



## Joint Transport Committee Tyne and Wear Sub-Committee

Thursday, 19th September, 2019 at 10.00 am

Meeting to be held in a Blaydon Room, Civic Centre, Gateshead

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## AGENDA

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	Page No
1. <b>Apologies for Absence</b>	
2. <b>Declarations of Interest</b>	
<p>Please remember to declare any personal interest where appropriate both verbally and by recording it on the relevant form (to be handed to the Democratic Services Officer). Please also remember to leave the meeting where any personal interest requires this.</p>	
3. <b>Minutes of previous meeting held on 4 July 2019</b>	5 - 10
4. <b>Nexus' Corporate Risks 2019/20</b>	11 - 34
5. <b>Monitoring Nexus' Performance 2019/20</b>	35 - 40
6. <b>Draft Nexus Equality and Diversity Strategy</b>	41 - 56
7. <b>Tyne Tunnels Update</b>	57 - 82
8. <b>Date and Time of Next Meeting</b>	
<p>The next meeting will take place on 21 November at 2pm at South Shields Town Hall.</p>	

**9. Exclusion of the Press and Public**

The Tyne and Wear Sub-Committee may wish to exclude the press and public from the meeting during the consideration of the following item on the grounds indicated:

Item	Paragraphs of Schedule 12A to the Local Government Act 1972	
10	3	
11	1&4	
<b>10. Confidential minutes of the previous meeting held on 4 July 2019</b>		<b>83 - 84</b>
<b>11. Metro Driver Resources</b>		<b>85 - 92</b>

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**To All Members**



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

**DRAFT MINUTES FOR APPROVAL**

4 July 2019

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

**Present:**

Councillor: G Hobson (Chair)

Councillors: C Johnson, J McElroy and A Wilson

**1. APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Joyce McCarty

**2. DECLARATIONS OF INTEREST**

No declarations of interest were received.

**3. MINUTES OF THE PREVIOUS MEETING HELD ON 4 APRIL 2019**

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

Matters Arising from the Minutes:

- (i) Further clarification was sought on driver retention and it was agreed that a report would be presented at the next meeting of the sub-committee.
- (ii) Members of the sub-committee suggested that a report be presented at a future meeting regarding commercial bus services. The sub-committee were also advised that bus operators would be invited to an informal meeting with the sub-committee in September.

- (iii) The sub-committee noted that the Chair had written to the Nexus Engineering teams to thank them for their continuing hard work on the renewal programme, and that the letter was appreciated.
- (iv) The sub-committee were informed that all members of the Joint Transport Committees and its associated statutory committees have been invited to the visit to the Metro depot on 16 July as well as members of the sub-committee.
- (v) The sub-committee were advised that 'Elmer the Patchwork Elephant's Great North Parade' trail is now in place and includes the Tyne Tunnel.
- (vi) The sub-committee were advised that new leaflets regarding the Companion Card will be circulated.
- (vii) Cllr Wilson asked for an update on driver resource issues and was informed that some short-term measures had been put in place to secure drivers on enhanced over time rates and longer-term Nexus were transforming how they train new drivers by at least doubling the new recruits per annum commencing in September. An updated report will be provided at the next TWSC meeting.

#### **4. MONITORING NEXUS' PERFORMANCE 2018/19**

Consideration was given to a report which outlined Nexus' performance over the last 12 months.

The sub-committee has been continually updated regarding the ongoing challenges that are being faced and the proposed actions that are in place.

Small improvements have been made in fleet performance. Metro customer satisfaction rates have declined which is reflective of the number of breakdowns that have occurred. Work is ongoing to fix the station display boards.

The financial climate continues to be tough, however frontline services have been protected from cuts so far. Work on the new interchange at South Shields is progressing and it is anticipated that it will open in August. In addition, the new learning centre will open at the end of the financial year.

Clarification was sought from Cllr Wilson regarding the asset renewal programme and was advised that subject to the delivery programme of the successful tenderer, the new trains will begin to arrive in 2021 and will be fully operational by 2023.

Cllr Wilson also noted that all of Nexus' Directors are male and asked whether the organisation will look to recruit more women in all roles of the organisation. The sub-committee were advised that a report will be presented to the next meeting regarding this issue.

**RESOLVED:** that the Tyne and Wear Sub-Committee note the report.

## 5. MONITORING NEXUS' PERFORMANCE 2019/20

Consideration was given to a report which provided a summary of Nexus' performance in delivering the key priorities of its Corporate Plan 2019/20 for the first two periods of the year.

The sub-committee were advised that future reports will also include statistics on punctuality and that the figures for the current periods are:

Period 1 80%  
Period 2 82%  
Period 3 87%

The recent overhead line outage and defective windscreens have affected peak hour services. In addition, cancelled trains are also included in the statistics. Patronage figures are also below target, but figures are still strong in peak hours.

The Metro fleet procurement has now progressed to the BAFO stage with three preferred bidders left. A report will be presented at a future meeting regarding further progress.

**RESOLVED:** that the Tyne and Wear Sub-Committee note the report.

## 6. METRO DISRUPTION – OVERHEAD LINE EQUIPMENT

The sub-committee received a presentation which outlined the recent overhead line damage at West Monkseaton and Chillingham Road on 29 April 2019.

The first incident took place between Shiremoor and West Monkseaton at 9am and the second at Chillingham Road at 12.45pm. Both incidents resulted in significant damage to train pantographs and the overhead line, over 1000m of overhead line had to be replaced.

The operational response was well-led and effective in evacuating trains, communicating with passengers and providing alternative transport.

Works to repair the overhead line and get a full service resumed were executed in a timely manner, with the benefit of having a team dedicated to overhead line renewals aptly demonstrated.

The West Monkseaton section was restored within 33 hours; Chillingham Road section was restored on Friday 2 May.

Following the investigation, four recommendations have been identified to help prevent similar incidents occurring:

- More regular overhead level wire surface checks on the wire/pantograph interface, possibly machine mounted;

- Further investigation by Nexus Engineering into the failure mechanisms;
- A weekly check on pantograph inspections;
- Work towards a proactive maintenance regime.

Cllr Johnson felt that the communications had been excellent during the incident.

Cllr Wilson asked for thanks to be passed onto the teams for the speed in which the service was restored.

Cllr McElroy asked whether any consideration has been given to using outside resources if any future incident occurred. Officers advised that this option has been considered but it is often difficult to find a resource at short notice.

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

## 7. NEXUS' CORPORATE RISK REGISTER 2019/20 – UPDATE

Consideration was given to a report providing an update on the Nexus' Corporate Risk Register 2019/20, based on the approved Corporate Plan, and demonstrates that the risks are being properly managed and controlled.

There are twelve corporate risks – eleven of the risks have remained stable with no changes reported since the previous update to the sub-committee in April 2019.

The Frontline Services and Discretionary Travel Schemes risk is worsening since the last update. Various factors have contributed to this including pay increases which were higher than budget, and the costs associated with the Transforming Cities Bids.

Cllr McElroy commented that the report provided a good overview of all of the risks, although there were some worrying areas. He suggested it would be beneficial to have an overview of the whole public transport system including concessionary and statutory services. Cllr Wilson agreed.

The sub-committee were advised that a report would be prepared for a future meeting regarding bus services.

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

## 8. SPENDING REVIEW 2019 METRO SUBMISSION

Consideration was given to the report which provided an overview of the submission for the continuation of revenue and capital grant funding for the operation of the Tyne and Wear Metro and investment in the network structure.

The current ten-year funding agreement is ending in March 2020. The submission asks for a commitment from the Department for Transport to work towards future multi-year funding agreements to provide certainty for the future., maintaining services within the current timetable.

The outcome of the submission is currently expected in late November/early December.

Cllr Hobson commented that the Government was putting the service in an alarming situation and suggested that the Northern Group of MPs lobby Ministers for assurance about the funding for the Metro in the future.

Cllr McElroy agreed, and commented it was important to raise these issues with the new Prime Minister and other Government Ministers as soon as possible.

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

- (i) Noted the report;
- (ii) Agreed to ask the Northern Group of Labour MPs to lobby Ministers about the funding agreement.

## **9. ANTI-SOCIAL BEHAVIOUR AND CRIME MANAGEMENT**

Consideration was given to the report which set out actions being taken by Nexus, in partnership with the Police and other agencies focusing on the security of passengers.

The number of incidents report to the Police is 10% lower than in the previous year. This is due to an increase of staff and dedicated Police units patrolling the Metro system, as well as the introduction of body cameras for staff. In addition, there are also extra staff monitoring CCTV, passenger help points and social media to respond to calls for assistance.

Cllr McElroy thanked officers for the ongoing work. He suggested that the issue of anti-social behaviour should be raised as a priority with the new Northumbria Police and Crime Commissioner once they are elected.

Cllr Wilson thanked the team for the response following the recent concert at the Stadium of Light.

## **10. TYNE TUNNELS UPDATE**

Consideration was given to the report which provided an update on the operation of the New Tyne Crossing and the Tyne Pedestrian and Cycle Tunnels improvement works.

The construction works at the Silverlink junction being carried out by Highways England are now substantially complete, with the A19 link below the Coast Road now open.

The refurbishment works on the Tyne Pedestrian and Cycle Tunnels are now substantially complete. A number of issues have been identified during the commissioning and certification processes which need to be resolved before the

Tunnels can be re-opened to the public. It is anticipated that the issues will be resolved in the coming weeks which will allow a phased reopening this summer.

A report outlining the costs will be presented to the next Sub-Committee meeting in September.

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

#### **11. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED** that under section 100A and Schedule 12A Local Government Act 1972 the press and public be excluded because except information is likely to be disclosed and the public interest test against disclosure is satisfied.

#### **12. DATE AND TIME OF THE NEXT MEETING**

The next meeting will take place on Thursday 12 September 2019, time and venue to be confirmed.



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

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**Date:** 19 September 2019  
**Subject:** Nexus’ Corporate Risk Register 2019/20: Update  
**Report of:** Managing Director, Transport North East

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**Summary**

The report provides an update on Nexus’ Corporate Risk Register for 2019/20, based on the approved Corporate Plan, and demonstrates that these risks are being properly managed and controlled.

Nexus has twelve corporate risks which were previously reported to and noted by the Sub-Committee at its meetings in April and July 2019.

The appendices to the report provide details on each of the twelve risk areas with links to the themes in the Nexus Corporate Plan for 2019/20. The appendices provide details on the current Red/Amber/Green (RAG) status and the direction of travel where applicable. A detailed explanation of the nature of each risk, together with controls and milestones, is set out in Appendix 2 to the report.

Ten of the corporate risks have remained stable with no changes reported since the previous update to the Sub-Committee in July 2019. The exceptions are the risks entitled:

- **Long term funding for Metro** – where the RAG score has increased from 9 to 12 because of the uncertainty surrounding DfT’s response to Nexus’ SR19 submission; and
- **Efficiency of delivery** – where the RAG score has increased from 6 to 9 because of the increase in Nexus’ in-year budget deficit.

**Recommendations**

The North East Joint Transport Committee’s Tyne and Wear Sub-Committee is recommended to receive and note this update on Nexus’ Corporate Risk Register for 2019/20.

## 1. Background Information

- 1.1 Nexus defines its corporate risks as those matters which, if the risk occurred, could have adverse consequences for the achievement of its Corporate Plan (the Plan). The Plan for 2019/20 was reported to and noted by the Sub-Committee at its meeting on April 2019 following which the resulting Corporate Risk Register (CRR) was received and noted at the Sub-Committee's meeting in July 2019. The Sub-Committee receives an update on Nexus' CRR at each subsequent meeting.

## 2. Proposals

- 2.1 The Register for 2019/20 has twelve Corporate Risks:

### **Register Description prepared for the TWSC meeting on 19 September 2019**

The Register for 2019/20 deals with twelve Corporate Risks:

- i. In running any operational railway there is an inherent risk that a catastrophic safety or security related event may occur,
- ii. That the ageing fleet, or an unexpected and prolonged reduction in infrastructure asset condition could result in a decline in performance.
- iii. Any reduction in Metro external funding will lead to a diminution in service and failing infrastructure
- iv. That, in protecting frontline services and discretionary travel schemes in 2019/20, Nexus commits more than the approved £0.700m use of reserves as approved by the Joint Transport Committee
- v. The possibility of costs escalating, the potential for delays, the opportunity for challenge, and the prospect of protracted negotiations to obtain technical approvals could combine to adversely impact on affordability and deliverability of a new fleet of trains and the design and build of a new depot for the Tyne and Wear Metro. In this respect continuing uncertainty about Brexit outcomes poses a significant threat.
- vi. That the planned outcomes from the Asset Renewal Programme, and other significant capital projects, are compromised,
- vii. That the Learning Centre is not delivered to time/budget/quality requirements, potentially compromising grant funding arrangements, and once opened, there is a potential for failure to make best use of the facility,
- viii. Failure to adequately secure and protect Nexus' ICT infrastructure 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,
- ix. That the public transport services we provide or procure lose market share in a competitive environment,
- x. That bids to secure improvements to the local public transport network through the DfT's Transforming Cities Fund (TCF) and other identified funding opportunities are not successful,
- xi. Expansion of the Metro and local rail services does not progress,
- xii. That the North East's aspirations for heavy rail initiatives are not sufficiently developed in time to take the opportunity for implementation as

and when it arises.

2.2 The table at Appendix 1 (attached) identifies each of the twelve risk areas involved in turn, links to the themes in the Plan for 2019/20, the current RAG status and the direction of travel where applicable (comparing the current RAG status with that previous reported). A detailed explanation of the nature of each risk, together with controls and milestones, is set out in Appendix 2 to the report. Appendix 3 shows the risk scoring matrix that has been applied.

### **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 and to meetings of Nexus' Audit 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 NECA regarding the management of Nexus' CRR.

### **8. Legal Implications**

8.1 There are no specific legal implications for the NECA 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 2019/20 which was previously reported

to and noted by the Sub-Committee at its meeting on 29 January 2019.

**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 provides a summary table listing Nexus' twelve corporate risks.

14.2 Appendix 2 details each of Nexus' twelve corporate risks.

14.3 Appendix 3 shows the risk matrix applied.

**15. Background Papers**

15.1 Nexus' Corporate Plan 2019/20 as submitted to and noted by the Sub-Committee at its meeting on 14 July 2019.

**16. Contact Officers**

16.1 Tobyn Hughes,  
Managing Director, Transport North East  
Tobyn.hughes@nexus.org.uk  
0191 2033246

**17. Sign off ✓**

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

**18. Glossary**

**Abbreviations:**

**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.

**Risk Actionee(s)** – 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 – Status Table as at 19<sup>th</sup> September 2019**

<b>Risk area</b> Corporate Plan Theme	<b>RAG Status</b>	<b>Direction of Travel</b>
<b>Catastrophic safety or security event on Metro</b> Deliver public transport today	<b>Amber</b>	↔ (stable)
<b>Metro performance</b> Deliver public transport today	<b>Amber</b>	↔ (stable)
<b>Long term funding for Metro</b> Prepare for the future	<b>Red</b>	↓ (worsening)
<b>Frontline services &amp; discretionary travel schemes</b> Deliver public transport today	<b>Green</b>	↔ (stable)
<b>Contracts for the new fleet, related maintenance and depot requirements</b> Prepare for the future	<b>Amber</b>	↔ (stable)
<b>Efficiency of delivery</b> Focus of organisational effectiveness	<b>Amber</b>	↓ (worsening)
<b>Nexus' Learning Centre</b> Focus of organisational effectiveness	<b>Amber</b>	↔ (stable)
<b>Cybersecurity</b> Focus of organisational effectiveness	<b>Amber</b>	↔ (stable)
<b>Customer facing technology</b> Deliver public transport today	<b>Green</b>	↔ (stable)
<b>Plan to improve the public transport network</b> Prepare for the future	<b>Green</b>	↔ (stable)
<b>Plan to expand Metro and local rail services</b> Prepare for the future	<b>Amber</b>	↔ (stable)
<b>Aspirations for heavy rail initiatives</b> Prepare for the future	<b>Green</b>	↔ (stable)

Risk Area: <b>Catastrophic safety or security related event</b>	RAG Status (Amber)	Direction of Travel
Risk Owners: <b>Acting Director of Rail &amp; Infrastructure and the Metro Services Director</b> Risk Actionees: <b>Head of Health, Safety, Quality &amp; Environment, Metro Security Manager</b>	8(2x4)	 (stable)
<b>Risk: In running any operational railway there is an inherent risk that a catastrophic safety or security related event may occur.</b>		
Impact/Consequence(s): The impact/consequences should a catastrophic safety or security related event occur on Metro could potentially be very significant, including the possibility for multiple loss of life, lengthy loss of service, protracted legal issues to resolve, fines to pay, impact on insurance, other cost increases and likely loss of business.		
Control(s): <ul style="list-style-type: none"> <li>• A safety management system which is independently accredited by the Office of Rail and Road - a legal requirement to operate a railway.</li> <li>• Robust arrangements for the selection and management of contractors working on Metro infrastructure.</li> <li>• Maintaining a comprehensive suite of engineering standards in all relevant railway safety disciplines based on industry best practice</li> <li>• Identification of the top 3 potentially catastrophic safety events we aim to avoid and strive to control: collision, derailment, and fire.</li> <li>• Continuously monitoring &amp; controlling the precursors of these events with 4-weekly safety reporting to Nexus' Senior Leadership Team.</li> <li>• Undertaking in-house safety assurance activity as part of everyday safety management practice.</li> <li>• Participating in joint emergency preparedness exercises with the blue-light services and other interested parties.</li> <li>• Application of DfT's best practice guidance for security arrangements on light rail systems.</li> <li>• Receiving regular updates on the current threat from international terrorism.</li> <li>• Continuing to engender an organisational safety and security culture.</li> </ul>		
Next Steps/Key Milestones: <ul style="list-style-type: none"> <li>• Providing individual security plans for each Metro station: Individual station security plans have now been completed for all 60 stations in accordance with the Department for Transport requirements.</li> <li>• Securing DfT approval to an overall security plan for the Metro: Security plan is drafted and undergoing checking by Head of Customer Service – Metro Operations prior to submission to DfT Land Transport Security Team.</li> <li>• Developing an organisational security manual. This has been drafted. Finalisation of the report is dependent on DfT confirmation of certain security requirements – this is expected by the end of September 2019.</li> <li>• Engagement has been maintained throughout with the DfT to ensure these plans are</li> </ul>		

fully aligned with the new section 7 of the Light Rail Security Recommended Best Practice (expected to be released in December 2019).

CP Theme: <b>Deliver public transport today</b>		
CP Key Priority: <b>Improve our customers' journey experience on Metro</b>		
Risk Area: <b>Metro performance</b> Risk Owners: <b>Acting Director of Rail and Infrastructure &amp; Metro Services Director</b>	RAG Status (Amber)	Direction of Travel
	8(2x4)	↔ (stable)
<b>Risk: That the ageing fleet, or an unexpected and prolonged reduction in infrastructure asset condition, could result in a decline in performance.</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>• Metro Services embedded into Nexus' Group performance reporting arrangements.</li> <li>• Close monitoring of key business results.</li> <li>• Ensuring appropriate levels of communication and support between Nexus Rail and Metro services.</li> <li>• Applying a set of established quality assurance arrangements.</li> <li>• Implementing better performance management processes.</li> <li>• Investment of £1.3m in the current fleet of Metrocars.</li> <li>• Delivery of the Metro Asset Renewals Programme.</li> <li>• Development of a performance awareness and improvement workstream to heighten awareness across the organisation and promote improvement.</li> <li>• Reorganisation of the Metro Control Room.</li> <li>• Working closer with the new Network Rail North Eastern structure to address performance issues from Pelaw to South Hylton.</li> </ul>		
Key Milestones/Next Steps: <ul style="list-style-type: none"> <li>• Quarterly review of Asset Condition Reliability Improvement Plans where Nexus Rail's Principal Engineers and Maintenance Managers jointly review the performance of Metro assets.</li> <li>• 4-weekly meetings of Metro Services' Performance Leadership Group to review aspects critical to improving service delivery.</li> <li>• Periodic review by Metro Services of progress against its Performance Plans.</li> <li>• Implement actions to improve awareness of performance matters with immediate effect.</li> <li>• Reviewing the Critical Assets/Single Point of Failure Register.</li> <li>• Implement a more resilient timetable in October 2019. This will improve speed of recovery in the event of incidents.</li> <li>• Optimisation of Multifunctional Relay Settings (commissioning completed in July 2019 giving improved resilience in fault conditions).</li> </ul>		

- Upgrades to the RTMS system (further release completed on 21 July)  
Introduction of mitigation plans for Metro driver resource availability.

CP Theme: <b>Prepare for the future</b>		
Risk Area: <b>Long term funding for Metro</b> Risk Owner: <b>Director of Finance and Resources</b>	RAG Status (Amber)	Direction of Travel
	12 (3x4)	↓ (worsening)
<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>		
Impact/Consequence(s): Any reduction in Metro external funding will lead to a diminution in service and failing infrastructure.		
Control(s): <ul style="list-style-type: none"> <li>• Effective liaison with DfT including 4-weekly progress reporting on the current Asset Renewal Plan 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>• DfT/Nexus Programme Board met in November 2017 to consider future grant funding for both essential renewals and operational subsidy.</li> <li>• Development of a business case for extensions has commenced, following confirmation of funding for the new fleet.</li> <li>• On 15th October 2018 the Chair of the Joint Transport Committee's Tyne and Wear Sub Committee (TWSC) wrote to the Secretary of State for Transport seeking an early decision in regards future funding: the response, dated 18th November, indicated that the mechanism for agreeing funding is the forthcoming cross-government Spending Review 2019, and the Secretary of State was confident of being able to present a strong case for ongoing revenue and capital support as part of the Transport Department's submission.</li> </ul>		
Key Milestones/Next Steps: <ul style="list-style-type: none"> <li>• Spending Review 2019 - bid submitted on 29<sup>th</sup> March 2019 but no agreement from DfT forthcoming as yet.</li> <li>• DfT Rail Investment Board met on 13<sup>th</sup> August with follow up discussions on the merits of 5 and 10 year funding agreements to be arranged – timescales to be confirmed.</li> </ul>		

CP Theme: **Deliver public transport today**

CP Key Priority: **Protect levy funded frontline services**

Risk Area: **Frontline services and discretionary travel schemes**

RAG Status  
(Green)

Direction of  
Travel

Risk Owner: **Director of Finance and Resources**

6 (2x3)



Risk Actionee: **Head of Finance**

(Stable)

**Risk: That in protecting front-line services and discretionary travel schemes in 2019/20, Nexus commits more than the £0.700m of reserves as approved by the North East Joint Transport Committee (JTC).**

Impact/Consequence(s):

Due to unforeseen budget pressures that could arise, Nexus may need to consider implementing some reductions in frontline services and/or curtailment of discretionary travel schemes during 2019/20 to deliver a balanced budget.

Control(s):

- Discussions with Chief Executives and Treasurers in August 2018 in order to obtain strategic financial guidance for 2019/20.
- The JTC's approval of the 2019/20 transport levy/budget in January 2019.
- The JTC Tyne and Wear Sub-Committee's approval of Nexus' Corporate Plan for 2019/20 in January 2019.
- The achievement of a range of efficiency savings in 2018/19 has placed Nexus in a good position for 2019/20.
- At the time of setting the 2019/20 budget, Nexus would have been able to set a balanced budget without any call on reserves, save for the £0.700m cut to its grant from the JTC, which will be funded from revenue reserves.
- In February 2019, Nexus responded to the Ministry of Housing, Communities & Local Government's consultation on needs and resources highlighting the quite serious deficiencies in both the quantum and distribution of funding that government makes available for the English National Concessionary Travel Scheme that applies to local bus services.

Next Steps/Key Milestones:

- 4-weekly periodic financial monitoring by Nexus' Senior Leadership Team.
- Nexus' input to the quarterly monitoring of the Revenue Budget and Capital Programme expenditure reports submitted to the JTC.
- Briefings of the TWSC and JTC planned for August and September 2019.
- Budget and service planning preparations underway within Nexus.

CP Theme: **Prepare for the Future**

CP Key Priority: **Award contracts to design, build and maintain a new fleet of trains for the Tyne and Wear Metro and to design and build a new depot.**

Risk Area: <b>Procurement of the new design, build, maintain and provide contract for the fleet/depot.</b>	RAG Status (Amber)	Direction of Travel
Risk Owner: <b>Director of Finance and Resources</b> Risk Actionee: <b>Metro Development Director</b>	9 (3x3)	↔ (stable)

**Risk: The possibility of costs escalating, the potential for delays, the opportunity for challenge, and the prospect of protracted negotiations to obtain technical approvals could combine to adversely impact on affordability and deliverability of the project. In this respect continuing uncertainty about Brexit outcomes poses a significant threat.**

Impact/Consequence(s):

Delays to obtaining the new fleet or having to find additional funding could place reliance on extending operation of the old deteriorating fleet or else funding being diverted from other areas of need. Such affordability issues could result in Nexus having to reconsider the scale of the procurement.

Control(s):

- Metro Business Development team established with external support commissioned.
- Ministerial decision to provide £337m government funding obtained.
- Ongoing dialogue with the Departments for Transport and Business, Energy and Industrial Strategy.
- Keeping key stakeholders informed regarding progress of the procurement.
- Panning permission requirements have been satisfied for both the main and satellite depots.
- All individual bidder meetings have taken place with the bidders as part of the agreed procurement process.
- Monitoring the progress of the Brexit discussions.

Key Milestones/Next Steps:

- Impact that the UK exiting the European Union will have on this procurement and the affordability of the programme.
- Regular meetings of the joint Nexus/DfT Programme Board.
- Periodic progress reporting to Nexus' Senior Leadership Team and JTC.
- Best and Final Offers were received from 3 tenderers in August 2019 and will be evaluated by mid-September 2019.
- Submission of draft final business case to DfT in July 2019 with approval decision expected in December 2019 leading to contract award In January 2020.

CP Theme: **Focus on organisational effectiveness**

CP Key Priority: **Continue the programme to modernise the Metro with track renewal, replacement of overhead power lines and the opening of a new Transport Interchange in South Shields.**

Risk Area: **Efficiency of delivery**

Risk Owner: **Director of Finance and Resources**

Risk Actionee: **Head of Programme Assurance**

**RAG Status  
(Green)**

**Direction  
of Travel**

9 (3x3)

↓  
(worsening)

**Risk: That the outcomes being sought from capital investment are compromised.**

Impact/Consequence(s):

Increased pressure on the funding for and affordability of the final years of this phase of the Metro Asset Renewal Programme (ARP), and other significant capital projects, could mean a further scaling back of the work programme through to 2020/21 and potentially compromise delivery of key elements.

Delayed confirmation of Post ARP Funding resulting in suboptimal programme delivery and inefficiencies including loss of key skills and resources.

Control(s):

- Bidding for additional funding in relation to the current investment programme.
- Effective programme management, project prioritisation, delivery and budget control processes.
- Value engineering, technology choice, option analysis, specification and scope.
- Active stakeholder engagement to obtain involvement and co-operation of third/interested parties e.g. Metro Services, Network Rail, highway authorities, utility companies etc.
- Providing sufficient programme/project management resource.
- Close and proficient management of all contracts relating to ARP and other works in the capital programme.
- Re-phasing of capital grant funding to 2020/21 agreed by DfT.

Periodic Affordability Review meetings: September 2019, January 2020

<p>CP Theme: <b>Focus on organisational effectiveness</b></p> <p>CP Key Priority: <b>Open our new Learning Centre in South Shields, to provide a step change in how we develop our people and make Nexus an employer of choice.</b></p>		
<p>Risk Area: <b>New Learning Centre</b></p> <p>Risk Owner: <b>Director of Finance and Resources</b></p> <p>Risk Actionees: <b>Head of Renewals (construction works) and the Head of Learning (operations)</b></p>	<p><b>RAG Status (Amber)</b></p> <p><b>9 (3x3)</b></p>	<p><b>Direction of Travel</b></p> <p><b>↔</b> (stable)</p>
<p><b>Risk: Initially that the Learning Centre is not delivered to time/budget/quality requirements, potentially compromising grant funding arrangements. Thereafter, once opened, there is a potential for failure to make best use of the facility.</b></p>		
<p>Impact/Consequence(s):</p> <p>That completion of the Learning Centre is unduly delayed, costs escalate or delivery is compromised, with a resulting increase in cost pressures due to loss of grant funding. Once opened, failure to make optimal use of the facility will result in the investment failing to provide optimum value.</p>		
<p>Control(s)</p> <ul style="list-style-type: none"> <li>• Contract awarded for the design and construction of a new Learning Centre in South Shields.</li> <li>• Ensuring provision of the appropriate level of project management and supporting disciplines.</li> <li>• Having appropriate project controls, governance structures and assurance arrangements in place.</li> <li>• Financial controls and close monitoring in place to ensure compliance with Local Growth Fund eligibility arrangements</li> <li>• Appointment made to the new Head of Learning post to develop proposals for making optimal use of the facility.</li> </ul>		
<p>Next Steps/Key Milestones:</p> <p>Construction:</p> <ul style="list-style-type: none"> <li>• Periodic project management and control meetings</li> </ul> <p>Operations:</p> <ul style="list-style-type: none"> <li>• Development of an implementation plan for Learning Centre operations including fit out, logistical requirements concerning personnel working from/attending the new facility as well as managing IR related matters</li> <li>• Equipping the Learning Centre with appropriate training facilities and materials for courses.</li> <li>• Development of proposals for Nexus new approach to education, training and development across the organisation</li> </ul>		

<b>CP Theme: Focus on organisational effectiveness</b>		
<b>Risk Area: Cybersecurity</b> <b>Risk Owner: Director of Finance and Resources</b> <b>Risk Actionee: Head of Business Change &amp; Technology</b>	<b>RAG Status (Amber)</b>	<b>Direction of Travel</b>
	8(2x4)	↔ (stable)
<b>Risk: A successful cyber-attack on Nexus ICT infrastructure.</b>		
<p>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.</p>		
<p>Control(s):</p> <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>Provision of second internet connection to help withstand a cyber-attack.</li> </ul>		
<p>Next Steps/Key Milestones:</p> <ul style="list-style-type: none"> <li>A staff training module for delivery via Nexus know-how has been rolled-out through 2019. Approximately 50% of staff have now completed this training by 20<sup>th</sup> August 2019.</li> <li>Annual phishing exercises will continue, with additional exercises as deemed appropriate to the level of threat being experienced.</li> </ul>		

CP Theme: **Deliver public transport today**

CP Key Priority: **Deliver technological improvements, which will benefit our customers and encourage wider use of public transport.**

Risk Area: <b>Customer facing technology</b>	RAG Status (Green)	Direction of Travel
Risk Owner: <b>Customer Services Director</b> Risk Actionees: <b>Head of Business Change and Technology, Fares and Revenue Manager</b>	6(3x2)	↔ (stable)

**Risk: That the public transport services we provide or procure lose market share in a competitive environment.**

Impact/Consequence(s):

Customer facing technologies being implemented by Nexus could be overtaken by technological developments and customer experience elsewhere leading to the offer being perceived as inadequate or outdated and unable to deliver the intended benefits for customers and stakeholders, leading to a decline in market share.

Control(s):

- Continuation of support to Transport for the North in the development of technologies for bank card use in smart ticketing gates and validators.
- Continuous review of retail trends with market research carried out to establish product development proposals.
- Annual review of fares and sales channels.
- Provision made in the Fares and Ticketing budget in order to support research into the development of new products.
- Seeking opportunities to work with partners and explore the potential for attracting external funding.

Next Steps/Key Milestones:

- Technology partner legal and commercial agreements are expected to conclude by September 2019 to enable the Host Card Emulation (phone becomes pop card) app to move into the 'Production' environment for testing.
- Subject to funding being sanctioned, carrying out local enabling works (replacing readers on ticket gates to accept contactless smart transactions) that facilitate delivery of the wider TfN project.
- Development of a Product and Payment Strategy: target – submission to Nexus Senior Leadership Team by end of 2019.

CP Theme: <b>Prepare for the future</b>		
CP Theme: <b>Develop plans to improve the local public transport network</b>		
Risk Area: <b>Public transport network improvements</b>	<b>RAG Status Green</b>	<b>Direction of Travel</b>
Risk Owner: <b>Transport Strategy Director</b> Risk Actionee: <b>Head of Corporate Planning</b>	(2x3)	↔ (stable)
<b>Risk:</b> That the bids being developed for the Department for Transport's Transforming Cities Fund (TCF) and other identified funding opportunities are not successful.		
<p>Impact/Consequence(s):</p> <p>Nexus will rely on TCF funding for a number of schemes. An unsuccessful bid will prevent us from accessing this funding.</p> <p>A joint HMCF (Highways Maintenance Challenge fund) bid is planned to assist with funding of the life expired Tanners' Bank bridge. If this bid is unsuccessful cost pressures will result elsewhere in the ARP programme.</p> <p>Our region has been unsuccessful in The Future Mobility Zone component of the Transforming Cities fund; meaning that other avenues should be explored to find funding to develop new mobility solutions for the region.</p>		
<p>Control(s):</p> <ul style="list-style-type: none"> <li>Resources, both people and financial, are allocated to the development of Nexus' schemes to ITT by November 2019 to ensure the best possible chance of their inclusion in the regional Transforming Cities bid.</li> <li>A Future Mobility Strategy, as part of the Transport Plan, will be developed to ensure that there is a strong proposition for any future rounds of funding.</li> <li>Nexus resources, both people and financial, are allocated to the development of Tanners Bank Bridge renewal in order to ensure delivery within HMCF timescales.</li> <li>A pipeline of capital schemes aligned with the Nexus Corporate Plan will be developed for as yet unspecified funding opportunities</li> <li>Schemes will be developed and governed under the Nexus' Stage-gate control processes.</li> <li>Regular liaison with the Regional Transport Team to provide project updates and ensure that schemes are developed in line with wider regional objectives.</li> <li>Regular liaison with other external stakeholders to ensure alignment with other projects and local objectives.</li> <li>Match funding has been identified for live bidding opportunities.</li> </ul>		
<p>Next Steps/Key Milestones:</p> <p><b>TCF</b></p> <ul style="list-style-type: none"> <li>Stage gate 2 – end March 2019 (Complete)</li> </ul>		

- Stage gate 3 – early May 2019 (Part Complete)
- Submission to the Regional team in May 2019 for inclusion in the draft bid prepared for mid-2019 (complete)
- Final bid ready for submission in November 2019
- DfT decision of funding expected early 2020
- Future Mobility bid to be agreed by July 2019 (Unsuccessful)

## **HMCF**

### Timescales

- Scheme developed to stage-gate 3 Option selection (complete)
- Internal approval to bid (August 2019)
- EOI (October 31<sup>st</sup> 2019)
- Funding announcement (December 2019)

<p>CP Theme: <b>Prepare for the future</b></p> <p>CP Key Priority: <b>Develop plans to expand Metro and local rail services, connecting communities not currently served by either Metro or local rail services</b></p>		
<p>Risk Area: <b>Metro and local rail strategy</b></p> <p>Risk Owner: <b>Transport Strategy Director</b></p> <p>Risk Actionee: <b>Head of Network Extensions</b></p>	<p><b>RAG Status (Amber)</b></p> <p>9 (3x3)</p>	<p><b>Direction of Travel</b></p> <p>↔ (stable)</p>
<p><b>Risk: Expansion of the Metro and local rail services does not progress.</b></p>		
<p>Impact/Consequence(s):</p> <p>Should the project be unable to identify suitable options for expansion of the Metro and local rail systems this will have adverse implications for the local economy and the environment. Studies have established that each additional passenger journey generates £8.50 benefits to the local economy. Failure to obtain this benefit may limit the potential for economic growth and prosperity across the NECA area.</p>		
<p>Control(s):</p> <ul style="list-style-type: none"> <li>• Development of the Metro Flow business case and consideration of other active schemes.</li> <li>• Identification of the circumstances in which schemes could be viable.</li> <li>• Embed those schemes and relevant circumstances in the Transport Plan.</li> <li>• Generally, embed expansion of the Metro and local rail network within the SEP and the Transport Plan for the North East.</li> <li>• Establish strong contacts and working relationships with relevant stakeholders.</li> <li>• Develop an appropriate communications strategy to ensure key decision makers are kept informed and enthused.</li> <li>• Utilise the technical and demand contract frameworks to develop best practice and knowledge in scheme development.</li> <li>• Utilise Nexus Stage Gate project control process and Green Book business case protocols to ensure effective scheme development.</li> <li>• Establish effective programme management disciplines to identify and manage cost and risk.</li> <li>• Extensive market consultation has established an understanding of the market appetite for schemes; keep this fresh.</li> <li>• Identify and adopt best practice in the development and delivery of extensions.</li> <li>• Establish an understanding of the legal and regulatory framework governing light and heavy rail.</li> <li>• Establish an understanding of planning frameworks and principles that will impact on light and heavy rail development.</li> <li>• Delivery of a new Metro fleet to underpin expansion and improvement schemes.</li> </ul>		

Key Milestones/Next Steps:

- Draft OBC for Metro's Flow Project submitted to TCF in June 2019 and a completed OBC will be prepared by 26 November.
- Production of an initial assessment for Follingsby rail scheme in Q3 2019/20.
- Assessment of Leamside connections to the Wearside Loop in Q3 2019/20.

CP Theme: **Prepare for the future**

CP Key Priority: **Ensure the North East's priorities for transport are properly reflected in Transport for the North's (TfN's) investment plans.**

Risk Area: <b>Aspirations for heavy rail initiatives</b>	<b>RAG Status (Green)</b>	<b>Direction of Travel</b>
Risk Owner: <b>Transport Strategy Director</b>	6(2x3)	↔ (stable)
Risk Actionee: <b>Head of Heavy Rail</b>		

**Risk: That the North East's aspirations for heavy rail initiatives are not sufficiently developed in time to take the opportunity for implementation as and when it arises.**

Impact/Consequence(s):

Transformational improvements in transport provision for the area are being sought working through TfN. Failure to secure these improvements in respect of heavy rail could reduce transport connectivity and economic prosperity.

Control(s):

- Active participation in Transport for the North, in particular the following workstreams:
  - the Strategic Transport Plan and accompanying Long Term Investment Programme,
  - the Northern Powerhouse Rail (NPR) project,
  - Strategic Development Corridor studies, and
  - the Long Term Rail Strategy.
- Ensuring the Joint Transport Committee's (JTC) Lead Member for Transport is fully briefed.
- Retaining and developing the North East Rail Management Unit (NERMU).
- Approval to the Strategic Outline Business Case for NPR from both the TfN Board and DfT.

Next Steps/Key Milestones:

- Take an active role in the development of the Outline Business Case for Northern Powerhouse Rail
- Take an active role in the development of the strategic corridors business cases as they affect rail in the North East.
- To support the TfN Long Term Rail Strategy develop local delivery plans for the North East, through the development of a North East Rail Strategy

### Appendix 3: Risk Score Matrix

Assess the impact if the risk occurred:

Impact:

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

Assess the likelihood of the risk occurring:

Likelihood:

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

Assess the impact should the risk occur e.g.

	On objectives:	On service delivery:	On finances:	On reputation:
Critical	<ul style="list-style-type: none"> <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>
Significant	<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>
Minor	<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>
Insignificant	<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:** 19 September 2019

**Subject:** Monitoring Nexus' Performance

**Report of:** Managing Director, Transport North East

### Executive Summary

The report provides a summary update on Nexus' performance in delivering the key priorities of its Corporate Plan for 2019/20 for the 4 Periods to 20<sup>th</sup> July 2019 with a particular focus on Periods 3 & 4 – the 3<sup>rd</sup> and 4<sup>th</sup> cycle of the 4 week periods.

Metro Customer Satisfaction of 7.8 (August 2019) is meeting the target of 7.8. Actions being taken to improve punctuality and reliability should further increase the overall satisfaction score.

Metro ridership moving annual total is 35.591m which is 0.9% below the equivalent figure for 2018/19. Punctuality for Periods 3 & 4 has improved to 85.9% from the average of 80.9% achieved over the first two periods of 2019/20 but was still below the target of 90%.

Financially, a number of budgetary pressures remain. Metro farebox revenue for 2019/20 is forecast to be 2.1% less than the base budget of £46.80m.

Nexus is in the closing stages of evaluating the Best and Final Offers from the three shortlisted train manufacturers prior to the submission of the final business case to Department for Transport (DfT).

### Recommendations

The Tyne and Wear Sub-Committee is recommended to note Nexus' performance in realising the key priorities in its Corporate Plan for 2019/20, 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 2019/20 over the eight weeks from 26<sup>th</sup> May 2019 to 20<sup>th</sup> July 2019.
- 1.2 For 2019/20 the CP has three main themes and ten key priority work-streams.
- 1.3 Applying a RAG (Red/Amber/Green) status to each of these workstreams the overall performance is summarised below:

Theme 1: Deliver public transport today.		Status
Key priority	<p>Improve the Metro customer journey experience</p> <ul style="list-style-type: none"> <li>The most recent Metro Customer Satisfaction Survey in August 2019 saw an improvement in the overall score to 7.8 from the May 2019 score of 7.5.</li> <li>The Metro ridership moving annual total at the end of Period 4 is 35.591m and 0.9% below the equivalent figure for 2018/19. For Periods 3 and 4 ridership was 0.6% below the target of 5.06m.</li> <li>The Metro fare revenue forecast for 2019/20 is now 2.1% less than the base budget of £46.80m.</li> <li>Punctuality for Period 3 and 4 has improved to 85.9% from the average of 80.9% achieved over the first 2 Periods in the reporting year.</li> <li>Peak fleet availability for Period 3 and 4 has improved to 66.7% from the Period 1 and 2 average of 40.5%.</li> </ul>	Amber
	<p>Protect levy funded frontline services</p> <ul style="list-style-type: none"> <li>The 2019/20 current forecast is a deficit of £3.50m. However, this will not impact frontline services in 2019/20.</li> </ul>	Green
	<p>Deliver technological improvements</p> <ul style="list-style-type: none"> <li>Smart Ticketing: Host Card Emulation (your phone becomes your smartcard). Agreements with technology providers are being finalised prior to preparations for the trial phase.</li> <li>Ticketing and Gating. The first ten upgraded ticket machine bank card readers have been installed. Testing is taking place prior to full rollout.</li> </ul>	Amber

<b>Theme 2: Prepare for the Future</b>		<b>Status</b>
<b>Key priority</b>	<p>Award contracts to design, build and maintain a new train fleet.</p> <ul style="list-style-type: none"> <li>The evaluation of the three remaining tenderers 'Best and Final Offers' are in the closing stages prior to submission of the final business case to the DfT.</li> <li>Continuing uncertainty about Brexit poses a significant risk.</li> </ul>	Green
	<p>Ensure the North East's priorities are reflected in TfN's plans.</p> <ul style="list-style-type: none"> <li>The TfN draft proposition to the Williams review reflects the JTC position on rail devolution.</li> </ul>	Green
	<p>Develop plans to expand Metro and local rail services</p> <ul style="list-style-type: none"> <li>Metro's Flow project: Draft Outline Business Case submitted to the Transforming Cities Fund Team at the DfT. The complex interfaces with Network Rail are being worked through.</li> </ul>	Green
	<p>Develop plans to improve the local public transport network and the use of new mobility services</p> <ul style="list-style-type: none"> <li>Development of the Nexus elements of the Transforming Cities Fund bids to outline business case is progressing to plan.</li> </ul>	Green

<b>Theme 3: Focus on organisational effectiveness</b>		
<b>Key priority</b>	<p>Implement change and pursue continuous improvement</p> <ul style="list-style-type: none"> <li>Progress continues on the new organisation structure, aligning with the Fleet maintenance contracts, the TUPE transfer of NEMOL staff into Nexus and the revised senior management arrangements following creation of the Chief Operating Officer position.</li> </ul>	Green
	<p>Deliver the new Nexus' Learning Centre in South Shields</p> <ul style="list-style-type: none"> <li>Completion in March 2020 remains on track with occupancy to follow immediately after.</li> </ul>	Amber
	<p>Continue the planned Asset Renewal Programme</p>	Green

	<ul style="list-style-type: none"> <li>• The South Shields Transport Interchange opened on 4<sup>th</sup> August.</li> <li>• Focus is now on closing out a number of major contracts and detailed planning for further high priority track renewals in the first 6 months of 2020/21.</li> <li>• The Overhead Line Equipment renewal programme continues to plan.</li> </ul>	
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- 1.4 **Metro Customer Satisfaction Survey (CSS):** The overall score in the latest August 2019 survey is 7.8, meeting the 7.8 target set. Actions being taken to improve punctuality and reliability should further increase the overall satisfaction score. Within the CSS, 23 areas of Metro service are split into six categories. The level of overall customer satisfaction is also included in the survey. Compared with the May 2019 results, scores improved across all categories surveyed. The survey takes place in November.
- 1.5 **Metro Punctuality:** Over Period 3 and 4, 85.9% punctuality was achieved against a target of 90%. [P3: 86.6% and P4: 85.2%]. This is a significant improvement on the punctuality for Period 1 & 2 [80.9%] but still 4.5% below target for P3 & P4. In addition to service disruptions experienced, there are several underlying factors impacting punctuality including Temporary Speed Restrictions. Work to address these is progressing.
- 1.6 **Peak Fleet Availability:** Peak fleet availability over Period 3 and 4 was 52 of 78 peaks (66.7%) - much improved over the Period 1 and 2 figure of 30 of 74 (40.5%), but remains fragile with long-term stopped cars continuing to pose a challenge. Investment in the existing fleet is continuing and there is evidence that this is beginning to improve reliability.
- 1.7 **Metro Patronage:** Over Period 3 and 4, Metro's patronage totalled 5.028m which is just 0.6% below the target of 5.060m. The moving annual total of at the end of Period 4 of 35.591m is just 0.9% below the figure for the same period in 2018/19 of 35.944m.
- 1.8 **Metro Revenue** As at the end of Period 4, the 2019/20 forecast Metro fare box revenue is £45.80m which although £0.30m higher than the 2018/19 actual, is £1.00m (2.1%) adrift from the original base budget of £46.80m.
- 1.9 **Financial Position:** Due to a number of emerging pressures that have manifested themselves in the run up to and shortly after the beginning of the new financial year the 2019/20 current forecast is a deficit of £3.50m.

## 2. Proposals

2.1 There are no proposals arising from this performance monitoring update.

## 3. Reasons for the Proposals

3.1 Not applicable to a performance monitoring update report.

#### **4. Alternative Options Available**

4.1 No alternatives arise in respect of this performance monitoring 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 There are no direct financial or resource considerations arising from this performance monitoring update 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. A separate review of Nexus' corporate risk register is provided to each scheduled meeting of the Tyne and Wear Sub-Committee in parallel with this report.

#### **10. Equality and Diversity**

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

#### **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 Plan 2019/20 as considered and approved at the Sub-Committee's meeting in January 2019.

**16. Contact Officers**

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Email: [tobyn.hughes@nexus.org.uk](mailto:tobyn.hughes@nexus.org.uk)  
Tel: 0191 203 3246

**17. Sign off ✓**

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

**18. Glossary**

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:** 19<sup>th</sup> September 2019  
**Subject:** Draft Nexus Equality and Diversity Strategy  
**Report of:** Proper Officer for Transport.

### Executive Summary

Nexus, as a public authority and the owner and operator of the Tyne and Wear Metro, has a series of obligations and duties set out in the Equalities Act 2010.

As a service provider Nexus is committed to providing the best, simplest and easiest to access service to all its customers, we want public transport and Metro in particular to be the transport mode of choice for all society.

Nexus also seeks to be an organisation that represents the communities we serve throughout Tyne and Wear and across the North East.

In order to achieve this Nexus is in the process of revising its Equality and Diversity Strategy to ensure that equality and accessibility is embedded in our projects, services and the decisions it takes.

The strategy sets out a series of actions to:

- Train and upskill our staff
- Embed equality in the culture of the organisation
- Engage with the local community
- Improve the accessibility of all the services which we offer
- Ensure our workforce is representative of our communities

To ensure that accessibility is our first thought so that everyone who uses public transport feels confident and safe and can access all our services and facilities.

The purpose of this report is to give the Committee an overview of the refreshed strategy.

### Recommendations

The North East Joint Transport Committee, Tyne and Wear Sub-Committee is recommended to note the report.

## 1. Background Information

1.1 This strategy will implement a new direction for equality and diversity at Nexus and Metro Services, moving from what is currently considered a specialist area to something for which every member of staff takes responsibility, embedding equality and diversity, including inclusion, into our corporate practices.

1.2 Nexus is committed to providing the best, simplest and easiest to access service to all its customers, we want public transport and Metro in particular to be the transport mode of choice for all of society.

1.3 Nexus also seeks to be an organisation that represents the communities we serve throughout Tyne and Wear and across the North East.

1.4 The vision for the strategy is:

“Nexus will ensure that everyone can access the full range of public transport services and facilities and feels safe, confident and welcome when travelling around the region.”

We want everyone to feel confident and safe on public transport and ensure that public transport is accessible for all. Accessibility should be our first thought in projects, services design and the decisions we take and we will work to ensure our workforce is representative of the communities we serve.

1.5 The strategy objectives are:

- Ensure that staff understand the organisation’s responsibilities and their role in advancing the equality and diversity agenda as part of their everyday activities. Measured through the staff survey, annual surveys and objectives set through the Nexus appraisal process.
- Ensure all staff receive equality and diversity training appropriate to their job roles, measured through delivery against the training plan.
- Ensure all projects, strategies, policies and decisions adequately consider equality and diversity implications throughout their development, measured through an audit of completed impact assessments.
- Ensure all Nexus assets [physical, electronic and information] meet minimum accessibility requirements and plans are in place to continually improve. Measure through delivery against the asset accessibility audit action plans.
- Ensure effective engagement with local community groups, stakeholders and customers and ensure knowledge is disseminated throughout the business to ensure that meaningful actions can be developed and implemented.

1.6 The strategy recommendations are:

### Priority 1

- Establish an organisation-wide strategic approach to E&D training based on an E&D competency framework

- Develop an online app-based E&D resource and invest in tablets for frontline staff
- Improve the equality impact assessment process
- Further integrate the impact assessment process into the project management procedures
- Develop integrated accessibility guidance documents which include accessibility audits and recommendations
- Pilot a programme of work experience, placements and student projects
- Prepare for Ethnic and Disability pay gap reporting
- Prepare action plans for gender, ethnic and disability pay gap results to narrow the gaps
- Identify and SLT sponsor for Equality and Diversity

#### Priority 2

- Audit compliance with the impact assessment process
- Create a central repository of data and intelligence relating to E&D
- Formalise the Equality and Diversity working group remit with clear terms of reference
- Formalise a programme of work experience, placements and student projects across the full range of Nexus activities
- Implement the recommendations of the employee engagement group on improving the diversity of the workplace
- Establish regular Graduate and apprentice programmes based on business need

#### Priority 3

- Set mandatory E&D objectives through the MPDR process
- Provide briefing notes on E&D issues for line managers to disseminate
- Require a mandatory E&D question to be asked at all recruitment interviews
- Increase the use of video, images in information and roll out the use of text messaging and WhatsApp
- Ensure our workplaces are as accessible as possible.

## **2. Proposals**

- 2.1 It is proposed that the strategy is adopted by Nexus Senior Leadership Team (SLT) and implemented through the Corporate Business Plan. Delivery against the strategy will be monitored by SLT and the senior sponsor for Equality and Diversity.

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

- 3.1 The proposals aim to ensure that equality and accessibility is embedded into Nexus' operations to improve accessibility of our facilities and services for all customers and ensure Nexus continues to meet and where possible exceed its

obligations set out in the Equalities Act 2010.

- 3.2 The strategy also aims to ensure that Nexus is representative of the communities that it serves.

#### **4. Alternative Options Available**

- 4.1 The sub-committee could instruct Nexus to take a different approach.

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

- 5.1 The Strategy once approved by Nexus SLT will be embedded into the Corporate Business Plan and implemented over the next three years. At this point the strategy will be refreshed.

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

- 6.1 The strategy supports the delivery of objectives around growing the use of public transport through ensuring that all members of society can access and feel confident in using public transport within Tyne and Wear.

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

- 7.1 There are resource implications in implements the actions set out in the strategy. These will be managed through the Nexus Corporate Business Plan and budget setting process.
- 7.2 The Business Plan and associated budget will be brought to TWSC for approval.
- 7.3 Many of the recommendations in the strategy will require staff to be released to undertake activities such as learning and development and managers will have an increased responsibility to disseminate equality information that is relevant to their teams. Project managers will be required to undertake additional steps to ensure that accessibility is embedded into projects.

#### **8. Legal Implications**

- 8.1 The strategy assists Nexus in meeting its obligations under the Equalities Act 2010 and the Public Sector Equalities Duty.

#### **9. Key Risks**

- 9.1 The main risk is that budgetary constraints hamper Nexus' ability to undertake the depth and breadth of learning and development required to implement the recommendations set out in the strategy and that Nexus are unable to secure the funding required to ensure that all facilities and services are fully accessible.
- 9.2 This risk will be addressed through the Corporate Business Planning and Budget setting process which balances the competing demands on Nexus' resources against its aspirations. Nexus will also continue to seek additional sources of funding to improve its assets.

## **10. Equality and Diversity**

- 10.1 The development and implementation of the strategy supports the improvement of the accessibility and attractiveness of public transport to all sections of society.

## **11. Crime and Disorder**

- 11.1 There are specific actions within the strategy which aim to address hate crime on public transport as well as supporting the fostering of relationships between people with protected characteristics and wider society.

## **12. Consultation/Engagement**

- 12.1 The draft strategy has been developed through internal consultation with all sections of Nexus and Metro to identify the barriers to accessibility and inclusion and seek to address them.
- 12.2 The strategy builds on market research, customer feedback and best practice from elsewhere which can be applied to Nexus and Metro services.
- 12.3 The strategy sets out specific actions to enhance community engagement and develop systems and processes to ensure this knowledge is disseminated across the business and embedded into decision making.

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

- 13.1 The proposals aim to grow the use of public transport directly supporting the economy, each additional journey on Metro is worth £8.50 to the local economy.
- 13.2 Additional journeys on public transport help to reduce car journeys on the region's road network helping to improve air quality.

## **14. Appendices**

- 14.1 Equality and Diversity Strategy - Presentation

## **15. Background Papers**

- 15.1 None

## **16. Contact Officers**

- 16.1 Name Helen Mathews,  
Designation Head of Corporate Planning  
E-mail [Helen.Mathews@nexus.org.uk](mailto:Helen.Mathews@nexus.org.uk)  
Tel: 0191 203 3455

**17. Sign off**

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

**18. Glossary**



# **Nexus Equality and Diversity Strategy 2019 refresh**

TWSC presentation – September 2019

Helen Mathews

Head of Corporate Planning

# Our Commitment



Nexus is committed to providing the best, simplest and easiest to access service to all its customers we possibly can.

We want public transport and Metro in particular to be the transport mode of choice for all society.

We also seek to be an organisation that represents the communities that we serve throughout Tyne and Wear and across the North East

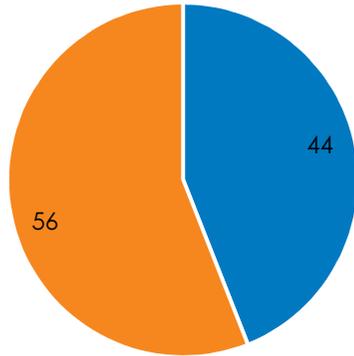
# What have we done?



# Our Passengers

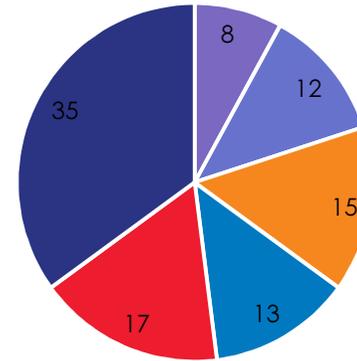


Passenger gender 2017-18



Male Female

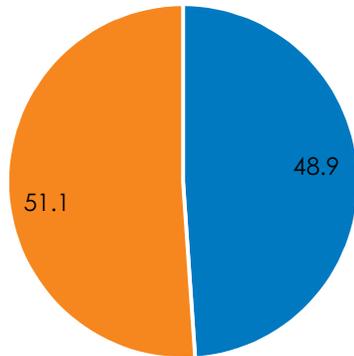
Passenger age 2017-18



Under 17 17-24 25-34 35-44 45-59 60 and above

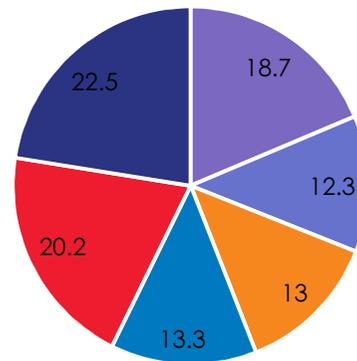
Page 48

Tyne & Wear gender (2011 census)



Male Female

Tyne & Wear age (2011 census)

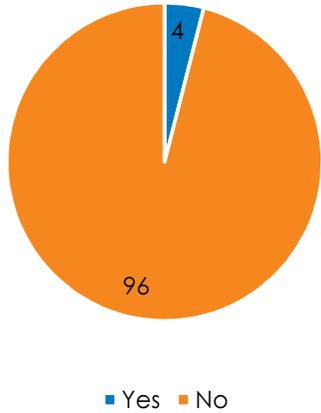


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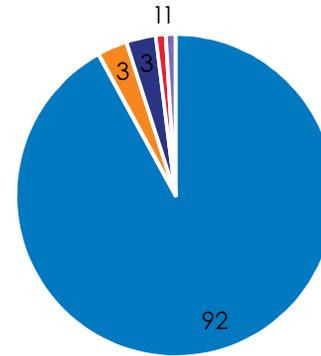
# Our Passengers



Passenger disability/infirmity 2017-18



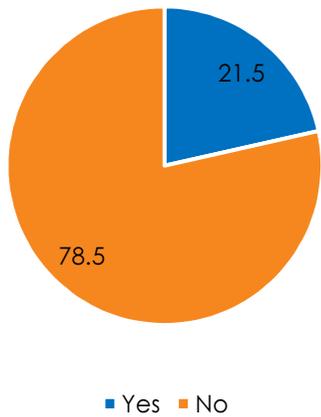
Passenger ethnic group 2017-18



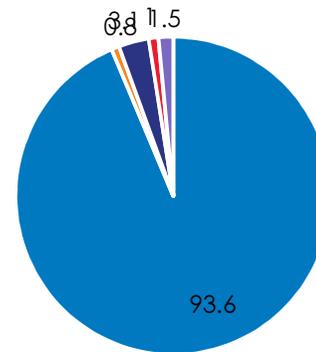
- White
- Black/Black British
- Asian/Asian British
- Oriental
- Other

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Tyne & Wear disability/infirmity (2011 census)



Tyne & Wear ethnic group (2011 census)

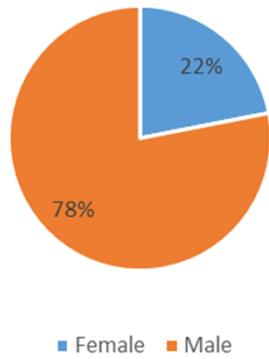


- White
- Black/Black British
- Asian/Asian British
- Oriental
- Other

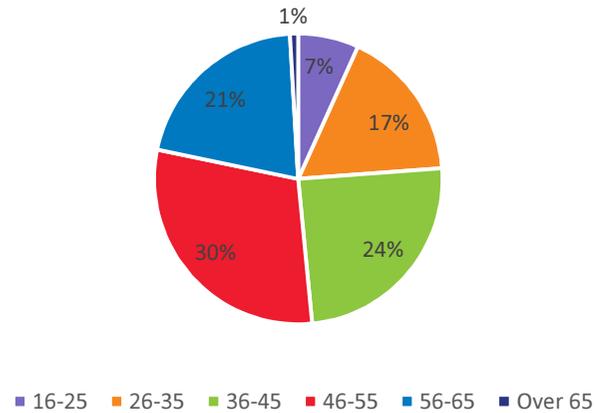
# Our staff



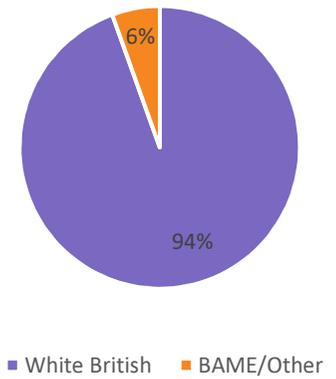
Staff gender 2018-2019



Staff age 2018-19

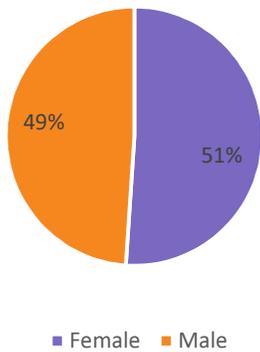


Staff ethnicity 2018-19

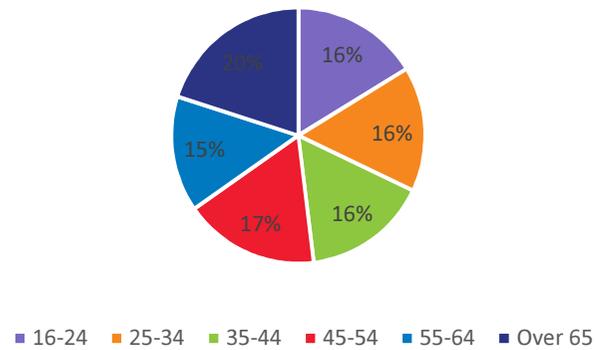


Page 50

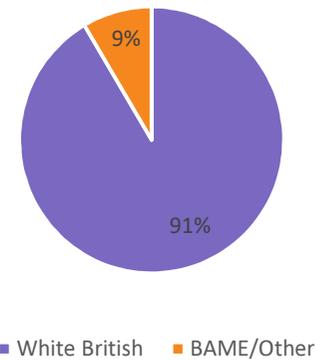
Tyne & Wear gender (2011 census)



Tyne & Wear age (2011 census)



Tyne & Wear ethnicity (2011 census)



# What do we want to do?

## We want everyone to feel confident and safe on public transport?



Strategic programme of training and development for staff based on a competency framework and relevant to their job role.

Engagement with community groups and development of corporate knowledge hub.

Improve provision of information in a variety of formats and mediums.



ROUTE	DESTINATION	ETA
A	Phoenix	12:13 AM
B	Varadero	12:15 AM
A	Varadero	12:15 AM
C	Denver	12:42 AM
C	Lloydminster	9:05 AM
B	Denver	10:51 AM

MESSAGES

Due to road construction bus routes will be altered starting February 5. Please refer to new website for updated route information as well as pick-up times.



Easy read



Large print



BSL



Braille



Email or SMS text



Other communication support



# What do we want to do?

## Ensure public transport is accessible for all

Embed equality and accessibility into all project, plans and strategies as first principles

Continue to improve accessibility of our infrastructure, information and services.

Seek, where possible and funding permits, to exceed our obligations

Thoroughly impact assess our projects, plans and decisions

Ensure we capture learning and continually improve.



# What do we want to do?

## Ensure accessibility is the first thought



Embed equality as business as usual, not as a specialist function

Provide a Senior Leadership Team sponsor for E&D

Develop a suite of guidance documents, as part of a corporate knowledge hub to guide decision making

Develop a communication plan with briefings for dissemination

Embed equality objectives in the MPDR process

Include mandatory E&D questions as part of the recruitment process.

# What do we want to do?

## Ensure our work force represents the communities we serve



Develop a programme of work experience, placements and student projects across Nexus

Develop action plans for Gender, Ethnic and Disability pay gap reporting

Implement the recommendations of the employee engagement group on improving the diversity of the workforce

Establish regular Graduate and Apprentice programmes based on business need

Ensure our places of work are as accessible as possible.



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

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**Date:** 19 September 2019

**Subject:** Tyne Tunnels Update

**Report of:** Managing Director, Transport North East

### **Executive Summary**

The purpose of this report is to provide Members with an update on activities at the Tyne Tunnels relating to:

1. The operation of the New Tyne Crossing;
2. The Tyne Pedestrian and Cycle Tunnels (TPCT) – Phase 3 improvement works.

### **Recommendations**

The Joint Transport (Tyne and Wear) Sub-Committee is recommended to:

- i. Note the contents of the New Tyne Crossing update;
- ii. Note the contents of the Tyne Pedestrian and Cycle Tunnels update and agree in principle to the variation of an existing lease of land (and easement) granted to Liberty Global/Virgin Media, dated 23 April 1994 relating to their apparatus within the Tunnels, the detailed wording to be approved by the Monitoring Officer.

## **1. Background Information**

### **New Tyne Crossing**

- 1.1 The Project Agreement (PA) for the New Tyne Crossing (NTC) was signed on 23 November 2007. Full operational commissioning was achieved on 21 November 2011. TT2 Ltd are responsible for the day to day management and operation of the New Tyne Crossing. This is monitored by officers acting on behalf of the North East Joint Transport Committee (JTC) in accordance with the terms of the Project Agreement.

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

- 1.2 The major maintenance liability for the Tyne Pedestrian and Cyclist Tunnels (TPCT) was retained by the Tyne and Wear Councils in the Project Agreement entered into with TT2. This was initially through the Tyne and Wear Integrated Transport Authority, later through the North East Combined Authority (NECA) in its own right, and most recently through the NECA in its role as accountable body for the JTC. The TPCT has been undergoing major refurbishment works since 2013.
- 1.3 In April 2015, following the original contractor entering Administration, the NECA took over the role of Main Contractor on the refurbishment of the Tyne Pedestrian and Cyclist Tunnels. The refurbishment works had to be suspended until February 2017 to allow asbestos in the tunnels to be removed or encapsulated.

## **2. Proposals/ Review**

### **New Tyne Crossing – Operational Summary**

#### **Traffic Flows**

- 2.1 TT2 are responsible for the day to day management and operation of the tunnels. As part of their duties they are required to provide a Quarterly Service Report on operational issues, including inspections and details of any Health and Safety incidents which have occurred during the report period. In addition, TT2 submit a claim as part of the payment mechanism for the tunnels which identifies the number and type of vehicles using the tunnels.
- 2.2 TT2 and officers acting for the JTC constantly review the traffic flows through the Tyne Tunnels. A review of the traffic flow levels through the tunnels during 2018-19 identified the previously reported reduction in traffic using the tunnels compared to previous years had remained constant. This was considered to be a direct consequence of the construction works to the Silverlink Junction being carried out by Highways England and other highway related works being carried out in North Tyneside.

- 2.3 The Silverlink works are now substantially complete with the A19 link below the Coast Road now open, although there are still peripheral and overnight works being carried out.
- 2.4 A review of the traffic flows, so far, this financial year shows that they are slightly higher than last year but that the traffic flow levels remain less than the levels experienced in 2016-17. This continues to be monitored by both officers acting for the JTC and TT2 Ltd. See Appendix A.
- 2.5 The level of traffic using the tunnels has an impact on the revenue generated for TT2 and the JTC and the budgets for 2019-20 have been amended to reflect this.
- 2.6 Advanced Number Plate Recognition Cameras have been installed at the Toll Plazas and are working well. TT2 have introduced improvements to their mobile app, including direct debit payments, and this increases the payment opportunities for tunnel users who subscribe to pre-payment accounts. This not only provides a 10% discount for users but also speeds up the journey time through the toll plazas. The number of pre-payments transactions is running at 56% of users, and we would encourage more users to sign up to realise the benefits not only for themselves but all users of the tunnels.
- 2.7 Since the last committee meeting TT2 have successfully erected advertising screens at the north portal and southern approach to the tunnels.
- 2.8 TT2 have reported that their staff successfully thwarted an attempted card machine fraud at the tunnels at the end of August. Fraudsters attempted to take £36,000 from the tunnel accounts. However quick-minded staff contacted their fraud team who were able to cancel the transaction. The police were called and TT2 held the individuals who were then arrested at the scene. The police have praised staff at the tunnel for their vigilance and said they have prevented a “serious and sophisticated scam”.

### **Health and Safety**

- 2.9 No significant Health and Safety issues have been identified during the last reporting period.

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

- 2.10 The refurbishment works on the TPCT are now complete except for the commissioning of the inclined lifts. Access to the tunnels is available to both pedestrian and cyclist via the vertical lifts and the fixed escalator.

- 2.11 This allowed the tunnels to be reopened to the public on the 7 August 2019.
- 2.12 The reopening of the tunnels to the public is being phased which has allowed a controlled re-introduction of the facility to be monitored under real working conditions and any changes needed to the functionality of the systems to be carried out.
- 2.13 The tunnels are being manned during this period and are open to the public between 06:00 to 20:00. The night shuttle continues to run between 20:00 to 06:00.
- 2.14 The reopening has been well received by the public and the facility is being well used by both pedestrian and cyclist. There have been some minor incidents with anti-social behaviour and dog fouling within the tunnels, but this is being managed by the site security team.
- 2.15 The lift contractor returned to site at the end of August to complete the inclined lift installation and commissioning and the lift will be brought into service over the coming weeks.
- 2.16 The estimated out-turn cost of the project is £12.5m for the refurbishment works with an additional £3.7m cost associated with the main contractor and electrical contractor entering Administration and the cost of the additional asbestos environmental cleaning works.
- 2.17 A progress booklet showing recent photographs of the tunnels is included in Appendix B.
- 2.18 A request has been received from the Liberty Global / Virgin Media group to vary the existing Lease of land (and easement) at pedestrian and cyclist tunnels, which allows their apparatus to be carried through the tunnels. This request is permitted under the current agreement subject to approval of the wording of the variation by the Joint Transport Committee. All costs associated with these proposals are to be met by Liberty Global. Legal Officers have reviewed the proposals, which are to underlet the whole of the demised land and the demised rights together, to any company that is a member of the same group and have confirmed the proposed Deed of Variation to implement the proposal is acceptable.

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

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

- 3.1 The completion of the refurbishment works and the reopening of the TPCT is in line with the JTC's objectives of providing specifically for pedestrians and cyclists, contributing positively to addressing climate change by encouraging non-motorised modes of travel.
- 3.2 The completion of the refurbishment works will meet the CA obligations under the Planning (Listed Buildings and Conservation Areas) Act 1990.

#### **4. Alternative Options Available**

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

- 4.1 The option not to reopen the TPCT was considered however, due to the Listed status of the structure, works to address its condition, deal with the asbestos and to maintain it in a safe state would still have been required. This would realise little reduction in cost compared with the completion of the works for reopening.

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

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

- 5.1 The operation of the reopened tunnels will continue to be overseen by the New Tyne Crossing team based in TT2 Ltd.'s offices over the coming months before being handed back to TT2 who will operate and monitor the tunnels for the remainder of the Concession period.

The Managing Director, Transport North East will report regularly on progress to the Transport North East (Tyne and Wear) Sub-Committee.

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

- 6.1 The refurbishment of the TPCT has secured the future operation of this important transport link under the River Tyne. It provides specifically for pedestrians and cyclists and as such contributes positively to addressing climate change by encouraging non-motorised modes of travel. It also has the benefit of helping to reduce the number of motor vehicles on the roads – particularly on residential roads – to the benefit of local communities. The TPCT is also positive in terms of economic development and regeneration because it aids access to jobs in the A19 corridor for those who do not own a car. The works also protect this Grade II Listed structure for future generations.

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

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

- 7.1 The cost of the refurbishment works has been funded from the Tyne Tunnel Reserves and from prudential borrowing in line with the original approval for

the project. Borrowing repayments are included within the revenue budget for the Tyne Tunnels for 2019/20. It is important to note that this reserve is ring-fenced for use on the tunnels, but it would have an opportunity cost, because once the Tunnel Financing costs are met the reserve can be used for other transport projects. If a source of grant funding for the works can be identified, this will be used and reduce the call on reserves.

7.2 The latest cost will be monitored by the Chief Finance Officer and its impact will be reflected in the budget update report for 2019/20.

7.3 The adopted approach of the NECA (on behalf of the JTC) carrying out the project management helped to minimise the delay in the completion of the project.

## **8. Legal Implications**

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

8.1 The legal comments have been incorporated into the report.

## **9. Key Risks**

9.1 The key risks associated with the completion of the project relate to:

Public safety – by addressing the reliability issues associated with the historic apparatus in the tunnels and dealing with the asbestos and other identified safety issues relating to the condition of the structure in the tunnel the CA are ensuring public safety

Time delays – by direct management of the completion of the works the CA are minimising the risk of further project delays which could be anticipated if a further tender process had been undertaken to engage a private Management Contractor.

Cost - by direct management of the completion of the works the CA are minimising the risk of further project cost and claims which could be anticipated from a Management Contractor. This is being borne out by the ongoing identification of additional work as the project progresses which could not have been envisaged at tender stage.

## **10. Equality and Diversity**

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

## **11. Crime and Disorder**

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

## **12. Consultation/Engagement**

- 12.1 The Head of Paid Service, Monitoring Officer and Chief Finance Officer have been consulted. Regular updates are provided to the Transport North East (Tyne and Wear) Sub-Committee. Member visits have been arranged to the site to view the works. Updates are provided to the Howdon MAG and the Jarrow and Boldon CAF. A dedicated website is maintained and provides updates on progress.

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

- 13.1 The refurbishment of the TPCT will secure the future operation of this important transport link across the River Tyne. It provides specifically for pedestrians and cyclists and as such contributes positively to addressing climate change by encouraging non-motorised modes of travel. It also has the benefit of helping to reduce the number of motor vehicles on the roads – particularly on residential roads – to the benefit of local communities. The TPCT is also positive in terms of economic development and regeneration because it aids access to jobs in the A19 corridor for those who do not own a car.

## **14. Appendices**

- 14.1 Appendix A: Traffic Figures for the New Tyne Crossing  
Appendix B: Tyne Pedestrian and Cyclist Tunnel Progress Booklet

## **15. Background Papers**

- 15.1 River Tyne (Tunnels) Order 2005  
Report dated 22 July 2010 - TPCT - Investment Proposals  
River Tyne (Tunnels) (Modification) Order 2011  
Tyne Tunnel Update reports to the scheduled meetings of the Tyne and Wear Sub-committee as listed in the report to the Tyne and Wear Sub-Committee of the 31 January 2019  
Report dated 4 July 2019 - Tyne Tunnel Update

## **16. Contact Officers**

- 16.1 Alastair Swan, Principal Engineer, [alastair.swan@newcastle.gov.uk](mailto:alastair.swan@newcastle.gov.uk) , Tel: 0191 211 5931

## **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  
NTC – New Tyne Crossing  
TWITA – Tyne and Wear Integrated Transport Authority  
PA – Project Agreement (relating to the contract for the provision of the New Tyne Crossing)  
RPI – Retail Price Index  
NELB – North East Leadership Board  
TNE – Transport North East  
TWSC – Transport North East (Tyne and Wear) Sub-Committee  
BCE - Building and Commercial Enterprise Division  
JTC – Joint Transport Committee

## **Appendix A: Traffic Figures for the New Tyne Crossing**

### **1 Background Information**

The Tyne Tunnels operation transferred to the Concessionaire, TT2 Ltd, on 1 February 2008. Their operational performance is monitored by the Engineer to the Tunnels.

### **2 Operational Performance**

2.1 The following graphs give a breakdown of the traffic flows through the Tyne Vehicle tunnels for this financial year.

2.1.1 Table 1: TT2 Monthly Traffic Statistics. Contains the data used to create the Graphs A to C inclusive.

2.1.2 Graph A: Monthly Traffic Figures. Illustrates the total number of vehicles per month compared with the figures from last year.

2.1.3 Graph B: TT2 Monthly Total Traffic Figures by Vehicle Class. Illustrates the monthly traffic flows by Vehicle Type, for the period April 2019 and Aug 2019.

Class 1 – motorbikes, Class 2 Cars and Light Goods Vehicles under 3500kgs, Class 3 Heavy Goods Vehicles and Exempts

2.1.4 Graph C: TT2 Monthly Traffic Figures by Vehicle Class. Illustrates the monthly traffic flows by each Vehicle Class, for the period April 2019 and Aug 2019.

2.1.5 Graph D: TT2 Monthly Traffic Figures by Payment Type. Shows how customers met the toll requirements. Cash, Permit or Exempts.

**Appendix B – Tyne Pedestrian and Cyclist Tunnel Progress Booklet**

### TT2 Monthly Traffic Statistics

Monthly	2019/2020												Total Vehicles	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
2019/2020	1,395,294	1,449,137	1,400,362	1,492,748	1,411,513	29,036	0	0	0	0	0	0	Forecast	16,499,108
2018/2019	1,367,609	1,444,185	1,386,578	1,430,684	1,404,416	1,363,760	1,456,535	1,407,025	1,230,254	1,320,239	1,257,168	1,398,018		16,466,471
Capacity	2,340,000	2,418,000	2,340,000	2,418,000	2,418,000	2,340,000	2,418,000	2,340,000	2,418,000	2,418,000	2,184,000	2,418,000		28,470,000

Traffic by Class	2019/2020												% ETC 2017/18		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
2019/2020	1,395,294	1,449,137	1,400,362	1,492,748	1,411,513	29,036	0	0	0	0	0	0			
2018/2019	1,367,609	1,444,185	1,386,578	1,430,684	1,404,416	1,363,760	1,456,535	1,407,025	1,230,254	1,320,239	1,257,168	1,398,018			
Capacity	2,340,000	2,418,000	2,340,000	2,418,000	2,418,000	2,340,000	2,418,000	2,340,000	2,418,000	2,418,000	2,184,000	2,418,000			
Class 1	15,358	17,334	17,441	18,858	16,387	459	0	0	0	0	0	0	0	C1 % ETC	0.00
Class 2	1,258,764	1,304,522	1,261,240	1,339,194	1,266,542	26,685	0	0	0	0	0	0	0	C2 % ETC	54.44
Class 3	66,873	70,749	66,289	74,934	70,720	498	0	0	0	0	0	0	0	C3 % ETC	85.06
Exempts	54,299	56,532	55,392	59,762	57,864	1,394	0	0	0	0	0	0	0	Ex % ETC	71.37
														Total %	55.96

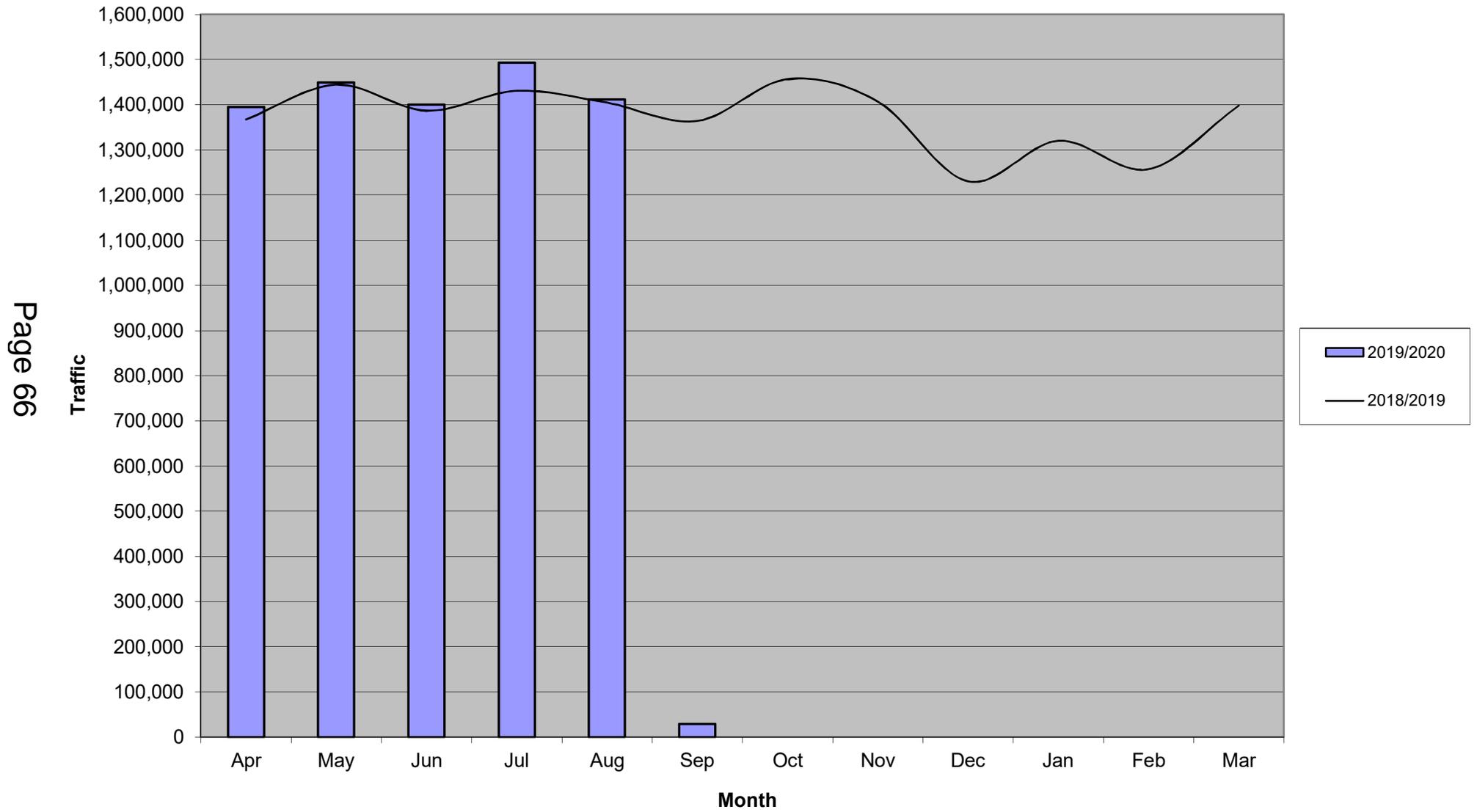
Class,Cash,Permit	2019/2020												Tolls to Date £	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
2019/2020	1,395,294	1,449,137	1,400,362	1,492,748	1,411,513	29,036	0	0	0	0	0	0		
2018/2019	1,367,609	1,444,185	1,386,578	1,430,684	1,404,416	1,363,760	1,456,535	1,407,025	1,230,254	1,320,239	1,257,168	1,398,018		
Capacity	2,340,000	2,418,000	2,340,000	2,418,000	2,418,000	2,340,000	2,418,000	2,340,000	2,418,000	2,418,000	2,184,000	2,418,000		
Class 1 Cash	15358	17334	17441	18858	16387	459	0	0	0	0	0	0	0	C1
Class 1 Permit	0	0	0	0	0	0	0	0	0	0	0	0	0	P1
Class 2 Cash	588839	588519	558323	588931	600070	16823	0	0	0	0	0	0	0	C2
Class 2 Permit	669925	716003	702917	750263	666472	9862	0	0	0	0	0	0	0	P2
Class 3 Cash	9988	10698	9987	11169	10357	104	0	0	0	0	0	0	0	C3
Class 3 Permit	56885	60051	56302	63765	60363	394	0	0	0	0	0	0	0	P3
Exempts	14956	15492	15464	16949	18337	472	0	0	0	0	0	0	0	Ex
Exempts Permit	39343	41040	39928	42813	39527	922	0	0	0	0	0	0	0	P Ex
														Tolls to Date £

2018/2019 Traffic by Class													% ETC	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	C1 % ETC	
Class 1 total	15,304	21,156	21,297	20,970	17,673	15,914	14,135	9,737	6,029	7,478	9,685	12,250	C2 % ETC	51.10
Class 2 total	1,231,393	1,296,794	1,241,573	1,279,188	1,259,266	1,226,204	1,313,527	1,274,841	1,121,625	1,197,151	1,135,634	1,262,732	C3 % ETC	83.85
Class 3 total	70,605	72,407	71,145	74,149	71,645	67,966	73,579	69,901	53,892	65,346	64,153	68,681	Ex % ETC	75.62
Exempts total	50,307	53,828	52,563	56,377	55,832	53,676	55,294	52,546	48,708	50,264	47,696	54,355		

2018/2019 Class,Cash,Permit													TOTAL % ETC	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Class 1 Cash	15304	21156	21297	20970	17673	15914	14135	9737	6029	7478	9685	12250		53.15
Class 1 Permit	0	0	0	0	0	0	0	0	0	0	0	0		
Class 2 Cash	626808	654675	620615	656538	680853	625891	637513	603025	563513	523279	503145	560318		
Class 2 Permit	604585	642119	620958	622650	578413	600313	676014	671816	558112	673872	632489	702414		
Class 3 Cash	11488	12279	11895	12654	12194	11107	12178	11781	8591	9533	9168	10095		
Class 3 Permit	59117	60128	59250	61495	59451	56859	61401	58120	45301	55813	54985	58586		
Exempts	12136	13813	13161	14214	15027	13312	13507	11953	11629	10636	11346	13207		
Exempts Permit	38171	40015	39402	42163	40805	40364	41787	40593	37079	39628	36350	41148		

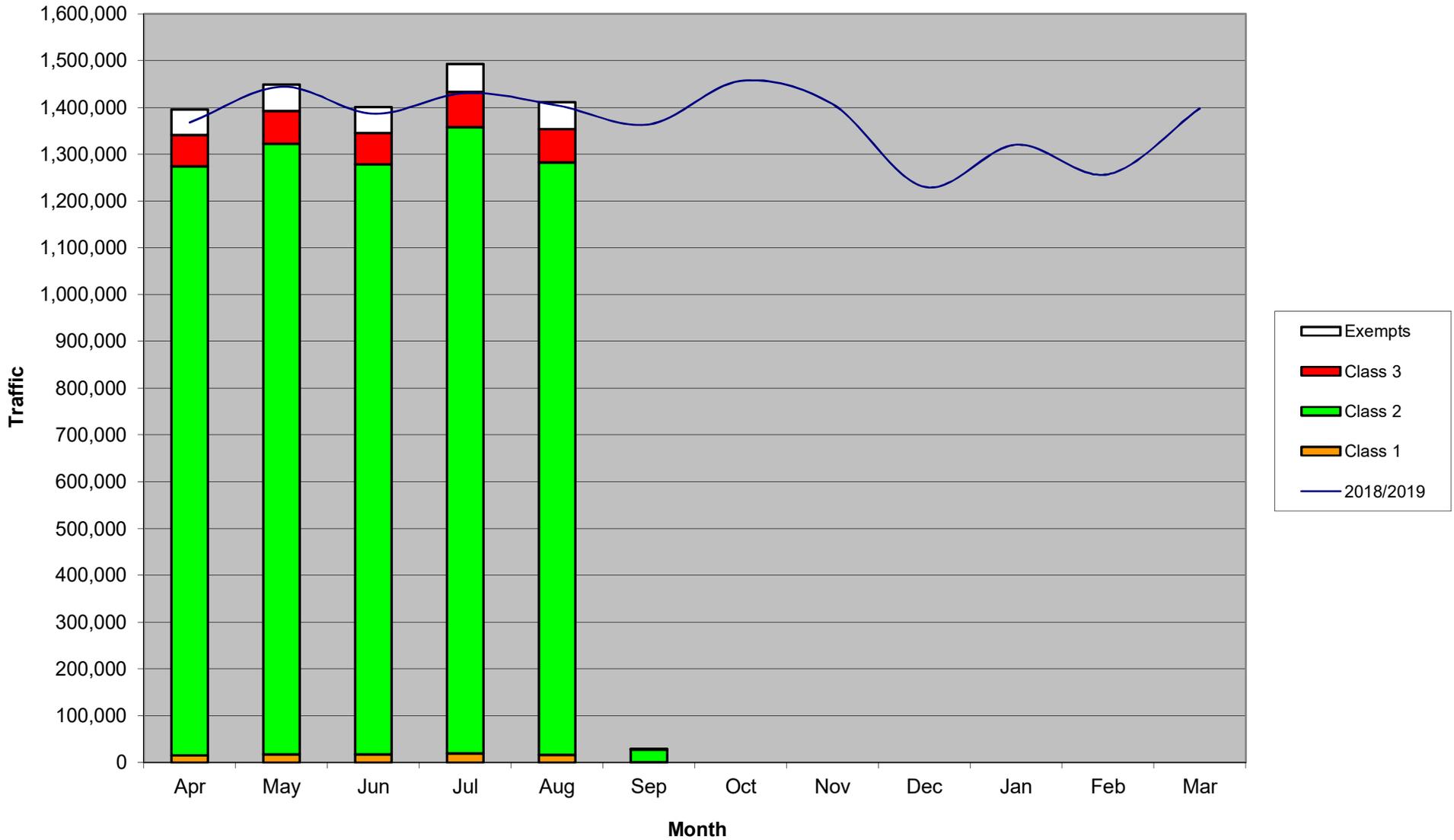
Table 1: TT2 Monthly Traffic Statistics

# TT2 TRAFFIC FIGURES



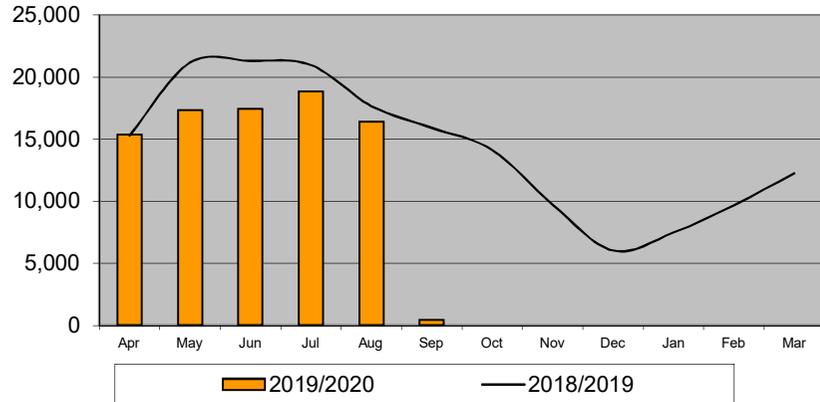
Graph A: TT2 Monthly Traffic Figures

### TT2 TRAFFIC FIGURES

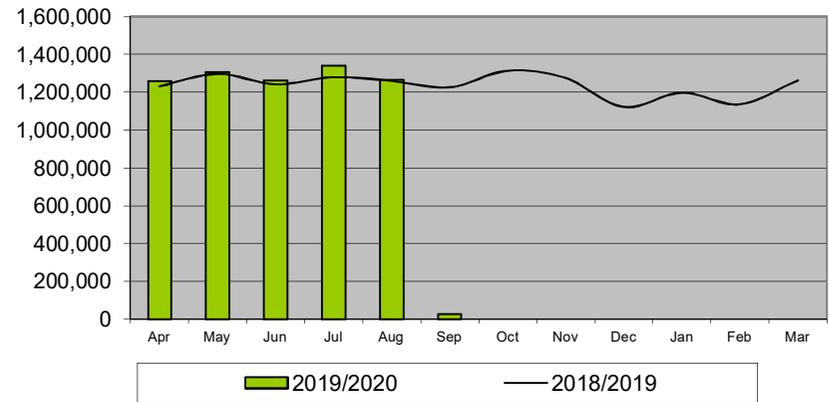


Graph B: TT2 Monthly Total Traffic Figures by Vehicle Class

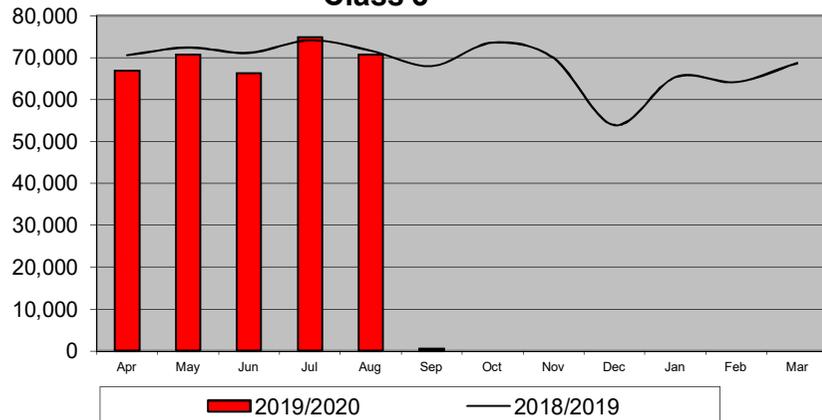
**TT2 Monthly Traffic Class 1**



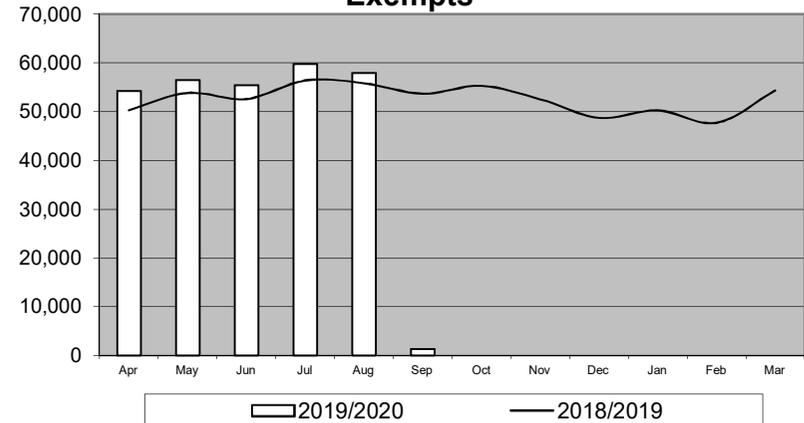
**TT2 Monthly Traffic Class 2**



**TT2 Monthly Traffic Class 3**



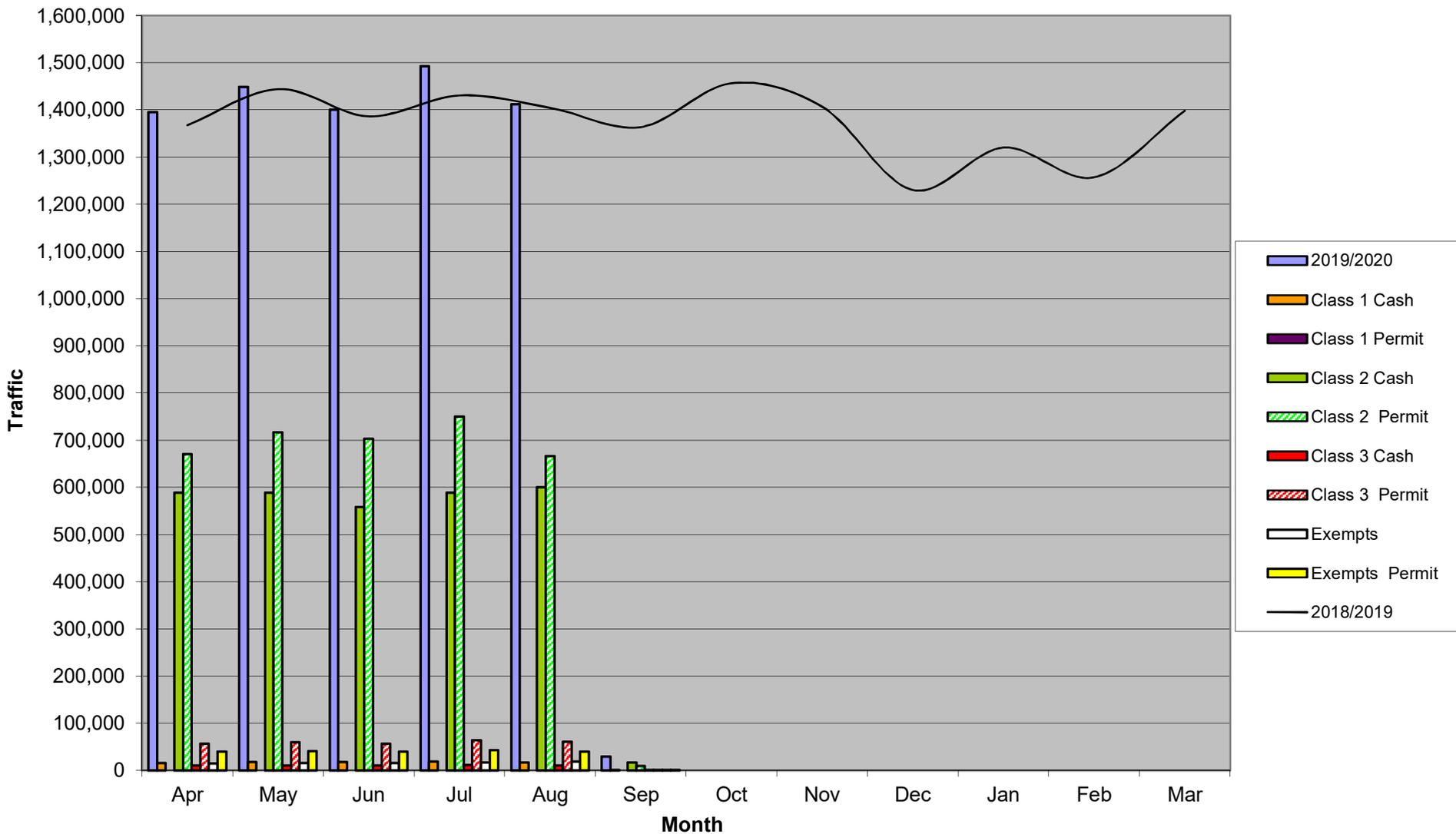
**TT2 Monthly Traffic Exempts**



**Graph C: TT2 Monthly Traffic Figures by Vehicle Class**

### TT2 TRAFFIC FIGURES Class, Cash, Permit

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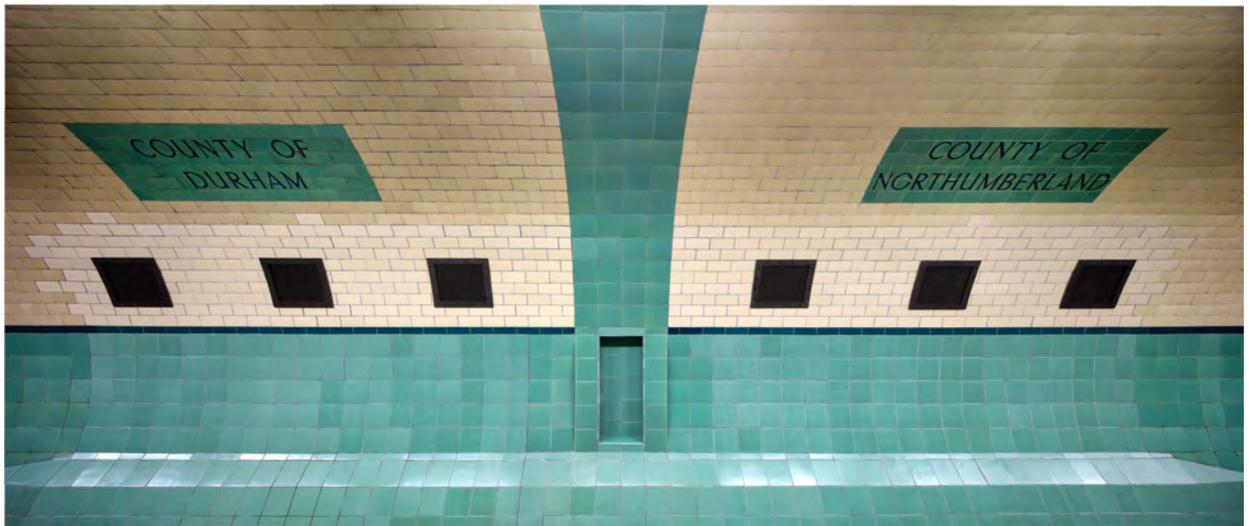


Graph D: TT2 Monthly Traffic Figures by Payment Type

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# Tyne Pedestrian & Cyclist Tunnels



## Refurbishment Progress Sept 2019



With the works at the tunnels substantially complete they were reopened to the public on the 7 August 2019.



The landscaping and resurfacing works around the Howdon rotunda building guide cyclist to the vertical lift which provides easy access to the tunnels.



Works to commission the new inclined lifts is yet to be completed but will provide a direct link for cyclist from the rotunda entrance down to the cycle tunnel.



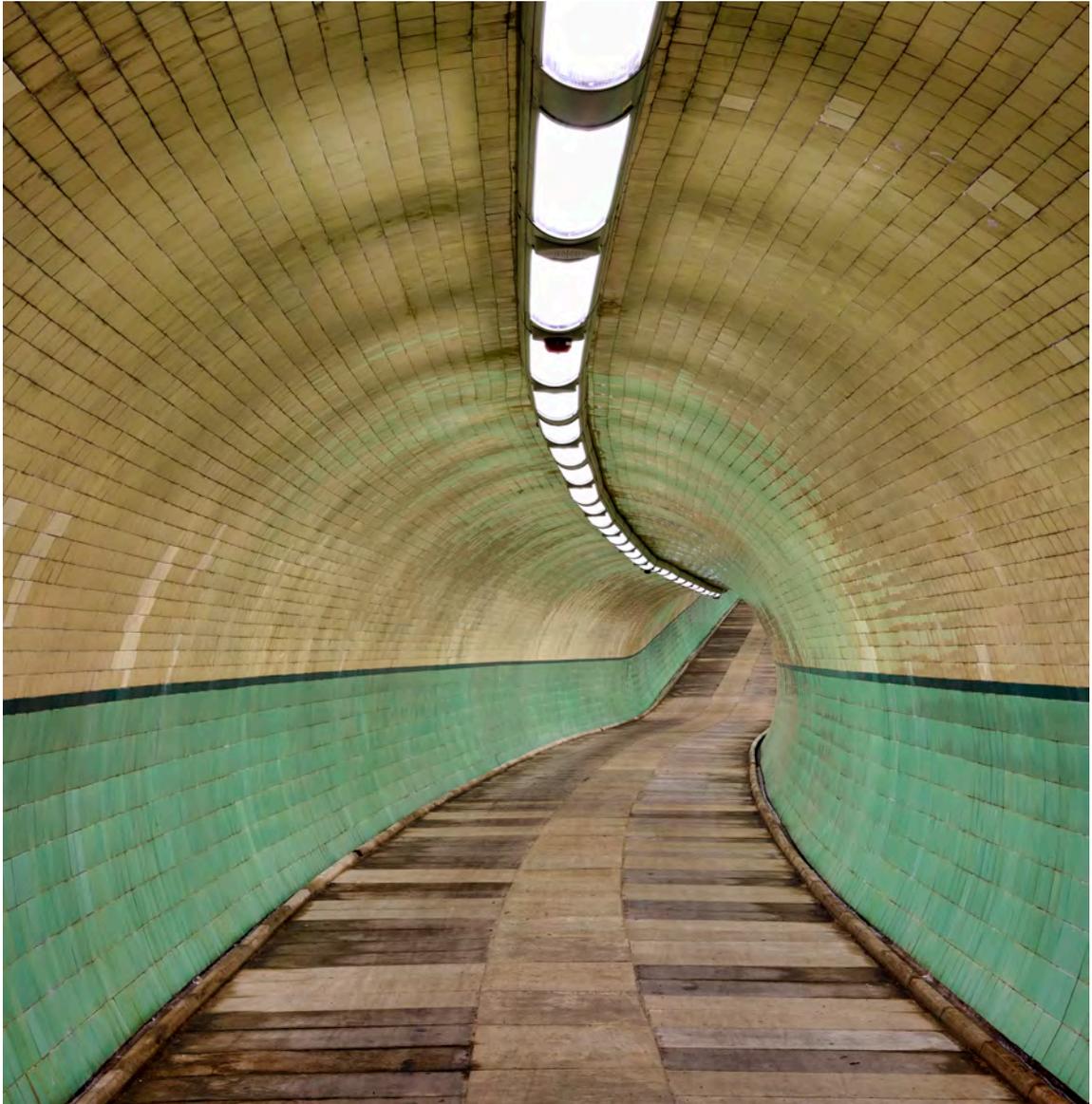
Until the inclined lifts are brought into use the public can access the tunnels by the vertical lift or by walking down the original escalators which, now fixed in position, have been retained for their historic importance and as an emergency egress route.



At the lower landings the new inclined lift will provide easy access for cyclists and pedestrians to the tunnels.



The two refurbished tunnels provide separate routes for pedestrians and cyclists wishing to cross the Tyne. The tunnel fabric has been restored to its original condition.



The refurbished tunnels are bright and inviting to users. A vast improvement on the damp and dark tunnels which were showing their age after over 60 years of use. New CCTV allows the tunnels to be monitored at all times.



These original motors from the 1950's will form part of the permanent reminder of the engineering heritage of the turbine and be on display.



Produced by  
North East Combined Authority  
c/o TT2 Limited, Tyne View Terrace  
Wallsend NE28 0PD

FOR MORE INFORMATION VISIT  
[www.tynepedestrianandcyclisttunnels.co.uk/](http://www.tynepedestrianandcyclisttunnels.co.uk/)



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