and a post lockdown recovery that has changed the profile of journey patterns for at least the foreseeable future. In addition, uncertainty regarding future restrictions will continue to impact confidence levels, with subsequent impacts on patronage and revenue. The proposal presented in this paper aims to respond to those challenges and with an overall 5.1% fares increase, roughly in line with RPI inflation plus 1% as at July 2021, measures will include;

- A freeze in price for Pop Pay As You Go travel with a smart card or using an android phone, supported by a strong marketing campaign to move customers towards this easier and more flexible way to pay, alongside an increase of up to 30p on equivalent paper tickets. This will increase the price differential between a paper ticket and PAYG on smartcard and mobile by up to 85p.
- A freeze in price for Corporate season tickets bought through a scheme run with employers, alongside an increase in the price of standard season tickets bought at machines and online. Nexus will also continue to develop a more flexible season product, appropriate for emerging travel patterns.
- A further freeze in the Gold Card for older and disabled customers at £12 a year, and £24 for those not resident in Tyne and Wear.

The proposal contained in this report is designed to ensure that larger fare increases are specifically targeted in a way that ensures those customers affected have access to cheaper alternatives. This is to help drive the transition to more sustainable forms of ticketing by reducing paper waste and managing costs in the business associated with issuing tickets.

The popular Kids Go Free offer that has seen over 85,000 children benefit from free travel, will continue into 2022. It is estimated that the Kids Go Free offer has generated an additional £0.149m in revenue as a result of additional demand from adult fare payers taking their children on Metro for a day out. In addition, the recently launched 19-21 Pop card which delivers 30% discounts for those who are starting their careers, apprenticeships, or university degrees, will remain frozen for 2022/23 to match the freeze in adult smart prices.

Nexus will continue to support developments in multi modal ticketing to improve the overall public transport offering to customers. In order to improve simplicity of multi modal zonal ticketing, the Metro zone boundary will be changed as part of these proposals along the South Tyneside and Sunderland border, with East Boldon becoming the B/C zonal boundary instead of Seaburn.

Ferry fares are also covered in this report and mirror the proposals put forward for Metro. Park and Ride pricing, following the popular introduction of the Pay by Phone payment method in January 2021, will remain frozen for 2022/23 to help drive Park and Ride recovery.

This fares proposal will help shape the course of ticketing on Metro and Ferry as the region continues to move forward in a post Covid-19 recovery and also seeks to tackle the deficit in finances that has resulted from the pandemic.

Recommendations

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

- I. Approve the Metro and Ferry fares proposal to be implemented from 1st April 2022 which includes:
 - a. A commitment to introduce a new flexible season ticket to adapt to changing customer travel patterns;
 - b. Freezing Pop Pay as You Go prices; and
 - c. An overall increase in the weighted basket of fares of 5.1%.
- II. Approve a freeze in the price of concessionary products (paragraph 2.6 refers);
- III. Approve a change in the Metro zone boundaries to align better with Network One multi modal ticketing zones (paragraph 2.8 refers);
- IV. Note the alternative options explored as part fares review process (Section 4 refers); and
- V. Note that the fares proposal within this report is contained within the Nexus budget for 2022/23 being presented to the Joint Transport Committee on 18 January 2022.

1. Background Information

- 1.1 Respective to other public transport modes, the Tyne and Wear Metro has seen a strong recovery following the lifting of lockdown restrictions, with average customer numbers reaching up to 85% of pre-Covid patterns. However, this still marks a significant gap between customer numbers now and where the Metro needs to be, resulting in a large gap in revenue, exacerbated further by rising costs as a result of inflationary pressures. This situation has informed the rationale for the recommendations contained in this paper, with the table below detailing the budget pressure facing Metro, showing that fare revenue will not return to 2019/20 levels until 2024/25.

	<i>Actual</i> 19/20 £m	<i>Actual</i> 20/21 £m	<i>Budget</i> 21/22 £m	<i>Budget</i> 22/23 £m	<i>Budget</i> 23/24 £m	<i>Budget</i> 24/25 £m
Fare Revenue	44.0	13.3	28.0	37.6	40.9	44.5
LRRRG	1.1	31.7	20.8	-	-	-
Impact of New Fleet	-	-	-	-	0.3	1.3
Impact of Metro Flow	-	-	-	-	-	0.5
Total	45.1	45.0	48.8	37.6	41.2	46.3
Total as a % of 19/20	N/A	100%	108%	84%	91%	103%

All the while, the need for an attractive public transport offering has never been greater, with the region making commitments to tackle environmental concerns.

- 1.2 The 2022/23 fares review aims to tackle the challenges that are faced to ensure that budgetary pressures are addressed whilst also improving the attractiveness of Metro as a mode of choice. The policy objectives underpinning the pricing proposals contained in this report and to be implemented, subject to approval, on 1st April 2022 are therefore:

- Build on the patronage recovery of recent months that has been aided by ticketing initiatives such as Kids Go Free and Pop 19-21;
- Weighted basket of fares increased in line with inflation +1% to help tackle rising costs;
- Continue to encourage the conversion to smart ticketing;
- Introduce a flexible product that is geared towards emerging travel trends following the Covid-19 pandemic; and
- Support the expansion of Network One multi modal ticketing.

- 1.3 The scope of the fares review for April 2022 covers the commercial ticket ranges of both Metro and Ferry which encompass the following ticket types:

- Adult commercial tickets (Single/Day/Transfare/Seasons);

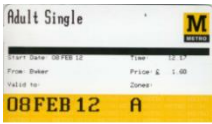

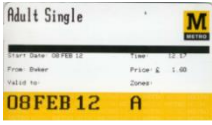

- Pay As You Go (PAYG) and Pop 19-21;
- Child commercial tickets, including Junior Blue;
- Discounted tickets for students and young people aged 18 and under, including Pop Blue;
- Discounted season tickets allowing cheaper travel for employees of registered companies who purchase season tickets in bulk and;
- Other miscellaneous tickets, for example tickets that add Metro travel to a rail journey or enable the transportation of a whole class of school children.

2. Proposals - Metro

2.1 The 2022/23 fares proposals contained in this report are underpinned by the core principle of driving a sales channel shift. Most single and day trip customers continue to purchase paper tickets instead of smart based products, generating paper waste and litter on street. Larger increases in paper-based tickets will be offset by a freeze in smartcard single and daily cap pricing. Season ticket price rises will be kept low, below inflation, reflecting the sluggish recovery of these products following the easing of lockdown restrictions. Fares for young people will rise for the first in a number of years, but Metro will continue to provide the kids go free offer.

2.2 All of the above will be presented as a fares package below, representing a 5.1% increase on the weighted basket of fares. Some price rises will appear steep, but the proposals are designed to ensure that customers who transition to more sustainable forms of ticketing, including smartcard and mobile options, will be rewarded with cheaper travel.

2.3 Short term adult products

Single (paper) 	+20p	→	Pay as you go (single) 	Frozen in price – 65p saving compared to paper
Day (paper) 	+30p	→	Pay as you go (day cap) 	Frozen in price – 85p saving compared to paper




For 2022/23, the price differential will increase significantly between paper-based tickets and Pop PAYG. PAYG is available on a smartcard and is expected to launch on Android mobile in early 2022. Switching to PAYG will save customers money and will also result in a reduction in the use of paper and even plastic, if customers opt for the mobile version. These changes will be heavily marketed in order to help customers understand the benefits of making the switch.

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

The season ticket range continues to perform weakly following the loosening of lockdown restrictions, with customers shying away from longer term purchases. It is therefore proposed to keep season ticket rises to a minimum, recognising that many season ticket holders traveling today are key workers. The price of One Week, Four Week, Annual, and Student Metro season tickets are proposed to increase by an average of 2.8% as shown in appendix B. Corporate season ticket recovery has been especially poor, so it is therefore proposed to freeze the price of a corporate season ticket. Nexus has undertaken specific promotional work of PAYG in an effort to ensure that customers who no longer have life patterns that suit Corporate, are aware of the benefits of PAYG.

2.5 *Fares for young people*

Delivering good value tickets for young people is vitally important to ensure that the next generation recognise the benefits of using public transport. Nexus has kept fares for under 16s frozen since 2019 and for 16 to 18 years olds, Pop Blue has retained the same price since it's launch in January 2018. Given the enhanced budgetary pressure this year, it is not feasible to offer a further freeze in ticket prices for young people. These fares still, however, represent excellent value for money. In addition, all young people can now access cheap fares with a smartcard following the introductions of Junior Blue, Pop Blue and Pop 19-21 since 2018, representing a considerable investment in improving ticketing options. Pop 19-21 will remain frozen as part of this package following it's recent launch (September 2021) in order to maintain a clear 30% discount compared to adult smart prices. Please see appendix C for more details.

Junior Blue (Under 16) single & daily cap		+10p
Pop Blue (16-18) single & daily cap		+20p
Pop 19-21 - single & daily cap		Frozen

2.6 *Concessionary Products*

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

2.7 *Miscellaneous tickets*

The following miscellaneous ticket types are proposed to increase by an average of 5.7% as part of the proposals outlined in appendix D:

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

The class pass is proposed to be frozen for 2022-23. This will ensure Metro travel remains an attractive offer for group based school travel.

Metro Park and Ride car park prices will remain frozen at £1.20 for 2022-23. This follows a price rise in January 2021 with the introduction of Pay by Phone mobile-based ticketing at all car park sites operated by Nexus. Nexus have undertaken a free parking promotion at select car parks from November 2021 to January 2022 in an effort to boost Park and Ride and reduce car use in urban centres.

- 2.8 In order to improve the synergy between Metro zones and Network One multi modal zones, a zone change is proposed to be implemented during 2022/23. This will see the B/C boundary move from Seaburn station to East Boldon station. The change is required to ensure the introduction of zone based multi modal ticketing on Pop smart cards, building on the 'all zone' variant that was launched in June 2021. For some customers, this will mean more expensive travel towards Newcastle from Seaburn. However, the change will also mean a reduction in prices for those traveling towards Sunderland from East Boldon.

Ferry

- 2.9 Fares on the ferry for 2022/23 will mirror the changes that are proposed for Metro. For standard tickets, customers who make a purchase without a smartcard will see an increase by £0.20 for singles and £0.30 for days, while prices for customers using a Pop PAYG smartcard will be frozen. Therefore, customers who make the switch to Pop PAYG will benefit from an increased discount over standard single and day tickets of £0.65 and £0.85 respectively. Adult season ticket products sold on the Ferry are proposed to increase by an average of 2.2%, significantly below RPI of 4.3%.
- 2.10 Prices of Ferry tickets for young people will increase in line with equivalent Metro tickets. Commercial child tickets will increase by £0.10 and 18 and Under fares with a Pop blue card by £0.20. As on Metro, Take the kids for free, which allows up to 3 children aged 11 and under to travel for free with an accompanying adult, is now a permanent feature on Ferry.
- 2.11 While the above changes result in an overall weighted fares basket increase above the level of inflation at 9.9% versus RPI of 4.3%, the freezing of Pop PAYG fares offers an increased discount over standard single and day tickets, which make up over 80% of ticket sales on Ferry.
- 2.12 With a weighted average basket of 9.9% across the Ferry ticket range, this proposal can be expected to generate additional revenue of £0.01m. Prices of Ferry tickets are shown in Appendix E.

3. Reasons for the Proposals

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

4. Alternative Options Available

- 4.1 Two alternative fares proposals were considered as part of the review. This included a fares freeze to generate additional demand as well as a proposal with a weighted fares basket significantly above the level of inflation to prioritise revenue above the other policy objectives set out in paragraph 1.2.
- 4.2 A fares freeze is not recommended due to the budgetary challenges Nexus will be facing due to rising costs associated with high inflation levels and the laboured recovery in patronage recovery from the Covid-19 pandemic. An option where prices rise significantly above the level of inflation is not recommended due to the significant impact on customer numbers, leading to the risk of revenue generation below that of the proposal contained in this report.
- 4.3 Option 1 – The North East Joint Transport (Tyne and Wear) Sub-Committee may accept the recommendations set out in section 2 of this report.
- 4.4 Option 2 – The North East Joint Transport (Tyne and Wear) Sub-Committee may not accept the recommendations as set out in section 2 and instead accept an alternative option which would see a weighted fares basket above the level of inflation implemented (as set out in paragraph 4.2 of this report).
- 4.5 Option 3 - The North East Joint Transport (Tyne and Wear) Sub-Committee may not accept the recommendations as set out in section 2 of this report and as such opt not to implement any increase to Metro and Ferry fares from 1st April 2022 (as set out in paragraph 4.2 of this report)

5. Next Steps and Timetable for Implementation

- 5.1 Should the Sub-Committee approve the proposed fare changes set out in this report, the new fare levels will come into force on 1st April 2022.

6. Potential Impact on Objectives

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

7. Financial and Other Resources Implications

- 7.1 Nexus' Director of Finance and Resources confirms that the impact of this fares review will be positive in terms of the generation of additional fare revenue on Metro and Ferry and that this has been taken into account in developing the 2022/23 budget proposal that the Joint Transport Committee will be considering at its meeting on 18 January 2022. Specifically, in terms of Metro, the Sub-Committee are advised that fare revenue in 2022/23 is estimated at £37.6m

which is 84% of the amount that was generated in the last full year before the Covid pandemic.

8. Legal Implications

8.1 There are no direct legal considerations arising from this report.

9. Key Risks

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

10. Equality and Diversity

10.1 The proposal contained in this report seeks to increase fares by an average of 5.1%, which represents an above inflation fare rise. Nexus recognises the significant impact that such a fare rise will have on more vulnerable customer groups. As a result, Nexus has ensured that where the largest increases are proposed with adult paper based single and day tickets, customers have an alternative option they can switch to which will see no price increase. Paragraph 2.3 outlines the benefits customers stand to gain should they switch to a Pop Pay as You Go smart card and this proposal will be supported by a significant marketing campaign to ensure all customers are aware that they can avoid a price increase. Marketing and community outreach activity will target people and families on low incomes to ensure they have access to Pop cards, as well as those not speaking English as a first language. Older people and those with disabilities continue to benefit from the Metro Gold Card.

11. Crime and Disorder

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

12. Consultation/Engagement

12.1 There are no specific consultation / community engagement considerations.

13. Other Impact of the Proposals

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

14. Appendices

14.1 Appendix A – Proposed short term ticket prices.
Appendix B – Proposed season ticket prices.
Appendix C – Proposed fares for young people.
Appendix D – Proposed miscellaneous Metro ticket prices.

Appendix E – Proposed Ferry prices.

15. Background Papers

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

16. Contact Officers

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

Stephen Bellamy, Commercial Manager, Nexus
Email: Stephen.Bellamy@nexus.org.uk

17. Sign off

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

18. Glossary

Network Ticketing Ltd (NTL) – Provider of multi-modal transport tickets.

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

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

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

Appendix A – Short term ticket price changes from 1st April 2022

Metro Fares - short term prices effective 1st April 2022						
Product	2021	2022	Change	%	Sales (000s) - based on 19/20 data	Journeys (000s) - based on 19/20 data
Single 1 Zone (A, B, C)	£2.10	£2.30	£0.20	9.52%	1,208	3363
Single 2 Zone (A+ B, B+ C)	£3.00	£3.20	£0.20	6.67%	1,087	
Single All Zones (A+ B+ C)	£3.70	£3.90	£0.20	5.41%	884	
Single 1 Zone PAYG	£1.65	£1.65	£0.00	0.00%	n/a	1329
Single 2 Zone PAYG	£2.55	£2.55	£0.00	0.00%	n/a	
Single All Zones PAYG	£3.25	£3.25	£0.00	0.00%	n/a	
DaySaver 1 Zone PAYG	£2.75	£2.75	£0.00	0.00%	n/a	
DaySaver 2 Zone PAYG	£3.85	£3.85	£0.00	0.00%	n/a	
DaySaver All Zones PAYG	£4.85	£4.85	£0.00	0.00%	n/a	8549
DaySaver 1 Zone (A, B, C)	£3.30	£3.60	£0.30	9.09%	952	
DaySaver 2 Zone (A+ B, B+ C)	£4.40	£4.70	£0.30	6.82%	1,351	
DaySaver All Zones (A+ B+ C)	£5.40	£5.70	£0.30	5.56%	1,034	91
Transfare 1 Zone (T1)	£3.10	£3.40	£0.30	9.68%	8	
Transfare 2 Zone (T2)	£4.00	£4.30	£0.30	7.50%	22	
Transfare 3 Zone (T3)	£4.70	£5.00	£0.30	6.38%	13	~
Add Zone 1 Day 1 Zone (Season add on)	£3.30	£3.50	£0.20	6.06%	1	
Add Zone 1 Day 2 Zone (Season add on)	£4.40	£4.60	£0.20	4.55%	2	~

Appendix B – Season ticket price changes from 1st April 2022

Metro Fares - adult season ticket prices effective 1st April 2022						
Product	2021	2022	Change	%	Sales (000s) - based on 19/20 data	Journeys (000s) - based on 19/20 data
MetroSaver 1 Week 1 Zone (A, B, C)	£11.50	£11.80	£0.30	2.61%	86	3414
MetroSaver 1 Week 2 Zone (A+ B, B+ C)	£17.20	£17.60	£0.40	2.33%	131	
MetroSaver 1 Week All Zones (A+ B+ C)	£23.30	£24.00	£0.70	3.00%	58	
MetroSaver 4 Week 1 Zone (A, B, C)	£40.70	£41.90	£1.20	2.95%	6	1843
MetroSaver 4 Week 2 Zone (A+ B, B+ C)	£59.80	£61.50	£1.70	2.84%	13	
MetroSaver 4 Week All Zones (A+ B+ C)	£79.10	£81.30	£2.20	2.78%	7	
MetroSaver Annual 1 Zone (A,B,C)	£450.00	£462.50	£12.50	2.78%	0	2914
MetroSaver Annual 2 Zone (A+ B, B+ C)	£628.50	£646.00	£17.50	2.78%	0.3	
MetroSaver Annual All Zones (A+ B+ C)	£695.00	£715.00	£20.00	2.88%	0.7	
Corporate MetroSaver (1-19 tickets)	£594.00	£594.00	£0.00	0.00%	6	
Corporate MetroSaver (20-39 tickets)	£589.00	£589.00	£0.00	0.00%		
Corporate MetroSaver (40+ tickets)	£584.00	£584.00	£0.00	0.00%		

Appendix C – Fares for young people, price changes from 1st April 2022

Metro Fares - fares for young people effective 1st April 2022						
Product	2021	2022	Change	%	Sales (000s) - based on 19/20 data	Journeys (000s) - based on 19/20 data
NEW POP 19-21 Single 1 Zone PAYG	£1.10	£1.10	£0.00	0.00%	n/a	NEW
NEW POP 19-21 Single 2 Zone PAYG	£1.80	£1.80	£0.00	0.00%	n/a	
NEW POP 19-21 Single All Zones PAYG	£2.30	£2.30	£0.00	0.00%	n/a	
NEW POP 19-21 DaySaver 1 Zone PAYG	£1.90	£1.90	£0.00	0.00%	n/a	
NEW POP 19-21 DaySaver 2 Zone PAYG	£2.70	£2.70	£0.00	0.00%	n/a	
NEW POP 19-21 DaySaver All Zones PAYG	£3.40	£3.40	£0.00	0.00%	n/a	
POPBLUE 16-18 Single PAYG (A+ B+ C)	£1.00	£1.20	£0.20	20.00%	n/a	389
POPBLUE 16-18 Day PAYG (A+ B+ C)	£2.00	£2.20	£0.20	10.00%	n/a	
16 - 18 MetroSaver 1 Week All Zones	£8.00	£8.20	£0.20	2.50%	10	92
16 - 18 MetroSaver 4 Week All Zones	£30.20	£31.00	£0.80	2.65%	8	
NEW JUNIORBLUE Under 16 single PAYG (A+ B+ C)	£0.90	£1.00	£0.10	11.11%	n/a	1419
NEW JUNIORBLUE Under 16 day PAYG (A+ B+ C)	£1.40	£1.50	£0.10	7.14%	n/a	
Child Commercial Single (A+ B+ C)	£0.90	£1.00	£0.10	11.11%	361	
Child DaySaver (A+ B+ C)	£1.40	£1.50	£0.10	7.14%	559	
Child Transfare (T3)	£1.10	£1.20	£0.10	9.09%	20	
Student MetroSaver 4 Week Inner Newcastle	£28.00	£28.70	£0.70	2.50%	15	1221
Student MetroSaver 4 Week Inner Sunderland	£28.00	£28.70	£0.70	2.50%	0	
Student MetroSaver 4 Week All Zones	£54.30	£55.80	£1.50	2.76%	5	
Student MetroSaver Annual Inner Newcastle	£311.00	£319.00	£8.00	2.57%	0.2	
Student MetroSaver Annual Inner Sunderland	£311.00	£319.00	£8.00	2.57%	0	
Student MetroSaver Annual All Zones	£400.00	£411.00	£11.00	2.75%	2	

Appendix D – Misc ticket price changes from 1st April 2022

Metro Fares - misc prices effective 2nd April 2022						
Product	2021	2022	Change	%	Sales (000s) - based on 19/20 data	Journeys (000s) - based on 19/20 data
Business Pass	£186.40	£195.00	£8.60	4.61%	~	~
Conference Pass	£3.00	£3.20	£0.20	6.67%	~	~
Class Pass - 1 Pass 1 Day	£33.10	£33.10	£0.00	0.00%	~	~
Class Pass - 2 Passes 1 Day	£52.30	£52.30	£0.00	0.00%	~	~
Class Pass - 1 Pass 1 Term	£100.50	£100.50	£0.00	0.00%	~	~
Class Pass - 2 Passes 1 Term	£165.70	£165.70	£0.00	0.00%	~	~
Class Pass - 1 Pass Annual	£258.50	£258.50	£0.00	0.00%	~	~
Class Pass - 2 Passes Annual	£458.60	£458.60	£0.00	0.00%	~	~
Single Inner Zone Rail Add On	£1.90	£2.10	£0.20	10.53%	~	~
Return Inner Zone Rail Add On	£2.60	£2.80	£0.20	7.69%	~	~
7 Day Inner Zone Rail Add On	£10.00	£10.30	£0.30	3.00%	~	~
Single Outer Zone Rail Add On	£2.90	£3.10	£0.20	6.90%	~	~
Return Outer Zone Rail Add On	£4.40	£4.60	£0.20	4.55%	~	~
7 Day Outer Zone Rail Add On	£17.80	£18.10	£0.30	1.69%	~	~

Appendix E – Ferry price changes from 1st April 2021

Ferry Tickets - Prices Effective 1st April 2022						
Product	2021 Price	2022 Price	Change £	Change %	Sales (000s) - based on 19/20 data	Journeys (000s) - based on 19/20 data
Pop blue Ferry Single	£1.00	£1.20	£0.20	20.00%	0.7	437
Pop blue Ferry Day Ticket	£2.00	£2.20	£0.20	10.00%	0.3	
Ferry Single	£1.90	£2.10	£0.20	10.53%	27	
Ferry Single – PAYG	£1.45	£1.45	£0.00	0.00%	1.9	
Ferry Day Ticket	£3.10	£3.40	£0.30	9.68%	49	
Ferry Day Ticket – PAYG	£2.55	£2.55	£0.00	0.00%	2.7	
Ferry Season Ticket 1 Week	£10.70	£11.00	£0.30	2.80%	1.1	
Ferry Season Ticket 4 Week	£37.60	£38.20	£0.60	1.60%	0.2	
1 Zone Transfare	£3.10	£3.40	£0.30	9.68%	0.3	
2 Zone Transfare	£4.00	£4.30	£0.30	7.50%	0.3	
3 Zone Transfare	£4.70	£5.00	£0.30	6.38%	~	
Child Commercial Single	£0.70	£0.80	£0.10	14.29%	2.2	
Child Transfare	£1.10	£1.20	£0.10	9.09%	0.1	

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

Date: 13 January 2022

Subject: Nexus Corporate Performance Update

Report of: Chief Operating Officer

Executive Summary

The purpose of this report is to provide an update on the performance of Nexus against its Corporate Business Plan for 2021/22. This report covers Period 6 and 7 which encompasses 22 August to 16 October 2021.

In Period 6 and 7, Metro patronage was 4,485,485 which is 38.0% above the periodic target of 3,249,617. This target is based on our recovery plan which was submitted to the DfT in April 2021.

Patronage has recovered more quickly in 2021 than it did following the lifting of lockdown restrictions in the summer of 2020, including particularly strong recoveries in leisure and retail journeys. However, patronage remains 17.2% below the patronage levels of the same period in 2019/20, the last comparable pre-pandemic period.

Metro fare revenue for the period was £5.976m which YTD represents a 60% recovery rate against the pre-pandemic budget.

Metro punctuality in Period 6 and 7 was 85.8% which is 2.5% below the periodic target of 88.3% whilst the 13-period moving annual average (MAA) at the end of period 7 was 86.7% which is 0.5% below target.

Punctuality during Period 6 and 7 was affected by high levels sickness amongst Train Crew colleagues as well as the beginning of our autumn period which saw punctuality effected by low rail adhesion.

Ferry patronage in Period 6 and 7 was 63,792 which is 24.3% above the target of 51,306 whilst Ferry fare revenue was £54,030 which was 44.1% above the target of £37,494.

Secured Bus patronage in Period 6 and 7 was 427,745 which is 38.0% above the target of 342,472 for the period. Secured Bus fare revenue was £307,391 which is 36.7% above the target for the period which was £224,784.

Both Ferry and Secured Bus patronage have recovered more quickly than expected following the lifting of lockdown restrictions.

Recommendations

The Tyne and Wear Sub-Committee is recommended to note Nexus' performance against the key priorities in its Corporate Plan for 2021/22, 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 2021/22
- 1.2 For 2020/21 the CP has five main themes and 14 key priority work-streams.
- 1.3 A summary of the RAG (Red/Amber/Green) status for each of these workstreams is outlined below:

Safety without Compromise	
Workstream	Status
Embed a 'Safety First' Culture	Safety stand down days for staff being delivered.
Reduce incidents of Signals Passed at Danger (SPADs)	The number of SPADs were below forecast levels at the end of P7.
Reduce anti-social behaviour	Initiatives to reduce levels of ASB are progressing to plan.

Embed a 'Safety First' Culture

- 1.4 Work on developing a series of 'safety stand down' days for staff is progressing to plan whilst 'Safety without compromise' videos for staff which cover lifesaving rules and other safety news are developing to plan.

Reduce incidents of Signals Passed at Danger (SPADs)

- 1.5 At the end of Period 7, the number of SPADs for the year were below forecast levels for the year.
- 1.6 We regularly review and refresh our SPAD reduction plans to reduce the likelihood of SPADs occurring on our network.

Reduce anti-social behaviour

- 1.7 Following the Police and Crime Commissioner's (PCC) successful bid for Safer Streets funding, Nexus is working alongside the PCC, bus operators and the regional transport board following to deliver on a project which is focused on targeting unwanted sexual behaviours against women and marginalised groups.

1.8

Customer Experience	
Workstream	Status
Invest in our infrastructure	Work on Metro Flow and the Fleet Replacement Programme is progressing to plan.
Products and Payments	A number of improvements to our products and payments offer have been implemented.
Customer Services	Patronage continues to recover at higher than forecast levels.

Invest in our infrastructure

1.9 Work on the delivery of the new depot and train fleet is progressing to plan. The manufacture of the new fleet commenced in August 2021 as expected, and the first component inspections have commenced as part of this activity. Any impacts of COVID-19 on the programme will be managed through regular dialogue between Nexus and Stadler Rail.

1.10 Following Ministerial approval in September Metro Flow has progressed in line with the agreed programme. The project has seen up to 40 people per night progressing essential design surveys and site clearance work between Pelaw and Bede.

Products and Payments

1.11 As part of our COVID recovery plan, we continue to roll-out new ways to pay for travel, and price promises, to encourage customers to return to Metro and the Shields Ferry while increasing overall revenue.

1.12 Take The Kids For Free is now a permanent promise to Metro and Shields Ferry customers, with initial modelling showing it is driving a 2% uplift in adult day ticket sales. This is enough to more than offset 'lost' child ticket revenue while introducing a new family leisure audience to public transport as we fight the climate emergency and air quality concerns.

1.13 The new Pop 19-21 card offering a 30% pay as you go discount to those aged 21 and under has now been taken up by 1,704 customers.

1.14 These products complete a package of products and discounts covering the whole age range from birth to 21 introduced by Nexus in the last three years. Young people represent the future of public transport and this product range is aimed at inspiring them to make cleaner, greener journeys throughout their lives.

1.15 One week season tickets can already be purchased onto a virtual Pop smartcard carried on android mobile phones and we expect to see customers able to use their phones for Pay As You Go products in shortly.

1.16 More than 70% of customers at Metro ticket machines now use cash-free payment

methods. As a result we are converting machines steadily to card-only or coin-and-card only, making the machines more efficient to maintain and use.

Customer Services

- 1.17 In Period 6 and 7, Metro Patronage was 4,485,485 which is 38.0% above the periodic target of 3,249,617. This target is based on our recovery plan which was submitted to the DfT in April 2021.
- 1.18 Metro Punctuality in Period 6 and 7 was 85.8% which is 2.5% below the periodic target of 88.3% whilst the 13-period moving annual average (MAA) at the end of period 7 was 86.7% which is 0.5% below target.
- 1.19 Punctuality during Period 6 and 7 was affected by high levels sickness amongst Train Crew colleagues as well as the beginning of our autumn period which saw punctuality effected by low rail adhesion.
- 1.20 Ferry Patronage in Period 6 and 7 was 63,792 which is 24.3% above the target of 51,306
- 1.21 Secured Bus Patronage in Period 6 and 7 was 427,745 which is 38.0% above the target of 342,472 for the period.
- 1.22 Nexus is participating in the project led by Transport North East with commercial operators and local authorities to drive a recovery in bus passenger numbers through new partnerships.

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

Improve our physical assets

- 1.23 In Periods 6 and 7 platform compliance work between Airport and Regent Centre was completed whilst prior approval was granted for the replacement of Tanners Bank Bridge.
- 1.24 Full fleet availability was met on 93.8% of occasions in Periods 6 and 7, this is 6.2% below target. Fleet availability has been affected by four non-RVAR (Rail Vehicle Accessibility Requirements) compliant cars being removed from service for repairs to their PA and PID systems although these cars are now back in service.

Technology

1.25 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.

1.26

Sustainability	
Workstream	Status
Improve environmental performance	Work on our energy and environment strategy is progressing to plan.
Manage our financial standing	Funding has been secured until 5 th April 2022.

Improve environmental performance

1.27 Work on our Energy and Environment Strategy is progressing to plan.

Manage our financial standing

1.28 Nexus will continue to receive Light Rail Revenue Restart Grant and Local Authority Coronavirus Bus Services Support Grant funding to offset fare and commercial revenue losses until 5 April 2022.

1.29 Metro Fare revenue for the period was £5.976m which YTD represents a 60% recovery rate against the pre-pandemic budget

1.30 Ferry fare revenue was £54,030 which was 44.1% above the target of £37,494.

1.31 Secured Bus fare revenue was £307,391 which is 36.7% above the target for the period which was £224,784.

1.32

Transform our organisation to be agile, innovative and inclusive

Workstream	Status
Represent the communities we serve	We are consulting on our recruitment policy
Learning and Development	Work has commenced on the People and Culture strategy
Engagement	Theme being developed as part of the People and Culture strategy
Strategy	Work on a number of strategies is progressing to plan.

Represent the communities we serve

- 1.33 Our Recruitment and Selection Policy has been updated and is now being consulted on with our trade unions. The policy includes a commitment to the Disability Confident Employer scheme, the removal of gender specific language in job descriptions and updates our processes to reflect the introduction of our e-recruitment system.

Learning and Development

- 1.34 Work has commenced on the development of the People and Culture strategy. Drawing on evidence and best practice, the strategy will establish work streams and actions which will transform our organisational capability. The strategy will cover areas such as onboarding, career progression and development and employee engagement.
- 1.35 We are engaging with schools and colleges to investigate opportunities for work experience, work placements and engaging with the development of T-level qualifications to investigate how Nexus can support these qualifications. We will be supporting work to provide example career pathways for students on a number of different courses to promote the types of roles available at Nexus.

Engagement

- 1.36 We have reviewed our approach to employee surveys and established a new approach to identifying actions and closing the feedback loop.

Strategy

- 1.37 Work on our Energy and Environment, People and Culture and ICT strategies are progressing to plan.

2. Proposals

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

3. Reasons for the Proposals

3.1 Not applicable to a performance monitoring update.

4. Alternative Options Available

4.1 No alternatives arise in respect of this performance update.

5. Next Steps and Timetable for Implementation

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

6. Potential Impact on Objectives

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

7. Financial and Other Resources Implications

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

8. Legal Implications

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

9. Key Risks

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

10. Equality and Diversity

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

11. Crime and Disorder

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

12. Consultation/Engagement

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

13. Other Impact of the Proposals

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

14. Appendices

14.1 None

15. Background Papers

15.1 Nexus Corporate Business Plan 2021/22 as considered and approved at the Sub-Committee's meeting in January 2021.

16. Contact Officers

16.1 Martin Kearney
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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.

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

Date: 13 January 2022
Subject: Nexus Corporate Risks 2021-22
Report of: Chief Operating Officer

Executive Summary

The purpose of this report is to provide an update on the Nexus Corporate Risk Register for 2021/22 based on the approved Corporate Plan and demonstrates that these risks are being properly managed and controlled.

During December 2021, Nexus undertook a formal review of its risk register in line with the Corporate Plan for 2021/22, which the Sub-Committee approved at its January 2021 meeting.

A detailed explanation of the risks for 2021/22 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, milestones/next steps.

There are currently 5 risks which are 'red' all because of funding uncertainties. These risks are:

- Long Term Funding for Metro,
- Frontline Services and Discretionary Travel Schemes – Metro Services,
- Discretionary Travel Schemes – Non Metro Services,
- Efficiency of Delivery – Capital Programme
- Patronage Recovery

Specifically, in relation to long term funding for Metro and efficiency of delivery of the capital programme, Nexus has received confirmation from the Department for Transport (DfT) that it will receive £30.2m of capital grant in 2022/23, with funding thereafter contingent on the region becoming eligible for a City Region Sustainable Transport Settlement (CRSTS), subject to putting in place appropriate governance. This is far from satisfactory given that next year's allocation is less than what was originally sought (the investment need being

£40m per annum) and the lack of a CRSTS for the region means that essential funding for infrastructure renewal beyond 2022/23 is not in place at this time.

One additional risk is 'red' (North Shields Ferry Landing) due to the project currently being unfunded. Additional funding is being sought to progress the development of the project to be ready for future funding opportunities.

The Metro Performance risk has seen an increase in its likelihood as a result of the emergence of the Omicron COVID variant which could potentially lead to significant increases in staff absence which could cause cancelled services or delays to essential repairs and maintenance.

Recommendations

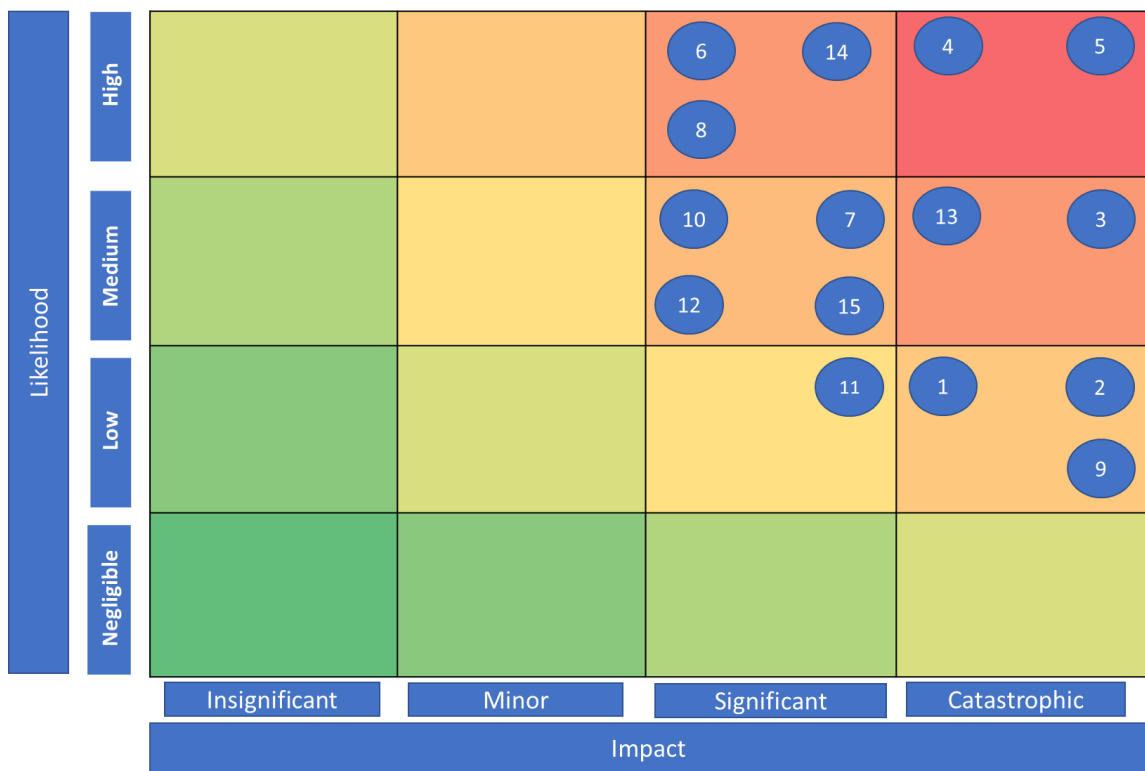
The North East Joint Transport Committee, Tyne and Wear Sub-Committee is recommended to receive and note this update on Nexus' Corporate Risk Register for 2021/22

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 2021/22 was approved by the Sub-Committee at its meeting in January 2021 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 2021/22. The chart below shows an overview of the likelihood and impact of each risk.



2.6

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

	Risk	Summary of Changes	RAG status
1	Catastrophic security event	Due date of milestone/next steps amended. Risk Actionees updated	↔ (Stable)
2	Catastrophic infrastructure or operations event	Risk Actionees updated	↔ (Stable)
3	Metro Performance	Risk likelihood increased. Risk updated to reflect potential for Omicron variant to lead to increased staff absence. Winter Preparedness Plan added to controls.	↓ (Declining)
4	Long Term funding for Metro	Milestones/Next Steps added relating to budget and medium term financial plan which has been submitted to Joint Transport Committee for approval.	↔ (Stable)
5	Frontline services and discretionary travel schemes – Metro services	Milestones/Next Steps added relating to budget and medium term financial plan which has been submitted to Joint Transport Committee for approval.	↔ (Stable)
6	Frontline services and discretionary travel schemes –	Milestones/Next Steps added relating to budget and	↔

	non Metro services	medium term financial plan which has been submitted to Joint Transport Committee for approval.	(Stable)
7	Procurement of the new design, build, maintain and provide contract for the fleet/depot	Risk actionees updated New controls added to reflect regular progress meetings with Stadler Depot completion due date adjusted.	↔ (Stable)
8	Efficiency of Delivery of the Capital Programme	Impact/consequences updated to reflect difficulties in planning beyond 2022/23 due to lack of certainty around long term funding arrangements. Change to Milestones/Next Steps to reflect new timescales for DFT to confirm funding arrangements following spending review.	↔ (Stable)
9	Cybersecurity	No change from previous review	↔ (Stable)
10	Products and Payments Offer	No change from previous review	↔ (Stable)
11	Funding Bids	Next Steps/Milestones updated	↔ (Stable)
12	Anti-Social Behaviour	New Customer Service structure added to controls. Milestones/next steps	↔ (Stable)

		updated to include TCF project which will improve security at car parks	
13	Patronage Recovery	<p>Risk description updated to include details of new work from home guidance</p> <p>Details of free parking initiative added to controls</p> <p>New Milestone added relating to developing phase two of the recovery plan.</p>	<p>↔ (Stable)</p>
14	Relocation of Ferry Landing	Milestones/Next Steps amended to reflect lack of funding agreement.	<p>↔ (Stable)</p>
15	Delivery of Metro Flow	No change from previous review	<p>↔ (Stable)</p>

2.2 Nexus will provide the Sub-Committee with an update on the position of the Corporate Risks at each of its meetings throughout 2021/22.

3. Reasons for the Proposals

3.1 Risk management is an important aspect of overall performance management, and reporting on Nexus' Corporate Risks complements the high-level summary of Nexus' performance also presented to each scheduled meeting. Together these reports support the Sub-Committee in meeting its delegation under the JTC's Standing Orders (Part 4.1 refers) to monitor and oversee the performance of Nexus.

4. Alternative Options Available

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

5. Next Steps and Timetable for Implementation

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

6. Potential Impact on Objectives

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

7. Financial and Other Resources Implications

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

8. Legal Implications

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

9. Key Risks

- 9.1 The report identifies what are considered to be the key corporate risks to the achievement of Nexus' Corporate Plan for 2021/22.

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' 15 risks for 2021/22
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 2020/21 as submitted to and approved by the Sub-Committee at its meeting on 14 January 2021.

16. Contact Officers

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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 2021/22

RISK 1
CP Theme: Safety without compromise
CP Workstream: Put Safety and Security at the heart of everything we do

<p>Risk Area: Catastrophic security related event</p> <p>Risk Owners: Chief Operating Officer</p> <p>Risk Actionees: Safety and Assurance Director</p>	<p>RAG Status (Amber)</p>	<p>Direction of Travel</p>
	<p>8(2x4)</p>	<p>↔ (stable)</p>
	<p>Target RAG Status</p>	
	<p>8(2x4)</p>	
<p>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.</p>		
<p>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.</p>		
<p>Existing Controls:</p> <ul style="list-style-type: none"> • Emergency preparedness plans and ROGs published • Continuously monitoring & controlling the precursors of these events with a detailed 2-weekly safety reporting to Nexus' Senior Leadership Team and weekly safety briefing • Produce and implement an annual safety plan for approval by Nexus Executive Board. • Station security plans for the entire network have been published • Extensive liaison between the Security Team and DfT Land Security and compliance to the Light Railway Security Recommended Best Practice • Participating 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 to provide greater coverage on the network • All Customer Service Staff are now provided with body worn cameras and all public facing personnel have access • An enhanced CCTV system that has been upgraded from analogue to digital has been installed providing better coverage around the network • A Security Working Group has been established bringing together internal stakeholders in a joint approach to improve system security • Periodic security reports shared with colleagues across the organisation and relevant external stakeholders • Security awareness communications posted across network • Improved front line training for CS team members (starter and refresher) with an emphasis on Security • Additional radio systems for instant communications supplied to team 		

members

- The production of a Nexus Security Manual and Management plan has been checked and acknowledged by DfT and available to all Nexus personnel.

Next Steps/Key Milestones:	Action owner	Due Date
Tabletop exercise with key stakeholders to simulate biological or chemical attack	Safety and Assurance Director	February 22
Physical exercise simulating biological or chemical attack leading from tabletop exercise	Safety and Assurance Director	August 22

Risk 2		
CP Theme: Safety without compromise		
CP Workstream: Put safety and security at the heart of everything we do		
Risk Area: Catastrophic Infrastructure or operations event Risk Owners: Chief Operating Officer Risk Actionees: Safety and Assurance Director, Head of Engineering	RAG Status (Amber)	Direction of Travel
	8(2x4)	↔ (stable)
	Target RAG Status	
	8(2x4)	
Risk: In running any operational public transport infrastructure there is an inherent risk that a catastrophic infrastructure or operations event including pandemic and environmental events.		
Impact/Consequence(s): The impact/consequences should a catastrophic infrastructure or operations event occur on Metro, bus and ferry could be very significant including: <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 		
Existing Controls: <ul style="list-style-type: none"> • A safety management system which is independently accredited by the Office of Rail and Road and overseen by other regulatory bodies. • Robust arrangements for the selection and management of contractors. • Monitoring of assets and development of fail safes and mitigation plans in the event of catastrophic failure of a key asset. • Development of business continuity plans for significant failure of an asset or infrastructure or a significant public health crisis, including pandemic to ensure service continuity. • Maintaining a comprehensive suite of engineering standards in all relevant disciplines based on industry best practice. • Continuously monitoring & controlling the precursors of these events with weekly safety reporting to Nexus' Senior Leadership Team. • Produce and implement an annual safety plan for approval by Nexus Executive Board. • Continuing to engender an organisational safety and security culture including implementation of "all orange + hardhat" PPE policy, expanded the scope of non-technical skills work, promote the application of the 'Just 		

Culture' principles, expanding the scope of safety tours.

- Launched life saving rules
- SPAD working group implemented to review opportunities to reduce the number of SPADs.
- Comprehensive measures to reduce the risk of infection transmission including PPE, risk assessments for tasks and social distancing.
- Regular inspection and risk assessments of infrastructure likely to be impacted by significant rain fall.
- Using the 'Ruglei' system for strengthening embankments using scrap rails and stone filled mesh baskets.
- Vegetation management processes designed to prevent land slips.
- Remote temperature monitoring for rails to identify instances of extreme rail temperatures which could lead to rail buckling or breaking.
- Rail and joint treatment to support predictable levels of expansion and contraction caused by changes in temperature.
- Comprehensive "on call" roster covering all technical disciplines and managerial levels.
- Proactive vegetation management within the bounds of available funding
- Working with neighbours and partners to control vegetation outside the boundaries of Nexus owned land

Next Steps/Key Milestones:	Action owner	Due Date
Deliver on the actions outlined in the 2021/22 Safety Plan.	Safety and Assurance Director	Mar 22
Developing and delivering a programme to reduce planned work using unassisted Lookout protection.	Safety and Assurance Director	Feb 22
Commission a vegetation strategy	Head of Corporate Planning	May 22

Risk 3CP Theme: **Customer Experience**CP Workstream: **Grow patronage and improve our customer experience**Risk Area: **Metro Performance**Risk Owners: **Chief Operating Officer**Risk Actionees: **Metro Infrastructure Director, Metro Operations Director, Major Projects Director, Head of ICT****RAG Status (Amber)****Direction of Travel**

12 (3x4)

Target RAG Status

8(2x4)

↓
(Declining)

Risk: That there are significant issues which impact on the performance of the Metro system, including but not limited to ageing fleet, or prolonged reduction in infrastructure asset condition specifically the Overhead Line, or availability of resources to operate. A lack of a long term funding agreement for asset renewal could result in asset performance declining. The Omicron COVID variant may cause increases in staff absence leading to cancelled services or delays in completing repairs and maintenance.

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):

- Overhead line ARP replacement programme over the next five financial years.
- Close monitoring of key business results such as punctuality, excess headway minutes and asset reliability.
- Implement better performance management processes such as "right time" departure monitoring.
- Delivery of the Essential Renewals programme for 2021-22.
- 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.
- OLE Renewal Programme has been reprioritised for efficacy of delivery.
- Capacity to train 90 new drivers a year if required.
- Quarterly Performance Management meetings with Stadler
- "Assets at a Glance" drawings which identify specific problem areas and single points of failure.
- Established improvement plans for key assets such as lifts, escalators

and signal track circuits.

- Periodic review of asset maintenance plans
- New Train Crew agreement commenced allowing greater flexibility of Train Crew resource
- Established possession planning tool to identify conflicts and opportunities to combine closures to minimize disruption to our customers
- Regular review of actions identified in Metro Recovery plan
- Autumn and Winter Preparedness Plans in place

Next Steps/Milestones	Owner	Due date
Changes to the delay attribution process to reflect right time running	Metro Operations Director	Mar 22
Implement actions identified in Metro Recovery Plan	Various	Various
Complete ICT network refresh to improve resilience of digital assets	Head of ICT	Apr 22

Risk 4		
CP Theme: Sustainability		
CP Workstream: Manage our financial standing		
Risk Area: Long term funding for Metro Risk Owners: Director of Finance and Resources Risk Actionees: Head of Programme Assurance, Head of Finance	RAG Status (Red)	Direction of Travel
	16 (4x4)	↔ (Stable)
	Target RAG Status	
	3 (1x3)	
Risk: There is no long-term funding agreement in place to sustain Metro's current operations, replace life expired capital assets and allow future expansion.		
<p>Impact/Consequence(s): Any reduction in external funding could lead to a diminution in service and failing infrastructure. Funding for Essential Renewals of Metro infrastructure has been agreed for 2022/23, however a longer-term funding agreement has not yet been agreed. Further support funding to cover COVID 19 related losses has been agreed until 5 April 2022 at which point all support funding is due to end. Without ongoing financial support to assist with the loss of fare revenue then a significant budget shortfall is expected.</p> <p>Options to bridge this budget deficit could potentially include:</p> <ul style="list-style-type: none"> • A reduction of service frequency • Fare increases • Reduced staffing capacity in both customer facing and maintenance roles • The cancellation of essential renewals programmes • The use of transport levy funding previously earmarked for concessionary travel, ferry and bus services being reallocated <p>Many of these measures are likely to result in a further loss of patronage which will exacerbate budget pressures.</p>		
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 		

<ul style="list-style-type: none"> • Regular review of actions identified in Metro Recovery plan • Regular financial monitoring to Nexus' Senior Leadership Team, Executive Board 		
Next Steps/Milestones	Owner	Due date
Continue to pursue recovery funding arrangement with HMT and DfT following the expiration of the current funding agreement on 5 April 2022	Director of Finance and Resources	Mar 22
Implement actions identified in Metro Recovery Plan	Various	Various
Seek the approval of the Joint Transport Committee of the 2022/23 revenue budget and medium term financial plan which include measures to balance the budget in the absence of emergency Covid-19 funding from Government	Director of Finance and Resources	Jan 22
Seek the approval of the Joint Transport Committee of the 2022/23 to 2024/25 capital programme which is subject to future funding confirmation from the DfT	Director of Finance and Resources	Jan 22
Continue close liaison with Government officials to secure confirmation of capital grant funding for 2023/24 and 2024/25	Director of Finance and Resources	March 22
Nexus' input to the quarterly monitoring of the Revenue budget and Capital Programme submitted to the JTC	Director of Finance and Resources	Quarterly

Risk 5		
CP Theme: Sustainability		
CP Workstream: Manage our Financial Standing		
Risk Area: Frontline services and discretionary travel schemes – Metro Services Risk Owners: Director of Finance and Resources Risk Actionees: Head of Finance	RAG Status (Red)	Direction of Travel
	16 (4x4)	↔ (Stable)
	Target RAG Status	
	3(1x3)	
Risk: The COVID-19 Pandemic has significantly impacted on public transport patronage and revenue. Funding to cover the losses caused by the COVID-19 pandemic have been agreed until 5 April 2022 but it is expected that there will be no additional funding for 2022/23 and beyond.		
<p>Impact/Consequence(s): If Nexus is unable to access adequate emergency funding from Central Government for losses due to COVID-19 on Metro, Nexus will need to consider a range of actions in order to bridge this budget deficit which could potentially include:</p> <ul style="list-style-type: none"> • A reduction of service frequency • Fare increases • Reduced staffing capacity in both customer facing and maintenance roles • The cancellation of essential renewals programmes • The use of transport levy funding previously earmarked for concessionary travel, ferry and bus services being reallocated <p>Many of these measures are likely to result in a further loss of patronage which will exacerbate budget pressures.</p>		
<p>Controls</p> <ul style="list-style-type: none"> • Monitoring of public transport patronage during the pandemic, undertake research through the insight panel to gain intelligence on trends and customer behaviours. • Undertake benchmarking and intelligence gathering from other Cities, through UITP, UTG and Comet/Nova. • Discussions with Chief Executives and Treasurers in order to obtain strategic financial guidance. • Deferring all but non-essential expenditure and vacancy control measures implemented • Regular financial monitoring to Nexus' Senior Leadership Team, Executive 		

<p>Board and the JTC.</p> <ul style="list-style-type: none"> Regular review of actions identified in Metro Recovery plan 		
Next Steps/Milestones	Owner	Due date
Continue to pursue recovery funding arrangement with HMT and DfT following the expiration of the current funding agreement on 5 April 2022	Director of Finance and Resources	Mar 22
Seek the approval of the Joint Transport Committee of the 2022/23 revenue budget and medium term financial plan which include measures to balance the budget in the absence of emergency Covid-19 funding from Government	Director of Finance and Resources	Jan 22
Implement actions identified in Metro Recovery Plan	Various	Various
Nexus' input to the quarterly monitoring of the Revenue Budget reports submitted to the JTC.	Director of Finance and Resources	Quarterly

Risk 6CP Theme: **Sustainability**CP Workstream: **Manage our Financial Standing**

Risk Area: Frontline services and discretionary travel schemes – Non-Metro Services	RAG Status (Green)	Direction of Travel
Risk Owners: Director of Finance and Resources Risk Actionees: Head of Finance, Customer Services Director	12 (4x3)	↔ (Stable)
	Target RAG Status	
	3 (1x3)	

Risk: Funding for discretionary travel schemes and non-Metro services has been largely secured for 2021/22, although the lack of emergency financial support beyond the 5 April 2022 could impact of funding for discretionary travel schemes and non-metro services.

Impact/Consequence(s): If Nexus are unable to secure adequate emergency funding from central government then it may be necessary to review how the levy agreed with JTC is allocated. Monies previously allocated to support discretionary travel schemes and non-Metro services may need to be reallocated to ensure that Metro services are able to operate.

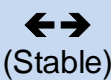
The reallocation of any monies may result in the reduction of secured bus services, changes to the discretionary travel schemes and a review of the service frequency of the Shields Ferry.

Controls

- Monitoring of public transport patronage during the pandemic, undertake research through the insight panel to gain intelligence on trends and customer behaviours.
- Undertake benchmarking and intelligence gathering from other Cities, through UITP, UTG and Comet/Nova.
- Discussions with Chief Executives and Treasurers in order to obtain strategic financial guidance.
- Deferring all but non-essential expenditure and vacancy control measures implemented
- Periodic financial monitoring by Nexus' Senior Leadership Team and Executive Board.
- 2021/22 levy funding agreed with JTC
- Regular update meetings with TNE to understand the likelihood of a bus partnership being agreed

- Regular review of actions identified in Recovery plan

Next Steps/Milestones	Owner	Due date
Continue to pursue recovery funding arrangement with HMT and DfT following the expiration of current funding agreement on 5 April 2022	Director of Finance and Resources	Mar 22
Implement actions identified in Metro Recovery Plan	Various	Various
Seek the approval of the Joint Transport Committee of the 2022/23 revenue budget and medium term financial plan which include measures to balance the budget in the absence of emergency Covid-19 funding from Government	Director of Finance and Resources	Jan 22
Support Transport North East in the development of partnerships with bus operators	Customer Services Director	Mar 22

Risk 7		
CP Theme: Customer Experience		
CP Workstream: Grow Patronage and improve our customer experience		
Risk Area: Delivery of the contracts to provide a new depot and a new fleet of trains for the Metro Risk Owners: Major Projects Director Risk Actionees: Head of Fleet and Depot Replacement	RAG Status (Amber)	Direction of Travel
	9 (3x3)	
	Target RAG Status	
	6(2x3)	
Risk: The possibility of costs escalating, the potential for delays and reputational impact as a result of Nexus owned risks impacting on the affordability and deliverability of the project to introduce a new fleet of trains and depot.		
Impact/Consequence(s): Delays to obtaining the new fleet could place reliance on extending operation of the old deteriorating fleet at Nexus' cost. Where costs couldn't be contained by Nexus risk contingency sum, funding would have to be diverted from other areas of need. Such affordability issues could result in Nexus having to reconsider the scope of the contracts, i.e. the number of trains. 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. • 4 weekly progress review meetings with Stadler. • Delivery of interdependent projects and enabling work is monitored by Capital Steering Group on a monthly basis and reported to Senior Leadership Team. 		

- Keeping key stakeholders informed regarding progress of the programme.
- Established project controls have been adopted to assist with the management of the contracts including CSM and other safety processes.
- Operational risks associated with the delivery of the new fleet are managed through the Operational Readiness Meeting.
- Quarterly meetings of the joint Nexus/DfT Programme Board to report on project performance, risks and any requirements to reprofile funding.
- Quarterly meetings of the joint Nexus/Stadler Programme Board to report on project performance, risks and any commercial matters.
- Periodic progress reporting to Nexus' Senior Leadership Team and JTC.

Next Steps/Milestones	Owner	Due date
New Maintenance Depot Completed	Head of Fleet and Depot Replacement	Oct 22
First Train Delivered	Head of Fleet and Depot Replacement	Nov 22
Full Fleet in Service	Head of Fleet and Depot Replacement	Dec 24

Risk 8CP Theme: **Assets and Technology**CP Workstream: **Improve our physical assets**

Risk Area: Efficiency of delivery of the Capital Programme	RAG Status (Red)	Direction of Travel
Risk Owner: Major Projects Director	12 (4x3)	↔ (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

Impact/Consequence(s): The funding agreement with DfT now runs to March 2023 with an expected £30m of capital funding available in 2022/23. Whilst programme planning assumes funding for the 3 years to 2024/25, there is a risk, should funding not be confirmed beyond March 2023, that projects may need to be terminated and the programme redrawn to minimise ongoing contractual commitments. This will severely impact on delivery efficiency and the ability to deliver the programme in accordance with agreed priorities and operational needs.

Projects committed through Essential Renewals, are not delivered in the most efficient and effective way and Nexus fails to take advantage of other emerging funding streams to be able to improve its assets, customer services or operations. Contractual commitments beyond March 2023 may need to be minimised and the continuity of critical asset renewal including Overhead Line Equipment and SCADA may become uncertain..

Planning beyond March 2022 is also extremely challenging as without an understanding of the quantum and duration of funding, it is impossible to develop a programme with any certainty. Late stage challenges will risk further inefficiency and rework.

Procurement efficiencies are being lost and there is evidence of reduced market interest and competitive tender responses. Staff turnover is increasing – resulting in a loss of loss of key knowledge, skills and experience.

Uncertainty around long term funding makes the recruitment and retention of key staff more difficult leading to a reliance on external contracts. The future viability of Nexus internal Capital Delivery is at risk.

Controls:

- Continue to make the case for ongoing funding from DfT.
- Seek flexibility from the Department for Transport over virement/ acceleration of funding to optimise programme delivery.

- Effective 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, highway authorities, utility companies etc.
- Continually monitor and manage the programme to ensures sufficient programme/project management resource - identify options to source additional resources or capacity to deliver increase levels of investment.
- Close and proficient management of all contracts relating to ARP and other works in the capital programme.
- Periodic Affordability Review meetings to consider Metro Asset Renewal Programme profiling.
- Monitor procurement and changes in responses to tenders.
- 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.
- Continued engagement with DfT via Programme Board and HMT regarding future Metro funding arrangements.
- Review contractual terms and conditions in light of pandemic to ensure flexibility in contracting to minimise the impact – respond to changing market conditions to ensure successful procurement.
- Evaluate mitigation options for retention and recruitment of key skills and resources.
- A work resource plan for capital programme for 22/23 is being updated with regular reviews planned.
- Capital prioritisation process for 2022/23 completed

Next Steps/Milestones	Owner	Due date
Identify potential funding opportunities announced in 2021 Budget – now awaiting details of bidding process.	Major Projects Director	Mar 22
Seek the approval of the Joint Transport Committee of the 2022/23 to 2024/25 capital programme which is subject to future funding confirmation from the DfT	Director of Finance and Resources	Jan 22
Continue close liaison with Government officials to secure confirmation of capital grant funding for 2023/24 and 2024/25	Director of Finance and Resources	Mar 22

Risk 9CP Theme: **Assets and technology**CP Workstream: **Technology**

Risk Area: Cybersecurity Risk Owner: Director of Finance and Resources Risk Actionee: Head of Business Change & Technology	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:

- Nexus utilise a modern supportable resilient firewall, with a subscription to identify and protect against existing and emerging threats.
- We subscribe to governmental cyber-threat awareness bulletins and are active members of local security working groups.
- We participated in a local multi-party cyber-resilience event with local authorities and the emergency services to test the systems in place.
- Should a system fail or be rendered unusable by a cyber-attack, we regularly back-up of all essential systems and data so service can be returned safely and efficiently.
- Nexus employs security specialists to implement governance and controls.
- A cyber-security training standard has been implemented to train all Nexus staff in the basic requirements.
- Nexus raises awareness of security threats through the use of internal communications such as Nexus Times & global emails.
- Nexus measure awareness through different mediums such as fake Phishing attacks.
- All changes to Nexus security assets are subject to tight control.
- We have a suite of policies on security controls and an acceptable use.
- A security incident response policy is in place.
- We utilise segregation to protect critical systems particularly rail based systems.
- We manage security risks within Business Change and Technology using a specific risk management process.
- Regular review of ongoing notifications from key suppliers regarding vulnerabilities in order to ensure timely notification and action.
- Awareness testing exercises will be carried out, with additional controls

implemented as deemed appropriate to the level of threat being experienced.

- Increased vigilance of Cyber security activity, particularly through IT security networks, during the pandemic.
- Monitoring of remote working and the subsequent risks this imports.
- Regular awareness testing exercises are carried out, with additional controls implemented as deemed appropriate to the level of threat being experienced.


Next Steps/Milestones	Owner	Due date
Pursue Cyber Essentials Plus accreditation	Head of ICT	Mar 22

Risk 10		
CP Theme: Customer Experience CP Workstream: Products and Payment		
Risk Area: Products and Payment Offer Risk Owner: Customer Services Director Risk Actionee: Project Lead – Integrated Ticketing, Commercial Manager	RAG Status (Amber)	Direction of Travel
	9(3x3)	↔ (stable)
	Target RAG Status	
	3(1x3)	
Risk: Our products and payments offer fails to meet the changing needs of our customers and results in a loss of patronage to other modes of transport.		
Impact/Consequence(s): Technological developments and changes to the way in which people choose to travel 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.		
Controls: <ul style="list-style-type: none"> • Continuous review of retail trends and customer choice with market research carried out to establish product development proposals. • Annual review of prices, products and sales channels. • Provision made in the Fares and Revenue budget in order to support research into the development of new products. • Seeking opportunities to work with partners and explore the potential for attracting external funding. • Pay by phone solution in place at car parks. • Smart Integrated Ticketing programme established • Introduction of 19 -21 Pop PAYG ticket. • 'Take the Kids for Free' offer launched and marketed to generate new travel markets 		
Next Steps/Milestones	Owner	Due date
Seek funding for continued innovation in product and payments arrangements.	Customer Services Director	Ongoing

Develop and implement plans for cashless and paperless travel as outlined in the Products and Payments Strategy.	Head of Commercial	Mar 25
Add current NTL product range onto smartcard and then develop plans to introduce a multimodal, price capped pay as you go product.	Head of Commercial	Mar 22
Develop flexible products for frequent customers including corporate season ticket holders.	Head of Commercial	Mar 22

Risk 11		
CP Theme: Grow our patronage and improve our customer experience CP Workstream: Invest in our infrastructure		
Risk Area: Funding public transport network improvements Risk Owner: Director of People and Culture	RAG Status (Green)	Direction of Travel
	6(2x3)	↔ (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 Recovery Plan to attract customers back to Metro and to replace journeys no longer being made with new markets.		
Controls:		
<ul style="list-style-type: none"> • Nexus schemes are included in the Regional Transport Plan pipeline. • A pipeline of capital schemes aligned with the Nexus Corporate Plan will be developed for specified funding opportunities. • A detailed pipeline of potential schemes is developed and maintained for new and currently unspecified funding opportunities • Nexus resources, both people and financial, are allocated to develop Nexus capital programme pipeline. • New schemes will be subject to the Nexus prioritisation process to quickly and effectively match business priorities to funding opportunities. • Schemes will be developed and governed under the Nexus' Stage-gate control processes. • Internal stakeholders are identified and regular stakeholder meetings are held. • Regular liaison with the Transport Strategy Unit to provide project updates and ensure that schemes are developed in line with wider regional objectives. • Regular liaison with other external stakeholders, including DfT to ensure alignment with other projects and local objectives. • Match funding has been identified for live bidding opportunities. • Continuous horizon scanning for new funding opportunities 		

Next Steps/Milestones	Owner	Due date
Develop full business cases for Transforming Cities Fund Scheme, in line with scheme development	Head of Corporate Planning	August 2022
Develop bid(s) for the NE LEP development fund for call 2 and agree plans to bid into call 3	Head of Corporate Planning	Call dates TBC by the LEP
Develop strategic outline business cases for schemes for the Levelling Up Fund, City Region Sustainable Transport Fund and Active Travel Fund	Head of Corporate Planning	2021-2022

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

<ul style="list-style-type: none"> • Security Team liaison with Youth Justice Teams, to use diversionary and reparation methods. • Regular review of plans identified in independent security review 		
Next Steps/Milestones	Owner	Due date
Identify actions arising from the independent security review	Various	Various
Develop strategy for implementation of additional gate lines across network	Head of Corporate Planning	Mar 22
Deliver TCF funding programme to improve safety and security at car parks	Customer Service Director	Mar 23

Risk 13CP Theme: **Grow our patronage and improve our customer experience**CP Workstream: **Customer Services**Risk Area: **Patronage Recovery**Risk Owner: **Chief Operating Officer**Risk Actionee: **Head of Corporate Planning, Head of Finance, Customer Services Director, Head of Commercial, Head of Marketing, Communications and Information****RAG Status (Red)****12 (3x4)****Target RAG Status****4(2x2)****Direction of Travel****↔**
(stable)**Risk: Failure to recover public transport patronage following the covid-19 pandemic**

Impact/Consequence(s): Failure to recover patronage lost during the COVID-19 pandemic sufficiently would make bus, Metro and Shields Ferry services unsustainable at their current levels. Additional COVID-relief funding from DfT/HMT is contingent on effective delivery of a recovery plan while funding to deliver our long-term goals could also be put at risk. The lack of long-term funding support reduces the ability for Nexus to implement long term behavioural change projects designed to support a 'green' economic recovery. The Omicron COVID variant has lead to new guidelines encouraging people to work from home which may lead to a passenger levels falling.

Controls:

A comprehensive recovery plan has been developed outlining plans to rebuild patronage following the lifting of COVID-19 restrictions

- On-going programme of marketing and communications aimed at reassurance and encouraging customers back to Metro.
- Ongoing, high visibility of staff around network including enhanced cleaning regimes and the enforcement of COVID travel rules.
- Regular reviews of progress with DfT/HMT.
- Regular review of actions identified in recovery plans
- Marketing activity to reassure customers around the safety of public transport
- 'Take the Kids for Free' offer introduced to attract new customers
- Horizon scanning and bidding for funding to assist with recovery
- Implementation of free parking and incentives and offers linked to commuter return and the leisure market up to Jan 2022.
- Introduced 19-21 POP card


Next Steps/Milestones	Owner	Due date
Continue to pursue recovery funding arrangement with HMT and DfT following the expiration of the current funding agreement on 5 April 2022	Director of Finance and Resources	Mar 22
Implement actions identified in the Nexus Recovery Plan	Various	Various
Design and deliver new products and services to reflect changing patterns of travel and make public transport attractive.	Head of Commercial	Ongoing
Target new customers and markets including new products services, capital investment (subject to funding) and communications and marketing activities	Various	Ongoing
Work with Transport North East to deliver partnerships with bus operators.	Customer Services Director	Mar 22
Identify and bid for funding to deliver capital projects to assist with recovery	Head of Corporate Planning	Ongoing
Develop Recovery Plan phase 2	Head of Corporate Planning	Jan 2022

Risk 14		
CP Theme: Grow Patronage and Improve our customer experience		
CP Workstream: Invest in our infrastructure		
Risk Area: North Shields Ferry Landing Risk Owner: Major Projects Director Risk Actionee: Head of Renewals	RAG Status (Red)	Direction of Travel
	12(4x3)	↔ (stable)
	Target RAG Status	
	9(3x3)	
Risk: Project currently un-funded due to withdrawal of previous secured LEP grant funding as conditions didn't align with project delivery timescales		
Impact/Consequence(s): Delays to completing the required work to allow relocation of the North Shields ferry landing could lead to impact on ferry reliability due to the deteriorating condition of the existing ferry landing and failure to support the regeneration ambitions of the North Shields Fish Quay.		
Controls: <ul style="list-style-type: none"> • Establish an internal project team-level Steering Group/working group • Regular updates to the Major Projects Directorate Steering Group • Periodic progress reporting to Nexus' Senior Leadership Team and JTC • Continued advance planning and collation of information in identified risk areas to mitigate future deliver risks. • Apply effective and proven project management controls, risk management planning and governance processes with appropriately skilled resources employed in these areas. • Active stakeholder engagement to obtain involvement and co-operation of third/interested parties • Regular assessment of programme delivery against grant funding conditions and meeting with funding bodies to provide up to date progress. • Hold funding strategy workshops facilitated by North Tyneside Council and progress agreed actions as a priority. • Ensure a strategic multi-party meeting facilitated/chaired by North Tyneside Council is set up which embeds the North Shields Ferry Landing relocation as an integral part of a wider ambition for the Fish Quay area and both North and South Shields, ensuring strategic foresight and all schemes are joined up. 		

- Horizon scanning and bidding for funding to continue to develop the project.
- Progression of development project tasks to ensure the project is “shovel ready” in the event of funding being secured. For example, form A design, navigational assessments, operational assessments, preparation of planning application, and ground investigations works.

Next Steps/Milestones	Owner	Due date
Attend and contribute towards ongoing strategic multi-party meetings facilitated/chaired by North Tyneside Council which embed the North Shields Ferry Landing relocation as an integral part of a wider ambition for the Fish Quay area	Head of Renewals /Major Projects Director	Ongoing
Complete development of ITT for Design and Build Contract for main works ready to be released when funding is secured.	Head of Renewals /Major Projects Director	Mar 2022
Explore the possibility of engaging in Early Contract Involvement (ECI) to reduce construction risks	Head of Renewals /Major Projects Director	Mar 2022

Risk 15CP Theme: **Grow Patronage and Improve our customer experience**CP Workstream: **Invest in our infrastructure**

Risk Area: Metro Flow Risk Owner: Major Projects Director Risk Actionee: Head of Metro Flow	RAG Status (Amber)	Direction of Travel
	9(3x3)	 (stable)
	Target RAG Status	
9(3x3)		

Risk: The benefits of Metro Flow are not delivered, are compromised, limited or delayed.

Impact/Consequence(s): Delivery of Metro Flow could be compromised by escalating costs, a delayed delivery programme or infrastructure limitations, and the predicted benefits may not be fully realised. This could have implications for the customer experience and service, both in delivery and operation, Nexus financial position and may damage Nexus' reputation as a delivery agent, subject to the selected mitigation strategy

Controls:

- A project risk register is live for the project and is reviewed regularly to monitor and manage existing known risks as well as identifying new and emerging risks along with identifying mitigation measures.
- Continued advance planning and collation of information in identified risk areas will mitigate future deliver risks.
- Apply effective and proven project management controls including CSM, risk management planning and governance processes with appropriately skilled resources employed in these areas.
- Continually monitor the overall Nexus Capital Programme to ensure interfaces and dependencies with other activities, particularly the Metro Fleet Replacement and Metro Asset Renewals, are understood, prioritised and managed.
- Active stakeholder engagement to obtain involvement and co-operation of third/interested parties.

Next Steps/Milestones	Owner	Due date
Industry Consultations (Network Change etc.)	Head of Metro Flow	Dec 21
Infrastructure <ul style="list-style-type: none"> ○ Form B Submission ○ Blockade Commencing ○ Delivery 	Head of Metro Flow	Mar 22 Sep 22 Mar 23
Uplifted service commences December 2024 to align with the fleet programme	Head of Metro Flow	Dec 24

Appendix 2

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

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

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

Appendix 3: Risk Score Matrix

Assess the impact if the risk occurred:

Impact:

Likelihood	Impact:			
	Insignificant	Minor	Significant	Critical
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 	

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

Date: 13 January 2022
Subject: Tyne Tunnels Update
Report of: Managing Director, Transport North East

Executive Summary

This report provides an update on activities at the Tyne Tunnels relating to:

1. The management and operation of the traffic tunnels;
2. The management and operation of the Tyne Pedestrian and Cyclist Tunnels (TPCT).

The report provides information on traffic levels at the Tyne Tunnels, and an update on the progress of the new Tyne Pass barrierless scheme which was launched on 8th November 2021.

The report provides information on take up of different payment options for users and the functioning of the new systems for payment of the toll.

The report details the non-compliance rate for the first month of operation (5.39%) and compares the rate with other similar toll operators. It also gives information on the publishing of statistics on the TT2 webpage to ensure transparency.

The report also provides an update on the usage and operation of the Pedestrian and Cyclist tunnels with particular reference to the completion of the refurbishment. Daily use of the tunnels has increased since the tunnels reopened in 2019.

As members will be aware, the completion and certification of the inclined lifts is now the only major outstanding work required to complete the full refurbishment and once this is completed the Tunnels will be handed over to TT2 Ltd, who will then manage the operation of the Tunnels for the remainder of the Concession Agreement.

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.

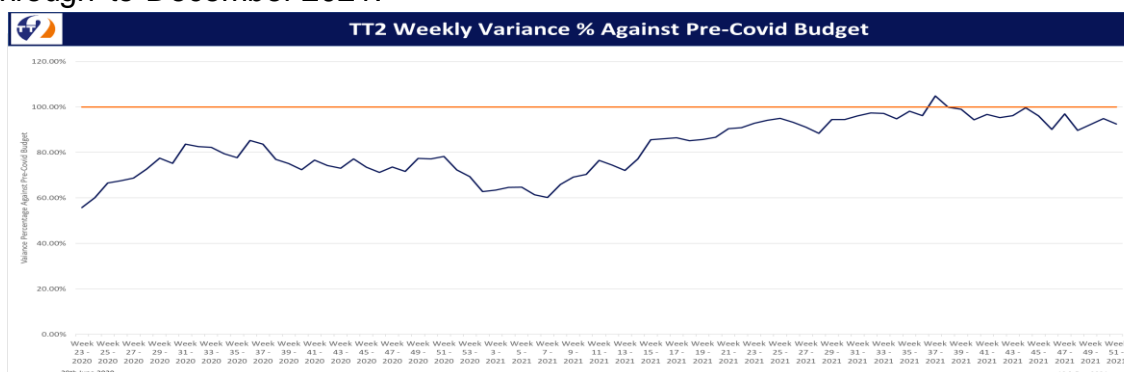
1. Background Information

- 1.1 The Tyne Tunnels are jointly owned by the North East Combined Authority (NECA) and the North of Tyne Combined Authority (NTCA) represented by the Joint Transport Committee (JTC) and administered by officers of Transport North East.
- 1.2 The Tyne Tunnels comprise of two vehicle tunnels (one northbound and one southbound) and the pedestrian and cyclist tunnels all passing under the River Tyne and linking North Tyneside with South Tyneside. The Tyne Tunnels receive no government or local funding and all operational costs and funding costs are met from the tolls charged to users of the vehicle tunnels.
- 1.3 TT2 Ltd as Concessionaire is responsible for the day-to-day management and operation of the Tunnels, in accordance with the Project Agreement which is in place from 2007 to 2037. This is monitored by the Tyne Tunnels Manager on behalf of Transport North East.

2. Traffic Tunnels Update

Traffic Flows

- 2.1 Traffic flows through the Tyne Tunnels are reviewed daily by TT2 and Transport North East. Following a huge drop in traffic in March 2020 during the first Covid-19 lockdown, for the rest of 2020 and early 2021, traffic levels were around 60/70% of normal expected levels. This means that for most of the last 18 months traffic and toll revenue has been significantly down on pre-pandemic levels. TT2 has suffered the income loss from the reduced toll income rather than JTC, as the JTC income is protected by the nature of the Project Agreement which sees JTC take 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.
- 2.2 Traffic tipped above expected levels in September due to Great North Run traffic, however during October, November and December, traffic levels have fallen slightly to around 94%. This seems to have been a result of the effects of the recent Covid-19 restrictions and 'work from home' guidance combined with the increase in fuel prices which has resulted in reduced journey numbers.
- 2.3 The orange line in the graph below shows expected traffic levels before the pandemic as 100% while the blue line shows actual traffic levels from June 2020 through to December 2021.



Tyne Pass Barrierless Scheme

- 2.4 The Tyne Pass Scheme for barrierless open road tolling, was launched on 8th November 2021. The barrierless scheme has modernised the payment system at the Tyne Tunnels and provides other benefits for the area, including significantly reduced carbon emissions. The scheme was approved by this committee in September 2020. The scheme has been designed, implemented and operated by TT2 following consultation with Transport North East officers, in line with the review processes set out in the Project Agreement.
- 2.5 Modernisation of the toll payment system at the Tyne Tunnels was anticipated in the Project Agreement when it was agreed in 2007, and has been under consideration for some time, in order to upgrade from the largely coin-based system to a barrierless open road tolling system. The previous outdated system required customers to stop and make payment at the toll barriers, causing delay for drivers and resulting in excess carbon emissions from traffic queueing then accelerating after leaving the toll plaza. The Tyne Pass scheme has taken learning from other barrierless systems in operation across the UK and Ireland.
- 2.6 As anticipated by TT2 and the Tyne & Wear Integrated Transport Authority (NECA's predecessor in this regard) in the Project Agreement, it is agreed that the costs and risks associated with the implementation of the Tyne Pass scheme, as well as the enforcement income, lie with TT2.
- 2.7 The scheme was planned in order to provide the following benefits:
- Modernisation of the toll payment system;
 - Reduced journey times;
 - Reduced carbon emissions;
 - Creation of new local jobs.

Tyne Pass Scheme Go-Live

- 2.8 The Tyne Pass Scheme was successfully delivered by TT2 on time and on budget with a Go-Live date of 8th November 2021. From midnight on 7th November the toll payment systems were switched over to the new ANPR based systems and traffic began travelling through without stopping at the toll booths from the early hours of the morning of 8th November. The new ANPR cameras were already in place and testing of the systems had been taking place over the preceding months, so the switch over went smoothly.
- 2.9 The civils contractor began work immediately on removal of the toll plazas and has already completed the first stage of the works, which included removal of all northbound tunnel barriers. The work has been planned to take place gradually over several months, with the aim of avoiding having to close the tunnels if possible. Work is being carried out on the lanes which have no traffic passing through, whilst vehicles continue to travel safely through two designated lanes. The final stage will result in a smooth dual carriageway with a new road surface and permanent signage.

- 2.10 The new ANPR cameras have functioned well in the first month of operation. These cameras are high spec and able to take several photographs of a vehicle registration plate at speed, to ensure that all traffic is accounted for and the system can pick up every payment of the toll and every exempt vehicle (Blue Badge users, fire engines, ambulances etc) and can match it to the vehicle registration.
- 2.11 The new IT systems overall have been reliable since Go-Live and on-line payment systems have not experienced any outages in November with a 100% availability for users.
- 2.12 However, day one of the new system did bring up some traffic delays as drivers had to drive through roadworks and a new road layout and there were some system issues resulting in around 5% of pre-paid users being charged a duplicate payment of £1.71 on 8th November. TT2 took swift action to resolve this issue once it was discovered and staff managed to refund all users who had experienced this by midnight that day. Many users affected did not notice the issue, as their account was correct by the end of the day.
- 2.13 One of the most important aspects of the new system is ensuring that the customer understands how to pay the toll. Paying the toll online, by telephone or at a Paypoint is a new process for the 20% of customers who previously used coins to pay. With this in mind an extensive marketing campaign took place in the months leading up to Go-Live and is still continuing. Members have been provided with information on the marketing and PR campaign.
- 2.14 Transport North East officers have also supported the marketing campaign via social media posts, engagement with disability and elderly groups, briefings at Community meetings and publication of information in Local Authority staff and residents newsletters.

Payment of the toll

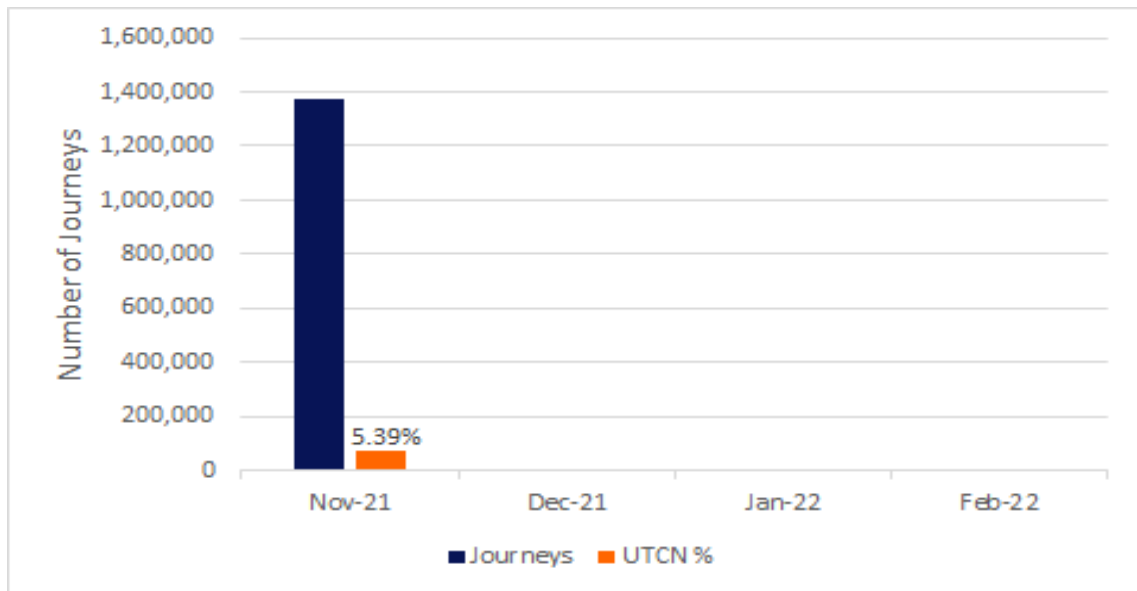
2.15



Under the new Tyne Pass system, tolls must be paid by midnight the day after a journey through the Tyne Tunnels. This timeframe was assessed as the most suitable for barrierless toll payment as it was already in place in Mersey and Dartford tunnels who operate the same barrierless system. Most users have adapted well to the payment system and during November 94.6% of users used the system correctly making the required toll payment on time.

2.16

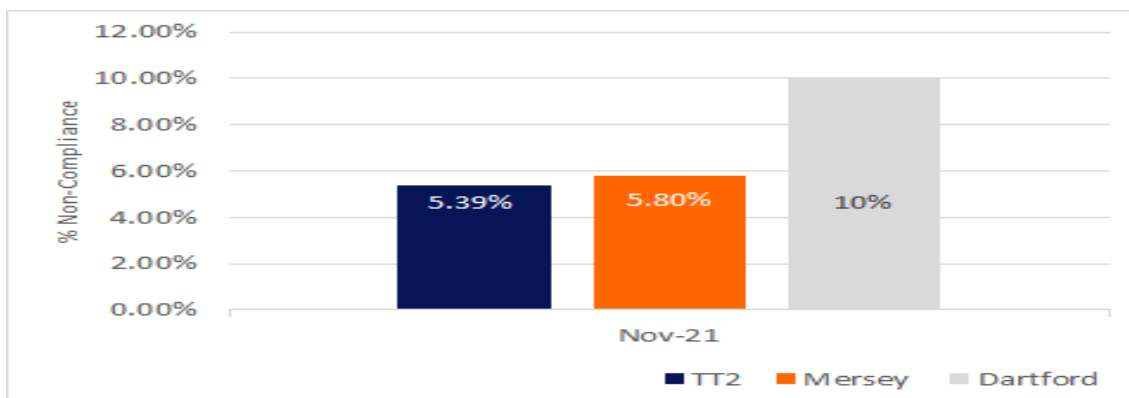
Journeys vs UTCNs



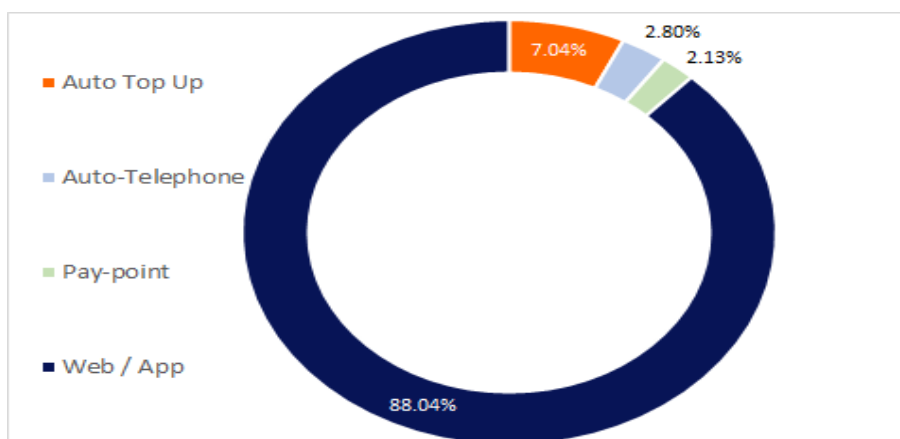
2.17 During November 1,371,310 vehicles used the Tyne Tunnels and 5.39% of these did not pay the required toll on time or at all. This means that they are classed as ‘non-compliant vehicles’ and will be subject to enforcement and receive a Unpaid Toll Charge Notice which is the agreed method in place to recover tolls from users who fail to pay. Feedback has shown that users who fail to pay are often frustrated and angry when they receive an Unpaid Toll Charge Notice. However, the agreed rules in place mean that if they consider they have unjustly been charged they can appeal and if their appeal is upheld, the UTCN will be cancelled. TT2 have agreed in the first months of operation to implement some transitional appeal rules as people get used to new ways of paying. This has the benefit of allowing them to uphold more appeals. During November 2021, a high rate of 43% of appeals were upheld.

2.18 TT2 have carried out a comparison with other similar operators at the same stage in their lifecycle to see if the Tyne Tunnel systems are better or worse understood by customers. Tyne Pass compares well with the other systems as the initial 5.39% rate is lower than the comparators. Based on their experiences, TT2 expected non-compliance to start at a higher level and to drop in the first few months as users become familiar with the new systems. It is expected that the non-compliance rate will trend to between 3% and 4% during the first twelve months of operation.

2.19 Tyne Pass non-compliance rate compared with other operators



2.20 Data for the full month of November is now available to analyse and review for trends. As this is the first month of operation of the new system it is useful to see which payment methods were chosen by users. Over 95% of payments in November 2021 were by digital channels while 2.3% of users chose to keep paying by cash via a Paypoint, amounting to approx. 180 Paypoint customers per day.



2.21 For pre-paid customers who now make up 74% of users, the web account log-in was available from 8th November, but unfortunately the new redesigned TT2 app was not available for the first 2 weeks of Tyne Pass which was disappointing. However the brand new app is now functioning and upgraded, giving additional features and benefits to users. Work continues on development and improvement of the new app to give the optimum experience.

2.22 Complaints from users have increased since the launch of Tyne Pass and some social media groups and online forums have been set up to encourage disgruntled users to share experiences and advise on how to overturn a UTCN.

2.23 Dissatisfaction comes generally from drivers who have not managed to pay the toll by the deadline for a variety of reasons and have therefore received an Unpaid Toll Charge Notice (UTCN). The UTCN system has been designed to be fair to all tunnel users but is unlikely to ever be popular with drivers, as its whole purpose is to chase up those who have not paid the toll. The system does incur a cost that is passed on to the user and the agreed rules in place allow appeals to be considered and upheld in certain circumstances.

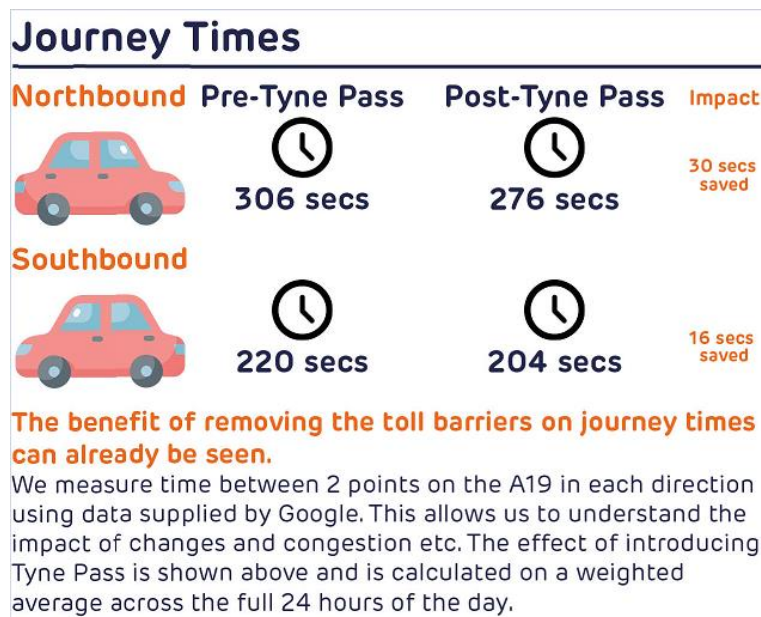
2.24 Although trending the levels of compliance shows that the interim systems compare well with both Mersey and Dartford equivalent systems, some feedback from users has raised some valid suggestions for process improvements to improve customer experience, which Transport North East officers and TT2 have taken on board. Feedback which helps to improve the systems in place is important in a new system. Both Transport North East and TT2 will continue to listen to users and to professional advisors who can offer useful ideas for improvement and alterations to the service for Tyne Tunnel customers.

Publishing Data for transparency

2.25 Users have requested more transparency in terms of the numbers of successful appeals and numbers of UTCNs issued. In response to this TT2 have set up a statistics page on their website and agreed to publish figures for users on various areas of interest relating to the new systems. The first set of data for the month of November was recently published on this page and each month going forward will be published here to ensure openness and transparency. [Statistics – Tyne Tunnel 2 \(tt2.co.uk\)](http://tt2.co.uk)

2.26 The data included information on call waiting times for the contact centre (just over 3 minutes), improved journey times, carbon emissions and revenue generated from tolls and from UTCNs – see below examples from TT2 webpage.

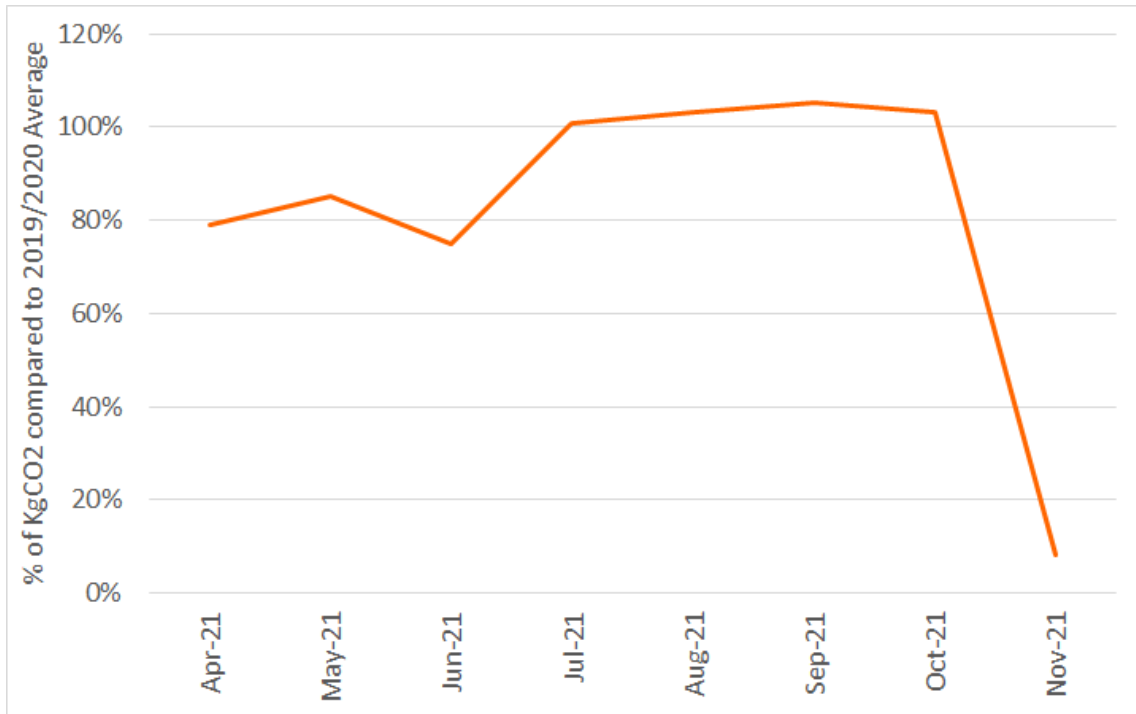
2.27



2.28 **Total Tunnels Revenue and Revenue from UTCNs**

	Total Revenue	Revenue from UTCNs
Nov-21	£2.8M	£0.57M

2.29 Environment

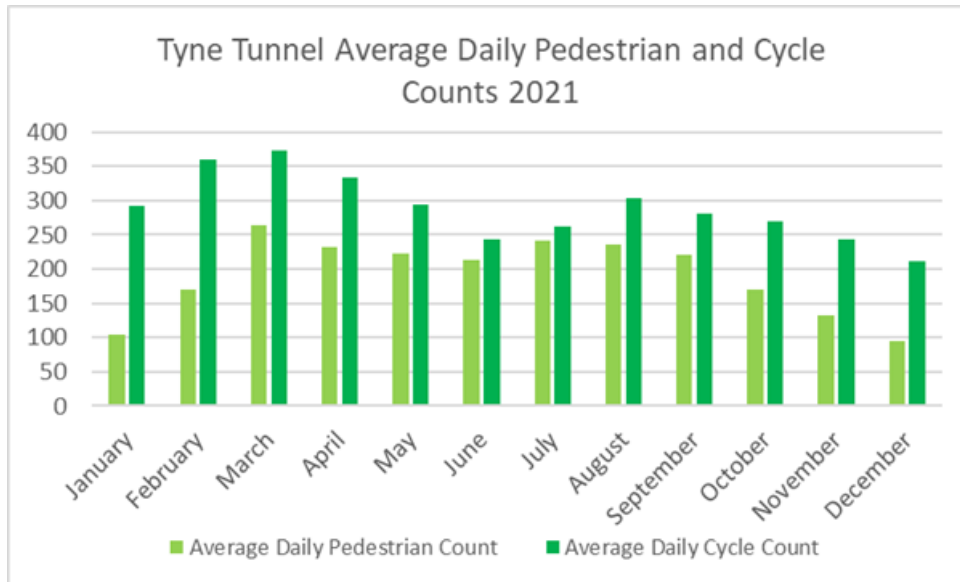


Customer vehicles kgCO₂ emissions from traffic using the Tyne Tunnels. This is based on standard emissions volumes by traffic type, compared with 2019/2020 average kgCO₂ emissions. It has decreased significantly at the launch of Tyne Pass when the toll booths were removed along with the requirements for all vehicles to stop at the barriers before continuing on their journey.

Tyne Pedestrian and Cyclist Tunnels Update

- 2.30 The Tyne Pedestrian and Cyclist Tunnels reopened for public use in August 2019 after being closed for several years for refurbishment. They 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.
- 2.31 The tunnels were open throughout most of 2020 between 06:00 and 22:00. Following requests from users for night time opening, a trial of 24-hour opening was put in place for the month of December 2020 to assess whether there were any concerns regarding safety or anti-social behaviour. The trial proved to be successful and there have been no major concerns or incidents of antisocial behaviour. The night-time opening has proved very popular, particularly benefiting shift workers who cycle to work at night.
- 2.32 Following the trial, it was agreed that 24-hour opening should continue throughout 2021 subject to regular reviews. It has continued throughout 2021 without any major issues.
- 2.33 Daily use of the tunnels has increased since the tunnels reopened in 2019. Cycling

in particular has increased in popularity over the last 24 months. Daily average usage is shown below. Total usage figure (including cyclists and pedestrians) for November 2021 was 11,287 and for December 2021 was 9,499 journeys.



Inclined lifts refurbishment

- 2.34 The completion and certification of the inclined lifts is now the only major outstanding work required to complete the full refurbishment. Once this is completed, the Tunnels will be handed over from the Newcastle City Council project team, who are continuing to oversee their operation, to TT2 Ltd, who will then manage the operation of the Tunnels for the remainder of the Concession.
- 2.35 As this committee are aware, the completion of the inclined lifts has been delayed throughout 2020 with the Italian lift engineers (Maspero) citing Covid-19 travel restrictions as the principal reason for this. Engineers were last on site in January 2020 and have not been back to site since. However, the completion of the inclined glass lifts is a priority and therefore other options have been considered to reach a solution that allows the inclined lifts to be brought into operation as soon as possible.
- 2.36 New contractors were appointed in Spring 2021 and work began in July. Maspero have ceased to provide any further services and legal action is being considered against them to recoup any losses.
- 2.37 The new specialist lift engineers have made good progress on the wiring and mechanical systems which control the lift. However, there are still works to be completed on the cabin, doors and the door operating mechanisms. New parts are required but due to unexpected supplier issues there is a delay to the works until the parts can be supplied, therefore it is planned that bringing the lifts into full operation will be in early 2022. The new lifts will be able to carry up to 6 cyclists and their bikes in one journey.

3. Reasons for the Proposals

Not applicable.

4 Alternative Options Available

Not applicable.

5. Next Steps and Timetable for Implementation

5.1 Officers will continue to work with TT2 on the implementation of the new Tyne Pass system which went live on 8th November 2021.

The lift contractor is continuing work on the inclined lifts to enable them to be brought into operation in 2022.

6. Potential Impact on Objectives

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

The Tyne Pass scheme provides significant environmental benefits which contribute to the Combined Authorities' objective to improve air quality and reduce carbon emissions. This is also in line with the Transport Plan objectives and the Combined Authorities' objectives to respond to the Climate Change Emergency which has been declared by all constituent authorities.

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

7. Financial and Other Resources Implications

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

7.2 Due to the structure of the contract with TT2 Ltd, the reduced traffic over the last 18 months has not had an impact on the net budget for the Tyne Tunnels managed by the Joint Transport Committee.

7.3 The cost of the refurbishment works on the Tyne Pedestrian and Cyclist Tunnels were included in the JTC capital programme and have been funded from Tyne Tunnel reserves and from prudential borrowing in line with the original approval for the project. It is important to note that the Tyne Tunnels reserves are ring-fenced for use on the tunnels.

8. Legal Implications

There are no legal implications arising directly from this report.

9. Key Risks

There are no key risks associated with this report.

10. Equality and Diversity

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

11. Crime and Disorder

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

12. Consultation/Engagement

- 12.1 The Head of Paid Service, Monitoring Officer and Chief Finance Officer have been consulted. Regular updates are provided to the Transport North East (Tyne and Wear) Sub-Committee. TT2 website and the Pedestrian and Cycle Tunnel website both provide updates to the public on all matters related to the Tunnels.

13. Other Impact of the Proposals

Not applicable.

14. Appendices

None.

15. Background Papers

River Tyne (Tunnels) Order 2005

River Tyne (Tunnels) (Modification) Order 2011

Tyne Tunnel Update reports to the scheduled meetings of the Tyne and Wear Sub-committee:

Report dated 9 July 2020 – Tyne Tunnel Update

Report dated 5 September 2020 – Tyne Tunnel Update

Report dated 5 November 2020 – Tyne Tunnel Update

Report dated 14 January 2021 – Tyne Tunnels Update

Report dated 8 April 2021 – Tyne Tunnels Update

Report dated 9 July 2021 – Tyne Tunnels Update

Report dated 9 September 2021 – Tyne Tunnels Update

16. Contact Officers

- 16.1 Paul Darby, NECA Chief Finance Officer, paul.darby@durham.gov.uk, Tel: 03000 261930

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Alastair Swan, Principal Engineer, alastair.swan@newcastle.gov.uk , Tel: 0191 211 5931

Fiona Bootle, Tyne Tunnels Manager, Fiona.bootle@transportnortheast.gov.uk.

17. Sign off

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

18. Glossary

18.1 TPCT – Tyne Pedestrian and Cyclist Tunnel

PA – Project Agreement (relating to the contract for the provision of the New Tyne Crossing)

JTC – Joint Transport Committee

UTCN – Unpaid Toll Charge Notice

DfT – Department for Transport

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