



## Joint Transport Committee Tyne and Wear Sub-Committee

Thursday, 4th November, 2021 at 2.00 pm

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

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## AGENDA

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	Page No
1. <b>Apologies for Absence</b>	
2. <b>Declaration of Interests</b>	
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. <b>Minutes of the meeting held on 9 September 2021</b>	3 - 6
4. <b>Nexus Annual Activity and Expenditure for 2021</b>	7 - 36
5. <b>Nexus Corporate Business Plan 2022/23 - 2026/27</b>	37 - 60
6. <b>Nexus Corporate Performance Update 2021/22</b>	61 - 70
7. <b>Nexus Corporate Risk Register 2021/22</b>	71 - 112
8. <b>Tyne Tunnels Update</b>	113 - 130
9. <b>Date of Next Meeting</b>	

The next meeting will be held on 13 January 2021 at 2pm, venue to be confirmed.

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**JOINT TRANSPORT COMMITTEE, TYNE AND WEAR SUB-COMMITTEE**

**DRAFT MINUTES FOR APPROVAL**

**DATE: 9 SEPTEMBER 2021**

**VENUE: LAMESLEY 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: J Fenwick, A Flynn, A Graham, H Lewis, M Kearney and  
E Reynard

**11. APOLOGIES FOR ABSENCE**

Apologies were received from Councillor C Rowntree.

**12. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**13. MINUTES OF THE PREVIOUS MEETING HELD ON 8 JULY 2021**

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

**14. PAY AS YOU GO 19-21 DISCOUNT**

The Sub-Committee considered a report which proposed the introduction of a new smartcard Pay As You Go ticket option aimed at the 19-21 market, which offers a discount of 30% compared to the equivalent adult ticket. It is hoped that

this offer will give customers in this age bracket more flexibility around travel and involve less upfront costs and commitment.

Councillor Berkley asked whether there had been any feedback regarding the free child travel option introduced in July 2021.

Officers advised that although it was early days, there had been a 2% increase in adult day saver purchases which is the biggest fare category for Metro. In addition, Gold card sales had doubled in August, showing the value of this for grandparents. It was also reported that there had been five times as many children travelling on Metro in August and a strong increase in leisure travel.

Councillor Bell was delighted with the proposal and commented that this shows good quality transport on the right track. He hoped that this would also lead to a fully integrated ticketing system. Cllr Bell asked whether the new ticket option would be introduced in time for new students arriving in the area for university?

Officers advised that it was hoped that the new ticket would be launched in time for Freshers' Week. With regards to an integrated ticketing system – this is being explored as part of the development of the Bus Service Improvement Plan which will be agreed by the Joint Transport Committee at its meeting in October.

Councillor McElroy welcomed this initiative and asked whether it would be available as a card or on an app?

Officers advised that card based ticketing is easier for young people to access and the cards are available free online. In addition, a bank account is not required to access the cards. Contactless travel is in development and it is hoped it will be launched via Google before Christmas.

**RESOLVED:** the Tyne and Wear Sub-Committee:

Approved and endorsed the introduction of a new smartcard aimed at enhancing the Metro offer for customers aged between 19 and 21.

## **15. NEXUS CORPORATE PERFORMANCE UPDATE 2021/22**

The Sub-Committee considered a report which provided an update on the performance of Nexus against its Corporate Business Plan 2021/22, covering the period from 2 May 2021 to 26 June 2021.

Metro patronage has recovered more quickly than expected and is currently above 70% of pre-pandemic levels. Nexus continues to receive Light Rail Revenue Restart Grant from the Treasury, but this will end on 5 April 2022 and no further financial support will be available from Treasury after this date.

Nexus continues to work with Northumbria Police, the British Transport Police and local authorities on reducing anti-social behaviour on Metro. Body worn cameras are now available for all customer services staff.

A customer satisfaction survey was carried out in May 2021, which produced an overall satisfaction with Metro score of 8.02 which is the highest score since March 2014.

Ferry patronage during this period was 1.1% below target, whilst Ferry revenue was 20% above target.

Councillor Johnson thanked Metro staff for continuing to work to keep the network safe, and added that the customer satisfaction score was a fantastic achievement.

Councillor McElroy agreed with Councillor Johnson's comments and added that he was pleased to see a lot of good news within the report. He noted that there was now a full driver establishment but asked how staff could be retained in such a competitive driver market? Councillor McElroy also asked about the long-term issues that will occur once funding from Government ends.

With regards to retention of drivers, officers advised that Nexus has good relationships with other train operators and are made aware when recruitment drives are planned. Nexus was also confident with the train driver agreements currently in place and officers were confident that more drivers could be recruited if required.

In terms of funding, officers are confident that patronage will continue to improve but it is unlikely it will reach pre-pandemic levels.

Councillor Berkley thanked Nexus for her recent visit to the Education Centre in South Shields. She added that this was a phenomenal asset for South Tyneside which offers excellent training opportunities.

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

## **16. NEXUS CORPORATE RISK REGISTER**

The Sub-Committee received a report which provided 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.

Four risks which were already reflected in the risk register as red have seen a deterioration in their scores due to funding uncertainties. However, officers continue to actively discuss this issue with Government officials.

Councillor McElroy asked whether there were risks in the register relating to climate change and Covid?

Officers advised that those issues relate to the second risk in the register – 'Catastrophic infrastructure or operations event'. The wording of the risk could be amended to reflect the Business Continuity Plan which was used during the

pandemic. Improvements have also been made to tracks and embankments to mitigate against risk and to ensure public safety in the future.

Councillor Johnson added that it would be remiss of the Government not to provide funding in the future to support Metro and the developments which are already in place.

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

## **17. TYNE TUNNELS UPDATE**

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

### Traffic Tunnels

Traffic levels are now at 97% of pre-pandemic levels which in turn has improved income and adds to economic recovery in the area.

The Tyne Pass barrierless scheme continues to progress towards a go-live date of November 2021. A contractor has been appointed to undertake the necessary works including revising the road layout and removing the toll booths. In addition a communications plan has commenced reminding residents and business of the changes and encouraging people to set up a pre-pay account.

The interim changes which enables a 'pay later' ticket to be collected at the toll plaza have generally been well received, although there have been a number of complaints from people who have not paid within the required timescale and have received fines. Improvements continue to be made by TT2 to this system. The TT2 Customer Service Centre is now open seven days a week, with 27 new staff in place.

### Pedestrian and Cyclist Tunnels

Daily use of the tunnels by pedestrians and cyclists continues to improve. Contractors are now on site to complete the works on the inclined lifts to bring them into operation and officers are confident that these works will be completed soon.

Councillor Johnson reiterated that it was important that as many users of the Tyne Tunnels sign up for a pre-pay account as soon as possible, to ensure a smooth transition once the barriers are removed, and added that a pre-pay account also offers a 10% discount on all journeys made through the Tunnels.

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

## **18. DATE OF NEXT MEETING**

The next meeting will take place on Thursday 4 November at 2pm.

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

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**Date:** 4 November 2021

**Subject:** Nexus Annual Activity and Expenditure Analysis Report 2020/21

**Report of:** Chief Operating Officer

### **Executive Summary**

The purpose of this report is to provide members with financial and statistical information relating to Nexus' services as per its annual reporting processes.

### **Recommendations**

The North East Joint Transport Committee, Tyne and Wear Sub-Committee is recommended to note the attached report, 'Nexus Annual Activity and Expenditure Analysis Report 20/21'.

## **1. Background Information**

- 1.1 This report provides members with an analysis of Nexus expenditure and activity in 2020/21.
- 1.2 The basis of the report has, in the past, been used to discuss Nexus' expenditure with District Treasurers.
- 1.3 As with other Passenger Transport Executives and Travel Concession Authorities, Nexus reports on its financial performance annually. Its Statement of Accounts is subject to external audit. The external audit of the Statement of Accounts for the year ended 31 March 2021 has not yet been completed by Nexus' external auditors, Mazars LLP, due to staff resource constraints. As a result Nexus are not yet able to publish their audited 2020/21 Statement of Accounts in line with the required publication date of 30 September 2021. Nexus is continuing to work closely with the external auditor to ensure the required work is completed as soon as possible. In line with the Accounts and Audit Regulations 2015, Nexus published a draft Statement of Accounts subject to audit on 28 May 2021 and the final audited Statement of Accounts for the year ended 31 March 2021 will be published as soon as the audit is concluded, and the Independent Auditor's Report issued.
- 1.4 As a result of the impact of the COVID-19 pandemic many of the research methods used to provide data which was included in previous reports such as 'lives in/boards in' and usage figures by Local Authority were suspended until September 2020. This loss of data collection, coupled with the changing role of public transport during the pandemic, makes it difficult to make draw meaningful conclusions from such granular datasets.
- 1.5 On 5<sup>th</sup> November 2020, TWSC agreed that the format of this annual report would move away from district level reporting and would focus on the role public transport will play in the recovery from the COVID-19 pandemic.

## **2. Proposals**

- 2.1 There are no proposals relating to this report

## **3. Reasons for the Proposals**

- 3.1 There are no proposals relating to this report

## **4. Alternative Options Available**

- 4.1 There are no alternative options available.

## **5. Next Steps and Timetable for Implementation**

- 5.1 Members may wish to have a more detailed explanation at a future policy seminar.



## **6. Potential Impact on Objectives**

6.1 The report analyses how services are delivered to support the objectives of the NECA.

## **7. Financial and Other Resources Implications**

7.1 The report sets out how Nexus' resources are expended.

## **8. Legal Implications**

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

## **9. Key Risks**

9.1 A continued decline in Metro ridership may have an adverse impact on fare income.

9.2 Changes to the levy will impact on Nexus' ability to continue to provide the services as set out in this report.

## **10. Equality and Diversity**

10.1 There are no specific equality and diversity implications arising from this report.

## **11. Crime and Disorder**

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

## **12. Consultation/Engagement**

12.1 There are no specific consultation and community engagement implications arising from this report.

## **13. Other Impact of the Proposals**

13.1 There are no other impacts arising from this report.

## **14. Appendices**

14.1 Nexus Annual Expenditure and Activity Analysis 2020/21

## **15. Background Papers**

15.1 None.

## **16. Contact Officers**

16.1 Name: Martin Kearney  
Designation: Chief Operating Officer

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

Tel: 0191 203 3500

**17. Sign off**

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

**18. Glossary**

# Annual Report

For the year ended 31 March 2021



## Glossary

### Financial Terms

CBSSG	COVID-19 Bus Service Support Grant is a grant provided to bus operators to assist with fare revenue shortfall caused by the COVID-19 pandemic.
Grant	Grants made by the Government towards either capital or revenue expenditure to support the cost of the provision of services. These grants may be specifically towards the cost of particular schemes or to support general revenue expenditure.
LRRRG	Light Rail Revenue Recovery Grant is a grant provided to light rail operators to assist with the fare revenue shortfall caused by the COVID-19 pandemic.
Levy	A grant paid to Nexus by the local authorities in Tyne and Wear to help finance its general expenditure. Also referred to as 'NECA grant'.
Nexus' net revenue expenditure	The amount of operating expenditure that Nexus incurs in the provision of public transport services after taking account of central government grants, external income from commercial activities and the release of capital grants deferred.
Non-grant Income	External Income, 'income from commercial activities and other non-public sources'.

### Other Terms

(TW)ITA	(Tyne & Wear) Integrated Transport Authority (the ITA): the predecessor body to the NECA.
NECA	North East Combined Authority: the Local Transport Authority covering four areas comprising Durham, Gateshead, South Tyneside and Sunderland.
NTCA	The North of Tyne Combined Authority is a partnership of three local authorities: Newcastle, North Tyneside and Northumberland, set up in November 2018.

JTC	The North East Joint Transport Committee brings together a total of seven members from each of the Constituent Authorities of the region; four Members from the North East Combined Authority and three Members from the North of Tyne Combined Authority
Local Transport Plan (LTP)	The Local Transport Authority's statutory plan setting out its policies and objectives for transport provision in its area. NB Currently there are 3 LTPs in the NECA area for Northumberland, Durham and Tyne & Wear. Work is underway to prepare the Transport Plan for the North East, the first LTP to cover the whole of the NECA area.
Bus Strategy	The subsidiary document to the Tyne and Wear Regional Transport Plan related to the Joint Transport Committee's strategy for the delivery of bus services in its area, including for example details relating to the provision of secured bus services.
Secured Bus Service	A local bus service operated by a commercial operator but funded by Nexus following a competitive tendering process. Also known as a tendered service, a subsidised service or a socially necessary bus service.
Resource board	A form of secured service whereby the contractual obligation is based on a number of hours rather than a fixed route.
Commercial Service	A local bus service operated by a bus company which is usually commercially viable, and is therefore run without financial subsidy from Nexus.
ENCTS	The English National Concessionary Travel Scheme is a national scheme by the Department for Transport (under Concessionary Bus Travel Act 2007) which is run in conjunction with Local Transport Authorities and Passenger Transport Executives across England whereby residents who have attained the state pension age, as well as eligible disabled people, are provided with free off-peak bus travel on weekdays and all day at weekends and Bank Holidays. The ENCTS is a statutory obligation that is placed on Nexus to reimburse commercial bus operators who themselves are statutorily obliged to carry ENCTS pass holders.

POP Card	A smartcard that allows the holder to pay for public transport using a plastic card that can be read by machines on stations and vehicles.
POP Blue	A smartcard that allows under 19s reduced fare travel on Metro.
Under 16 Pop Card	Children who live in Tyne and Wear and are aged 5 to 15 on 31 August before the start of the academic year are entitled to an Under 16 Pop card. This lets them travel in Tyne and Wear at concessionary child fares.
Gold Card	A product that can be bought by those eligible for ENCTS travel and loaded onto the ENCTS smartcard used for bus travel which allows travel on Metro, Shields Ferry and Northern Rail services between Newcastle and Sunderland without further payment.
TVM	Ticket Vending Machine. These are the machines introduced during our Ticketing and Gating project 2012 from which Metro customers buy Metro Tickets.
VLV	"versus last year", shows how a figure for this year compares with one from the previous year.
Pax	Abbreviated form of "Patronage".
Moving annual patronage	Used within this report to show the total patronage over the last year at that point in time. When plotted over time, it produces a flatter line, which reduces abrupt pattern changes caused by short-term fluctuations.
Take-up rate	The proportion of people eligible to apply for a particular concession or service who actually make use of it.

## Introduction

Nexus is the trading name of the Tyne and Wear Passenger Transport Executive. It is responsible for delivering public transport in the Tyne and Wear area within a policy remit set by the North East Combined Authority and North of Tyne Combined Authority via the North East Joint Transport Committee. Its role is to provide, plan and promote public transport to improve the economic prosperity of Tyne and Wear and the daily lives of its people. Nexus also looks to the future, planning the travel networks people will want to use in decades to come. Nexus' mission statement is 'Making public transport great for our environment, economy and communities.' The five key themes defined in its Corporate Plan are:

- Put safety and security at the heart of everything we do
- Grow patronage and improve our customer experiences
- Exploit technology, safeguard our assets and improve our processes
- Become a sustainable organisation
- Transform our organisation to be agile, innovative and inclusive.

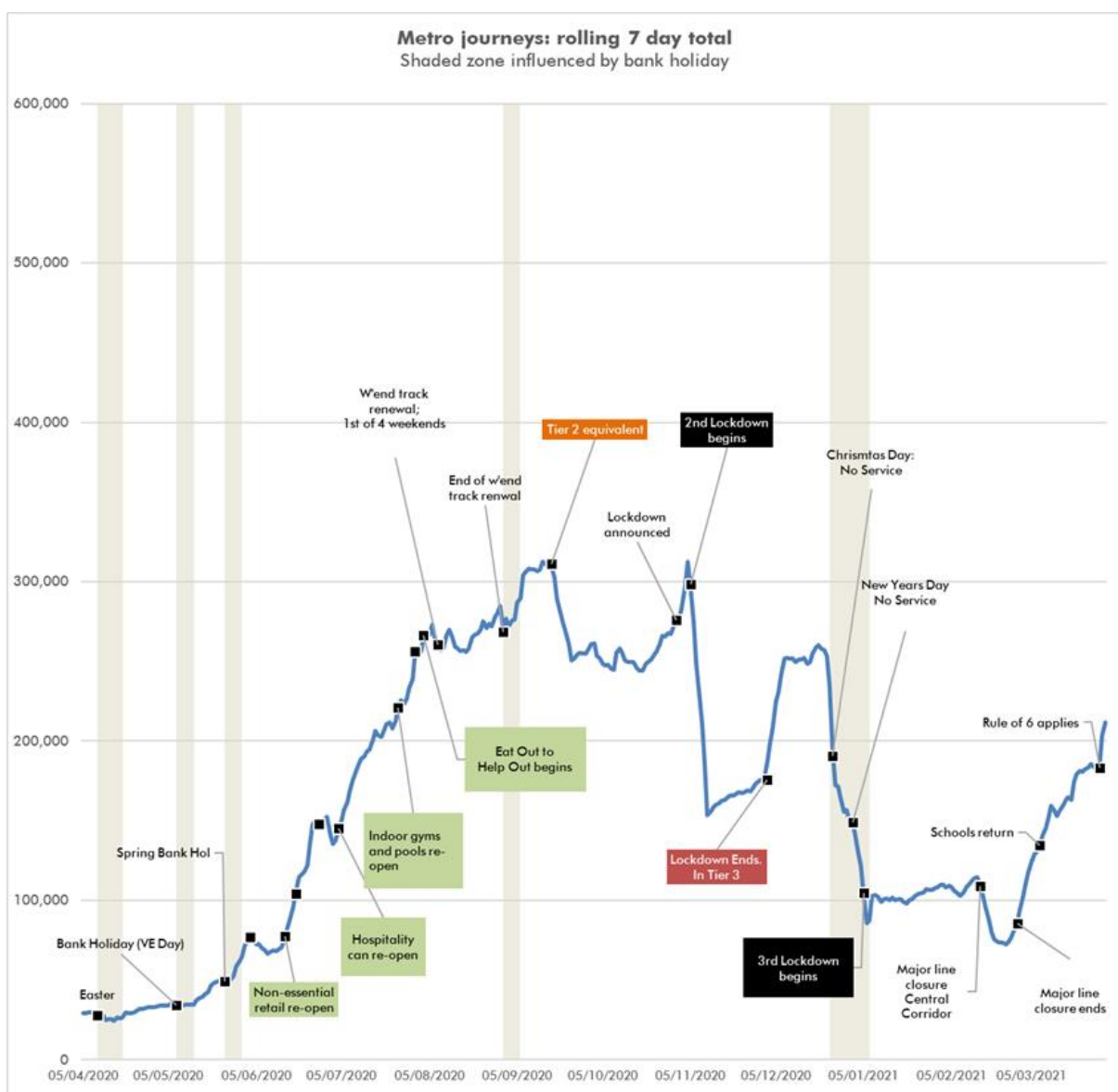
## Covid-19 Pandemic

In March 2020, in response to the COVID-19 pandemic, the government introduced significant restrictions on the reasons why individuals could use public transport.



These restrictions lead to a significant reduction in patronage from March 2020 which had a continued effect through the whole of 2020/21. The table below shows the number of daily Metro journeys made since the start of the pandemic with key dates highlighted.

Following the initial restrictions being introduced in March 2020, Nexus reduced service frequency to reflect the lower levels of patronage. Service frequency increased following the lifting of lockdown restrictions in the summer of 2020 although a reduced winter timetable was introduced alongside the reintroduction of lockdown restrictions in the winter of 2020/21.



Due to initial restrictions in allowed activities during the first lockdown, our team of researchers were unable to carry out their usual research duties until September when new working arrangements implemented. This has resulted to gaps in the data we

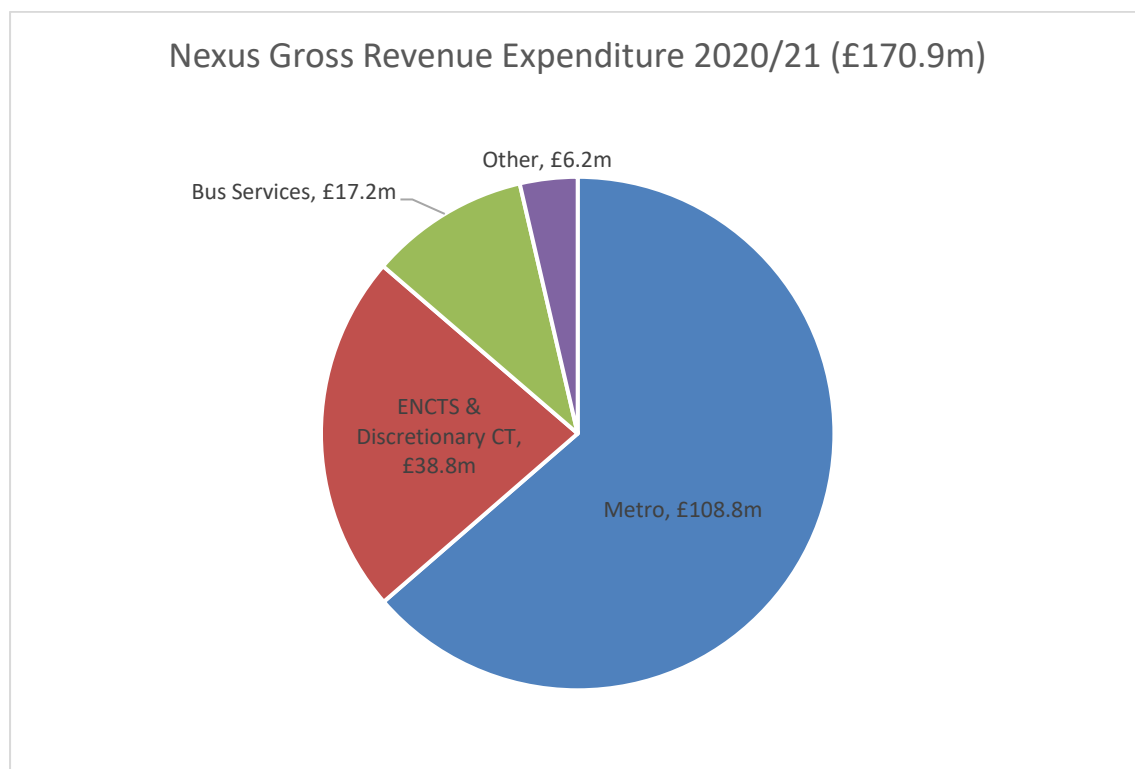


have collected for the year so some of the annual figures presented in this report are estimates taken from the partial year data we have available.

## Nexus Gross Revenue Expenditure 2020/21

Nexus' gross revenue expenditure during 2020/21 was £170.9m.

The chart below shows where Nexus spends its revenue budget, once again illustrating that in gross expenditure terms, the largest service is Metro, followed by ENCTS and discretionary Concessionary Travel and then Secured Bus Services with the residue of funding spent on a variety of different services for example provision of travel information, bus interchanges, and the cross Tyne Ferry.



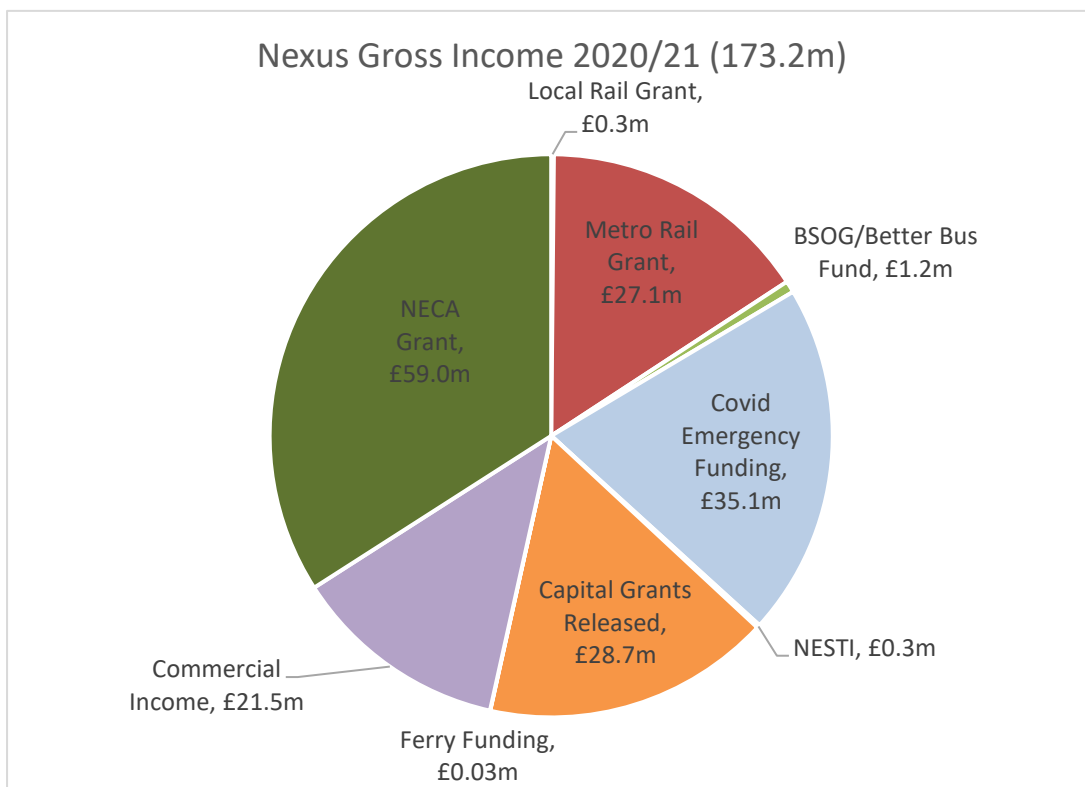
## Nexus Gross Income 2020/21

Nexus' gross income in 20/21 amounted to £173.2m, comprising:-

- Grant funding from the North East Combined Authority and North of Tyne Combined Authority
- COVID emergency funding from central government comprising of LRRRG and CBSSG
- Direct grant from central government to support the operation of the Metro (the Metro Rail Grant) and local rail services (Local Rail Grant)

- Commercial revenue generated from customers who use our services (the majority of which is generated through Metro fare revenue).
- Bus Services Operating Grant. A discretionary grant from central government toward the meeting the fuel cost element of secured local bus services
- Capital Grants Released. An unusable reserve is established when a fixed asset that is funded by Government grant is created. The reserve is released from the balance sheet in order to match the depreciation charges posted to the revenue account that reflect the use of the asset in the provision of services.
- North East Smart Ticketing Initiative (NESTI)

The chart below shows how this income was generated:-



### The Tyne and Wear Transport Levy 2021/22

In January 2020, the NECA agreed a budget and issued a transport levy to the constituent councils within Tyne and Wear so as to meet a proportion of its liabilities/expenses for 2020/21. The apportionment of the levy is calculated by reference to the total resident population of each Council. This is done in accordance with Section 7(5) of the Transport Levying Bodies Regulations 1992. In the case of Tyne and Wear, the NECA and NTCA set a levy for the financial year 2020/21 of £59.0m.

Much of this grant is used by Nexus to fund the reimbursement of concessionary fares, the majority of which is a mandatory statutory requirement (the ENCTS). The remainder of the grant is spent on contracting and administering Secured Bus Services, the local contribution to Metro (primarily used to support the Gold Card concessionary fares scheme), the Shields Ferry and other things such as the provision of public transport information and bus infrastructure.

## Activity Analysis

This section provides a breakdown and analysis of activity across the following areas of public transport service provision in Tyne and Wear:-

### Services

1. Bus services
2. Metro
3. Ferry
4. Taxicard
5. Customer Satisfaction
6. Information Technology
7. Maintaining our Infrastructure
8. Investing in the Region

## 1) Bus services

### Overview of bus passenger boardings

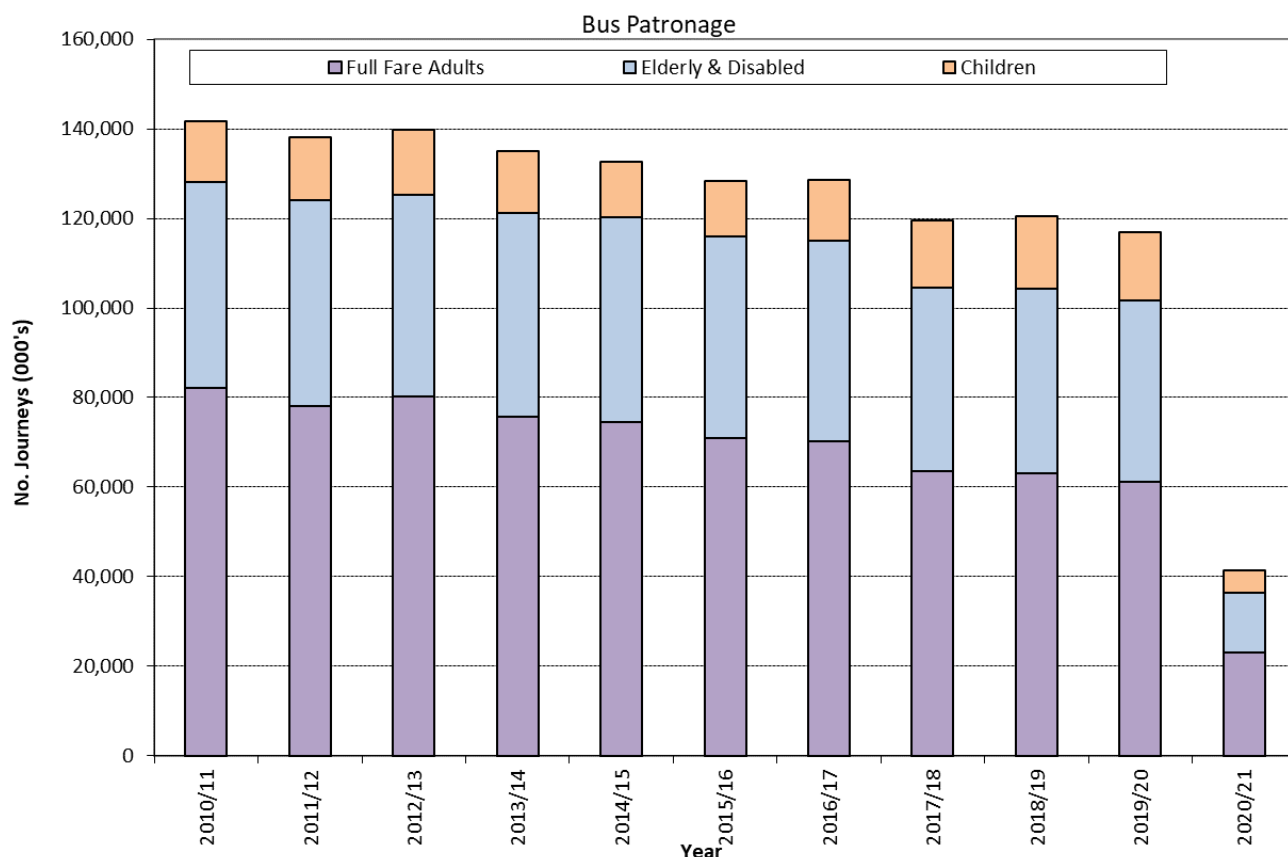
During 2020/2021, 41.5 million passenger boardings were made on bus services in Tyne and Wear, which represents an overall decrease of 64.5% on the previous year.

The table below provides a more detailed breakdown of the bus market across Tyne and Wear in recent years.

<b>Passenger Type</b> (Boardings m)	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Change Vol</b>	<b>Change %</b>
Adult	70.875	70.240	63.611	63.155	61.289	22.944	-38.345	-62.6%
ENCTS	45.179	44.753	40.939	41.139	40.323	13.551	-26.772	-66.4%
Child	12.339	13.703	15.045	16.154	15.310	5.014	-10.296	-67.3%
<b>Total</b>	<b>128.393</b>	<b>128.696</b>	<b>119.596</b>	<b>120.448</b>	<b>116.921</b>	<b>41.509</b>	<b>-75.413</b>	<b>-64.5%</b>

The impacts of COVID lockdown restrictions can be seen in the fall in patronage experienced in 2021/22 with significant reductions across all passenger groups.

The chart below shows the long-term picture of patronage trends.



### Secured Bus Services

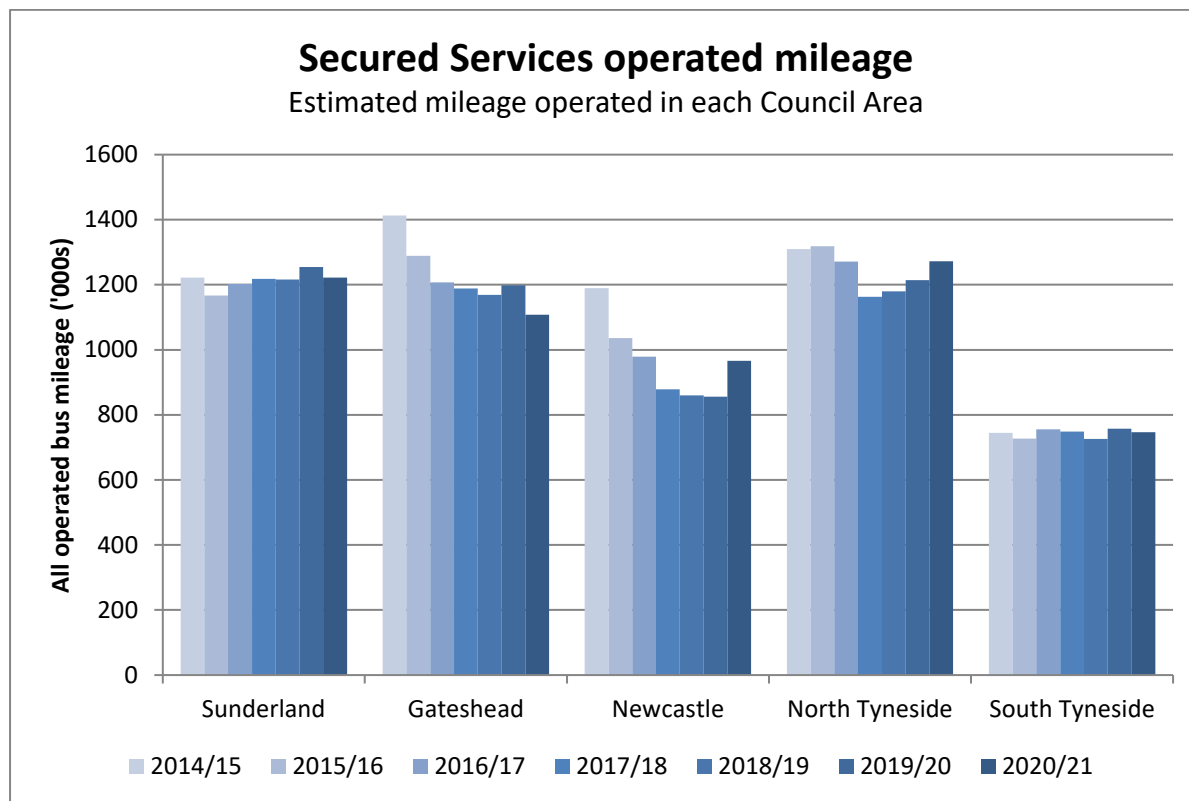
Nexus continually monitors cost and usage of secured bus services. During 2020/21, the number of journeys made fell by 57.6%.

Passenger type Boardings (000's)	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Change Vol.	Change %
Adult	3,487	3,264	2,653	2,752	2,832	1,360	-1,473	-52.0%
ENCTS	1,903	1,672	1,619	1,654	1,483	462	-1,021	-68.8%
Child	1,951	1,881	1,866	1,740	1,713	732	-981	-57.3%
<b>Total</b>	<b>7,341</b>	<b>6,817</b>	<b>6,138</b>	<b>6,146</b>	<b>6,028</b>	<b>2,554</b>	<b>-3,475</b>	<b>-57.6%</b>

Bus operators and Nexus continue to monitor and respond to demand for individual services, replacing and reorganising services in response to the demand, plus external factors that affect services such as road closures.

## Secured Bus Mileage

The estimated number of mileage operated for secured services provided in each local authority area is shown in the bar chart below.



## Concessionary Travel on Bus (ENCTS)

### Background

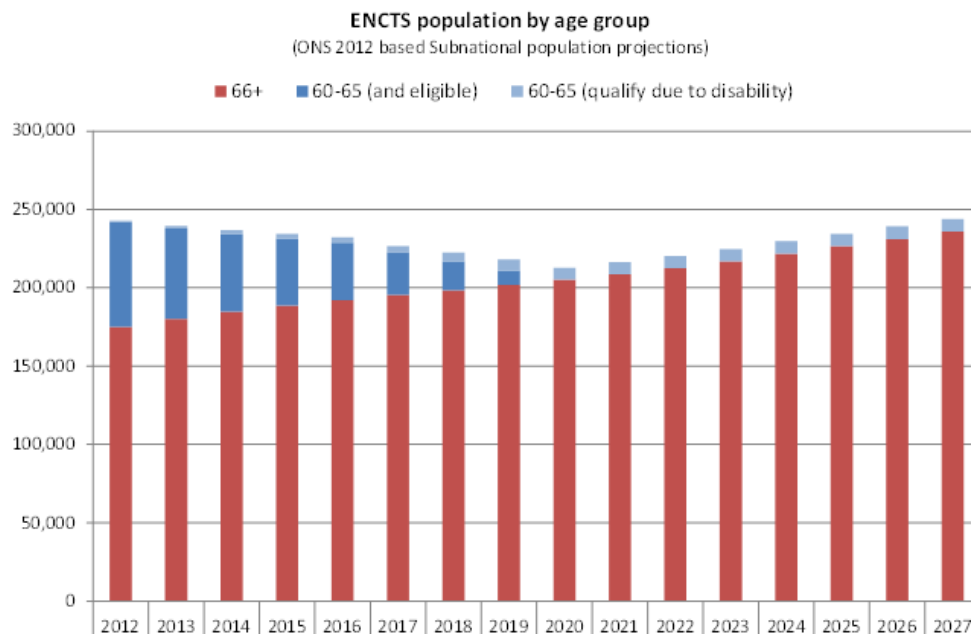
English National Concessionary Travel Scheme (ENCTS) pass holders have had their journeys on bus recorded using smart-enabled technology since October 2011. These journeys are stored in a database which can be interrogated and analysed alongside Continuous Monitoring Survey data. Passenger numbers below are based upon survey data to maintain consistency with estimates for other passenger groups.

### Pass eligibility and Take Up

The age of eligibility for an ENCTS pass was gradually increased in line with changes in the retirement age for women as outlined in the Pensions Act 2014. Between 2010 and 2020 it has increased from 60 to 66. This caused the eligible population to gradually reduce until 2020/21 when the number of eligible population is now expected to increase steadily until 2027.



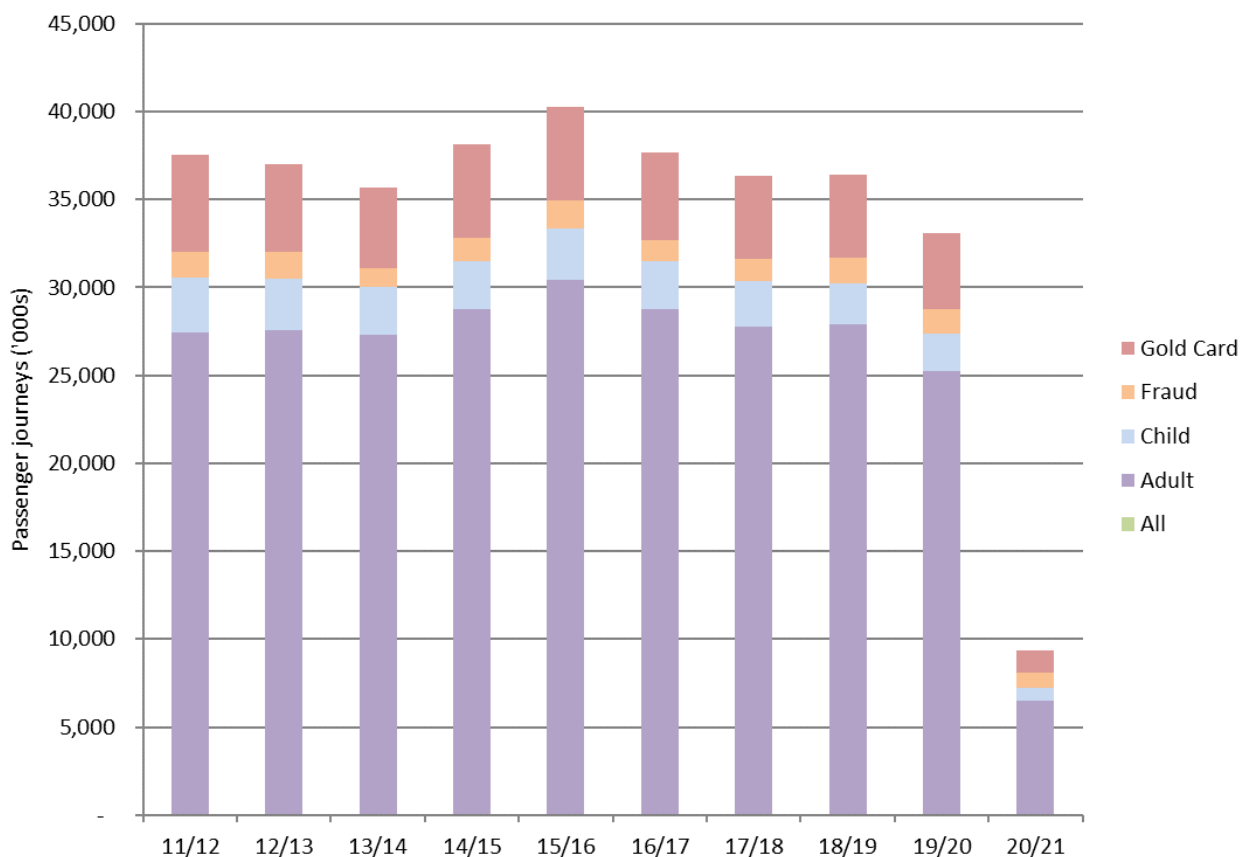
The following graph estimates the ENCTS eligible population through to 2027:-



## 2) Metro

### Overview of Metro passenger boardings

In total 9.3 million journeys were completed in 2020/21, a fall of 71.7%. The table below shows the breakdown of ticket type for each journey.



The table below provides a breakdown of the passenger numbers in more recent years with the change in 2020/21 compared to the previous year. Some estimations were used in the calculation of these figures due to restrictions on research during the first 6 periods of the year.

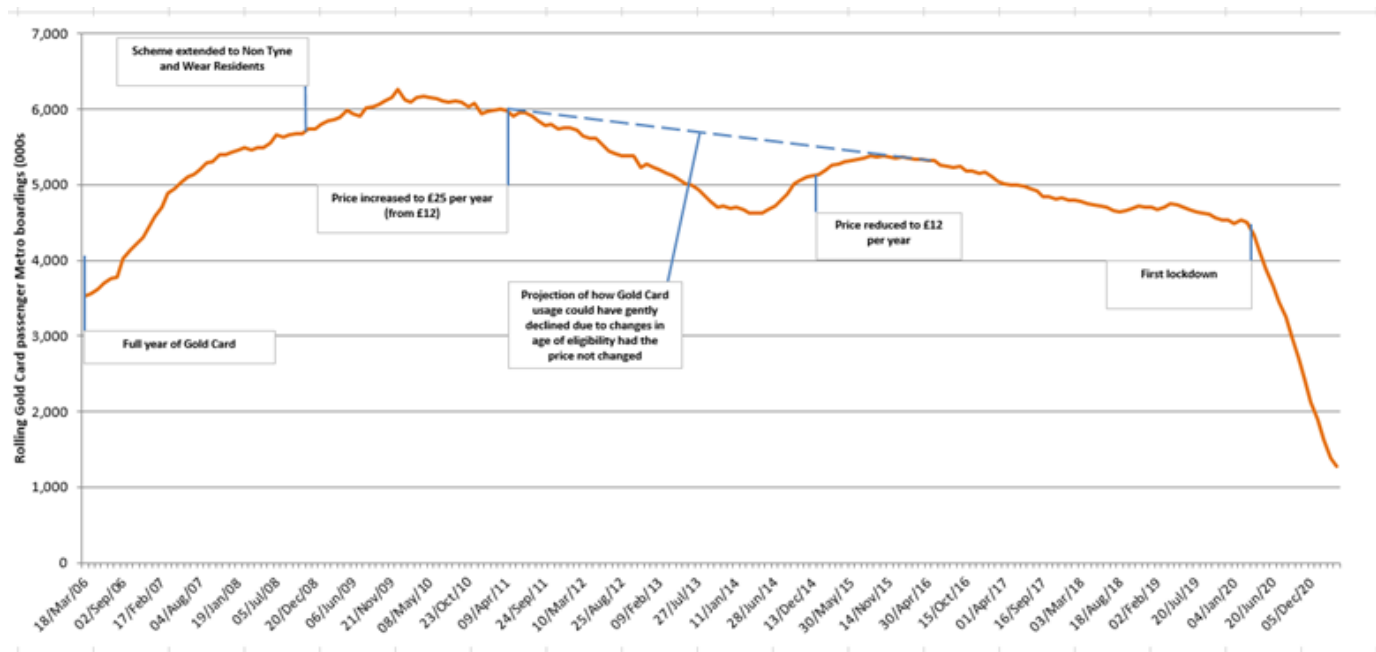
Metro Paronage by Ticket Type									
Passenger Type (Boardings 000s)	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Change Vol	Change %
Adult (inc Student)	28,748	30,446	28,769	27,801	27,910	25,236	6,488	- 18,748	-74.3%
Gold Card	5,271	5,339	5,017	4,755	4,748	4,331	1,278	- 3,053	-70.5%
Child	2,722	2,922	2,726	2,546	2,339	2,124	771	- 1,353	-63.7%
Fraud	1,373	1,582	1,176	1,262	1,417	1,377	825	- 552	-40.1%
<b>TOTAL</b>	<b>38114</b>	<b>40289</b>	<b>37688</b>	<b>36364</b>	<b>36414</b>	<b>33068</b>	<b>9362</b>	<b>-23706</b>	<b>-71.7%</b>

# Gold Card Concessionary Travel on Metro

## Overview of Metro Gold Card passenger boardings

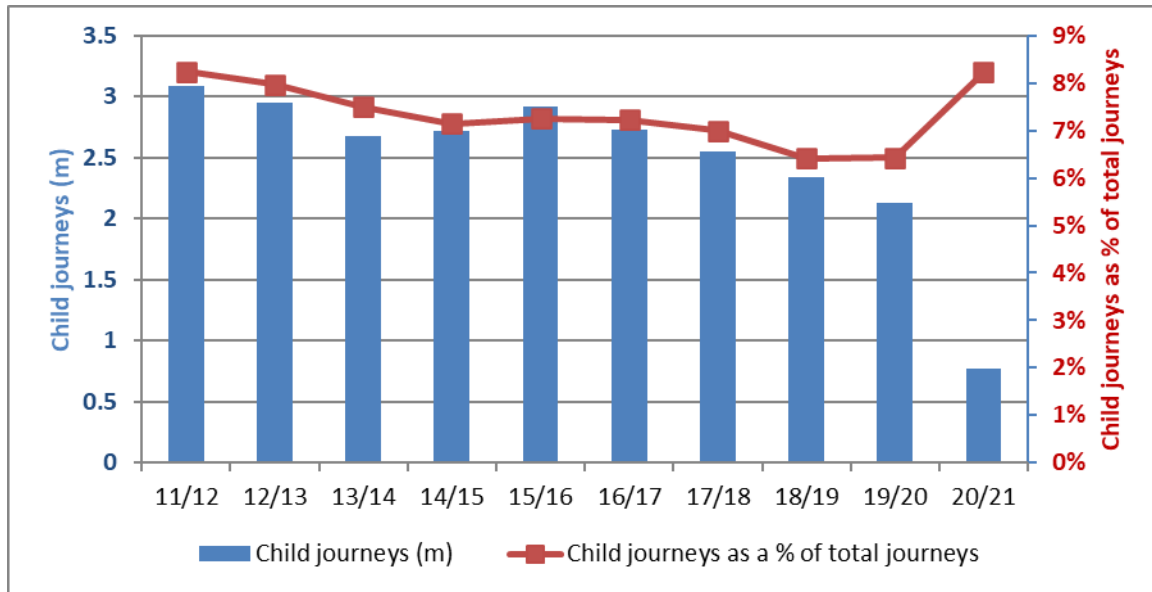
The statutory English National Concessionary Travel Scheme does not include light rail, Ferry or heavy rail systems. However, in order to extend customer choice and provide parity with bus, Nexus provides the Gold Card, which allows subsidised travel on Metro and Ferry for those with a valid ENCTS pass. ENCTS passengers could purchase a Metro Gold Card, which allows unlimited off peak travel, for £12.00 during 2020/21 (for Tyne and Wear residents) or £24 (for residents of Durham and Northumberland), the income from which assists with operating costs. As the fee for the Gold Card has changed historically, so has demand.

During 2020/21, Gold Card Concessionary pass holders made just over 1.2 million journeys on Metro in Tyne and Wear which represents a decrease of 70.5% on the previous year. As with Metro patronage more broadly, this decline is tied to the restriction on travel imposed by the government in response to the COVID-19 pandemic.



## Under 16 (U16) Concessionary Travel on Metro

During 2020/21, there were just under 771,000 journeys made on Metro in Tyne and Wear using the child concessionary products. This equates to a 63.7% decrease compared to the previous year.



### 3) Ferry

During 2020/21 there were just under 0.149 million journeys on the cross Tyne Ferry service, which represents a decrease of 0.224 million on the previous year, a 60% decline. This fall in patronage is explained by the aforementioned COVID-19 travel restrictions.

Passenger type	2018/19	2019/20	2020/21	Change Vol	Change %
Adult	317,145	274,673	115,338	- 159,335	-58.0%
Gold Card	93,374	76,730	24,768	- 51,962	-67.7%
Child	26,085	23,126	9,571	- 13,555	-58.6%
<b>Total</b>	<b>436,604</b>	<b>374,529</b>	<b>149,677</b>	<b>- 224,852</b>	<b>-60.0%</b>

### 4) TaxiCard Services

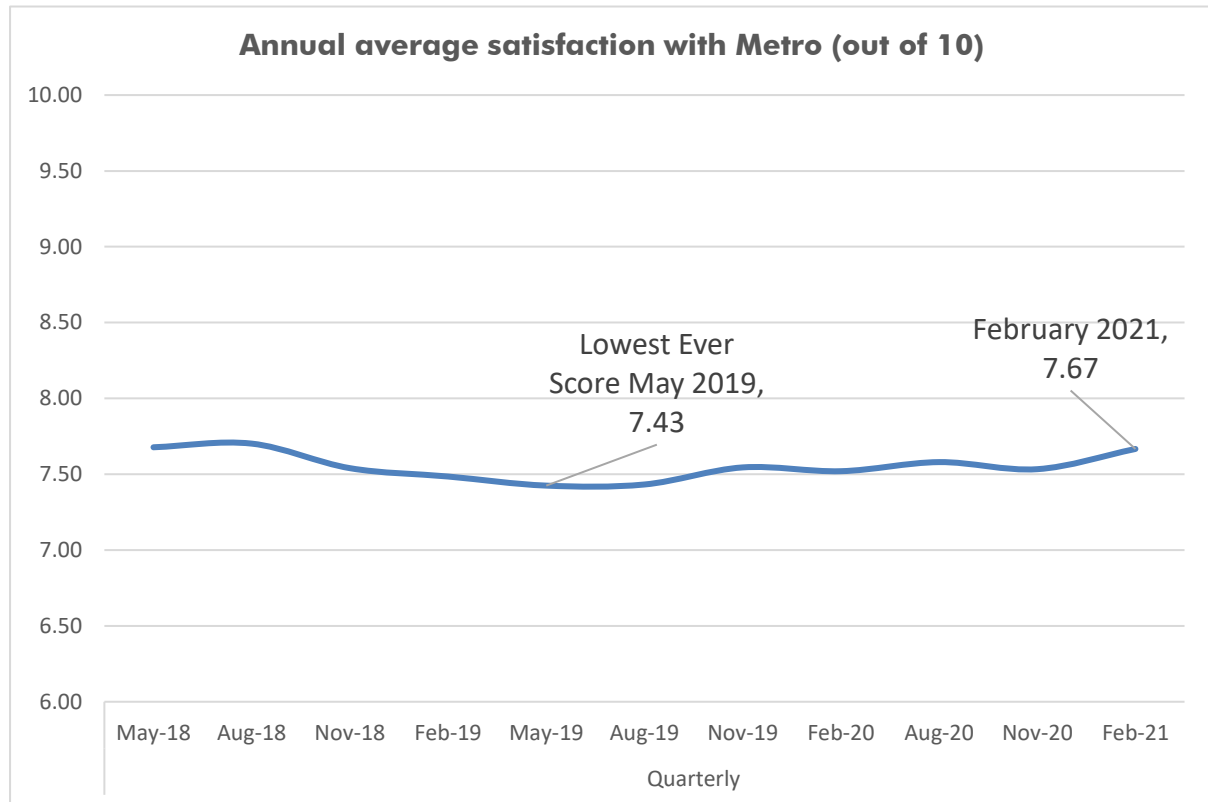
TaxiCard is a social inclusion transport initiative which is provided for disabled people who have difficulty in accessing mainstream public transport services.

Taxicards Active Membership 2020/21						
District	2019/20 Memberships	2020/21 Memberships	Change since 2019/20	Journeys 2019/20	Journeys 2020/21	Change Since 2019/20
Tyne and Wear	2608	1965	-643	94,856	41,446	-53,410

Membership has fallen by 25% in 2020/21 whilst the number of journeys taken using a taxi card declined by 57% in 2020/21.

## 5) Customer Satisfaction

The table below shows the overall satisfaction score given to Metro by passengers interviewed in the quarterly Metro Customer Satisfaction Survey. After reaching its lowest ever score in May 2019, satisfaction has steadily increased over the course of 2020/21.



## 6) Technology

In 2020/21 Nexus continued to develop ticketing and online offer in order to improve its ticketing offer and to enhance the provision of passenger information. The details below outline the enhancements made during 2020/21.

### Smart and Mobile ticketing

In 2020/21, Metro launched its first ever mobile enabled ticket offer, giving passengers the opportunity to use their mobile phones as a replacement for their Smart Card to buy weekly season tickets. This was Nexus' first step into mobile ticketing and further enhancements are planned to include the introduction of weekly price capping technology, smart multimodal technology and further expansion of the POP app to replace paper and plastic tickets.

## Passenger Information

Nexus provides a Metro app that provides live travel alerts, which has been downloaded to 84,000 devices, as well as a number of social media profiles with a growing number of followers.

The POP app has been updated to allow for android users to access real-time Metro data allowing passengers to see how long their next train will be. In 2020/21, both the POP app and the Metro app were updated to include feature that allows customers to report how busy their Metro is. This data is then shared with other passengers, helping them to make more informed decisions about when they choose to travel.

## Social Media

Nexus maintains a strong social media presence in order to promote its services and products, advise customers about changes to services and advertise job vacancies.

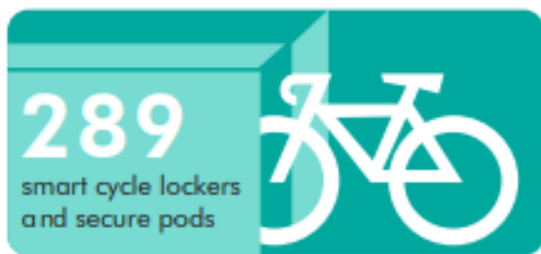
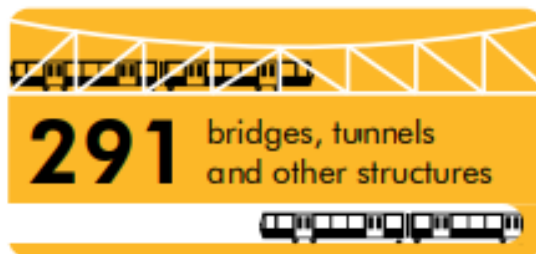
The table below shows the number of followers Nexus has on its social media channels along with the number of engagements which took place in 2020/21.

We define engagement on social media as an action the user takes to engage. This can refer to leaving a comment, sharing the content, liking the content. These interactions may not be limited to unique viewers as some will engage more than other multiple times on " threads of posts" etc.

Medium	Number of followers	Number of engagements in 2020/21
@My_Metro twitter	130,220	2,223,111
Metro Facebook	48,773	3,984,567
Metro Instagram	3,885	633,000
LinkedIn	3,864	1,612,545

## 7) Maintaining Our Infrastructure

# What we maintain



In 2020/21 our renewals team continued to work throughout the pandemic delivering a number of projects including a 14-day blockade of our busiest section of network between South Gosforth and Pelaw which saw the renewal of overhead line, station aesthetic improvements and platform compliance work.



During the pandemic, Nexus implemented enhanced cleaning regimes across the network to provide our passengers with reassurance that they could use our services safely. Zoono fogging was introduced to kill 99.9% of germs found on train and ferry services for up to 30 days whilst during service our cleaning team completed more regular cleaning on board our vehicles.

## 8) Investing in the Region

Within the last year Nexus has continued work on a number of high profile projects designed to improve the public transport experience for the region:

### **New Fleet and Maintenance Depot**

The new Metro fleet, 46 trains in total, will offer greater reliability while delivering improved comfort and convenience for passengers. Constructed by Stadler the new trains will have air conditioning, phone charging points and a linear seat layout to create more space for wheelchairs, standing room and luggage.



A new maintenance depot being built on the existing Metro depot site at Gosforth in Newcastle started construction in 2020 and will be completed in time for the first new trains to be delivered in 2022.



### Howdon Satellite Depot

Completed in October 2020, the Howdon Satellite Depot provides storage and light maintenance facilities for up to 25% of the existing Metro fleet. The construction of the satellite depot has allowed work to begin on the site of the new Fleet Maintenance Depot.



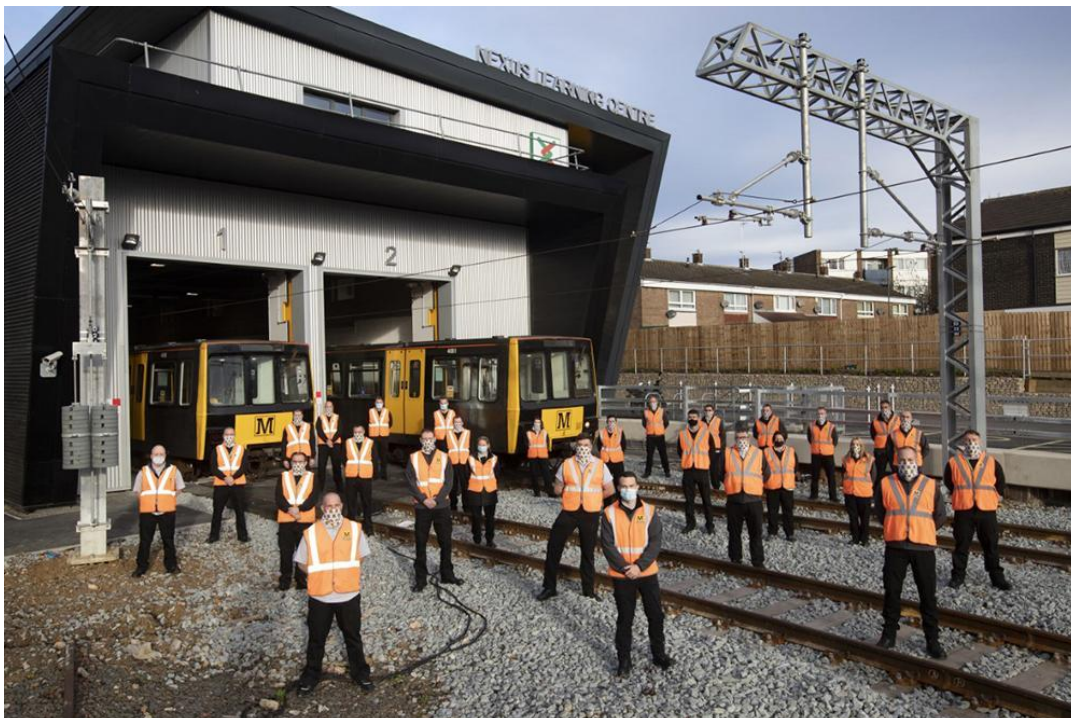
## Metro Flow

The Metro Flow project, due to be completed in 2023, will see 3km of track between Bede and Pelew dualled. This largest is the biggest change to Metro Infrastructure in over 20 years and increase capacity on the network, allowing for service frequency to be increased from 5 to 6 trains an hour. This increase in service frequency will provide capacity for an additional 24,000 passengers a day on the network.



## Nexus Learning Centre

The Nexus Learning Centre, completed in 2020, contains classrooms, meeting rooms, offices, staff room, canteen and changing facilities, an enclosed light maintenance area including train inspection pits, a mock station and a 70-metre stretch of dual track for rail infrastructure training, including track, track points, signalling and overhead line. The Learning Centre is the heart of Nexus' Learning and Development offer and will also provide learning opportunities for external partners, community groups, schools and colleges.



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

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**Date:** 4<sup>th</sup> November 2021

**Subject:** Nexus Corporate Business Plan 2022/23 – 2026/27

**Report of:** Chief Operating Officer, Nexus

### **Executive Summary**

The Nexus Corporate Business Plan for 2022/23 – 2026/27 provides the framework for Nexus' delivery up until 2026/27, it sets out the main actions Nexus will take and the indicators by which success will be measured. The Corporate Business Plan is a rolling five-year programme, that will be reviewed on an annual basis.

The plan reflects Nexus' strategies to continue its recovery from the COVID-19 pandemic by attracting more customers to our services through a series of initiatives designed to improve safety, reliability and the variety of products and payment options.

Many of our long-term plans are dependant on securing funding from external sources whilst delivery of the Corporate Business Plan is also dependant on agreeing a medium term financial plan that can address the funding gap caused by Covid-19 and the withdrawal of emergency support from Government from April 2022.

The Corporate Business Plan is built around delivering a new vision of:

# Our vision for 2025

Our Vision for the future of Nexus as the public body which can deliver this ambitious plan is built on five core principles



Along with our mission:

'Making public transport great for our environment, economy and communities'

This is articulated through five themes:

- Put safety and security at the heart of everything we do.
- Grow patronage and improve our customers experiences.
- Exploit technology, safeguard our assets and improve our processes.
- Become a sustainable organisation.
- Transform our organisation to be agile, innovative and inclusive.

The themes are underpinned by 13 Key Performance Indicators:

- Number of reportable accidents
- Number of assaults
- Metro punctuality
- Metro service reliability
- Fleet reliability
- Customer perception of safety and security
- Customer satisfaction
- Public transport patronage
- Satisfaction with public transport facilities
- Asset reliability
- Carbon footprint
- Employee engagement
- Diversity of the workforce

The Corporate Business Plan will direct Nexus' actions over the 2022/23 and set the framework to achieve our vision for 2026/27.

The Regional Transport Plan has provided the context for Nexus' Corporate Business plan from 2021-22 onwards and allow a longer-term plan to be developed. Our Corporate Business Plan directly supports the objectives of the regional plan.

<b>Transport Plan Objectives</b>	<b>Vision</b>	<b>KPIs</b>
Carbon Neutral Transport	<ul style="list-style-type: none"> <li>• Sustainable into the future</li> </ul>	<ul style="list-style-type: none"> <li>• Carbon footprint</li> </ul>
Healthier North East	<ul style="list-style-type: none"> <li>• Excellent customer service</li> </ul>	<ul style="list-style-type: none"> <li>• Public transport patronage</li> </ul>
Overcoming inequality and grow our economy	<ul style="list-style-type: none"> <li>• Engaged and inclusive</li> <li>• Nimble in our processes and technology</li> </ul>	<ul style="list-style-type: none"> <li>• Public transport patronage</li> <li>• Employee engagement</li> <li>• Diversity of the workforce</li> </ul>
Appealing sustainable transport choices	<ul style="list-style-type: none"> <li>• Excellent customer service</li> <li>• Uncompromising about safety</li> </ul>	<ul style="list-style-type: none"> <li>• Metro punctuality and reliability</li> <li>• Fleet reliability</li> <li>• Customer satisfaction</li> </ul>

	<ul style="list-style-type: none"> <li>• Sustainable into the future</li> </ul>	<ul style="list-style-type: none"> <li>• Satisfaction with public transport facilities</li> </ul>
Safe and secure network	<ul style="list-style-type: none"> <li>• Uncompromising about safety</li> </ul>	<ul style="list-style-type: none"> <li>• No. of reportable accidents</li> <li>• No. of assaults</li> <li>• Customer perception of safety and security</li> <li>• Reliability of assets</li> </ul>

The Corporate Business Plan will be monitored on a weekly basis by Nexus Senior Leadership Team and report to TWSC at each of its meetings.

**Recommendations**

The Tyne and Wear Sub-Committee is recommended to comment on Nexus’ draft Corporate Business Plan for 2022-2027. A further report will be brought to the Sub-Committee after January 2022 once the Joint Transport Committee has agreed Nexus’ budget for 2022-23 and subject to confirmation of revenue support from Central Government.



## 1. Background Information

- 1.1 The Nexus Corporate Business Plan for 2022-2027 sets out five themes, underpinned by 13 Key Performance Indicators (KPIs) which will direct our actions over the course of the year. Service managers will set their departmental service plans and budgets in accordance with this plan.
- 1.2 The delivery of the plan will be monitored on a weekly basis by Nexus Senior Leadership Team to ensure progress and will report to TWSC at each of its meetings.
- 1.3 Target and actions set in the plan will be realistic but challenging to ensure continual improvement.
- 1.4 The first theme in the plan is to **Put safety and security at the heart of everything we do**. As a public transport operator, the safety of our network, our customers and employees are of paramount importance and the plan sets the basis for building a public transport operation people feel safe to use and work in.
- 1.5 We will begin to work towards an accreditation in safety and will continue to embed our 'safety first' culture through tailored safety stand down days and safety moments.
- 1.6 We will continue to improve operational safety by carrying out infrastructure improvements designed to reduce the frequency of SPADs (signals passed at danger).
- 1.7 Anti-social behaviour is a major cause of concern for our passengers and a significant cost to the network. We will implement our new Customer Service structure which will provide greater presence on the network to provide reduce fraud rates and to provide reassurance to customers.
- 1.8 Our second theme is to **grow our patronage and improve our customer experience**. Our plans will ensure our services meet the needs and expectations of our customers.
- 1.9 Delivery of our new fleet of trains will have started whilst work on our new Fleet Maintenance Depot will have been completed. By March 2023 we will have delivered the Metro Flow track dualling project between Pelaw and Bede, the most significant change to our network in over twenty years.
- 1.10 We will continue with the implementation of mobile and flexible ticketing including looking for funding to secure price capped multimodal ticketing.
- 1.11 We will have implemented our new Customer Service structure providing a great presence on our network, our colleagues will have the equipment and training they need to carry out their roles effectively.
- 1.12 For our stops and stations, we will establish a consistent brand and standard and seek funding to develop a delivery programme to bring all our stops and stations up to this standard and maintain them at this level.

- 1.13 Working with Transport North East (TNE) and bus operators we will deliver on the outcomes identified in the Bus Services Improvement Plan (BSIP) to enhance bus services in the region, and enter a new Enhanced Partnership to sustain and improve services
- 1.14 Our third theme is **Exploit technology, safeguard our assets and improve our processes**; we will continue to invest in our physical assets to improve the reliability of public transport including delivering another year of essential renewals for the Metro infrastructure whilst also looking to secure funding to renew other assets.
- 1.15 We will continue to develop our ICT to ensure our assets are fit for purpose, meet the needs of the business and ensure efficiency in our processes.
- 1.16 As part of our fourth theme, **Become a sustainable organisation**, we will continue to invest to ensure the environmental performance of Metro continues to improve and invest in smart energy initiatives to build on the benefits that will be realised from the new fleet.
- 1.17 We will seek to secure long term certainty of funding for our capital programmes and we will continue to lobby central government for funding to support our plans to attract customers back to our services and encourage new customer to make the switch to Metro and ensure Metro's finances are on a sustainable footing for 2022-23
- 1.18 Our fifth theme is **Transform our organisation to be agile, innovative and inclusive**, we will develop programmes to ensure that our organisation is representative of the communities we serve. We will review our recruitment and selection processes and actively engage with underrepresented communities and groups to promote Nexus as an employer.
- 1.19 We will begin to utilise the Nexus Learning Centre to engage with schools, colleges and community groups.
- 1.20 Our organisation will be one which invests in and develops its people to ensure we best meet the needs of our customers and use succession planning and progression as well as invest in management and leadership development.
- 1.21 Once approved the Corporate Business Plan will be monitored on a regular basis by the Nexus Senior Leadership Team and progress reported to TWSC. We will start to make plans to ensure our business plan from 2021 onwards reflects the aspirations set out in the Regional Transport Plan.

## 2. Proposals

- 2.1 It is proposed that the TWSC offers comments on the Nexus Corporate Business Plan 2022-23 – 2026-27.

## 3. Reasons for the Proposals

- 3.1 The Nexus Corporate Business Plan will ensure that Nexus continues to deliver the transport priorities of the Joint Transport Committee
- 3.2 The Corporate Business Plan demonstrates how Nexus will deliver services funded by the levy.
- 4. Alternative Options Available**
- 4.1 The sub-committee could instruct Nexus to adopt different priorities.
- 5. Next Steps and Timetable for Implementation**
- 5.1 If the Corporate Business Plan is approved at the TWSC meeting in January 2022, it will be implemented from the 1<sup>st</sup> of April 2022 and monitored on a weekly basis.
- 6. Potential Impact on Objectives**
- 6.1 The Corporate Business Plan supports the delivery of objectives around growing the use of public transport and supporting economic regeneration of the region, helping to provide access to employment and leisure.
- 7. Financial and Other Resources Implications**
- 7.1 Nexus' Director of Finance and Resources confirms that the delivery of the Corporate Business Plan is dependant on Nexus agreeing a medium term financial plan that can address the funding gap caused by Covid-19 and the withdrawal of emergency support from Government from April.
- 7.2 In addition, some elements of the Corporate Business Plan are subject to external funding bids which, if unsuccessful would impact on the deliverability of some of the projects identified.
- 8. Legal Implications**
- 8.1 The Corporate Business Plan ensures Nexus meeting its legal obligations on service delivery.
- 9. Key Risks**
- 9.1 The main risk is that unforeseen budgetary pressures emerge throughout the year which diverts resources to other priorities.
- 9.2 Finally there is a risk the external funding bids are not successful and other funding opportunities do not materialise, impacting on the deliverability of some of the projects in the plans.
- 10. Equality and Diversity**

10.1 All Nexus projects and services are impact assessed to ensure that they are accessible and the business plan is underpinned by the Nexus Equality and Diversity strategy.

## **11. Crime and Disorder**

11.1 Nexus work closely with the Metro police unit and British Transport Police to ensure the safety of the network. The Corporate Business Plan will also be underpinned by the Personal Safety and Security strategy which is currently under development and due to be published before the end of the 2021-22 financial year.

## **12. Consultation/Engagement**

12.1 The business plan has been developed through internal consultation with all relevant departments of Nexus and from Nexus' approved strategies.

12.2 The business plan is also underpinned by market research, customer feedback and best practice from elsewhere which can be applied to Nexus and Metro services.

12.3 TWSC was consulted on the draft business plan at a policy seminar in October 2021.

## **13. Other Impact of the Proposals**

13.1 The Corporate Business Plan will put in place plans aimed at growing the use of public transport, helping to reduce car journeys on the local road network, helping to reduce congestion and improve air quality.

## **14. Appendices**

14.1 **Appendix A:** Nexus Corporate Business Plan 2022/23 -2026/27

## **15. Background Papers**

15.1 None

## **16. Contact Officers**

16.1 Name: Martin Kearney  
Designation: Chief Operating Officer  
E-mail: martin.kearney@nexus.org.uk  
Tel: 0191 203 3500

## **17. Sign off**

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

- Monitoring Officer: ✓
- Chief Finance Officer: ✓

**18. Glossary**

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# Our vision for 2025

Our Vision for the future of Nexus as the public body which can deliver this ambitious plan is built on five core principles



## **Nexus Mission**

**‘Making public transport great for our environment, economy, and communities’**

### **Executive Summary**

Our Corporate Plan sets out the framework for what Nexus will deliver from 2022/23 to 2026/27. The plan draws from the Regional Transport Plan, Nexus Corporate Strategies and is underpinned by market research, evidence and best practice.

To achieve our vision, our Corporate Plan is built around five themes:

- Put safety and security at the heart of everything we do
- Grow patronage and improve our customer experiences
- Exploit technology, safeguard our assets and improve our processes
- Become a sustainable organisation
- Transform our organisation to be agile, innovative and inclusive.

Our performance is measured via thirteen Key Performance Indicators:

- Number of reportable accidents
- Number of assaults
- Metro punctuality
- Metro service reliability
- Fleet reliability
- Customer perception of safety and security
- Customer satisfaction
- Public transport patronage
- Satisfaction with public transport facilities
- Asset reliability
- Carbon footprint
- Employee engagement
- Diversity of the workforce

### **Our Business Planning process**

Nexus has established a long-term Corporate Plan which aligns with the regional planning framework that is set out in the North East Regional Transport Plan.

The Regional Transport Plan sets out five objectives for transport across the North East and Nexus is required by the Joint Transport Committee of the two Combined Authorities that Nexus serves, to deliver the policy and objectives set through their plan.

The objectives of the Regional Transport Plan are:

- Carbon neutral transport
- Healthier North East
- Overcome inequality and grow our economy



- Appealing sustainable transport choices
- Safe, secure network

Our vision and KPIs which support our business plan assist in the delivery of the Transport Plan objectives

<b>Transport Plan Objectives</b>	<b>Vision</b>	<b>KPIs</b>
Carbon Neutral Transport	<ul style="list-style-type: none"> <li>• Sustainable into the future</li> </ul>	<ul style="list-style-type: none"> <li>• Carbon footprint</li> </ul>
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Appealing sustainable transport choices	<ul style="list-style-type: none"> <li>• Excellent customer service</li> <li>• Uncompromising about safety</li> <li>• Sustainable into the future</li> </ul>	<ul style="list-style-type: none"> <li>• Metro punctuality and reliability</li> <li>• Fleet reliability</li> <li>• Customer satisfaction</li> <li>• Satisfaction with public transport facilities</li> </ul>
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Nexus is currently undertaking its budget setting process and our ability to deliver the Corporate Business Plan as set out, is contingent upon the availability of funding.

The COVID-19 pandemic has had a significant impact on Nexus' revenue budget and we continue to be reliant on COVID-19 financial support from the Government to compensate reductions in fare revenue. The Government have stated that financial support will not continue beyond April 2022 therefore, without an injection of additional financial support, Nexus is facing a budget deficit of an estimated £19m in the financial year 2022/23.

Nexus is lobbying the Government for continuation of the COVID-19 support and we are also in discussions regarding the Tyne and Wear transport levy with the North East Joint Transport Committee and our local authority partners in order to manage our budget deficit and become financially sustainable over the medium term. In addition to this, we await the outcome of the Spending Review in order to secure our 'business as usual' capital and revenue grant funding for the Tyne and Wear Metro, from the Department for Transport.

The 2022/23 budget and medium term financial plan will be agreed by the Joint Transport Committee in January 2022, by which time there will be more certainty in regards the amount of resource that is available to support the Corporate Business Plan.

Nexus is however also taking steps, in line with our recovery plan to attract customers back to Metro and to encourage new customer to make the switch from car. This underpins our priorities for the next twelve months.



Our Corporate Plan will align with the policies, aims and objectives of the Regional Transport Plan and will be supported by our internal business planning processes which complement and support the financial and performance reporting duties and responsibilities of Nexus to the Joint Transport Committee.

We are a public body and develop our plans by listening to local people and businesses. When we intend to make changes or deliver projects which impact on people, we seek to ensure there is appropriate engagement and that we take account of the feedback we receive.

Our strategies set out what we will deliver to meet these objectives and are developed using market research, evidence and best practice to help us to achieve our vision.

## **Theme 1: Put safety and security at the heart of everything we do**

### **Performance indicators**

- Number of reportable accidents
- Number of assaults
- Customer perception of safety and security
- Signals passed at danger (SPADs)
- Safety award accreditation
- Employee accidents
- Passenger accidents
- Delays due to anti-social behaviour

### **In 2022/23 we will:**

#### **Embed a 'Safety First' Culture**

The safety of colleagues and customers is Nexus' main priority, and we will continue our work to reduce the frequency and severity of accidents occurring on our network.

We will embed our 'Safety First' culture through a programme of communications and activities including a programme of safety stand down days tailored to job roles along with safety moments at appropriate meetings. We will develop plans to reduce our reliance on lookout protection based on the outcome of our Lookout Protection Review.

Work towards an accreditation for excellence in safety will also continue.

#### **Improve Operational Safety**

As part of our SPAD reduction plan our Train Crew training programme will undergo an external review to identify ways in which we can reduce the number of SPADs by adjusting how our training is delivered.

We will complete our signal repainting programme and will replace 250 light boxes in our signals to further improve signal visibility for Train Crew. We will continue to review Metro infrastructure, for example signal positioning, to improve visibility of signals across the network and will develop a plan for any further works required.

#### **Reduce anti-social behaviour**

Anti-social behaviour, including vandalism, graffiti, ticketless travel and intimidating behaviour is a problem we will address across the Metro network and our wider public transport infrastructure. Our research tells us that anti-social behaviour and ticketless travel is a key priority for our customers and addressing this issue will assist in growing patronage, particularly in the evenings, through improved perceptions of safety and security.

We will implement a new Customer Service structure which see a greater staff presence on the network to tackle ASB, reduce fraud rates and to provide reassurance to passengers by targeting anti-social behaviour 'hotspots'. We will have completed a feasibility study into remote monitoring of gatelines which would allow for greater levels of revenue protection as well as discouraging ASB.

Following on from the investment in the CCTV network we will identify funding to fill any remaining gaps in the CCTV network as well as making use of the body worn cameras which are available for

frontline staff.

**By 2026/27 we will have:**

We will have fully embedded a safety culture, with a process of continuous improvement and as a result we will have achieved an industry recognised accreditation for safety.

Our SPAD record will be the best amongst comparator light rail networks with improvements made to training and infrastructure to reduce the frequency of SPADs whilst our new fleet will also include devices to alert drivers to potential SPADs.

Our multi-agency task force on safety and security will be fully implemented and deployed across the network to increase visibility. We will have reduced the amount of ASB taking place on our network through the use of technology and increased staff and police presence on the network targeted at ASB 'hotspots'. We hope to have secured funding to increase the number of stations with ticketing gatelines.

We will work closely with local agencies and partners to support initiatives working with young people to reduce anti-social behaviour and encourage the use of travel ambassadors and SafetyWorks!

## **Theme 2: Grow patronage and improve our customer experience**

### **Performance indicators**

- Metro patronage
- Metro punctuality
- Metro reliability
- Metro customer satisfaction
- Net promoter score
- Satisfaction with the range of tickets
- Satisfaction with the cost of tickets
- Satisfaction with information
- Secured bus patronage
- Satisfaction with bus information at stops and stations
- Ferry customer satisfaction
- Ferry patronage
- Customer complaints
- Public transport percentage of total journeys made

Our plans will ensure our services meet the needs and expectations of our customers and will grow patronage and revenue through ensuring we deliver an efficient, effective and reliable service. We will continue to improve the punctuality and reliability of the Metro service in advance of the introduction of our new fleet and implement projects that improve the satisfaction of our customers. We will work to ensure that public transport takes a greater percentage of the total journeys made in the region by driving modal shift from car.

### **In 2022/23 we will:**

#### **Invest in our infrastructure**

Delivery of our new fleet of trains will have started whilst work on our new Fleet Maintenance Depot will have been completed. By March 2023 we will have delivered the Metro Flow track dualling project between Pelaw and Bede, the most significant change to our network in over twenty years.

Once we secure funding we will contribute to the regeneration of the North Shields Fish Quay through the renewal of the Tanners Bank bridge, allowing for better public transport links to the Fish Quay, and by completing the relocation of the North Shields Ferry landing. We will complete work to expand and improve the parking facilities at Callerton Metro Station.

We will continue to design and seek funding for a range of capital projects to improve the performance of our core Metro infrastructure (Track, Overhead Line, electrical and mechanical assets, such as lifts and escalators, signalling systems, communications systems).

We will also seek funding to improve customer facilities across Metro, bus and Ferry by improving our stations, carparks, implementing Electric Vehicle (EV) charging facilities and enhanced, secure cycle parking across the Metro network, all based on a deep understanding of our customers' requirements.

Subject to confirmation of funding we will roll out additional cycle parking at station across the network to encourage active travel as part of the Metro journey. We will develop plans and seek

funding to carry out the necessary renewals work on the Howdon Viaduct and look to secure development funding to help us accelerate development plans at our major interchanges

### **Products and Payments**

We will deliver on our products and payments strategy by continuing the implementation of mobile and flexible ticketing offer including securing funding to deliver price capped multimodal ticketing making it easier and more cost effective to utilise multiple forms of public transport. We will begin to remove products and payment channels that are less popular with customers or that do not fit in with our ticketing vision.

We will deliver on our Customer Information strategy to make real time information available to passengers to make journey planning easier. We will exploit technology such as unified APIs (Application Programming Interface) to improve the accessibility of our data so customers can easily access reliable information through a range of channels, both to plan their journeys and during times of disruption.

### **Customer Services**

We will have implemented our new Customer Service structure providing a great presence on our network, our colleagues will have the equipment and training they need to carry out their roles effectively.

We aim to secure the funding in order to deliver a programme to bring our stops and stations up to a consistent standard. Evidence tells us that high quality environments will also help reduce anti-social behaviour, especially vandalism and graffiti as well as encouraging passengers back to the network. As well as improving customer satisfaction and the perception of safety on our network, this will reduce the costs associated with repairing damage.

We will begin developing our business case for the redevelopment of Gateshead Interchange in order to secure funding.

Working with Transport North East (TNE) and bus operators we will deliver on the outcomes identified in the Bus Services Improvement Plan (BSIP) to enhance bus services in the region, and enter a new Enhanced Partnership to sustain and improve services.

### **By 2026/27:**

We will have introduced fully our new train fleet, bring with it a step change in punctuality and reliability of the services, we will also have completed our Metro Flow project enabling an increase in service frequency to 10 minutes across the network and introduced earlier services from South Shields.

We will have delivered another 5 years of asset renewal & enhancement, and we will continue to work with DfT to ensure surety of ongoing capital investment to improve the performance of our core Metro infrastructure (Track, OHL, Electrical and Mechanical assets such as escalators & lifts, signalling systems, communication systems), to ensure sustained improvement of the performance of our assets.

Customer satisfaction with Metro will continue to improve and our passengers will feel confident in recommending Metro to friends and family and Metro patronage will continue to grow, our stations will be welcoming, clean and safe places to use.

All of our products will be available via mobile tickets and we will have developed apps to allow maximum flexibility in paying for public transport and permit integrated park and ride ticketing. We will also have apps which provide real time and up to date service information allowing customers to easily plan their travel. We will have removed cash as a payment mechanism on Metro. We will have reviewed the Metro zone structure to better align it with the journeys our customers make and the wider public transport network.

Having completed the expansion of the carpark at Callerton, to help meet demand from new housing development including improved facilities for interchange with bus, improved cycle parking and expanded the availability of charging points for electric vehicles. We aspire to have implemented plans at our other carparks to enhance facilities in line with customer requirements to retain and attract new customers to Metro and enhance perception of safety and security.

Pending an agreement on funding we will have started work on a new station at Murton Gap and, following the completion of the Metro Extensions and Expansion strategy, we will seek funding for additional new stations and routes such as the Leamside Line which would improve Metro services to Washington and Sunderland.

We will seek funding to carry out the renovation of Gateshead Interchange and will have secured funding to transform Monument and Regent Centre Metro stations.

All of our stations will have enhanced cycle parking, with a range of options including cyclepods, lockers and hubs depending on customer needs at that site and the opportunities to attract new customers. We will work closely with Local Authority partners to ensure that all our stations have high quality, well lit, safe walking and cycling links to local destinations. This will expand the catchment area for Metro and attract new customers to use the system.

We will have secured funding for the implementation of a new signalling system following the development of a successful business case for the modernisation of this asset.

We will have developed an action plan for the asset renewal of the Shields Ferry including the South ferry landing and the vessels and will have sought funding for delivery.

We will ensure our frontline colleagues have the skills, knowledge and tools to undertake their roles to a high standard and feel supported and valued by the organisation and play an integral part in the transformation of the Metro service with the introduction of the new fleet. We hope to introduce new uniforms as part of the transformation of our services which better reflect the customer support role our colleagues undertake and the professionalism they demonstrate.

### **Theme 3: Exploit technology, safeguard our assets and improve our processes**

#### **Performance indicators**

- Assets in service
- Asset inspection and maintenance regime
- Digital connectivity across the network
- Take up of Pay as You Go (PAYG)
- Time/Cost/Quality of the essential renewals programme
- Satisfaction with facilities
- Accessibility of facilities

#### **In 2022/23:**

##### **Improve our physical assets**

Our investment in our physical assets will continue to improve the reliability of the public transport systems we own and maintain. Through increasing the resilience of the network, we will improve customer satisfaction.

We will deliver another year of our essential renewals programme on the Metro network and we aim to have secured from government long term capital funding to continue our programme of essential renewals for core Metro infrastructure and as well securing capital funding required to deliver renewals programmes and investment in our other asset categories, including bus, ferry and digital assets.

Our programme will help improve the reliability of the public transport network, and our customers' experience of public transport by ensuring that the system is safe, clean and easy to use.

We will support local partners in the delivery of the Northumberland Line to make this project an exemplar of locally devolved railway partnerships.

##### **Technology**

We will finalise our ICT strategy to reflect our ambition that all of digital assets are fit for purpose, meet the needs of the business and ensure efficiency in our processes.

We will continue to develop our digital offer, including further expansion of our digital ticketing offer, more opportunities for passengers to pay online or via their phone for services and implementing real time Metro information to make journey planning a better experience for our customers.

#### **By 2026/27:**

We aspire to have implemented remote monitoring of many our assets and will have delivered a further five years of the essential renewals programme. Having secured funding, we will have embarked on a programme of renewal across the bus and ferry infrastructure to improve performance, reliability and the customer experience.

Subject to funding, there will be high quality CCTV across the network, providing real time images to Control helping us to better monitor and address problems, such as anti-social behaviour as well as providing reassurance for passengers.



We will seek funding to deliver contactless travel across all journeys and a high level of digital connectivity supported by a comprehensive 'app' for journey planning, products, payments and information, including an incentive scheme for our customers.

We will have delivering our accommodation plan, ensuring that colleagues have access to high quality accommodation.

By sharing our data publicly through Open Data principles, we will enable customers to make better informed choices about the services they receive and the standards they should expect.

## **Theme 4: Become a sustainable organisation**

### **Performance indicators**

- Carbon footprint of Metro operations
- Energy consumption
- Organisation establishment

### **In 2022/23:**

#### **Improve environmental performance**

We will continue to invest to make sure that the environmental performance of Metro continues to improve, reducing our carbon footprint and making public transport the green travel choice. We will begin to implement the actions identified in our energy and environment strategy to improve Nexus' environmental performance.

We will complete a feasibility study into how to improve the environmental performance of the Shields Ferry and will develop an action plan for delivering on the outcomes of the study, with the aim to secure funding for improved technology to power the vessels.

#### **Manage our financial standing**

We will seek to secure long term certainty of funding for our capital programme across Metro, Ferry and Bus infrastructure. We will work with partners to implement the outcomes of Bus Services Improvement Partnership (BSIP) to allow strategic planning of services to support the ambitions and objectives of the region, our partners and stakeholders.

We will deliver on our income generation plan to gain the most from our assets whilst supporting value for money for our customers.

We will continue to lobby for ongoing central government funding to support our recovery from the COVID-19 pandemic whilst also delivering on the actions identified in our recovery plan to attract customers back to our services and encourage new customer to make the switch to Metro.

### **By 2026/27:**

The launch of the new fleet will generate a step change in energy consumption and the consequential carbon footprint of the Metro network. We will investigate and where possible invest in technologies which exploit this and the capabilities of the new fleet to further improve the environmental credentials of the system. We will work to ensure that we reduce the environmental impact of our buildings and other infrastructure. We will have established a system to understand the carbon impacts of all of our projects

We will have a network of environmental champions in place within our organisation, ensuring the public transport we provide is as green as possible. We will have achieved awards and accreditation for our environmental programme and implemented a wider range of energy initiatives across our estate to improve our carbon footprint.

We will have secured long term asset renewal funding for our network and will have utilised the performance improvements delivered by the new fleet and Metro Flow projects to increase patronage to above pre-pandemic levels.

## **Theme 5: Transform our organisation to be agile, innovative and inclusive.**

### **Performance indicators**

- Employee engagement indicators
- Absence levels
- Workforce diversity
- Applicant diversity

### **In 2022/23:**

#### **Represent the communities we serve**

We will begin implementing our People and Culture strategy, making improvements to our recruitment and selection process in order to attract colleagues who represent the diverse nature of our region.

We will continue to embed family friendly employment policies making Nexus a more appealing organisation to work for through flexible working practises.

We will engage with partners such as schools and colleges, Job Centre Plus and training organisations to develop pathways to employment within the organisation for people from hard to reach groups.

#### **Learning and Development**

Our organisation will be one which invests in and develops its people to ensure we best meet the needs of our customers. We will develop succession plans and progression routes and ensure all our managers have training in management and leadership suitable for their roles through a rolling development programme.

We will begin to utilise the Nexus Learning Centre to engage with schools, colleges and community groups.

#### **Engagement**

We will begin to implement the actions identified in our engagement activities whilst we will seek to embed a new set of corporate behaviours:

- Trust and Psychological safety
- Simplicity
- Inclusivity and belonging
- Learning
- Ambition

Which will help to establish an organisational culture that embodies the following principles

- Our people are engaged
- We are Customer Centred
- We are uncompromising on safety

## **Strategy**

This year our Digital Railways strategy, innovation strategy and ICT strategy will be finalised and we will have begun the refresh our Metro strategy. We will continue to develop business cases and secure funding for major infrastructure and customer facing projects.

### **By 2026/27:**

We will be an organisation which achieves high satisfaction scores from its employees, which is reflected in high levels of customer satisfaction. We will have managers and leaders who are qualified and succession and development plans in place across the whole organisation.

Our workforce will better represent the people we serve, allowing us to make better decisions.

We will have established innovations forums and creative thinking will be rewarded, improving the services we offer and ensuring we are efficient and effective as an organisation.

We will have well established apprentice and graduate development schemes.

Our Learning and Development offer will ensure that our workforce has high quality training in order for them to deliver their role effectively, safely and confidently.

We will be a data driven organisation, utilising insights from our market research, external data sources and our own internal metrics to inform our decision-making process.

## **Summary**

The next 5 years will see Nexus build on the recovery it experienced in 2021/22. Harnessing the environmental and reliability benefits delivered by the new fleet and Metro Flow; an improved ticketing offer, a safe and secure infrastructure and an enhanced customer service offer, Nexus will make a significant contribution to the economic, educational and social success of the region.

We will be seen as an excellent employer, offering routes into public transport for individuals from underrepresented groups as well as providing excellent training and career progression opportunities.

Our new fleet and Metro Flow projects coupled with other environmental improvements identified through our invest to save programme and improvements to the environmental performance of the Shields Ferry will underline the importance of public transport to the green agenda.

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

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**Date:** 4 November 2021  
**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 4 and 5 which encompasses 27 June 2021 to 21 August 2021.

In Period 4 and 5, Metro Patronage was 3,877,490 which is 33.2% above the periodic target of 2,910,844. 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 23.5% below the patronage levels of the same period in 2019/20, the last comparable pre-pandemic period.

Metro Fare revenue was £4.498m which is 1.3% below the periodic target of £4.556m.

The difference between patronage and fare revenue performance is caused by a number of factors, primarily due to patronage being measured against anticipated recovery and revenue against the pre-pandemic budget.

Metro Punctuality in Period 4 and 5 was 85.0% which is 4.5% below the periodic target of 89.5% whilst the 13-period moving annual average (MAA) at the end of period 5 was 87.0% which is 0.2% below target.

Punctuality during Period 4 and 5 was affected by high levels sickness amongst Train Crew colleagues, including periods of COVID-19 self isolation.

In the Customer Satisfaction Survey carried out in August 2021 the overall satisfaction with Metro score was 7.76. This survey included our highest ever level of satisfaction given to the approachability, helpfulness, knowledge, and professionalism of our Customer Service colleagues.

Ferry Patronage in Period 4 and 5 was 69,536 which is 19.4% above the target of 58,242 whilst Ferry fare revenue was £59,246 which was 58.0% above the target of £37,493.

Secured Bus Patronage was 427,745 which is 38.0% over the target of 342,472 for the period. Secured Bus Revenue was £447,846 which was 99.2% above a target of £224,785.

Take The Kids For Free anytime was launched on Metro and the Shields Ferry from 19 July. A new 30% discount for those aged 19 to 21 was prepared for launch to coincide with the start of the new university year. These offers complete a package of products and discounts covering the whole age range from birth to 21 introduced by Nexus in the last three years.

Manufacturing of the new train fleet commenced on 17<sup>th</sup> August marking a significant milestone in the fleet replacement programme.

### **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:

<b>Safety without Compromise</b>	
<b>Workstream</b>	<b>Status</b>
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 P5.
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 5, 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.
- 1.7 Our signal painting programme ahead of schedule with over 50% of signal posts repainted since the start of the year. This has helped to improve the visibility of signals around the network and has received a positive response from Train Crew.

### **Reduce anti-social behaviour**

- 1.8 We are working with Northumbria Police, British Transport Police and Local Authorities to reduce the number of incidents of ASB on the network.
- 1.9 Body worn cameras are now available for all customer facing staff which along with the completion of our CCTV replacement programme allow for better surveillance of stations across the network.

1.10

<b>Customer Experience</b>	
<b>Workstream</b>	<b>Status</b>
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	Satisfaction with Customer Services has reached its highest ever levels.

### **Invest in our infrastructure**

- 1.11 Work on Metro Flow is progressing to plan. Approval of the full business case was received from the Rail Investment Board on the 29th of June whilst full ministerial sign off was received in September.
- 1.12 Work on the delivery of the new depot and train fleet is progressing to plan with manufacturing of the new fleet beginning on 17th August. Any impacts of COVID-19 on the programme will be managed through regular dialogue between Nexus and Stadler Rail.

### **Products and Payments**

- 1.13 Take The Kids For Free anytime was launched on Metro and the Shields Ferry from 19 July. A new 30% discount for those aged 19 to 21 was prepared for launch to coincide with the start of the new university year.
- 1.14 These offers complete a package of products and discounts covering the whole age range from birth to 21 introduced by Nexus in the last three years consisting of the following:
- Free travel for those aged 11 and under with a far-paying adult
  - The Junior Blue pop card allowing children aged 12 to 16 to travel without using cash, at a flat fare for single and all day travel also available from ticket machines
  - The Pop Blue card offering £1 single and £2 all day flat fares for those aged 18 and under, launched in 2018. Almost 1.5 million journeys have since been made with this card, despite the impact of the pandemic.
  - The new Pop 19-21 card offering a 30% pay as you go discount to those aged 19 and under. Nexus sold just over 500 Pop 19-21 Pay As You Cards online in the first week the product went live. This compares favourably with the launch of both the original Pop Pay As You Go and Pop Blue products. We are continuing to market and grow the new product with its target market.
  - Continued availability of season tickets for those aged 18 and under and all students at similar value to the above.



- 1.15 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.
- 1.16 For adult customers, Network One all-zone season tickets moved to the Pop smartcard in June, in addition to all weekly and four-weekly variants being available from Metro ticket machines. A proposal for a new Metro product to meet the needs of commuters travelling flexibly for only part of the week will be brought forward before the end of the 2021/22 financial year
- 1.17 Further Metro ticket machines have been converted to card-only or coin-and-card only operation during the summer, reflecting the fact that over 70% of customers now use cash-free payment methods, and making the machines more efficient to maintain and use. We continue to monitor the ways in which our customers use our ticket machines and will look to make further machine conversions in the autumn if the trend towards cashless travel continues.

### **Customer Services**

- 1.18 In Period 4 and 5, Metro Patronage was 3,877,490 which is 33.2% above the periodic target of 2,910,844. This target is based on our recovery plan which was submitted to the DfT in April 2021.
- 1.19 Metro Punctuality in Period 4 and 5 was 85.0% which is 4.5% below the periodic target of 89.5% whilst the 13-period moving annual average (MAA) at the end of Period 5 was 87.0% which is 0.2% below target.  
  
Punctuality during Period 4 and 5 was affected by high levels sickness amongst Train Crew colleagues, including periods of COVID-19 self isolation.
- 1.20 In the Customer Satisfaction Survey carried out in August 2021 the overall satisfaction with Metro score was 7.92. The survey also included our highest ever scores for employee approachability, helpfulness, knowledge and professionalism.
- 1.21 Ferry Patronage in Period 4 and 5 was 69,536 which is 19.4% above the target of 58,242.
- 1.22 Secured Bus Patronage was 427,745 which is 38.0% over the target of 342,472 for the period.
- 1.23 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.

<b>Assets and Technology</b>	
<b>Workstream</b>	<b>Status</b>
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**

- 1.24 During the reporting period Taziker Industrial have been awarded the contract to replace Tanners Bank Bridge whilst Arcadis have been awarded the contract to design the Callerton Metro Park and Ride works.
- 1.25 Work has commenced on replacing existing signal light engines with LED equivalents.
- 1.26 Full fleet availability was met on 94.8% of occasions in Periods 4 and 5, this is 5.2% 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**

- 1.27 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.

1.28

<b>Sustainability</b>	
<b>Workstream</b>	<b>Status</b>
Improve environmental performance	Funding has been secured to study environmental improvements on the Shields Ferry.
Manage our financial standing	Funding has been secured until 5 <sup>th</sup> April 2022.

### **Improve environmental performance**

- 1.29 Nexus has secured funding from the Department of Transport's Clean Maritime Competition to fund an innovative study into improving the environmental performance of the Shields Ferry.
- 1.30 The CLEANFERRY project will see Newcastle University experts working with Nexus and Royston, to help transition the Shields Ferry to run carbon free.

- 1.31 Academics will define and develop a detailed technology route map for the Shields Ferry service based on data intelligence, innovative solutions and energy efficient operational strategies.
- 1.32 The project will provide the feasibility and justification to allow Nexus to bid for future funding rounds to complete works to the Shields Ferry.

**Manage our financial standing**

- 1.33 Nexus will continue receive Light Rail Restart Grant and Local Authority Coronavirus Bus Services Support Grant funding to offset fare and commercial revenue losses until 5 April 2022.
- 1.34 Metro Fare revenue was £4.498m which is 1.3% below the periodic target of £4.556m.
- 1.35 Ferry fare revenue was £59,246 which was 58.0% above the target of £37,493.
- 1.36 In Periods 4 and 5 Secured Bus Revenue was £447,846 which was 99.2% above a target of £224,785.

1.37

<b>Transform our organisation to be agile, innovative and inclusive</b>	
<b>Workstream</b>	<b>Status</b>
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 are progressing to plan.

**Represent the communities we serve**

- 1.38 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**

- 1.39 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.
- 1.40 We are engaging with underrepresented groups along with regional partners to enable closer working with schools, colleges, universities and organisations which support access to employment for diverse applicants.

## **Engagement**

- 1.41 Engagement is a core theme of the People and Culture strategy and this will be supported by an internal marketing and communications plan to extend our reach within and outside of the organisation.

## **Strategy**

- 1.42 Our Customer Experience strategy has been formally signed off whilst 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  
Chief Operating Officer  
Email [martin.kearney@nexus.org.uk](mailto:martin.kearney@nexus.org.uk)  
Tel: 0191 2033500

**17. Sign off**

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

**18. Glossary**

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

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

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**Date:** 4 November 2021  
**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 September 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 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 4 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

One additional risk is 'red' (North Shields Ferry Landing) 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.

The catastrophic safety related incident risk has been expanded to include information relating to the controls in place to mitigate against extreme weather incidents and pandemics.

**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

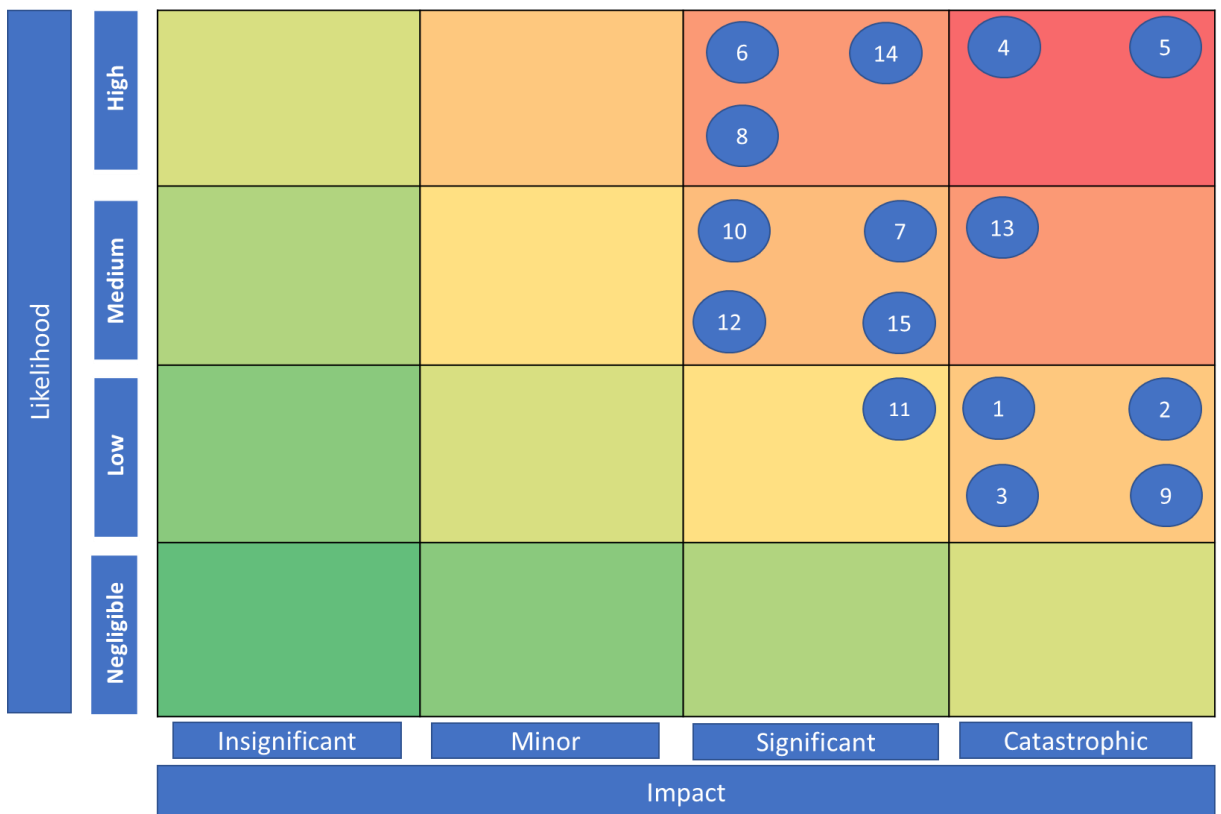


**1. Background Information**

- 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	New controls added outlining additional measures in place to reduce the likelihood of a catastrophic security event.  Control relating to DfT approving security plan removed following sign off being received in August 21.	↔ (Stable)
2	Catastrophic infrastructure or operations event	Controls relating to the management of extreme weather conditions and pandemics added.	↔ (Stable)
3	Metro Performance	Control added relating to Autumn Preparedness Plan  Due date of milestones changed	↔ (Stable)
4	Long Term funding for Metro	No change from previous review	↔ (Stable)
5	Frontline services and discretionary travel schemes – Metro services	No change from previous review	↔ (Stable)
6	Frontline services and discretionary travel schemes – non Metro services	No change from previous review	↔ (Stable)

7	Procurement of the new design, build, maintain and provide contract for the fleet/depot	Next Step relating to start of manufacturing of new fleet has been removed.	<b>↔</b> <b>(Stable)</b>
8	Efficiency of Delivery of the Capital Programme	Risk updated to note increased levels of staff turnover.	<b>↔</b> <b>(Stable)</b>
9	Cybersecurity	No change from previous review	<b>↔</b> <b>(Stable)</b>
10	Products and Payments Offer	New control noting the launch of the 19 -21 Pop Pay as You Go ticket added.	<b>↔</b> <b>(Stable)</b>
11	Funding Bids	Due dates for Next Steps/Milestones updated	<b>↔</b> <b>(Stable)</b>
12	Anti-Social Behaviour	New controls added outlining actions being implemented by the Nexus Security team.	<b>↔</b> <b>(Stable)</b>
13	Patronage Recovery	Details of 19 -21 Pop card added to controls  New Milestones/Next Steps added.	<b>↔</b> <b>(Stable)</b>
14	Relocation of Ferry Landing	New Milestone added relating to ongoing multi-party meetings regarding the Ferry Landing relocation.	<b>↔</b> <b>(Stable)</b>

15	Delivery of Metro Flow	Funding Next Step/Milestone removed following formal confirmation of funding for the project.	 <b>(Stable)</b>
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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

CP Theme: <b>Safety without compromise</b> CP Workstream: <b>Put Safety and Security at the heart of everything we do</b>		
Risk Area: <b>Catastrophic security related event</b>  Risk Owners: <b>Chief Operating Officer</b> Risk Actionees: <b>Head of Health, Safety, Quality &amp; Environment.</b>	<b>RAG Status (Amber)</b>	<b>Direction of Travel</b>
	8(2x4)	↔ (stable)
	<b>Target RAG Status</b>	
	8(2x4)	
<b>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.</b>		
Impact/Consequence(s): The consequences of a catastrophic security related event on Metro, bus or ferry could be significant, including loss of life, prolonged service suspension, protracted legal issues to resolve, fines to pay, impact on insurance, other cost increases and likely loss of business.		
Existing Controls: <ul style="list-style-type: none"> <li>• Emergency preparedness plans and ROGs published</li> <li>• Continuously monitoring &amp; controlling the precursors of these events with a detailed 2-weekly safety reporting to Nexus' Senior Leadership Team and weekly safety briefing</li> <li>• Produce and implement an annual safety plan for approval by Nexus Executive Board.</li> <li>• Station security plans for the entire network have been published</li> <li>• Extensive liaison between the Security Team and DfT Land Security and compliance to the Light Railway Security Recommended Best Practice</li> <li>• Participating in joint emergency preparedness exercises with key stakeholders</li> <li>• Communicating regular updates on the current threat from national and international terrorism</li> <li>• Enhanced Customer Service establishment introduced to provide greater coverage on the network</li> <li>• All Customer Service Staff are now provided with body worn cameras and all public facing personnel have access</li> <li>• An enhanced CCTV system that has been upgraded from analogue to digital has been installed providing better coverage around the network</li> <li>• A Security Working Group has been established bringing together internal stakeholders in a joint approach to improve system security</li> <li>• Periodic security reports shared with colleagues across the organisation and relevant external stakeholders</li> </ul>		

- 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
<ul style="list-style-type: none"> <li>• Tabletop exercise with key stakeholders to simulate biological or chemical attack</li> </ul>	Head of HSQE	December 21
<ul style="list-style-type: none"> <li>• Physical exercise simulating biological or chemical attack leading from tabletop exercise</li> </ul>	Head of HSQE	August 22



<p>CP Theme: <b>Safety without compromise</b></p> <p>CP Workstream: <b>Put safety and security at the heart of everything we do</b></p>		
<p>Risk Area: <b>Catastrophic Infrastructure or operations event</b></p> <p>Risk Owners: <b>Chief Operating Officer</b></p> <p>Risk Actionees: <b>Head of Health, Safety, Quality &amp; Environment.</b></p>	<p><b>RAG Status (Amber)</b></p>	<p><b>Direction of Travel</b></p>
	<p>8(2x4)</p>	<p><b>↔</b> (stable)</p>
	<p><b>Target RAG Status</b></p>	
	<p>8(2x4)</p>	
<p><b>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.</b></p>		
<p>Impact/Consequence(s):</p> <p>The impact/consequences should a catastrophic infrastructure or operations event occur on Metro, bus and ferry could be very significant including:</p> <ul style="list-style-type: none"> <li>• In the event of a catastrophic safety related incident the possibility for multiple loss of life.</li> <li>• lengthy loss or reduction of service</li> <li>• likely loss of business with potential long term impact on patronage,</li> <li>• protracted legal issues to resolve,</li> <li>• fines to pay, impact on insurance and other cost increases</li> </ul>		
<p>Existing Controls:</p> <ul style="list-style-type: none"> <li>• A safety management system which is independently accredited by the Office of Rail and Road and overseen by other regulatory bodies.</li> <li>• Robust arrangements for the selection and management of contractors.</li> <li>• Monitoring of assets and development of fail safes and mitigation plans in the event of catastrophic failure of a key assets.</li> <li>• 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.</li> <li>• Maintaining a comprehensive suite of engineering standards in all relevant disciplines based on industry best practice.</li> <li>• Continuously monitoring &amp; controlling the precursors of these events with weekly safety reporting to Nexus' Senior Leadership Team.</li> <li>• Produce and implement an annual safety plan for approval by Nexus Executive Board.</li> <li>• 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.</li> <li>• Launched life saving rules</li> </ul>		

- 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 blankets.
- 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.

Next Steps/Key Milestones:	Action owner	Due Date
Deliver on the actions outlined in the 2021/22 Safety Plan.	Head of HSQE	Mar 22
Developing and delivering a programme to reduce planned work using unassisted Lookout protection.	Head of HSQE	Dec 21

CP Theme: <b>Customer Experience</b>		
CP Workstream: <b>Grow patronage and improve our customer experience</b>		
Risk Area: <b>Metro Performance</b> Risk Owners: <b>Chief Operating Officer</b> Risk Actionees: <b>Metro Infrastructure Director, Metro Operations Director, Major Projects Director, Head of Business Change and Technology</b>	<b>RAG Status (Amber)</b>	<b>Direction of Travel</b>
	8 (2x4)	 (stable)
	<b>Target RAG Status</b>	
	8(2x4)	
<b>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.</b>		
Impact/Consequence(s): If Metro’s operational performance were to decline for an extended period, with a fall in punctuality and reliability, this could have an adverse impact on customer satisfaction and ridership.		
Control(s): <ul style="list-style-type: none"> <li>• Overhead line ARP replacement programme over the next five financial years.</li> <li>• Close monitoring of key business results such as punctuality, excess headway minutes and asset reliability.</li> <li>• Implement better performance management processes such as “right time” departure monitoring.</li> <li>• Delivery of the Essential Renewals programme for 2021-22.</li> <li>• Daily, weekly and periodic performance reporting embedded across organisation to highlight importance of Metro performance.</li> <li>• Implement plans to ensure resilience of digital assets associated with the operation of Metro.</li> <li>• Working closer with the new Network Rail North Eastern structure to address performance issues from Pelaw to South Hylton.</li> <li>• OLE Renewal Programme has been reprioritised for efficacy of delivery.</li> <li>• Funding has been agreed to support essential renewals beyond March 2021 and work to secure further funding is ongoing.</li> <li>• Capacity to train 90 new drivers a year if required.</li> <li>• Quarterly Performance Management meetings with Stadler</li> <li>• “Assets at a Glance” drawings which identify specific problem areas and single points of failure.</li> <li>• Established improvement plans for key assets such as lifts, escalators and signal track circuits.</li> <li>• Periodic review of asset maintenance plans</li> </ul>		

<ul style="list-style-type: none"> <li>• New Train Crew agreement commenced allowing greater flexibility of Train Crew resource</li> <li>• Established possession planning tool to identify conflicts and opportunities to combine closures to minimize disruption to our customers</li> <li>• Regular review of actions identified in Metro Recovery plan</li> <li>• Autumn Preparedness Plan in place to tackle low rail adhesion</li> </ul>		
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
Review winter preparedness plans	Metro Infrastructure Director	Oct 21
Complete ICT network refresh to improve resilience of digital assets	Head of BCT	Apr 22

CP Theme: <b>Sustainability</b>		
CP Workstream: <b>Manage our financial standing</b>		
<b>Risk Area: Long term funding for Metro</b> <b>Risk Owners: Director of Finance and Resources</b> <b>Risk Actionees: Head of Programme Assurance, Head of Finance</b>	<b>RAG Status (Red)</b>	<b>Direction of Travel</b>
	16 (4x4)	<b>↔</b> <b>(Stable)</b>
	<b>Target RAG Status</b>	
	3 (1x3)	
<b>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.</b>		
<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 2021-22, 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 will be expected.</p> <p>Options to bridge this budget deficit could potentially include:</p> <ul style="list-style-type: none"> <li>• A reduction of service frequency</li> <li>• Fare increases</li> <li>• Reduced staffing capacity in both customer facing and maintenance roles</li> <li>• The cancellation of essential renewals programmes</li> <li>• The use of transport levy funding previously earmarked for concessionary travel, ferry and bus services being reallocated</li> </ul> <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"> <li>• Effective liaison with DfT including 4-weekly progress reporting on the current Essential Renewals programme and quarterly reviews.</li> <li>• Procurement strategy &amp; contractual arrangements that minimise risk and deliver value for money.</li> <li>• Engaging with national government, local councillors &amp; MPs and building public support.</li> <li>• Regular review of potential funding opportunities</li> <li>• Project management controls in place to ensure effective and efficient delivery</li> <li>• Effective programme management and prioritisation of projects</li> <li>• Regular review of actions identified in Metro Recovery plan</li> </ul>		

<ul style="list-style-type: none"> <li>Regular financial monitoring to Nexus' Senior Leadership Team, Executive Board</li> </ul>		
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 future revenue and capital funding support from DfT through the Spending Review	Director of Finance and Resources	Nov 21
Nexus' input to the quarterly monitoring of the Revenue budget and Capital Programme submitted to the JTC	Director of Finance and Resources	Quarterly

CP Theme: <b>Sustainability</b>		
CP Workstream: <b>Manage our Financial Standing</b>		
<b>Risk Area: Frontline services and discretionary travel schemes – Metro Services</b> <b>Risk Owners: Director of Finance and Resources</b> <b>Risk Actionees: Head of Finance</b>	<b>RAG Status (Red)</b>	<b>Direction of Travel</b>
	16 (4x4)	<b>↔</b> <b>(Stable)</b>
	<b>Target RAG Status</b>	
	3(1x3)	
<b>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.</b>		
<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"> <li>• A reduction of service frequency</li> <li>• Fare increases</li> <li>• Reduced staffing capacity in both customer facing and maintenance roles</li> <li>• The cancellation of essential renewals programmes</li> <li>• The use of transport levy funding previously earmarked for concessionary travel, ferry and bus services being reallocated</li> </ul> <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"> <li>• Monitoring of public transport patronage during the pandemic, undertake research through the insight panel to gain intelligence on trends and customer behaviours.</li> <li>• Undertake benchmarking and intelligence gathering from other Cities, through UITP, UTG and Comet/Nova.</li> <li>• Discussions with Chief Executives and Treasurers in order to obtain strategic financial guidance.</li> <li>• Deferring all but non-essential expenditure and vacancy control measures implemented</li> <li>• Regular financial monitoring to Nexus' Senior Leadership Team, Executive Board and the JTC.</li> <li>• Regular review of actions identified in Metro Recovery plan</li> </ul>		
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 future revenue and capital funding support from DfT through the Spending Review	Director of Finance and Resources	Nov 21
Implement actions identified in Metro Recovery Plan	Various	Various
Nexus' input to the quarterly monitoring of the Revenue Budget and Capital Programme reports submitted to the JTC.	Director of Finance and Resources	Quarterly



CP Theme: <b>Sustainability</b>		
CP Workstream: <b>Manage our Financial Standing</b>		
<b>Risk Area: Frontline services and discretionary travel schemes – Non-Metro Services</b> <b>Risk Owners: Director of Finance and Resources</b> <b>Risk Actionees: Head of Finance, Customer Services Director</b>	<b>RAG Status (Green)</b>	<b>Direction of Travel</b>
	12 (4x3)	<b>↔</b> <b>(Stable)</b>
	<b>Target RAG Status</b>	
	3 (1x3)	
<b>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.</b>		
<p>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.</p> <p>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.</p>		
<p>Controls</p> <ul style="list-style-type: none"> <li>• Monitoring of public transport patronage during the pandemic, undertake research through the insight panel to gain intelligence on trends and customer behaviours.</li> <li>• Undertake benchmarking and intelligence gathering from other Cities, through UITP, UTG and Comet/Nova.</li> <li>• Discussions with Chief Executives and Treasurers in order to obtain strategic financial guidance.</li> <li>• Deferring all but non-essential expenditure and vacancy control measures implemented</li> <li>• Periodic financial monitoring by Nexus' Senior Leadership Team and Executive Board.</li> <li>• 2021/22 levy funding agreed with JTC</li> <li>• Regular update meetings with TNE to understand the likelihood of a bus partnership being agreed</li> <li>• Regular review of actions identified in Recovery plan</li> </ul>		

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
Nexus' input to the quarterly monitoring of the Revenue Budget and Capital Programme reports submitted to the JTC.	Director of Finance and Resources	Quarterly
Support Transport North East in the development of partnerships with bus operators	Customer Services Director	Mar 22

CP Theme: <b>Customer Experience</b>		
CP Workstream: <b>Grow Patronage and improve our customer experience</b>		
Risk Area: <b>Delivery of the contracts to provide a new depot and a new fleet of trains for the Metro</b> Risk Owners: <b>Major Projects Director</b> Risk Actionees: <b>Metro Development Director</b>	<b>RAG Status (Amber)</b>	<b>Direction of Travel</b>
	9 (3x3)	↔ (Stable)
	<b>Target RAG Status</b>	
	6(2x3)	
<b>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.</b>		
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.		
<ul style="list-style-type: none"> <li>• 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.</li> <li>• A project contingency sum is available to fund the impact of known and likely risks identified on the risk register.</li> <li>• Project risks and early warnings are discussed and reviewed with the suppliers of the contracts on a monthly basis and mitigation measures are agreed.</li> <li>• Delivery of interdependent projects and enabling work is monitored by Capital Steering Group on a monthly basis and reported to Senior Leadership Team.</li> <li>• Keeping key stakeholders informed regarding progress of the programme.</li> <li>• Established project controls have been adopted to assist with the management of the contracts including CSM and other safety processes.</li> <li>• Operational risks associated with the delivery of the new fleet are managed through the Operational Readiness Meeting.</li> <li>• Quarterly meetings of the joint Nexus/DfT Programme Board to report on project performance, risks and any requirements to reprofile funding.</li> <li>• Quarterly meetings of the joint Nexus/Stadler Programme Board to report on project performance, risks and any commercial matters.</li> </ul>		

- Periodic progress reporting to Nexus' Senior Leadership Team and JTC.

Next Steps/Milestones	Owner	Due date
New Maintenance Depot Completed	Metro Development Director	Sep 22
First Train Delivered	Metro Development Director	Nov 22
Full Fleet in Service	Metro Development Director	Dec 24

CP Theme: <b>Assets and Technology</b>		
CP Workstream: <b>Improve our physical assets</b>		
Risk Area: <b>Efficiency of delivery of the Capital Programme</b> Risk Owner: <b>Major Projects Director</b> Risk Actionee: <b>Head of Programme Assurance, Head of Renewals</b>	<b>RAG Status (Red)</b>	<b>Direction of Travel</b>
	12 (4x3)	<b>↔</b> (stable)
	<b>Target RAG Status</b>	
	3 (1x3)	
<b>Risk: That the organisation does not have sufficient resource and or the correct skills set to successfully deliver the programme of capital works</b>		
<p>Impact/Consequence(s): The funding agreement with DfT expires in March 2022 with £20m of capital funding available in 2021/22. This is approximately half of the Essential Renewals work-bank for 2021/22 and provides certainty for 12 months only. This is adversely impacting on continuity of the Metro Asset Renewals and making planning and procurement for future years delivery more difficult.</p> <p>Projects committed through Essential Renewals, Transforming Cities or other funding streams 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 2022 must be minimised and the continuity of critical asset renewal including Overhead Line Equipment is uncertain.</p> <p>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.</p> <p>Uncertainty around long term funding makes the recruitment and retention of key staff more difficult leading to a reliance on external contracts. The future viability of Nexus internal Capital Delivery is at risk.</p>		
<b>Controls:</b> <ul style="list-style-type: none"> <li>• Continue to make the case for ongoing funding from DfT.</li> <li>• Seek flexibility from the Department for Transport over virement/ acceleration of funding to optimise programme delivery.</li> <li>• Effective programme management, project prioritisation, delivery and budget control processes.</li> <li>• Ensure Portfolio level management of project and programme interfaces, dependencies and business change.</li> <li>• Value engineering, technology choice, option analysis, specification and scope.</li> </ul>		

- 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 ensure 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 has been developed with regular reviews planned.
- Capital prioritisation process for 22/23 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 future capital funding support from DfT through the Spending Review	Director of Finance and Resources	Nov 21

CP Theme: <b>Assets and technology</b>		
CP Workstream: <b>Technology</b>		
Risk Area: <b>Cybersecurity</b> Risk Owner: <b>Director of Finance and Resources</b> Risk Actionee: <b>Head of Business Change &amp; Technology</b>	<b>RAG Status (Amber)</b>	<b>Direction of Travel</b>
	8(2x4)	↔ (stable)
	<b>Target RAG Status</b>	
	8(2x4)	
<b>Risk: A successful cyber-attack on Nexus ICT infrastructure.</b>		
Impact/Consequence(s): Nexus' ICT infrastructure is key to all the functions and activities we carry out. Failure to adequately secure and protect this from a cyber-attack could have a severe adverse impact on the delivery of services and potentially preventing critical actions and day-to-day work from being carried out.		
Controls: <ul style="list-style-type: none"> <li>• Nexus utilise a modern supportable resilient firewall, with a subscription to identify and protect against existing and emerging threats.</li> <li>• We subscribe to governmental cyber-threat awareness bulletins and are active members of local security working groups.</li> <li>• We participated in a local multi-party cyber-resilience event with local authorities and the emergency services to test the systems in place.</li> <li>• 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.</li> <li>• Nexus employs security specialists to implement governance and controls.</li> <li>• A cyber-security training standard has been implemented to train all Nexus staff in the basic requirements.</li> <li>• Nexus raises awareness of security threats through the use of internal communications such as Nexus Times &amp; global emails.</li> <li>• Nexus measure awareness through different mediums such as fake Phishing attacks.</li> <li>• All changes to Nexus security assets are subject to tight control.</li> <li>• We have a suite of policies on security controls and an acceptable use.</li> <li>• A security incident response policy is in place.</li> <li>• We utilise segregation to protect critical systems particularly rail based systems.</li> <li>• We manage security risks within Business Change and Technology using a specific risk management process.</li> <li>• Regular review of ongoing notifications from key suppliers regarding vulnerabilities in order to ensure timely notification and action.</li> <li>• Awareness testing exercises will be carried out, with additional controls implemented as deemed appropriate to the level of threat being experienced.</li> </ul>		

- 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



CP Theme: <b>Customer Experience</b>		
CP Workstream: <b>Products and Payment</b>		
Risk Area: <b>Products and Payment Offer</b> Risk Owner: <b>Customer Services Director</b> Risk Actionee: <b>Project Lead – Integrated Ticketing, Commercial Manager</b>	<b>RAG Status (Amber)</b>	<b>Direction of Travel</b>
	9(3x3)	↔ (stable)
	<b>Target RAG Status</b>	
	3(1x3)	
<b>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.</b>		
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"> <li>• Continuous review of retail trends and customer choice with market research carried out to establish product development proposals.</li> <li>• Annual review of prices, products and sales channels.</li> <li>• Provision made in the Fares and Revenue budget in order to support research into the development of new products.</li> <li>• Seeking opportunities to work with partners and explore the potential for attracting external funding.</li> <li>• Pay by phone solution in place at car parks.</li> <li>• Smart Integrated Ticketing programme established</li> <li>• Introduction of 19 -21 Pop PAYG ticket.</li> </ul>		
<b>Next Steps/Milestones</b>	<b>Owner</b>	<b>Due date</b>
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
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CP Theme: <b>Grow our patronage and improve our customer experience</b>		
CP Workstream: <b>Invest in our infrastructure</b>		
Risk Area: <b>Funding public transport network improvements</b>  Risk Owner: <b>Director of People and Culture</b>	<b>RAG Status (Green)</b>	<b>Direction of Travel</b>
	6(2x3)	↔ (stable)
	<b>Target RAG Status</b>	
	4 (2x2)	
<b>Risk:</b> 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.		
<b>Controls:</b> <ul style="list-style-type: none"> <li>• Nexus schemes are included in the Regional Transport Plan pipeline.</li> <li>• A pipeline of capital schemes aligned with the Nexus Corporate Plan will be developed for specified funding opportunities.</li> <li>• A detailed pipeline of potential schemes is developed and maintained for new and currently unspecified funding opportunities</li> <li>• Nexus resources, both people and financial, are allocated to develop Nexus capital programme pipeline.</li> <li>• New schemes will be subject to the Nexus prioritisation process to quickly and effectively match business priorities to funding opportunities.</li> <li>• Schemes will be developed and governed under the Nexus' Stage-gate control processes.</li> <li>• Internal stakeholders are identified and regular stakeholder meetings are held.</li> <li>• Regular liaison with the Transport Strategy Unit to provide project updates and ensure that schemes are developed in line with wider regional objectives.</li> <li>• Regular liaison with other external stakeholders, including DfT to ensure alignment with other projects and local objectives.</li> <li>• Match funding has been identified for live bidding opportunities.</li> <li>• Continuous horizon scanning for new funding opportunities</li> </ul>		

Next Steps/Milestones	Owner	Due date
Develop full business cases for Transforming Cities Fund Scheme, in line with scheme development	Head of Corporate Planning	Mar 22
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 2 (Nov 2021) Call 3&4 (2022)
Develop strategic outline business cases for schemes for the Levelling Up Fund, IntraCity Transport Fund and Cycling and Walking fund	Head of Corporate Planning	2021-2022

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

<ul style="list-style-type: none"> <li>Regular review of plans identified in independent security review</li> </ul>		
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	January 21

CP Theme: <b>Grow our patronage and improve our customer experience</b>		
CP Workstream: <b>Customer Services</b>		
Risk Area: <b>Patronage Recovery</b> Risk Owner: <b>Chief Operating Officer</b> Risk Actionee: <b>Head of Corporate Planning, Head of Finance, Customer Services Director, Head of Commercial, Head of Marketing, Communications and Information</b>	<b>RAG Status (Red)</b>	<b>Direction of Travel</b>
	12 (3x4)	↔ (stable)
	<b>Target RAG Status</b>	
	4(2x2)	
<b>Risk: Failure to recover public transport patronage following the covid-19 pandemic</b>		
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. Any additional restrictions on movement being introduced later in the year could further reduce public confidence in the Public Transport network. 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.		
<b>Controls:</b> A comprehensive recovery plan has been developed outlining plans to rebuild patronage following the lifting of COVID-19 restrictions <ul style="list-style-type: none"> <li>On-going programme of marketing and communications aimed at reassurance and encouraging customers back to Metro.</li> <li>Ongoing, high visibility of staff around network including enhanced cleaning regimes and the enforcement of COVID travel rules.</li> <li>Regular reviews of progress with DFT/HMT.</li> <li>Regular review of actions identified in recovery plans</li> <li>Marketing activity to reassure customers around the safety of public transport</li> <li>'Take the Kids for Free' offer introduced to attract new customers</li> <li>Horizon scanning and bidding for funding to assist with recovery</li> <li>Introduction of 19 -21 Pop PAYG ticket.</li> </ul>		
<b>Next Steps/Milestones</b>	<b>Owner</b>	<b>Due date</b>
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 agreed in recovery plan	Various	Various
Implement actions identified in the Nexus Corporate 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
Complete any reviews of service provision stipulated as a condition of recovery funding	Head of Corporate Planning	Autumn 21



CP Theme: <b>Grow Patronage and Improve our customer experience</b>		
CP Workstream: <b>Invest in our infrastructure</b>		
Risk Area: <b>North Shields Ferry Landing</b> Risk Owner: <b>Major Projects Director</b> Risk Actionee: <b>Head of Renewals</b>	<b>RAG Status (Red)</b>	<b>Direction of Travel</b>
	12(4x3)	<b>↔</b> (stable)
	<b>Target RAG Status</b>	
	9(3x3)	
<b>Risk: Project currently un-funded due to withdrawal of previous secured LEP grant funding as conditions didn't align with project delivery timescales</b>		
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.		
<b>Controls:</b> <ul style="list-style-type: none"> <li>• Establish an internal project team-level Steering Group/working group</li> <li>• Regular updates to the Major Projects Directorate Steering Group</li> <li>• Periodic progress reporting to Nexus' Senior Leadership Team and JTC</li> <li>• Continued advance planning and collation of information in identified risk areas to mitigate future deliver risks.</li> <li>• Apply effective and proven project management controls, risk management planning and governance processes with appropriately skilled resources employed in these areas.</li> <li>• Active stakeholder engagement to obtain involvement and co-operation of third/interested parties</li> <li>• Regular assessment of programme delivery against grant funding conditions and meeting with funding bodies to provide up to date progress.</li> <li>• Hold funding strategy workshops facilitated by North Tyneside Council and progress agreed actions as a priority.</li> <li>• 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.</li> <li>• Horizon scanning and bidding for funding to continue to develop the project.</li> <li>• Progression of development project tasks to ensure the project is "shovel ready" in the event of funding being secured. For example, form A design,</li> </ul>		

<p>navigational assessments, operational assessments, preparation of planning application, and ground investigations works.</p> <ul style="list-style-type: none"> <li>Establish natural break-point should no further funding be secured (December 2021, milestone for release of ITT for Design &amp; Build Contract for main works)</li> </ul>		
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
Release of ITT for Design & Build Contract for main works	Head of Renewals	Dec 21
Contract Award	Head of Renewals	Apr 22
Work Starts	Head of Renewals	Summer 22
Work completed	Head of Renewals	Feb 23

<b>CP Theme: Grow Patronage and Improve our customer experience</b> <b>CP Workstream: Invest in our infrastructure</b>		
<b>Risk Area: Metro Flow</b> <b>Risk Owner: Major Projects Director</b> <b>Risk Actionee: Head of Metro Flow</b>	<b>RAG Status (Amber)</b>	<b>Direction of Travel</b>
	9(3x3)	↔ (stable)
	<b>Target RAG Status</b>	
	9(3x3)	
<b>Risk: The benefits of Metro Flow are not delivered, are compromised, limited or delayed.</b>		
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		
<b>Controls:</b> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Continued advance planning and collation of information in identified risk areas will mitigate future deliver risks.</li> <li>• Apply effective and proven project management controls including CSM, risk management planning and governance processes with appropriately skilled resources employed in these areas.</li> <li>• 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.</li> <li>• Active stakeholder engagement to obtain involvement and co-operation of third/interested parties.</li> </ul>		

Next Steps/Milestones	Owner	Due date
Industry Consultations (Network Change etc.)	Head of Metro Flow	Dec 21
Infrastructure <ul style="list-style-type: none"> <li>○ Form B Submission</li> <li>○ Blockade Commencing</li> <li>○ Delivery</li> </ul>	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	2	4	8	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:**

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

Assess the likelihood of the risk occurring:

**Likelihood:**

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

Assess the impact should the risk occur e.g.

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

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

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**Date:** 4 November 2021  
**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 an update on traffic levels at the Tyne Tunnels, showing that traffic had been gradually increasing from lockdown levels earlier in the year and was back to normal levels in September 2021, but has been affected in October by fuel prices. 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 levels.

The report includes an update on the progress of the Tyne Pass barrierless scheme, agreed by this Committee in September 2020, towards a Go-Live date confirmed as 8<sup>th</sup> November 2021. A key focus of current activity is the Marketing Plan for Tyne Pass, which contains some strong messaging to local people and businesses via a range of methods and a priority objective of driving up pre-paid account numbers.

The report provides information on the improvements to the Tyne Pass customer service and appeals processes following feedback from users.

The report details the Carbon Neutral status achieved by TT2 Ltd as operator of the Tyne Tunnels.

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, with cyclist use in particular increasing in popularity over the last 18 months.

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.

An alternative lift specialist was appointed to complete the works required on the inclined lifts in order to bring them into operation. Work began in July 2021 and the 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 there is a lead time of 14 weeks for the provision of the parts, therefore it is planned that bringing the lifts into full operation will be in early 2022 when they will be opened to the public for use by cyclists and pedestrians.

## **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.

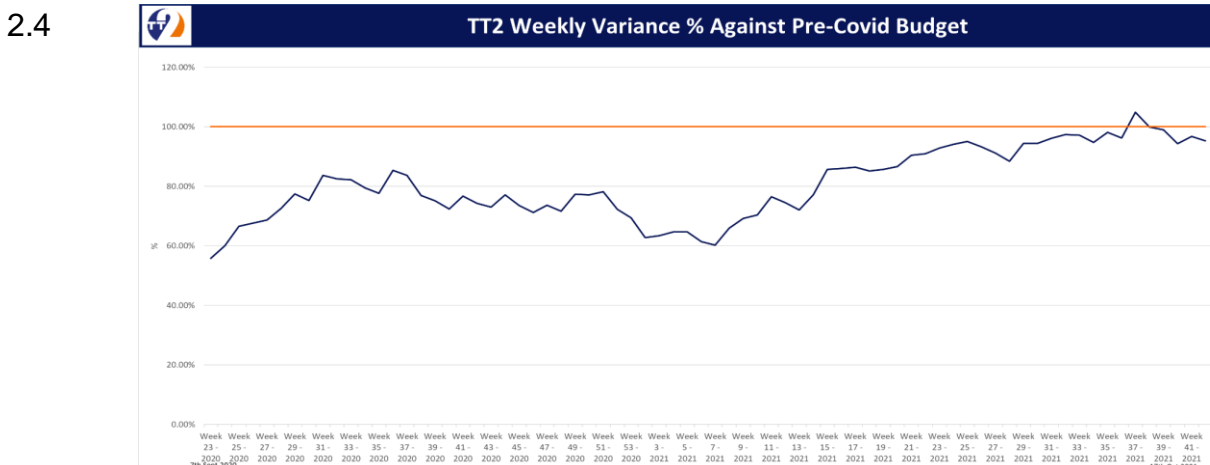
## 1. Background Information

- 1.1 The Tyne Tunnels are jointly owned by the North East Combined Authority (NECA) and the North of Tyne Combined Authority (NTCA). They comprise two vehicle tunnels (one northbound and one southbound) and the pedestrian and cyclist tunnels. 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.
- 1.2 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 NECA (as accountable body for the Joint Transport Committee (JTC)).

## 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 levels.
- 2.2 During July and August 2021 traffic had been gradually increasing and just tipped above expected levels in September due to Great North Run traffic, however during October, traffic levels have dropped down again slightly to 95%. This seems to have been a direct result of the fuel shortage and increase in fuel prices which has resulted in reduced journey numbers.
- 2.3 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 September 2020 through to October 2021.



## **Tyne Pass Barrierless Scheme**

- 2.5 Work has been progressing on the implementation of the new Tyne Pass Scheme for open road tolling, which is due to go live on 8<sup>th</sup> November 2021. The barrierless scheme will modernise the payment system at the Tyne Tunnels and provide other benefits for the area, including significantly reduced carbon emissions. It was approved by this committee in September 2020. The scheme is being 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.
- 2.6 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 current outdated system requires 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 proposed scheme to be implemented has taken learning from other barrierless systems in operation across the UK and Ireland.
- 2.7 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 operational savings and enforcement income, lie with TT2.
- 2.8 The scheme is intended to provide the following benefits:
- Modernisation of the toll payment system;
  - Reduced journey times;
  - Reduced carbon emissions;
  - Creation of 80 new local jobs.

## **Tyne Pass Scheme Progress**

- 2.9 TT2 staff and contractors are preparing for Go-Live on 8<sup>th</sup> November. The civils contractor is in place and works for removal of the barriers will take place gradually over several months following go-live.
- 2.10 On the Go-Live date traffic will pass through the plazas in two open lanes without stopping or needing to re-merge as is the case with the current 8-10 lane plazas. This means that the system provides a smooth barrierless journey of 'open-road tolling' immediately. The civils contractors will then go on to remove the barriers from all the other lanes over the following weeks whilst the traffic continues to travel safely through the two lanes, before finally a smooth dual carriageway is implemented.
- 2.11 The new sophisticated ANPR cameras required for this system are already in place and have been undergoing extensive testing. 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. Drivers who fail to pay the toll by midnight the day after their journey will face enforcement as their address can be traced from the vehicle registration linked to DVLA records. Details of the enforcement process have been explained to members in previous reports.

- 2.12 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 currently use coins to pay. This means that some strong messaging to local people and businesses is vital. With this in mind the Marketing Plan for Tyne Pass is now well underway.
- 2.13 Details of the Tyne Pass Marketing carried out by TT2 are attached in Appendix 1 which shows the reach of the TV advert, the social media posts and the newspaper adverts, as well as stories placed in the print media.
- 2.14 Transport North East officers have also supported this 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.

### **TT2 Customer Service and appeals**

- 2.15 Overall the interim systems which have been in place in the lead up to Tyne Pass (Pay Later and Pre-paid premium lanes) have been popular with users based on the number of drivers choosing to use the new ways to pay. However they have also generated some negative feedback which has largely been expressed via social media posts but also in some local press coverage.
- 2.16 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.
- 2.17 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 has taken on board in the development of the full system.
- 2.18 TT2 has taken measures to address customer concerns in the following ways over the last few months and going forward into the new systems:
- Improving the level of customer service by recruiting and training additional staff
  - Reducing call waiting times for the Customer Service phone line
  - Reducing appeal response times
  - Removing the use of the Pay Later ticket with date/time shown for payment
  - Clearer messaging on payment deadline as shown below (see Fig 2.18)

- Allowing customers who still want to use cash to continue cash payment via Paypoint
- Providing facilities for Blue Badge holders to register their vehicle online or via a postal application
- Providing staff at the roadside to offer a transitional system for Blue Badge holders from 8<sup>th</sup> November, so that they can still show their Blue Badge in an inspection lane for a temporary period to get familiarised with the new system

**Fig 2.18**

Clearer messaging was requested on payment deadline – signage for Go-Live

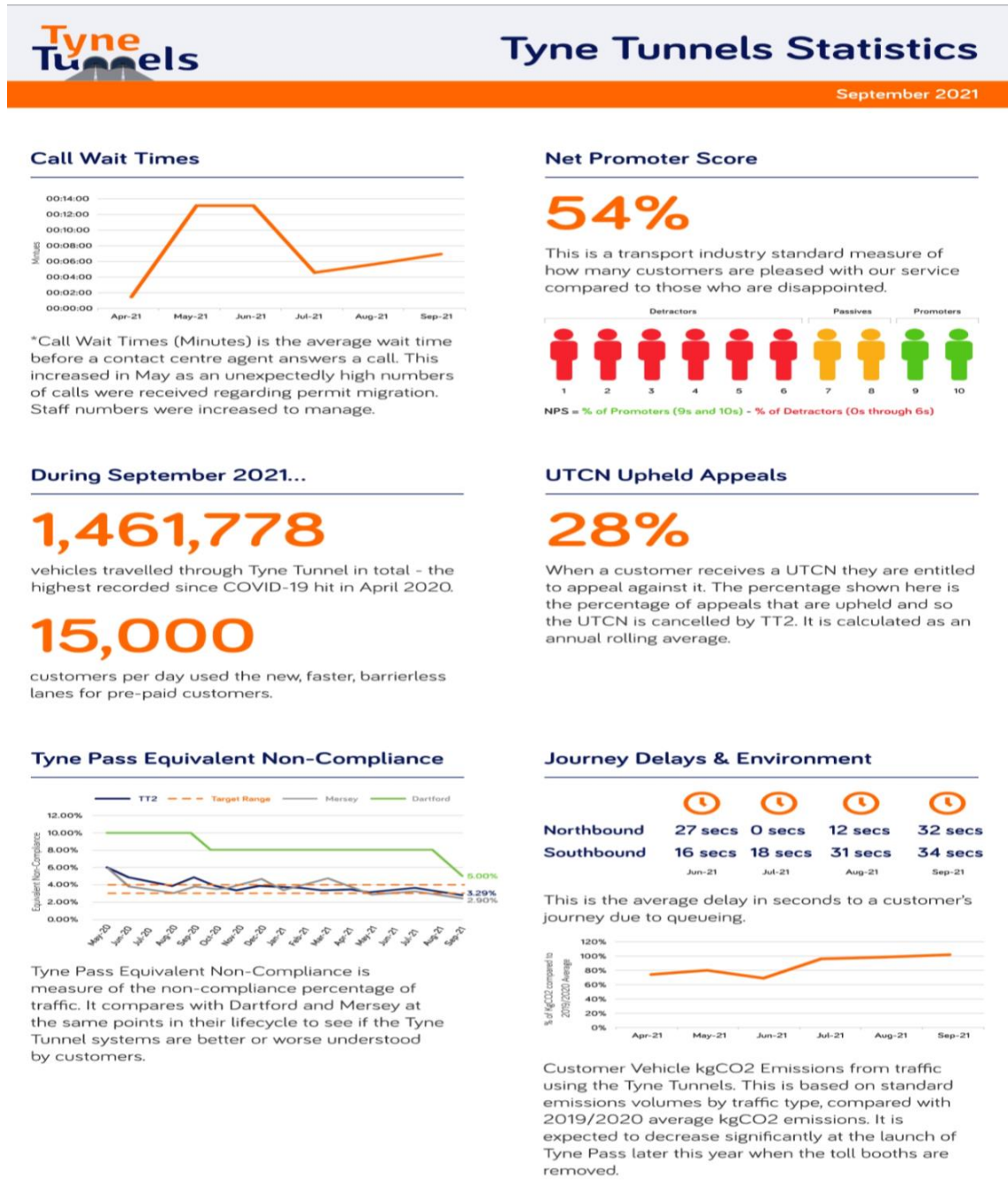


- 2.19 In addition, Transport North East officers have been working with TT2 on the issues raised by users in terms of the independence of the appeal process. Whilst the appeals process and rules for allowing appeals have been agreed with Transport North East and mirror other similar toll operators processes, users have asked for further assurance by the involvement of a third party, to provide a further level of independent oversight to the appeals process.
- 2.20 Following this feedback Transport North East have examined various options and have agreed with TT2 to involve two independent bodies in the processes. These are:
- Quality assurance specialists to act as ‘Independent auditor’
  - Transport user watchdog ‘Transport Focus’
- 2.21 A quality assurance specialist firm has been appointed to act as an independent auditor to carry out regular audits on TT2’s handling of appeals to monitor compliance with the agreed rules and to provide reports to Transport North East. This will give assurance on the fairness and consistency of the appeals process. The audit process is planned to start in December 2021.
- 2.22 Discussions are at an advanced stage with Transport Focus, the DfT-funded watchdog, to provide oversight and feedback on TT2’s activities. The exact terms of the potential involvement are being finalised, but it is intended that they will provide expert feedback on particular issues raised by customers, identify ways to strengthen complaints handling processes and independently benchmark TT2’s activities against its peers. Transport North East welcomes the prospective involvement of this recognised body who have a wealth of experience in dealing with transport user complaints and appeals.

## Statistics dashboard

2.23 Users have also 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. Once the Tyne Pass system is operational this dashboard will be expanded to include more monthly data on UTCNs and appeals which will be published on this page to ensure openness and transparency. [Statistics – Tyne Tunnel 2 \(tt2.co.uk\)](https://tt2.co.uk)

2.24



### Promoting Pre-Paid accounts

2.25 It is considered a high priority that as many drivers as possible who use the tunnels, register for a pre-paid account. This provides numerous benefits and moves drivers away from cash payments.

2.26 The main benefit is that a pre-paid account in credit means the toll is deducted automatically and the driver does not have to remember to make a payment online by the deadline after their journey. The other important benefit is financial as a pre-paid account holder receives a 10% discount on every journey.

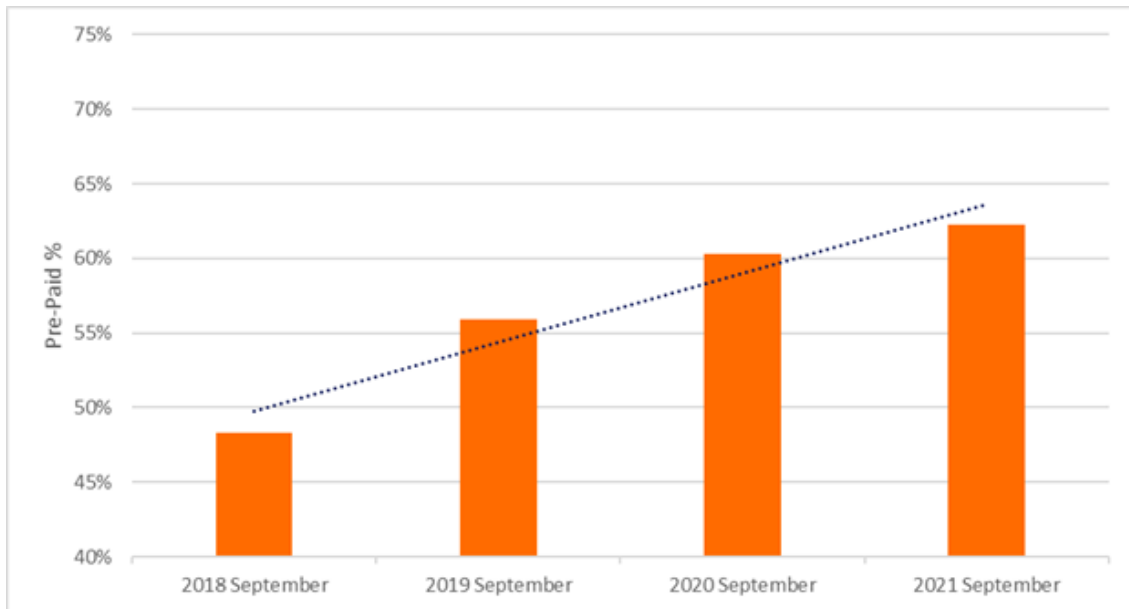
	<b>Toll charge</b>	<b>Pre-Paid account</b>
Cars (Class 2)	<b>£1.90</b>	<b>£1.71</b>
Lorries/vans (Class 3)	<b>£3.70</b>	<b>£3.33</b>

2.27 This is a significant saving for regular users. A pre-paid account can be set up in minutes via the TT2 app or via the TT2 website or with assistance from the customer service team for those with limited digital skills and one account can be used for several vehicles. There is now also an Auto-Top up facility so drivers who register for this do not need to remember to top-up their account, as it will automatically top up by £10 when the balance is low.

2.28 Following successful promotion of pre-paid accounts over the last few years and the recent marketing activity (see Appendix 1), pre-paid accounts are rising significantly. In the last 4 weeks 8,755 accounts have been opened compared with 2,938 in the same four weeks last year.

2.29 The chart below shows the increase in take-up of pre-paid accounts over the last 4 years. It measures the percentage of all Tyne Tunnels journeys which are made by pre-paid account holders during the month of September over 4 years.





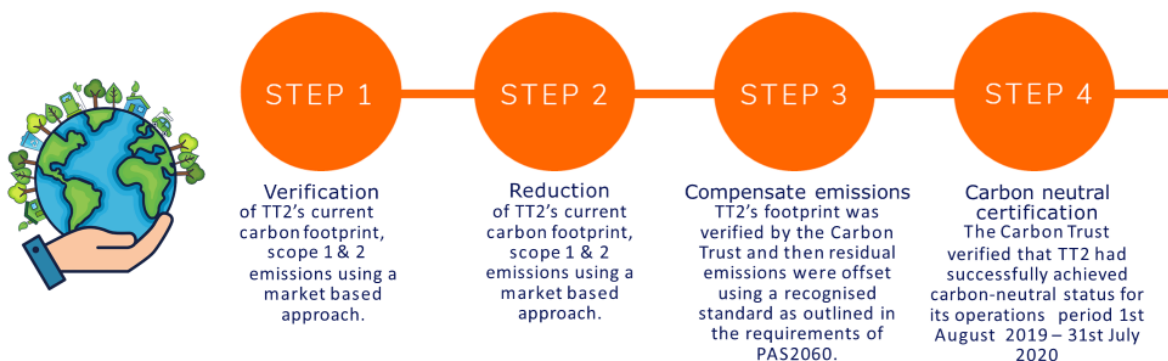
### Carbon Neutral Status for TT2

2.30 TT2 has been working towards Carbon Neutral status for several years. The objective was to achieve PAS 2060. This is the internationally recognised specification for the demonstration of carbon neutrality. They did this with the support of a recognised third-party expert, the Carbon Trust.

2.31

## The Pathway to Carbon Neutral





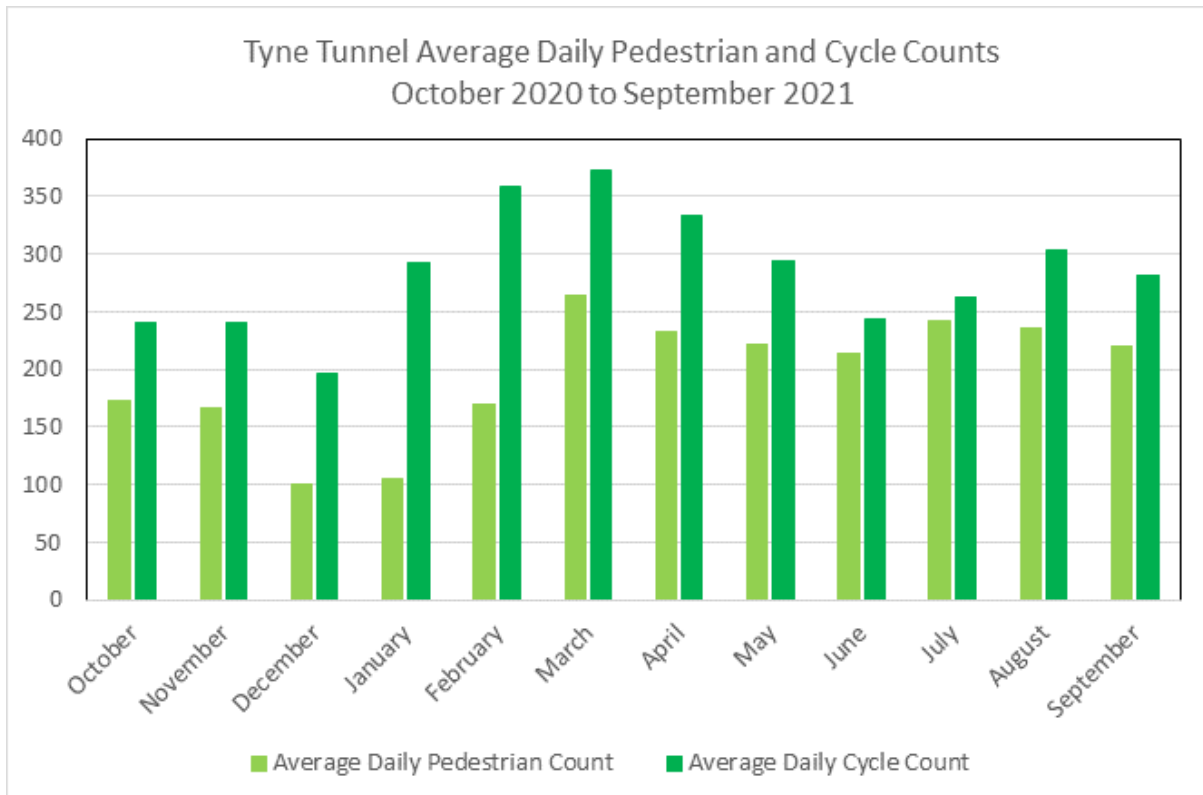
### Energy Reduction Plan 2020-2021

- A working group to look at energy use across the site. This group included the CEO to demonstrate commitment from the top of the organisation.
- Monthly meeting of the working group to ensure traction.
- Monitor energy use across all our assets to identify big ticket items. This included fitting energy monitoring software down to circuit level on main office block.
- Big ticket items and assets were identified and a reduction plan put in place, measures included.
- Optimization of the tunnel extraction fans to ensure efficiency and retain operational capacity.
- LED lighting installed in both tunnels.
- Refurbishment of the main office to include more efficient air conditioning systems and LED lighting.
- Campaign aimed at all employees to encourage energy saving across the business.

- 2.32 Transport North East welcomes TT2's efforts to achieve this status and to maintain it going forward. This is in line with Joint Transport Committee objectives and the environmental aims set out in the Transport Plan.
- 2.33 Furthermore the reduction in vehicle emissions (50,000 tonnes of CO2 per annum) which will be brought about by the Tyne Pass barrierless scheme signifies further efforts to combat climate change and reduce the environmental impact of the Tyne Tunnels.

### **Tyne Pedestrian and Cyclist Tunnels Update**

- 2.34 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.
- 2.35 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 has 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.
- 2.36 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.
- 2.37 Daily use of the tunnels has increased since the tunnels reopened in 2019. Cycling in particular has increased in popularity over the last 12 months.
- Daily average usage is shown below. Total usage figure (including cyclists and pedestrians) for August 2021 was 16,717 and for September 2021 was 15,067 journeys.



### **Inclined lifts refurbishment**

- 2.38 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.
- 2.39 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.
- 2.40 New contractors were appointed in spring 2021 and work began in July. The 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 lead time of 14 weeks for provision of the parts, 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 are working with TT2 on the implementation of the Tyne Pass system which is due to go-live on 8<sup>th</sup> November 2021.

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

Appendix 1 – Tyne Pass Marketing report

## **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

Mike Barker, Strategic Director, Corporate Services & Governance

Gateshead Council, [MikeBarker@Gateshead.Gov.Uk](mailto:MikeBarker@Gateshead.Gov.Uk) , Tel. No: 0191 433 2100

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

Fiona Bootle, Tyne Tunnels Manager, [Fiona.bootle@transportnortheast.gov.uk](mailto: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

# Tyne Pass Marketing Overview

## TV Advert

We created a TV advert making sure key information was included for our customers within the 30 seconds about the changes at Tyne Pass.

This benefited the business giving customers a first understanding of the changes.



1,000,000+

Views on TV

415,000+

Views on Facebook

5,500+

Facebook engagements  
(Likes, comments, shares)

## Social Media Ads



These are geo-targeted to all 7 council areas and are shown across main social media platforms and websites.

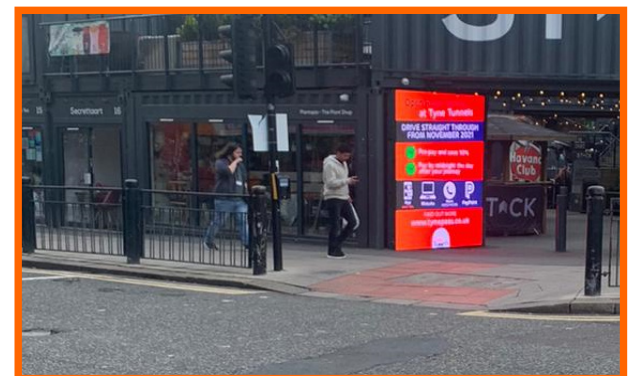
This benefited the business giving customers an understanding of how to pay at Tyne Pass.



1,700,000+

Views

## Billboards



# Tyne Pass Webpages

[www.tynepass.co.uk](http://www.tynepass.co.uk)

Our web pages are a place for customers to find all information on Tyne Pass including how it will work, how to pay, FAQs and more.

This benefited the business as all Tyne Pass social media adverts link here and customers with questions are directed here to find out more info.

**70,000+**

Visits

Each month we send a newsletter out to Pre-paid account holders. In September, a survey was included to understand customers sentiment on Tyne Pass so far.

**Over 1,400 responses were received.**

This benefited the business giving us key insights in customer's thoughts and aided in FAQ creation.

**85%**

Rate their understanding of Tyne Pass at 3/5 or above

**93%**

Of Pre-paid customers understand how they will pay at Tyne Pass

**71%**

Rate their excitement for the changes at 3/5 or above

## Tyne Pass: Your Questions Answered



Register your vehicle and continue claiming your exemption

TO LEARN MORE, GO TO:

[www.tynepass.co.uk](http://www.tynepass.co.uk)



**DRIVE STRAIGHT THROUGH FROM NOVEMBER 2021**

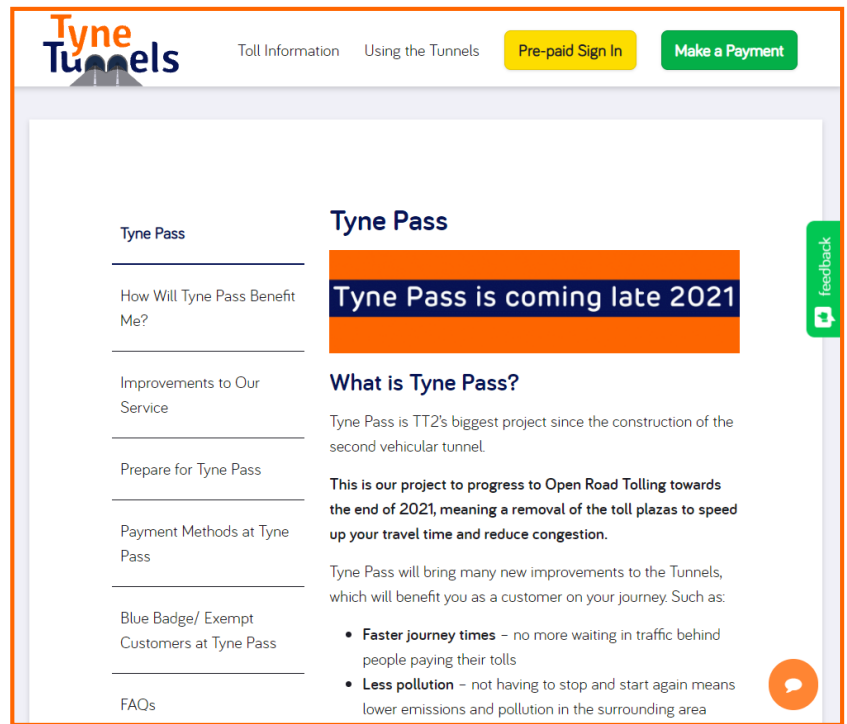


Motorbikes will continue to travel for free at Tyne Pass.

[www.tynepass.co.uk](http://www.tynepass.co.uk)



We monitor customer comments and create weekly posts answering the most commonly asked questions.



## Customer Survey



This benefits customers by aiding their understanding of frequently asked questions and reduces resource on answering a high influx of individual questions on the same topic.



# PR Response

We made social media posts about our plans to remove the ability to make cash payments at the point of crossing, gaining a lot of attention in The Chronicle, Northern Echo, ITV News and more. Reporters have reached out which we provide full statements to about our plans, payment options and benefits of the changes.



**Tyne Tunnel won't accept cash from November - here's what you need to know**  
TYNE TUNNEL | 114

This helped people across the region gain an understanding of what's happening and how their travel may change as well as having an official statement from us in news stories.

# Print & Press

We created all print newspaper insert designs including important info about Tyne Pass. These are in newspapers across the region including The Chronicle, Journal, Sunday Sun, Berwick Advertiser and Morpeth Herald. This benefited the business by helping reach customers traditionally and those without internet access.

# Household Leaflet Drop

We designed the door drop leaflets that will be distributed to households and venues across the 7 council areas.

This benefited us by making sure as many people as possible are informed about Tyne Pass and the changes all over the region and for those without internet access.

# Stakeholder Comms

We distributed comms and leaflets to business parks and businesses around the region to inform them and their staff of the changes coming at Tyne Pass. Some of those contacted included:



HM Revenue  
& Customs



National  
Trust



EldonSq.



NewcastleGateshead



16+

Business parks contacted  
across the North East

150+

Businesses contacted  
about the changes