



north east combined authority

**Transport North East (Tyne and Wear) Sub-Committee**

Thursday 17th September 2015 at 2.00 pm

Meeting to be held at North Tyneside Council, Quadrant, The Silverlink North, Cobalt Business Park, North Tyneside, NE27 0BY

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## SUPPLEMENTAL AGENDA

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11. <b>Exclusion of Press and Public</b>  Under section 100A and Schedule 12A Local Government Act 1972 because exempt information is likely to be disclosed and the public interest test against disclosure is satisfied.	
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**To All Members**

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## North East Combined Authority

### Transport North East (Tyne and Wear) Sub-Committee

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**Date:** 17<sup>th</sup> September 2015

**Subject:** Monitoring Nexus's Performance: 1st April to 18th July 2015

**Report of:** Chief Executive Officer for Transport  
Managing Director (Transport Operations)

#### Executive Summary

At 12.245m boardings Metro patronage is 4.99% ahead of the 11.663m target for the year to 18th July 2015 and 4.97% up on the 11.665m boardings in the same period last year.

Metro charter punctuality at the end of the period was 2.53% below the 87.2% target at 84.67%.

Pop Pay As You Go (PAYG) pilots have been extended on Go Ahead and Arriva bus services: Arriva is planning to further extend coverage on its services north of the Tyne.

The Metro Pop PAYG pilot was expanded to 250 users as planned in July 2015. A PAYG pilot has been established by Stagecoach on bus services in Middlesbrough.

The Pop website went live in July, allowing cardholders to register and 'click and collect' online.

Following public hearings in mid-July the Quality Contracts Scheme Board is expected to publish its findings at the end of October 2015: in the meantime Nexus is preparing for the procurement of quality contracts.

Nexus's draft statement of accounts for 2014/15 has received a clean statement from the external auditor and subsequently been formally approved in accordance with Nexus's Standing Orders.

As at 18th July 2015 the Nexus revenue forecast is showing an improvement against the budget for 2015/16 of £1.279m.

The Metro Asset Renewal Plan (ARP) forecast for 2015/16 is £41.518m as at 18th July 2015.

#### Recommendations

It is recommended that the Committee receives and considers the report and the attached appendix giving details of Nexus corporate performance in delivering services and projects from 1st April to 18th July 2015.

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### **1 Background Information**

- 1.1 The attached appendix provides detailed commentary on Nexus's performance against its business plan objectives over the period 1st April to 18th July 2015.

### **2 Proposals**

- 2.1 There are no proposals being submitted for consideration.

### **3 Next Steps**

- 3.1 Not applicable. A further performance update will be presented at the next meeting of the Committee.

### **4 Potential Impact on Objectives**

- 4.1 Performance monitoring and review can help ensure the achievement of desired objectives.

### **5 Finance and Other Resources**

- 5.1 There are no direct financial or resource considerations arising from this report.

### **6 Legal**

- 6.1 There are no direct legal considerations arising from this report.

### **7 Other Considerations**

#### **7.1 Consultation/Community Engagement**

There are no specific consultation/community engagement considerations arising from this report.

#### **7.2 Human Rights**

There are no specific human rights considerations arising from this report.

#### **7.3 Equalities and Diversity**

There are no specific equalities and diversity considerations arising from this report.

#### **7.4 Risk Management**

There are no specific risk management considerations arising from this report.

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### 7.5 Crime and Disorder

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

### 7.6 Environment and Sustainability

There are no specific environment and sustainability considerations arising from this report.

## 8 Background Documents

8.1 None.

## 9 Links to the Local Transport Plans

9.1 This report has no direct links to the delivery of public transport services and facilities covered in the statutory Local Transport Plan for Tyne and Wear.

## 10 Appendices

10.1 Nexus' summary performance report on the delivery of services and projects against its business plan.

## 11 Contact Officers

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## 12 Sign off

- Head of Paid Service ✓
- Monitoring Officer ✓
- Chief Finance Officer ✓

## 13 Glossary

**ARP** – Asset Renewal Plan – currently the £389m programme of planned investment in modernising Metro that started in 2010 and is scheduled to complete in 2021, also referred to as Phase II. Phase III of the ARP refers to the later investment required to replace the remaining elements including procurement of a new Metrocar fleet and possible additions to the network.

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**ATG** - Automatic Ticket Gate – as part of the smart ticketing project and in order to discourage ticketless travel Automatic Ticket Gates have been installed at 13 stations:

- Airport
- Byker
- Central Station
- Chichester
- Gateshead
- Haymarket
- Heworth
- Jesmond
- Manors
- Monument
- North Shields
- South Shields
- St James

**Beta test** – a controlled release to selected customers of software and functionality to receive *feedback* and ensure the systems can operate with high volumes of traffic: the final stage before a full public launch.

**CIPFA** – Chartered Institute of Public Finance & Accountancy – the professional accountancy body specialising in public services.

**CMS** – Card Management System – provided to manage cardholders' details and history. A database of information about a population of smartcards and customer accounts e.g. English National Concessionary Travel Scheme cards, Pop cards.

**Concession Agreement** – the formal contract between Nexus and DBTW which governs all of the business transactions and discussions between the two parties.

**CT** - Concessionary Travel – Free bus travel and reduced fare travel on local public transport services such as Gold Card on the Metro system which is available to qualifying disabled persons and people who qualify under the English National Concessionary Travel Scheme. CT is also available to under 16's who can travel at reduced fares on buses and the Metro system.

**CP** – Control Period –Network Rail's Control Periods have a 5-year timespan. The Control Periods are used for financial and other planning purposes. The current Control Period 5 covers 2014 to 2019 and planning is taking place for CP6 2019 to 2024.

**CMT** – Corporate Management Team –Nexus' three Directors and five Corporate Managers who together deal with the day-to-day management of the organisation.

**De Minimis agreements** – statutory rules or exceptions under which local transport authorities/executives are in some cases excepted from the requirement to let bus subsidy contracts through competitive tender under the Service Subsidy Agreements (Tendering) (England) (Amendment) Regulations 2004.

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**DBTW** – Deutsche Bahn Regio Tyne and Wear Ltd, the current operator of the Tyne and Wear Metro through the Concession Agreement with Nexus that started in April 2010 and will run for seven years extendable to nine years at Nexus' discretion.

**EHWM** - Excess Headway Minutes, the method by which delays experienced by passengers are measured. The total EHWM for any period is subject to an attribution process resulting to an agreed allocation across the Operator, Nexus Rail, Network Rail and Other/disputed depending on the identified causation.

**ENCTS** – English National Concessionary Travel Scheme - a mandatory bus concession for older and disabled people has been in place since 2001. The scheme has gradually been extended since its introduction and since April 2008 has provided free off-peak local bus travel to eligible older and disabled people anywhere in England.

**EWT** - Excess Waiting Time – the measurement used to calculate punctuality in a high-frequency operation; instead of measuring adherence to timetable, the measurement looks at the number of minutes a passenger is kept waiting above a reasonable threshold based on the scheduled headway (time between trains).

**Failure** – an occasion where the operator did not succeed in meeting its performance criteria on a specific occasion, resulting in a penalty being applied.

**FYE** – Full Year Estimate/Full Year Effect – relates to the estimated increase in costs or savings being made on an annualised basis.

**HOPS** – Host Operating/Processing System – the electronic back-office systems that process transaction security, message handling, product ownership and product accounts. Required in the provision of any ITSO compliant system.

Hotlisting -

**ITSO** - ITSO Ltd is a Government-backed, non-profit distributing organisation which aims to make travelling on public transport throughout the UK seamless and easier by using smart technology. The company is the guardian of the ITSO Specification – a Crown Copyright open national standard for smart ticketing.

**ITT** – Invitation To Tender - a procedure for generating competing offers from different bidders looking to obtain an award of business activity in works, supply, or service contracts, usually preceded by a pre-qualification questionnaire (PQQ).

**LRA** - Low Rail Adhesion - Leaves falling on tracks are compressed and become a slippery substance that is difficult to remove and creates greasy track conditions known as Low Rail Adhesion.

**MAA** – moving annual average - the average for the past 13 periods (i.e. 12 months) including the 4-week period being reported on.

**Mean distance between service affecting failures** – is calculated as the total number of fleet failures affecting the Metro service by four minutes or more divided by the total fleet kilometres in the period being reviewed.

**Major Line Closure** – a significant possession of part of the running line, leading to a long section of track being unavailable for normal passenger service over an extended time period.

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**Metro Customer Satisfaction Score** – the result of a tracking survey that is carried out in May and November each year as part of the Metro Concession Agreement to compare the result with DBTW's contractual target of 8.3 and apply rewards/penalties as appropriate.

**Metro Passenger Charter** – published in April 2014 by DB Regio Tyne and Wear Ltd (DBTW) the Metro operating concessionaire setting out their commitments to providing excellent customer service, improved cleanliness, safe, welcoming environments and sustained high performance and reliability.

**Miscellaneous Workings** – refers primarily to works and scholars services where it is administratively efficient to tender to secure the commitment of resources (e.g. buses of various sizes) to be deployed as specified by Nexus rather than seeking to secure many individual services or journeys.

**NESTI** – North East Smart Ticketing Initiative – a programme that will create a smart ticketing infrastructure that covers the public transport network in the North East. The Programme is funded by the 12 Local Authorities in the North East, the *neca* and Nexus.

**Network Rail** – the statutory infrastructure provider maintaining the railway and providing the power and signalling for the tracks and stations between Pelaw and South Hylton via Sunderland.

**Nexus Rail** – the division of Nexus responsible for providing and maintaining the Metro infrastructure including the track and stations owned by Nexus.

**North East Business Unit** – The management unit covering local services in the North East, as required by the Northern Rail franchise Invitation to Tender.

**PAYG** – Pay as You Go - The facility of a travel smart card that can be topped up using cash, credit or debit cards and used to touch in and out at Metro ticket gates and validators, which will automatically deduct the cost of the journey from the card.

**PQQ** – Pre Qualification Questionnaire – a useful tool to identify the most suitable suppliers to invite to tender for contracts. PQQs enable purchasers to assess the prospective tenderer's commercial, technical and financial competencies and determine whether they meet the minimum criteria of the contract.

**OPR** – Operational Performance Regime - the means by which train service performance is measured in terms of excess waiting time for customers and punctuality of first and last trains.

**Patronage** – the number of passenger boardings for a service, mode or area over a specified period normally arrived at by survey, the use of ticket machine data or some combination of both. Often used interchangeably with Ridership.

**Payzone** – Payzone UK limited is a leading consumer payments acceptance network that is contracted to accept credit and debit card payments for travel smartcard transactions in its local outlets throughout Tyne and Wear and across the North East.

**Period** – 4-week periods (there are 13 in each financial year) used for financial, accounting and performance measurement purposes.

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**Pop** – Nexus smartcard brand that enables customers to pay for public transport using a plastic card that can be read by machines on stations and vehicles.

**Pop App** – The Pop Card Checker Application uses an Android device's Near Field Communication (NFC) to be able to read and display selected ITSO Product details from the smartcard presented to the device. The application is capable of reading and displaying details of ENCTS entitlements, metro entitlements and products, and the NESTI PAYG product. The Pop Card Checker app is currently being used by Metro ticket inspector staff to check the ITSO products contained on smartcards and the time and location of where the customer last tapped at in at a Metro station. It is also available on the Google Play website for customers to download free of charge.

**Possession** – a period of time when engineering works take place on a section of track, preventing normal passenger service from being provided.

**PTI** – Positive Train Identification – electronic equipment dealing with Metro Train Route setting and associated functions

**Punctuality** – measurement of train punctuality as set out in the Metro Passenger Charter; measures the percentage of trains arriving within three minutes later or within 29 seconds earlier than scheduled.

**QCS** – Quality Contracts Scheme - A QCS is a statutory scheme under which a Local Transport Authority, such as the *neca*, can determine what local bus services should be provided in an area and those local bus services are primarily provided in that area in accordance with quality contracts.

**Rail North** – the Consortium of 29 Local Transport Authorities focussed on improving rail services across the North of England

**Rail North Ltd** - The limited company established by Rail North (see above) to enter into formal partnership with the Department for Transport.

**Rail North Partnership** - The formal partnership, including the officer structure, between Rail North Ltd and the Department for Transport, which will manage the Northern and TransPennine Express rail franchises once they are re-let in 2016.

**Rail Traffic Management System** - will replace the PTI (positive train identification) system to provide Metro Train route setting and associated functions.

**Reliability** – a measure relating to the ability to provide sufficient resource to meet operational requirements and run the level of public transport service as advertised.

**RIDDOR** - The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 - place a legal duty on employers, self-employed people and people in control of premises to report to the appropriate authority (either the Health & Safety Executive or the Office of Rail and Road) work-related: deaths; serious injuries or over-seven-day-absence injuries; work related diseases; and dangerous occurrences (near miss accidents).

**Ridership** – the number of passenger boardings for a service, mode or area over a specified period normally arrived at by survey, the use of ticket machine data or some combination of both. Often used interchangeably with Patronage.

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**Secured Services** – to deliver public transport links that are considered to be socially necessary, but are not regarded by the commercial operators as being sufficiently profitable, action is taken to secure those services through a competitive tendering process in which all interested local bus operators are invited to submit bids.

**Significant Incident** – occurs when a single failure in Nexus Rail infrastructure leads to 500 EHWMs or more being allocated.

**SQR** – Service Quality Regime - the means by which quality standards on stations and trains is measured

**Stagegate** – a management control process for delivering projects. Based on dividing a project into a number of distinct stages, and within each stage an agreed set of products are delivered. The project cannot move through the gate from one stage to the next without the required products being signed off. The stage gate review process therefore examines a project at critical stages in its lifecycle to provide assurance that it can successfully progress to the next stage

**T&G** – Ticketing and Gating – the project to implement smart ticketing on the Metro. New smart ticket vending machines are in place at all 60 Metro stations, making paying for travel easier and more flexible, with smart card payments up and running. Automatic ticket gates have been installed at 13 key Metro stations.

**TVM** – Ticket Vending Machine – using a Ticket Vending Machine at a Metro station a customer can:

- Pay for a ticket using notes as well as coins
- Pay for a ticket using a credit or debit card as well as payWave
- Read information on screen in six different languages
- Press the audio button if they want to hear instructions
- Buy weekly Metro and Network One tickets
- Buy Metro special event tickets in advance
- Renew their Metro season ticket
- Check the expiry date of their season ticket
- Buy multiple tickets
- Buy a Metro Gold Card

**UAT** – User Acceptance Testing - consists of a process of verifying that a solution works for the user i.e. to test the user accepts the solution. Users of the system perform tests in line with what would occur in real-life scenarios. The UAT acts as a final verification of the required business functionality and proper functioning of the system, emulating real-world usage conditions on behalf of the end-user whether a paying client or specific customer. The final internal testing stage before Beta Test.

**Validator** - Metro stations that do not have Automatic Ticket Gates have been provided with validators so that a customer with a smartcard can touch in or out at the start or end of their journey.

**WebTAG** – web based Transport Analysis Guidance – provided by the Transport Appraisal and Strategic Modelling Division of the Department for Transport. Projects

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or studies that require government approval are expected to make use of this guidance in a manner appropriate for that project or study.

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## Nexus: Summary of Corporate Performance – 1st April to 18th July, 2015/16

### Theme 1: Leading the delivery of better public transport.

Workstream:	Key Considerations:
Grow Public Transport Journeys (on services under Nexus control) (green)	<ul style="list-style-type: none"> <li>The year to date figure for total boardings on Metro, at 12.245m, is up 4.99% against the year to date target of 11.663m.</li> <li>Year on year, the cumulative Metro ridership total is 4.97% up on the 11.665m boardings at the same point last year.</li> <li>In the eight weeks to 18th July the Metro ridership, at 6.197m, was 3.78% above the 5.971m being targeted.</li> </ul>
Improve Customer Satisfaction (amber)	<ul style="list-style-type: none"> <li>The May 2015 Metro Customer Satisfaction tracking survey resulted in an overall score of 7.8.</li> <li>The score does not meet the contractual requirement of 8.3 and therefore financial penalties have been applied to DBTW, the concessionaire, to incentivise improvement.</li> <li>DBTW is developing a campaign to focus its front-line staffs' attention on key customer service matters.</li> </ul>
Improve Service Quality (red)	<ul style="list-style-type: none"> <li>92,519 Excess Headway Minutes have occurred in the year-to-date: of this total 71,104 (77%) are attributed to DBTW, the concessionaire, against a target of 65,353.</li> <li>As at 18th July the Metro punctuality figure was 84.67%, 2.53% below the Passenger Charter target of 87.2%.</li> <li>The concessionaire is still subject to special monitoring, with recent results showing signs of improvement, for example the Metro punctuality score, whilst below target, has improved of late and the mean distance between service affecting failures for the fleet has also improved, increasing from 6,000kms to 8,000kms.</li> </ul>
Exploit Smart Ticketing Technology (green)	<ul style="list-style-type: none"> <li>Arriva is further extending the Pop Pay As You Go (PAYG) pilot on its bus services.</li> <li>The Stagecoach bus PAYG bus pilot commenced in Middlesbrough on 1st July 2015</li> <li>The extension to the Metro PAYG pilot to 250 users commenced as scheduled on 21st July 2015.</li> <li>The Pop website went live on 21st July, allowing cardholders to register and order Metro products online and collect from station Ticket Vending Machines and Validators the following day.</li> </ul>

### Theme 2: Prepare Metro for the future.

Workstream:	Key Considerations:
Plan for the Long-Term development of Metro (green)	<ul style="list-style-type: none"> <li>The long-term development plan for the Metro will be considered as an integral part of proposals for the NECA's Transport Vision and the Transport Plan for the North East.</li> </ul>
Develop fleet procurement options (green)	<ul style="list-style-type: none"> <li>Work has commenced on the business case.</li> <li>Preliminary discussions about a high level outline specification have been held with DfT.</li> </ul>
Formulate arrangements for the next concession (green)	<ul style="list-style-type: none"> <li>The Project Initiation Document is in preparation.</li> <li>The TWSC meeting in July considered whether to extend the concession with DBTW in 2017 and this will be further considered at its meeting in September.</li> </ul>
Seek confirmation on funding arrangements for Phase 3 (green)	<ul style="list-style-type: none"> <li>Initial discussions with DfT were constructive and on-going liaison has been established to update on progress.</li> <li>Further discussions will be arranged once proposals have been sufficiently developed with regard to fleet procurement options, arrangements for the next concession and the cost of steady-state maintenance.</li> </ul>
Deliver the Metro Asset Renewal Plan (green)	<ul style="list-style-type: none"> <li>Outputs are in line with expectations.</li> <li>Project delivery is effective.</li> <li>Performance against budget is on target.</li> </ul>

### Theme 3: Deliver the Bus Strategy

#### Workstream:

#### Key Considerations:

Fit for QCS	<ul style="list-style-type: none"> <li>The Quality Contracts Scheme Board met in public during the last two weeks in July with both Nexus and bus operators providing evidence.</li> <li>The Quality Contracts Scheme Board is expected to publish its findings at the end of October 2015.</li> <li>Nexus is preparing for a procurement exercise to commence at the end of 2015, subject to the NECA Leadership Board's approval.</li> <li>A Business Transformation Plan has been prepared that details the actions and resources necessary to prepare for the introduction of a Quality Contracts Scheme.</li> </ul>
Progress with the QCS	
(green)	

### Theme 4: Continuous organisational improvement.

Workstream:	Key Considerations:
Employee Engagement (green)	<ul style="list-style-type: none"> <li>Results of the safety culture survey are being shared with staff through cascade briefings in Nexus Rail and using emails and the intranet for the wider organisation.</li> <li>Progress is being made against the suite improvement actions sanctioned following a review of the survey results.</li> </ul>
Effective budget management (green)	<ul style="list-style-type: none"> <li>Revenue: Financial performance is better than budget.</li> <li>Capital: Forecast Metro ARP expenditure is in line with the DfT target and the programme budget remains in line with expectations.</li> </ul>
Process Improvements (green)	<ul style="list-style-type: none"> <li>Work is being progressed for production of Nexus' three-year Forward Plan in line with the NECA's requirements.</li> <li>Nexus' new governance arrangements were endorsed by TWSC in July, and have been implemented.</li> <li>A new process for scheme development and external funding bidding arrangements has been agreed and is being piloted.</li> </ul>
Focus on Health, Safety and Environment (green)	<ul style="list-style-type: none"> <li>Railway operations incidents and assurance checks undertaken are within target.</li> <li>Nexus has recorded a continuous period of 151 RIDDOR (reportable accident) free days.</li> </ul>
Supporting the NECA's interests in Rail (green)	<ul style="list-style-type: none"> <li>The proposed Members' Agreement for Rail North is to be reported to the next TNEC meeting for consideration.</li> <li>The proposed Collaboration Agreement for the North East Rail Business Unit is to be reported to the next TNEC meeting for consideration.</li> </ul>

The following report provides further information on Nexus's corporate performance with data drawn from the reporting periods over 1st April to 18th July, 2015. Information drawn from the first two periods (up-to 23rd May) was presented to the TWSC meeting on 9th July 2015: this update therefore draws on data from the eight weeks ending 18th July.

### **Theme 1: Leading the Delivery of Better Public Transport Services**

1. In the eight weeks ending 18th July the Metro ridership was 6.197m, which is 3.78% above the 5.971m target. In the year to date Metro ridership, at 12.245m, is 4.99% up against the target of 11.663m boardings, and up 4.97% year on year against the 11.665m boardings for the year to date in 2014/15.
2. The May '15 Metro Customer Satisfaction tracking survey resulted in an overall score of 7.8, a decline of 0.2 points (2.5%) against the spring score last year (8.0 in May '14). However this represents an increase of 0.2 points (2.6%) against the Nov.'14 score of 7.6, following an established pattern where the spring score is always higher than that in the autumn.
3. As the customer satisfaction score does not meet the contractual requirement of 8.3, penalties have been applied to the concessionaire, DB Regio Tyne and Wear Limited (DBTW), in order to incentivise improvement. In response DBTW is developing a campaign that will focus its front-line staffs' attention on a range of actions, involving information and training initiatives, aimed at changing their behaviours and attitudes and thereby help address these poor customer satisfaction survey results.
4. As at 18th July Metro punctuality was 84.67%, representing a 5.55% (4.45 percentage points) improvement on the 80.22% reported for 23rd May, but 2.9% (2.53 percentage points) below the target of 87.2% set out in the Metro Passenger Charter. At the same time last year Metro punctuality was reported at 85.6%. Service reliability therefore continues to be a key area of focus for both Nexus and DBTW through the joint performance management arrangements that have been enhanced at Nexus's request.
5. The last Metrocar to undergo  $\frac{3}{4}$  Life refurbishment was returned to South Gosforth during the period, and this should help to support fleet availability.
6. Over the eight-weeks to 18th July a total of 48,251 Excess Headway Minutes ('EHWM', the method by which the overall delays experienced by passengers are measured in the contract) were recorded. Following analysis the allocation was:
  - 36,460 (76%) to the Metro operator DBTW - against a target of 34,098
  - 5,717 (12%) to the Metro infrastructure provider Nexus Rail – against a target of 4,100
  - 2,453 (5%) to the infrastructure provider Network Rail, and
  - 3,630 (7%) other.
7. In the year to 18th July the cumulative figure of 92,519 EHWM has been recorded. Of this total the allocations were:

- 71,104 (77%) to DBTW - against a target of 65,353,
  - 9,567 (10%) to Nexus Rail – against a target of 8,200,
  - 5,045 (6.0%) to Network Rail, and
  - 6,803 (7%) other.
8. Fleet related issues remain the most significant cause of DBTW's EHWMs for the year so far, the other major factor at present being a mix of driver related issues. The resolution of these issues is being addressed at the Nexus/DBTW Joint Performance Meeting. Fleet reliability (in particular power and door faults) remains the key areas of focus within the Performance Improvement Plan that Nexus has imposed on DBTW.
9. Nexus is also being provided with supplementary assurance in relation to Fleet performance. One matter worthy of noting is in respect to a reduction in the number of incidents of Metrocar failures occurring. Consequently the mean distance between service affecting failures (a method applied to assess fleet reliability) has improved over four consecutive periods in a row, from a low of around 6,000 kilometres per incident to over 8,000 kilometres per incident.
10. In regard to the 5,708 EHWMs allocated to Nexus Rail in the eight-week period to 18th July there were four significant incidents of more than 500 EHWMs accounting for 64% (3,665 EHWMs) of the period allocation:
- The first was due to an extended instance of trespass on 6th June at Central Station when a person walked along the tunnel towards the QEII Bridge. Trains were stopped for two hours in both directions to enable the police to have sufficient time to safely apprehend and remove the individual involved: this accounted for 1,358 EHWMs.
  - On 1st July a lightning strike resulted in a failure of signalling equipment in the Benton area with 931 EHWMs being allocated.
  - On 12th July, a faulty switch isolator led to power loss in the Pelaw area resulting in 640 EHWMs.
  - On 18th July, there was a suicide between Whitley Bay and Cullercoats when the service was suspended and 736 EHWMs were incurred.
11. There were five incidents of a Passenger Facility being out of order for 24 hours or more within the eight-week period. These were as follows:
- North Shields Passenger Information Display, from 10th to 29th May, due to delays in obtaining obsolete parts;
  - Park Lane Escalator No. 3, from 5th to 6th June, to repair a handrail fault;
  - Haymarket Escalator No. 2, from 11th to 12th June due to the nature of the required repairs;
  - Regent Centre Escalator 1 from 26th to 30th June for provision of parts in a repair; and
  - Gateshead Escalator 7 from 16th to 18th July to carry out handrail repairs.

12. Shields Ferry patronage at 79,284 in the eight-weeks to 18th July was 2.55% down when compared to the figure of 81,362 being targeted, and 4.08% down against the boardings figure of 82,664 in the same period last year. In the year to 18th July the total ferry patronage was 152,367, 4.85% down against the target of 160,137 boardings and 4.6% below the 159,715 boardings in the year to date last year.
13. Marketing activity to promote excursion events and private hires on the ferry is being undertaken in response.
14. Over the year to 18th July the reliability target of 99% for secured bus service mileage operated has consistently been achieved with periodic reliability of up to 99.9% also being recorded.
15. Secured bus service ridership for the eight weeks to 18th July was 1.197m, 8.3% down against 1.306m journeys over the same period last year and 9.7% below the period target of 1.325m. For the year to date, cumulative ridership was 2.444m, 7.2% down against the target of 2.635m, and 5.9% down against the 2.596m boardings in the year to date last year.
16. Contracts for 33 Miscellaneous Works services commencing in September 2015 have been awarded.
17. Quaylink has now moved to mainly commercial provision by GNE, with only early morning and evening services being supported by Nexus.
18. Secured service contracts in the North Tyneside area to replace those expiring in September 2015 have been awarded.
19. Following partnership discussions with Sunderland City and the University of Sunderland concerning the 700 'Connect' service, a revised agreement for a further year's operation has been established.
20. The programme of work to embed and exploit smart ticketing technology is progressing as planned. Formal testing of Scheidt & Bachmann's (the contractor to the ticketing and gating project) latest software update was completed successfully.
21. Gatelines are now fully operational in line with the relevant provisions of the Concession Agreement with DBTW.
22. The User Acceptance Testing (UAT) stage of Pop Pay-As-You-Go (PAYG), web retail and the Card Management System has been completed. The more extensive PAYG Beta test with an enhanced control group of 250 users started on 21st July and the numbers involved will be increased in phases over the next quarter.
23. Popcard.co.uk, the website that allows POP cardholders to register their cards and to "click and collect" season tickets went live on 21st July. The website also enables cards which are reported lost or stolen to be blocked from future use ("hotlisting").

24. The smart-ticketing requirements for the QCS are being determined and documented so that this can form a planned programme of work should the NECA wish to continue with the Scheme.
25. With regard to the wider programme of work in the North East Smart Ticketing Initiative, Nexus has its Concessionary Travel Card Management System under test, and is now working towards a planned implementation in the autumn. Nexus is also updating the "Pop-app" in order to identify blocked cards and work is progressing on the hotlisting of concessionary travel cards to reduce fraud levels.
26. The Pay-as-You-Go (PAYG) pilot has previously been extended to the Go North East X40 and Quaylink bus services. Arriva has also brought more services into its pilot and feedback from both of these extended pilots has continued to be positive. Stagecoach commenced its planned pilot in the Middlesbrough on 1st July. Discussions are taking place with Go North East and Arriva to further extend the number of routes accepting the PAYG card. Arriva are intending to roll out PAYG acceptance to all routes north of the Tyne by the end of September.

## **Theme 2: Prepare Metro for the Future**

### **Activities in the eight weeks to 18th July include that:**

27. The Metro car  $\frac{3}{4}$  life refurbishment programme is now complete with the return of the final vehicle from the contractor Wabtec in Doncaster happening ahead of schedule.
28. Renewal of the switches and crossing at Regent Centre commenced with further weekend possessions planned over the coming weeks.
29. A site visit for prospective Permanent Way Framework contractors was held in July. Tenders will be returned in September for evaluation, and the first phase of the works that are planned under the Framework are scheduled to commence in March 2016.
30. A contract has been awarded for the refurbishment of Newcastle Central Metro Station and detailed planning is progressing in advance of the September start on site: this project is likely to take 12 months to complete.
31. Refurbishment works at Felling and Gateshead Stadium Stations commenced in July.
32. Essential earthworks in the South Gosforth to Jesmond corridor will continue and it is intended these will be completed without any disruption to the Metro service.
33. The contractor has now mobilised in order to undertake remedial and strengthening work to bridges in the Jarrow and Bede areas with completion expected in February 2016.

34. Work to replace escalators at Four Lane Ends and Manors Metro stations is underway, and is due for completion by December 2015.
35. The Railway Traffic Management System (RTMS) project is continuing with development of detailed requirements and programme documentation.
36. Work on site has commenced to refurbish Metro bridges in the Wallsend to Walkergate area.
37. Planned refurbishment work commenced on the bridge at St James Road, Gateshead. This project is being delivered by Network Rail: as a joint structure Nexus is providing partial funding from the ARP. The work is due to complete in November 2015.
38. Refurbishment of bridges in the Wallsend and Walkergate areas started on site in July.

### **Looking ahead across the remainder of Quarter 2**

39. The contract was awarded for Central Station Metro refurbishment works which will commence in September.
40. Collating the full requirements for the RTMS system will be finalised with detailed specification and design to follow.
41. Design packages for Four Lane Ends and Regent Centre Metro Stations are being tendered. Design will progress this year to enable construction to start early next year.
42. Design will commence for the refurbishment of Chichester and Tyne Dock Metro Stations, with construction works likely to take place in summer 2016.
43. The installation of radio infrastructure will continue - mast installation will commence in August - with the planned completion of these works scheduled late 2015. Installation of radio equipment into Metro Cars will then commence in early 2016.
44. Refurbishment of bridges in the Wallsend and Walkergate areas will continue with a possession planned during the holiday period in August, when patronage is lower, in order to help minimise disruption to customers.
45. Nexus's Capital Delivery Team will continue to undertake remedial work to duct routes, fibre replacement and signal testing, correlation & replacement.
46. Refurbishment works at Felling and Gateshead Stadium Metro Stations will continue. This work, which is being undertaken by Nexus' Capital Delivery Team, is expected to be completed by the end of October 2015.

### **Theme 3: Deliver the Bus Strategy**

47. Over the period October 2014 to June 2015, Nexus and the bus operators provided evidence and witness statements to the Quality Contracts Scheme (QCS) Board in preparation for the oral hearings which were held over two weeks starting Monday 13 July 2015 and ending on Friday 24 July 2015. Some 32 witness statements and detailed reports, extending to over 2,000 pages of evidence, were submitted to the QCS Board who heard evidence in public.
48. Written closing arguments will be submitted in mid-September and the opinion of the QCS Board is expected at the end of October 2015.
49. Nexus is preparing for a procurement exercise to commence quickly should the NECA Leadership Board wish to formally proceed with implementation of the proposed QCS in Tyne and Wear.
50. A Business Transformation Plan has been prepared that details the actions and resources necessary to prepare Nexus for the introduction of a Quality Contracts Scheme, reflecting the considerable change in functions and responsibilities that this would entail. Changes to processes, systems and resourcing have been identified throughout Nexus.
51. Three transformation projects which are critical for the delivery and management of a QCS are currently being prioritised: identifying opportunities for future operators of Quality Contracts to establish new depots; the roll out of the QCS smart ticketing proposals; and the development of integrated contract, information and performance management systems.

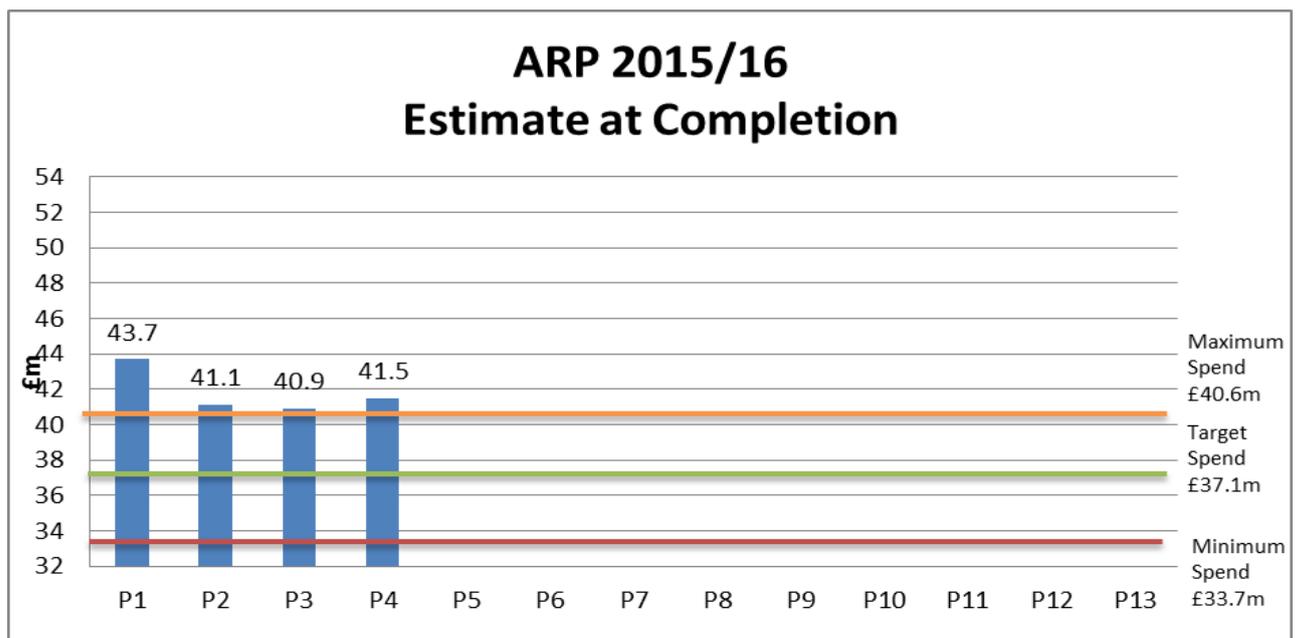
#### **Theme 4: Continuous Organisational Improvement**

52. Two-thirds of staff took part in a safety culture survey, which provided important information about the strengths and weaknesses of Nexus's safety management system. Results from the safety culture survey have been shared with staff through cascade briefings in Nexus Rail, and via emails and the intranet for the wider organisation. This forms part of the 'Year of Safety' at Nexus, which will involve campaigns together with training and development initiatives.
53. Following a review of the safety culture survey results, progress has been made in identifying actions to target improvements in the safety culture of the organisation. Nexus's Corporate Management Team has sanctioned a suite of activities to implement the actions involved.
54. With regard to the NECA's interests in the wider rail network, shortlisted bidders for the Northern and TransPennine Express (TPE) rail operating franchises have been in dialogue with Nexus and the NECA. Detailed workshops have been held to discuss aspirations for those specification requirements which specifically affect the North East - such as the North East Business Unit and support for the NESTI scheme. Bidders have been pressed to commit to further improvements in the North East, to secure a transformation in the quality of local services.
55. Bid evaluation started in June (TPE) and July (Northern) to complete in early December with the new franchises starting on 1<sup>st</sup> April 2016. Each bid is being

assessed for quality and price: Rail North has secured representation during this process and nominated a number of officers to participate alongside DfT officials.

56. In parallel, the joint DfT/Rail North partnership structure, which will manage the new franchises once let, is being established. Recruitment to key positions within the executive management structure is underway with the intention of fully populating the structure by early autumn. The Board of Rail North Ltd, on which the NECA continues to be represented by Councillor Nick Forbes in his capacity as Chair of the NECA's Transport for the North East Committee (TNEC), has oversight over these appointments.
57. Rail North partner authorities have received the draft Members' Agreement for comment. The Agreement defines how the partner authorities, including the NECA, will interact with the consortium once it begins jointly managing the Northern and TPE franchises in April 2016. This Agreement establishes the rights under which each partner authority can propose changes to the Franchise, respond to consultations and access performance information.
58. Nexus officers have helped to develop the draft Members' Agreement, and have ensured that a mechanism to create regional business units is embedded within the drafting. Nexus will further review the document on behalf of the NECA, and the Transport North East Committee will consider the Agreement in November.
59. On behalf of the NECA, Nexus officers have developed a draft Collaboration Agreement to define how the regional Business Unit covering the North East rail management arrangements would operate, including its governance structure and funding arrangements.
60. The Collaboration Agreement is being finalised and an interim business plan for the remainder of the current financial year has been drafted. The Agreement also proposes an outline Business Plan for the first year of operation.
61. The NECA's officers will liaise with colleagues from the Tees Valley, North Yorkshire and Cumbria to refine and finalise this Agreement for formal consideration by the Transport North East Committee in November.
62. In the eight-week period to 18th July community engagement activity was carried out in advance of ARP related works at various locations including Kingston Park, Gateshead, Hebburn, Jarrow and Bede.
63. Support was also provided for the 40th anniversary event for the first Metro cars 4001/4002, and a post-event press release with photographs was issued to local media and various trade publications.
64. There were press releases issued regarding the Gold Card's time restrictions being lifted during the summer period (July and August), and the summer timetable for the 700 bus service in Sunderland which is currently extended to the coast at Marine Walk, Roker.

65. In respect of schools' Year 6 Bus Inductions, a total of 2,766 pupils were seen in this project and, as part of the North Tyneside Anti-Social Behaviour days the Youth Liaison Officer gave briefing sessions to a total of 544 pupils.
66. Nexus's audited statement of accounts for 2014/15 were formally approved on 29th July.
67. As at 18th July 2015, Nexus's revenue forecast remains a deficit of £1.824m, showing a positive variance £1.279m against the budgeted for deficit of £3.103m. As previously reported, this variance is largely as a result of a forecast saving of £0.750m on Secured Bus Services, an efficiency saving of £0.420m following a review of senior management within Nexus and savings in High Voltage power costs of £0.250m.
68. The Metro Asset Renewal Plan (ARP) forecast for 2015/16 at 18th July was £41.518m. The forecast is therefore £4.396m less than the latest approved budget for the ARP of £45.914m (see the table on the following page), but manageable within the maximum/minimum spend targets set by the DfT as shown in the graph below. Expenditure in the period was 118% of the forecast.



69. Extensive monitoring of the programme is continuing to ensure that the programme is delivered in accordance with the terms of the grant determination letter. This year's programme comprises almost 80 projects. Particular emphasis is being directed towards the fourteen largest spending projects this financial year which represent over 70% of this year's programme. Three of these projects represent over 33% of this year's programme in monetary value: track renewal from Tynemouth to Northumberland Park; the Rail Traffic Management System; and Radio replacement.
70. The table below shows the budget and corresponding forecast for 2015/16 and the following two years for each asset category within the ARP programme:

Asset Category	Budgets					Forecasts			
	Original Approved Budget (DfT submission) 2015/16	Latest Approved Budget 2015/16	Latest Approved Budget 2016/17	Latest Approved Budget 2017/18	Total Budget 2015/16-2017/18	Period 4 Projection 2015/16	Period 4 Projection 2016/17	Period 4 Projection 2017/18	Total Projection 2015/16-2017/18
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Civils	9,490	8,059	6,473	7,780	22,311	6,886	7,463	6,277	20,625
Communications	4,643	5,873	265	598	6,735	5,318	964	128	6,409
Level Crossings	2	45	0	0	45	44	0	0	44
Mechanical & Electrical	1,938	4,124	92	280	4,496	3,680	151	80	3,911
Metro Cars	2,148	2,144	1,363	1,250	4,757	2,099	956	833	3,888
Miscellaneous	435	506	2,990	3,013	6,509	507	2,890	3,013	6,410
Project Management Costs	0	0	2,301	2,301	4,602	0	2,301	2,301	4,602
Inflation allowance	0	0	561	713	1,275	0	561	713	1,275
Overhead Line	1,986	1,991	5,020	3,000	10,011	2,534	4,158	3,371	10,063
Permanent Way	12,304	10,799	11,971	19,911	42,682	10,866	13,280	19,858	44,005
Plant	0	31	0	0	31	88	0	0	88
Power	0	193	0	0	193	113	70	0	183
Signalling	4,652	6,390	5,341	4,476	16,207	5,376	5,334	4,306	15,015
Stations	7,673	5,761	8,079	6,201	20,041	4,008	9,748	3,344	17,100
<b>Total ARP Programme</b>	<b>45,271</b>	<b>45,914</b>	<b>44,457</b>	<b>49,523</b>	<b>139,895</b>	<b>41,518</b>	<b>47,876</b>	<b>44,224</b>	<b>133,619</b>
Major Projects	3,500	7,207	0	5,950	13,157	7,207	0	5,950	13,157
<b>TOTAL</b>	<b>48,771</b>	<b>53,121</b>	<b>44,457</b>	<b>55,473</b>	<b>153,051</b>	<b>48,725</b>	<b>47,876</b>	<b>50,174</b>	<b>146,776</b>

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## North East Combined Authority

### Transport North East (Tyne and Wear) Sub-Committee

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**DATE:** 17th September 2015

**SUBJECT:** Nexus Publicity Marketing and Promotions Policy

**REPORT OF:** Managing Director (Transport Operations)

#### **EXECUTIVE SUMMARY**

The purpose of this report is to seek endorsement of a policy for Publicity, Marketing and Promotions in the Tyne and Wear area as undertaken by Nexus on behalf of the Combined Authority.

#### **RECOMMENDATIONS**

It is recommended that the Sub-Committee agree to approve the Publicity Marketing and Promotions Policy.

# North East Combined Authority

## Transport North East (Tyne and Wear) Sub-Committee

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### **1 Background Information**

- 1.1 Nexus undertakes publicity, marketing and promotions activity within Tyne and Wear to promote public transport use in line with the objectives of the NECA.
- 1.2 These activities include advertising, public relations, promotions activities and commercial partnerships.

### **2 Proposals**

- 2.1 The attached policy proposes the criteria by which Nexus intends to undertake such activity on behalf of the NECA in the future.
- 2.2 There is no specific legislation that covers Nexus in this regard, and Nexus is not specifically bound by the DCLG publicity code that provides guidance on this matter. However in developing this policy Nexus has used the DCLG publicity code guidance as best practice.
- 2.3 The policy covers all publicity, which is defined as 'any communication in whatever form, addressed to the public at large or a section of the public', but excludes the provision of information, such as bus stop timetables.
- 2.4 The policy will be formally reviewed every two years.

### **3 Next Steps**

- 3.1 If the Sub-committee approves the policy Nexus will ensure that all future marketing and promotion activity is undertaken in accordance with its principles, and will report on use of the policy to the Sub-Committee.

### **4 Potential Impact on Objectives**

- 4.1 The policy supports travel to work, education and employment through the promotion of public transport as a mode of choice, supporting modal shift to sustainable transport. This in turn supports wider policy objectives such as congestion reduction.

### **5 Finance and Other Resources**

- 5.1 There are no direct financial consequences arising from the adoption of the proposed policy. Nexus has set aside a marketing budget of approximately £170k in the current year; in addition DBTW has a contractual obligation to expend around £700k each year on marketing activities to promote the Metro system.

### **6 Legal**

# North East Combined Authority

## Transport North East (Tyne and Wear) Sub-Committee

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

### **7 Other Considerations**

#### **7.1 Consultation/Community Engagement**

There are no consultation/community engagement considerations arising from this report.

#### **7.2 Human Rights**

There are no Human Rights implications directly arising from this report.

#### **7.3 Equalities and Diversity**

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

#### **7.4 Risk Management**

There are no direct risk management implications for the NECA arising from this report.

#### **7.5 Crime and Disorder**

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

#### **7.6 Environment and Sustainability**

There are no environment and sustainability implications directly arising from this report.

### **8 Background Documents**

- (i) Code of Recommended Practice on Local Authority Publicity; Department for Communities and Local Government 31<sup>st</sup> March 2011
- (ii) Nexus Policy Framework, report to TWSC, 9<sup>th</sup> July 2015

### **9 Links to Plans in the Policy Framework**

9.1 This report has no direct links to the delivery of public transport services and facilities covered in the statutory Local Transport Plan for Tyne and Wear.

### **10 Appendices**

# North East Combined Authority

## Transport North East (Tyne and Wear) Sub-Committee

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10.1 Proposed Publicity, Marketing and Promotions policy.

### 11 Contact Officers

11.1 Name, e-mail address, Tel: Huw Lewis, Head of Customer Services and Communications, [huw.lewis@nexus.org.uk](mailto:huw.lewis@nexus.org.uk), 0191 203 3112

### 12 Sign off

- Head of Paid Service ✓
- Monitoring Officer ✓
- Chief Finance Officer ✓



## **1. Policy Statement**

This policy covers all Nexus activities with regards to the marketing and promotion of Nexus, its services and public transport on behalf of the NECA. It also covers marketing and promotions activities by any organisation acting on behalf of Nexus, including the Metro Concessionaire.

The policy covers all publicity, which is defined as 'any communication in whatever form, addressed to the public at large or a section of the public'. However this policy does not cover the provision of information which allows an individual to use a service, such as timetable information. This is covered separately in the Information Policy.

## **2. Background**

Nexus has a large commercial operation with significant (£60 million +) revenue risk across all of its current operations (this represents around one-third of Nexus' gross revenue budget).

Nexus undertakes marketing, publicity and promotion of public transport, including those services which it has a direct financial interest in, on behalf of the NECA with an objective to promote public transport use and encourage modal shift to sustainable forms of transport, away from the private car, in line with local transport plans.

Nexus also provides a large range of information on public transport services in order to promote and maintain accessibility, this includes information about concessions it provides to assist those with protected characteristics, such as Taxicard for disabled people and the Tyne and Wear concessionary fare schemes.

There are, therefore, three distinct marketing streams with different purposes:

- i) The marketing of transport services from which Nexus derives fares revenue, in order to increase that revenue and thereby keep taxpayer subsidy at a minimum. This applies principally to marketing for Metro, the Shields Ferry, Secured bus services and to some extent the Pop smart brand.
- ii) The promotion of services and concessions that Nexus funds which are promoted in order to ensure local residents are aware of the range of services available to them.

- iii) The promotion of public transport services generally, even where Nexus has no direct financial interest, an example includes the provision of information relating to bus services that commercial operators provide.

### 3. Scope

This policy covers all decisions made by Nexus relating to paid advertising, leaflet campaigns, publication of free newspapers and newsheets and maintenance of websites – including the hosting of material which is created by third parties. The policy does not cover the provision of public transport information, such as timetables, bus stop liners and real time information.

### 4. Policy

- a. Publicity by Nexus or any party acting on its behalf must be:
  - i. Lawful
  - ii. Cost effective
  - iii. Objective
  - iv. Even-handed
  - v. Appropriate
  - vi. Have regard to equality and diversity
  - vii. Issued with care during periods of heightened sensitivity
- b. Marketing and promotion activity will be carried out to support specific brands, products or services which are themselves delivery mechanisms for the NECA's objective of maintaining and growing public transport use and improving accessibility. These include 'Metro' 'Pop' 'Shields Ferry' 'Companion Card' 'Nexus.org.uk' (for travel information) amongst others – there should be no direct promotion of 'Nexus' itself, although Nexus may be referred to as the provider of brands and services being marketed.
- c. Before embarking on any publicity activity Nexus will satisfy itself that the methodology being proposed is the most appropriate and effective for the message being conveyed.
- d. Marketing activity may include the sponsorship of events or marketing partnerships with event providers or visitor attractions, in the name of a Nexus brand or service,

providing this is an appropriate and effective means of a message or objective being conveyed. This will be done only where:

- i. the sponsorship or marketing partnership will generate a positive return on investment for Nexus by means of growing fare income;
  - ii. the sponsorship or marketing partnership will support the NECA's objectives for transport in some other way, for example by growing public transport ridership, increasing awareness of sustainable travel modes, or promoting the availability of concessionary products; or
  - iii. the sponsorship or marketing partnership will support the transport-related objectives of NECA's constituent authorities, for example promoting travel to an event by public transport.
- e. Nexus will not sponsor or enter into new marketing partnerships with wholly commercial entities, other than where the activity can be demonstrated to generate a positive return on investment for Nexus by means of growing fare income.
- f. Marketing resources may be put towards joint campaigns or activities with transport operators or other public bodies, providing that such a campaign would meet Nexus' own objectives if delivered in isolation.
- g. The Metro Concessionaire currently provides marketing for Metro and Metro ticketing as part of the Concession Agreement with Nexus. In this case Nexus will oversee all aspects of the marketing activity through the agreement of an annual Marketing Plan against which delivery and the cost effectiveness of marketing campaigns can be measured.
- h. Nexus must ensure that all publicity relating to policies and proposals from central government is balanced and factually accurate and must not be perceived as a political statement.
- i. Where Nexus uses paid advertising it should be clearly identified as advertising.
- j. When Nexus provides assistance to third parties to issue publicity Nexus will ensure that the principals in this policy are adhered to by the recipients of that assistance.
- k. Nexus will not incur any expenditure in retaining the services of lobbyists for the purposes of the publication of any materials designed to influence public officials.
- l. All publicity will be free to the end users; this does not include information formats where there is a delivery cost, such as telephone information lines or SMS messages.

- m. Any expenditure incurred by Nexus on publicity, marketing and promotions will be in accordance with Nexus Standing Orders and Financial Regulations. The overall budget will be agreed via the Nexus business planning process and expenditure monitored in line with normal arrangements concerning periodic financial reporting.
- n. Any non-cash transfers from Nexus in pursuit of the objectives for Publicity, Marketing and Promotions will be in accordance with Nexus Standing Orders and Financial Regulations and monitored accordingly.
- o. Any benefits in kind received by Nexus in pursuit of the objectives for publicity, marketing and promotions will be recorded in its register of gifts and hospitality as required by its Standing Orders and Financial Regulations.
- p. All publicity, marketing and promotions activity will be measured for effectiveness using recognised evaluation tools. All marketing campaigns will have a return on investment target. Although Nexus is not bound by DLCG guidance on local authority publicity (the guidance covers Local Authorities as specified in section 6 of the Local Government Act 1986) Nexus recognises this as best practice and ensures that activity complies with relevant guidance.
- q. Nexus will provide all publicity in alternative formats when requested.

## **5. Monitoring and reporting**

Nexus will report its activities in respect of the use of this policy to the Tyne and Wear Sub-Committee of NECA's Transport North East Committee (TWSC).

Wherever possible Nexus will consult with the TWSC regarding major marketing campaigns and new sponsorship and marketing partnerships prior to their finalisation.

Nexus' Corporate Management Team will ensure that regular reviews of marketing activity are undertaken to ensure that return on investment is achieved and/or the NECA's objectives have been met.

## **6. Responsibilities**

This policy is owned by Corporate Manager Customer Services and Communications.

Responsibility for ensuring compliance with this policy rests jointly with the Corporate Manager, Customer Services and Communications and in respect to the Metro Operating Concession, the Head of Metro Delivery.

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of the Local Government Act 1972.

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