

Public Document Pack



Joint Transport Committee Tyne and Wear Sub-Committee

Thursday, 9th July, 2020 at 2.00 pm

Meeting to be held in a To be held virtually via Microsoft Teams

AGENDA

	Page No
1. Apologies for Absence	
2. Declarations of Interest	
Please remember to declare any personal interest where appropriate both verbally and by recording it on the relevant form (and submit it to the Democratic Services Officer). Please also remember to leave the meeting where any personal interest requires this.	
3. Minutes of the last meeting held on 14 May 2020	3 - 10
4. Monitoring Nexus' Performance	11 - 20
5. Nexus' Corporate Risks	21 - 50
6. Covid-secure Standards on Public Transport	51 - 58
7. Tyne Tunnels Update	59 - 66
8. Exclusion of the Press and Public	

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

Item 8: By virtue of paragraphs 2 and three of Part 1 of Schedule 12A to the Local Government Act 1972.

9. **Minutes of the confidential meeting held on 14 May 2020** **67 - 68**

10. **Date of Next Meeting**

The next meeting will be held on 10 September 2020 at 2pm.

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JOINT TRANSPORT COMMITTEE, TYNE AND WEAR SUB-COMMITTEE

DRAFT MINUTES FOR APPROVAL

DATE: 14 MAY 2020

Meeting held virtually via Teams

Present:

Councillor: G Hobson (Chair)

Councillors: A Ainsley, C Johnson and J McElroy

In attendance:

Councillor: M Mordey

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

Officers: G Armstrong, F Bootle, C Carson, J Fenwick, H Lewis,
M Kearney, E Reynard, C Whittle.

1. APOLOGIES FOR ABSENCE

Apologies were received from Cllr J McCarty and Cllr A Wilson

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE PREVIOUS MEETING HELD ON 16 JANUARY 2020

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

Cllr Hobson asked for clarification of how the income from the Telecoms infrastructure described on page 7 of the minutes was distributed. She was advised that it is shared equally between TT2 and NECA.

4. MONITORING NEXUS' PERFORMANCE

The Committee received a report summarising Nexus' performance in delivering the key priorities of its Corporate Plan for 2019/20. The end of the financial year has seen significant challenges due to the impact of COVID-19 and the huge drop in patronage.

The latest Metro Customer Satisfaction survey was carried out in February which shows an overall score of 7.22 which is below the target of 7.80 and shows a slight drop in the comparative score from February 2019.

Punctuality from 2 February – 31 March was 84.47% which is below the target of 89.00% but is an improvement on the figure reported for the same period last year.

Fleet availability continues to improve with full availability achieved on 98.75% of peaks over the period.

The annual total for Metro Ridership is now 33.068m, 9.1% lower than the equivalent figures for 2018/19. The contracts for the new Metro fleet, fleet maintenance and new depot were awarded in January 2020 to Stadler. The Howdon Depot is scheduled to be completed in June 2020, but the new Nexus Learning Centre opening has been delayed as a result of COVID-19.

Ferry reliability for 2019/20 was 93.2% which is lower than the annual target of 99%.

Cllr Ainsley asked whether any work is ongoing regarding multi-modal ticketing and how this could be implemented post COVID-19.

Huw Lewis advised that the Network Ticketing Limited Board is looking smart alternatives to paper ticketing. The Nexus paper season ticket has been replaced by smart card and other electronic alternatives are being investigated which could be used on buses and Metro. Funding is required to progress this work, and discussions are taking place with Transport for the North in this regard.

Cllr Ainsley was pleased that smart cards were already being used, given the current situation where all forms of electronic payment are being encouraged.

Huw Lewis advised that bus operators are also supporting cashless systems where possible and have their own smart technology for customers. He also advised that the Pop PAYG card enabled users to order and top up the card online negating the need for a ticket machine or cash to be used.

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

5. NEXUS CORPORATE RISKS 2020/21

The Committee received an update on the Nexus Corporate Risks Register for 2020/21 based on the approved Corporate Plan and demonstrates that all risks are being properly managed and controlled.

Following the arrival of COVID-19 in the North East, and the resulting changes implemented on society to slow the spread of the virus, and the subsequent impact on Nexus' business, the risk register was revised. The report reflects the risk position as of 30 April 2020.

As part of the review, the risk of a Catastrophic Safety or Security Event has now been split into two risks:

- Catastrophic Security Related Event
- Catastrophic Infrastructure or Operations Related Event

In addition, two new risks have been added:

- Delivery of Metro Flow
- Local Rail Devolution

Several risks are rated red due to the ongoing crisis. Further updates will be provided to the Committee over the coming months.

Cllr McElroy commented that the current funding regime for public transport is now broken due to the ongoing crisis. He asked whether any work was ongoing to develop a new model for local public transport that would be acceptable nationally, given the mixed messages being issued from Government around using public transport.

Cllr Hobson agreed with Cllr McElroy's comments and added that public transport was essential for the region and its economy.

John Fenwick advised that officers are working across the region and with Civil Servants in Government to identify a new funding model for local public transport. Bus companies are being subsidised by Nexus and local authorities at the request of national Government. Both Nexus and the bus companies are in receipt of Special Grant from the Department for Transport. In order to develop a model, work is ongoing to understand what the demands of the public transport system are.

Cllr Hobson commented that how things are happening in London are not reflective of the position in the North East.

Cllr Hobson also asked for clarification of whether the procurement of the new fleet is still going ahead?

John Fenwick advised that there has been good progress on the depot at Howdon where the worksite has remained open throughout the Covid-19

emergency, with workers working safely and maintaining social distancing measures. Design of the new fleet has slowed to an extent due to difficulties Stadler Rail has experienced in recruitment to the project team because of lockdown, however the teams, who are based in the North East and Switzerland, have continued to communicate virtually.

RESOLVED: The Tyne and Wear Sub-Committee noted the report and the impact of COVID-19 on Nexus' business.

6. TYNE TUNNELS UPDATE

The Committee received an update on the Tyne Tunnels.

Traffic Tunnels

Traffic flows were higher during February but since the lockdown levels have dropped drastically during March and April to the lowest levels seen during the life of the TT2 contract. Traffic was down by 70% during April but by the beginning of May had started rising slightly but was still 64% below normal levels. This has had a huge impact on revenue.

The Committee were advised that it is proposed that the planned increase in toll charges in May 2020 for Class 3 vehicles be delayed for at least three months, as it is considered inappropriate to increase tolls at a time when the UK economy is in crisis and many vehicles are using the Tunnels to provide essential supplies and services.

Tyne Pedestrian and Cycle Tunnels

The tunnels remain open to the public and social distancing measures have been implemented so that users follow a one-way system for travelling in and out of the tunnel and ensure that only one person is using the vertical lift. The tunnels are well used with the number of cyclists increasing during March and April. Pedestrian use has reduced.

The ongoing refurbishment works, including completion and certification of the inclined lifts remains outstanding. The specialist contractor was due to return to the site in January, but this visit failed to take place. The return of the contractor is now on hold due to the travel restrictions in place due to coronavirus.

Cllr McElroy asked whether any changes had been noted in the Tunnels since the Governments' announcement to ease lockdown measures.

Fiona Bootle advised that there had been a slight increase in traffic flows at the those Tunnels since the announcement was made.

Cllr Ainsley asked whether there had been any action to increase the use of the number plate recognition system for pre-payment of tolls.

Fiona Bootle advised that TT2 are actively promoting the system and use of the app.

RESOLVED: The Tyne and Wear Sub-Committee:

- (i) Noted the contents of the traffic tunnels update, particularly the impact on traffic flows and revenues as a result of the Covid-19 pandemic;
- (ii) Noted the contents of the Tyne Pedestrian and Cycle Tunnels update and the current position with regards to final completion of the renovation works; and
- (iii) Approved the delay in the implementation of the increase in the tolls for Class 3 vehicles (HGVs) until August 2020 at the earliest in light of the current Covid-19 pandemic crisis.

7. EXTENSION OF THE METRO FAMILY OFFER

The Committee received a report proposing that the new Nexus family offer, which allows free weekend and bank holiday travel for up to three children aged 11 and under when accompanied by an adult fare payer on Metro or Shields Ferry be extended to include weekdays, when the current rules around social distancing are relaxed by Government.

Analysis of revenue at weekends for adults' tickets over the first nine weeks of the offer has proven that it has been successful. As a result, it is felt appropriate to extend the offer to weekdays at the appropriate time.

Members were clear that non-essential travel on public transport should be discouraged, and that the family offer should only be put in place when the position changes.

RESOLVED: The Tyne and Wear Sub-Committee:

- (i) Approved the proposal to extend the current Metro and Shields Ferry family offer trial to weekdays once rules around social distancing as a result of the Covid-19 crisis have been removed;
- (ii) Noted the alternative option note to proceed with the proposal as set out in section four of the report.

8. IMPACT OF COVID-19 ON THE BUS NETWORK

The Committee received a report summarising the response to the impact of the coronavirus pandemic on the bus network across the region which has seen an unprecedented and sustained reduction in passenger numbers and revenue leaving it in danger of collapse.

As a result, the Government has requested that all local transport authorities continue to make payments to the bus companies for tendered services and home to school transport, and to continue to make payments for concessionary fares at pre COVID-19 levels for at least the period of the outbreak.

In addition, the DfT announced a funding package of £167m, the Coronavirus Bus Services Support Grant (CBSSG) to run from 17 March – 9 June, which

requires bus operators to run up to 50% of their usual timetable to provide and also be in receipt of funding from the local transport authority.

Most bus services in Tyne and Wear are operated by commercial bus companies but Nexus still pays for bus services which are important to communities but are commercially unviable.

Nexus, as Travel Concessionary Authority is responsible for administering the concessionary fares scheme and reimburses bus operators for the carriage of anyone that can use the various concessions available.

It is likely that the Government will continue to pay CBSSG to bus operators in some form after 9 June with the assumption that local transport authorities will continue to make secured bus services and concessionary fares payments to commercial bus operators at pre COVID-19 levels. In the meantime, Nexus continues to have uncertainty in relation to Metro funding beyond 9 June and uncompensated loss of income elsewhere (eg Shields Ferry).

The Committee were advised that there are three options available to Nexus in the short term (post 9 June):

- a) Continue making secured bus services and concessionary fares payments to commercial bus operators at pre COVID-19 budgeted levels;
- b) A variant of option (a) where any shortfall in Nexus' budget is made up by a commensurate reduction in pre COVID-19 budgeted payments for secured bus services and concessionary fares reimbursement to commercial bus operators; or
- c) Not continuing making secured bus services and concessionary fares payments to commercial bus operators at pre COVID-19 budgeted levels.

The issue of funding public transport is affecting the whole region so it will be discussed by the Joint Transport Committee, however it has been raised at this Committee due to the impact on Nexus.

Cllr Ainsley commented that option A was the most appropriate to ensure bus viability. However she felt that option B needed to be considered as the Government is reneging on promises made to local authorities and public bodies such as Nexus regarding funding at the beginning of the crisis. In her view, the Government needed to be pushed for additional funding.

Cllr Hobson commented that it was outrageous that exceptional costs for public transport are being met by the local authorities and that the bus companies should be held to account.

Cllr McElroy agreed with Cllr Ainsley's comments. He added that there are attempts being made to restore Metro and rail services to a full timetable over the coming weeks and believes that bus operators should be making the same arrangements. He believed that more capacity was required on the network to

ensure that social distancing can be maintained and that a functioning public transport system was vital for the economy.

RESOLVED: The Tyne and Wear Sub-Committee:

- (i) Noted the contents of the report and that Nexus has made and is expected to continue making secured bus services and concessionary fares payments to commercial bus operators at pre COVID-19 budgeted levels in accordance with the intentions of central government, up to 9th June 2020;
- (ii) Noted the options set out in section 2 of this report for the provision of further assistance to the commercial bus market from 10 June 2020 onwards;
- (iii) Noted in the medium to longer term, the potential for Nexus working with the commercial bus operators to design a revised bus network in order to facilitate a longer-term solution for the future viability of the local bus market as set out in paragraph 2.7 of the report.

9. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED: The Tyne and Wear Sub-Committee:

Agreed to exclude the press and public during consideration of items 11 and 12 by virtue of paragraphs 2 and 3 of Part 1 of the Schedule 12A of the Local Government Act 1972.

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

Date: 9 July 2020

Subject: Nexus Corporate Performance Update

Report of: Chief Operating Officer

Executive Summary

The purpose of this report is to provide an update on the performance of Nexus against its Corporate Business Plan for 2020/21.

Work continues on the delivery of the Corporate Business Plan for 2020/21 however the impact of COVID-19 continues to be felt across the organisation with significant impacts on revenue and patronage. **Metro Patronage** is down 95% against target for the year as is fare revenue. **Metro Punctuality** has started well for the year, exceeding it's target for the first two periods of the year, albeit with a reduced time table.

Ferry Patronage and Fare Revenue have also been significantly impacted by COVID-19 lockdown measures seeing 87% reductions in passenger numbers in the first ten weeks of the year.

Work continues of the **Nexus Learning Centre and Howdon Satellite Depot** whilst a construction partner has been appointed for the replacement of the South Gosforth depot as part of the **fleet replacement programme**.

Appendix 1 shows a summary of Key Performance Indicators until 6th June 2020.

Recommendations

The Tyne and Wear Sub-Committee is recommended to note Nexus' performance in realising the key priorities in its Corporate Plan for 2020/21, 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 2020/21.
- 1.2 For 2020/21 the CP has three main themes and 15 key priority work-streams.
- 1.3 A summary of the RAG (Red/Amber/Green) status for each of these workstreams is outlined below:

Delivering Public Transport Today	
Workstream	Status
Improve our customers journey experience on Metro	Punctuality has exceeded target in the first two periods of the year along with Fleet availability.
Protect and enhance our services	Patronage on all services has been significantly reduced as a result of COVID-19.
Delivering Metro Flow	Funding was announced by Government in March and work is ongoing.
Progress the delivery of a new fleet for Metro	Work progresses on procurement of the new fleet.
Embrace new technological improvements	Enhancements to ICT services have been delivered to facilitate home working, Work taking place on developing Metro App to assist passengers.

Improve our customers journey experience on Metro

- 1.4 Metro Punctuality has performed well in the first two periods of the year albeit with a reduced timetable. In the first two weeks of Period 3 punctuality has been affected by overhead line damage caused by a freight train in the Sunderland area which lead to a reduced number of services operating between Pelaw and South Hylton. Fleet availability has started the year strongly with full availability being met every day. A number of actions are planned to improve performance across Metro:

- Delivering increased levels of driver training in order to reduce driver resource issues, increasing the number of drivers recruited and trained. Two driver schools were completed before the start of the pandemic and more will be run once

circumstances permit.

- Recruiting two new posts to manage Metro operational performance and two new operational managers.
- Increased use of data analysis to improve driver performance and reduce instances of early and late running.
- A timetable change was introduced in May 2020 which provides greater balance of recovery time at terminus.
- Continued investment in asset renewal and maintenance of assets to reduce infrastructure related delays.

Protect and enhance our services

1.5 In the first two periods of 2020/21 patronage was 95% below target for the year due to COVID-19, this is reflected in a similar drop in fare revenue for the first two periods of the year. As lockdown restriction ease it is expected that passenger figures will begin to recover gradually.

Work is taking place to develop a strategy for patronage recovery following the relaxation of the COVID-19 lockdown and reduction in social distancing requirements however it is expected that significantly reduced levels of patronage and fare income will continue for an extended period. It is anticipated that patronage may only return to 80% of pre-pandemic levels, and work is underway on a recovery plan to attract as many customers back to Metro and attract new customer to support the regional economic recovery as well as support air quality improvements and the climate emergency.

Ferry Patronage has also seen a significant reduction since the start of the year with passenger levels 84% below target for the year to date. Patronage has started to pick up slightly since the easing of lockdown and it is expected that passenger numbers will continue to recover as government restrictions are eased.

Bus patronage has been similarly suppressed by COVID-19 since the start of the year with the subsidy per passenger on secured bus services standing at £2.21 significantly above the target figure of £1.60.

Delivering Metro Flow

1.6 Funding for Metro Flow was announced by Central Government in March 2020 and work continues on the development of the project although progress has been slightly slowed as a result of COVID-19. Recruitment of the Major Projects Director role to oversee the Metro Flow project has been completed.

Progress the delivery of a new fleet for Metro

1.7 Since the contract award to Stadler in early 2020 work has been ongoing to prepare for the arrival of the new fleet. Howdon Satellite Depot is currently on target for a July 2020 delivery date however there are a number of significant supply chain risks due to COVID-19 that are in the process of being mitigated.

VolkerFitzgerald have now been appointed to lead the construction work on the Gosforth Depot.

The impacts of COVID-19 on the delivery of the new depot and fleet are not yet fully understood however regular dialogue is taking place with partners to establish what

implications the current crisis has on delivery. It is hoped that any delays caused by the crisis so far can be made up for during the remainder of the programme.

Embrace new technological improvements

- 1.8 Smart card fare revenue as a proportion of total fare revenue reached 36% at the start of the year.
- COVID-19 has presented us with an opportunity to progress faster with some of our plans to utilise digital technology for gathering data on passenger and to reduce cash usage. Work is taking place to develop the Metro App to allow passengers to inform us how busy trains are and to provide information to passengers regarding how busy the system is, allowing them to make informed choices about when they travel.

1.9

Preparing for the Future	
Workstream	Status
Develop a pipeline of capital projects	A pipeline of capital projects is in place for future funding opportunities.
Develop plans to expand and enhance the Metro and local rail networks	Work continues feasibility studies for potential network extensions and feedback has been received on the regional restoring your railway expressions of interest
Develop plans to improve the local bus network	Disruption to the bus service due to COVID-19 has delayed progress.
Establish effective management structures	Work is ongoing with national and regional partners on the future of local rail services.

Develop a pipeline of capital projects

- 1.10 A range of projects are ongoing to identify and develop potential capital projects including the relocation of the North Shields Ferry Landing to the Fish Quay and development of a pipeline of capital schemes to inform the Regional Transport Plan.

Develop plans to expand and enhance the Metro and local rail networks

- 1.11 Feasibility work on the Cobalt extension is progressing to plan with technical surveys and demand studies in development. The Wearside Loop tender submissions will be received next month to allow that study to commence. The Team Valley brief is in development and will be released to the market in the autumn. Restoring the Railway bids for Cobalt, Leamside/Wearside Loop, Leamside/Stillington and Team Valley were not in the first wave of successful bids however the Rail Minister said there was merit in a further discussion with the shortlisting panel regarding our schemes as they saw some potential in them for

possible submission to a further funding round.

Develop plans to improve the local bus network

1.12 Whilst development of the Bus Strategy is ongoing, this will be linked into the development of the Regional Transport Plan. Currently significant amounts of work are currently taking place with bus operators to support the delivery of an amended timetables and service patterns during the COVID-19 crisis.

Planning liaison is taking place with Transport North East to consider sustainable transport models in the North East post COVID-19.

Establish effective management structures to improve local rail services

1.13 The North East Rail Management Unit (NERMU) is working with Transport for the North to improve existing local rail service management as part of a review of current Rail North Committee working arrangements. This change will build on existing governance structures and seek further devolution to NERMU.

A response to the National Infrastructure Committee call for evidence on the Integrated Rail Plan was submitted in May.

The Williams Review has been delayed until at least the Autumn with a post COVID-19 review planned by the Department for Transport. This review will provide models on how devolved management of local rail services could be managed in future. A draft North East Railways prospectus has been produced but may need revision depending on the outcomes of the post COVID-19 review.

1.14

Focus on Organisational Effectiveness	
Workstream	Status
Implement organisational change	ICT improvements accelerated in during COVID-19 crisis.
Continue to modernise the Metro	Some disruption to renewals works due to COVID-19.
Ensure our people have the skills to deliver our vision	Work has restarted on Nexus Learning Centre following COVID-19 related delays. 4 Driver training schools are ongoing.
Provide opportunities with schools, colleges and Universities	Links formed with Local Authorities and Adult Education providers.
Increase the diversity of the workforce	Initiatives to increase diversity across the organisation are being developed.

Implement organisational change

- 1.15 Since the start of the COVID-19 crisis BCT have introduced Microsoft Teams and Windows 10 ahead of schedule to facilitate home working.
- The COVID-19 crisis has caused significant financial pressures on the organisation and we are continuing to work with partners to ensure we are able to secure funding to deliver a balanced budget.

Continue to modernise the Metro

- 1.16 The Asset Renewal Programme – now in its final year – is broadly progressing to programme but with some disruption and rescheduling resulting from the impact of Covid-19 and associated working restrictions.
- Permanent way works were completed in April at Crossgates, South Shields in April albeit with lower priority elements de-scoped. Further Permanent way renewal works between Heworth and Pelaw are planned in August and work to ensure network wide platform track interface compliance is planned to complete by November.
- The Learning Centre is expected to be ready for occupancy in late July with full completion including signalling works by November. Delay and cost pressure risks do remain but it is envisaged that all critical works will be completed this financial year.
- Overhead Line wire renewal had been paused pending evaluation of working arrangements but resumed on June 20th. Survey and other repair works, such as mast bases, continued throughout COVID-19. OLE is now the most critical infrastructure asset and the highest priority locations are being identified and programmed accordingly.
- Network wide replacement of CCTV cameras is delayed by supply chain issues and is now expected to be completed in July, whilst works to address cable degradation and renew critical point motors is being reprogrammed across the year to be undertaken by the internal Capital Delivery team.
- Fleet reliability investment and other capital maintenance work is largely progressing to plan.
- It is now likely that programme cost pressures will result in the deferment of some lower priority work into future years and the uncertainty of funding beyond March 2021 is driving sub-optimum programme decisions and eroding delivery efficiencies.

Ensure our people have the skills to deliver our vision

- 1.17 The Nexus Learning Centre has faced delays in recent weeks as a result of the COVID-19 crisis however work is starting again and a targeted moving in date in late July has been identified.
- 4 training schools of 8 trainees have been recruited and training is ongoing throughout the current COVID-19 crisis however 2 schools planned for the spring were delayed as a result of COVID-19 restrictions causing disruption to planned assessment centres but are now scheduled to start in the September and October. These delays have reduced the number of drivers we have capacity to train this year and will potentially have an effect on resource levels later this year.

Provide opportunities with schools, colleges and Universities

- 1.18 An apprentice recruitment plan has been put in place for although recruitment is currently on hold. Links have been made with Local Authorities for the Adult Learning contacts to help with the recruitment of apprentices when recruitment can recommence.

Increase the diversity of the workforce.

- 1.19 HR are looking into initiatives to attract and retain under-represented groups. Implementation of e-recruitment portal will record the equality data for recruitment applicants is being pursued.

2. Proposals

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

3. Reasons for the Proposals

- 3.1 Not applicable to a performance monitoring update 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 Nexus' Director of Finance and Resources confirms that there are no immediate financial implications arising from this report. The impact of the COVID-19 emergency is however, bringing unprecedented financial challenges and this will be kept under review throughout the year.

8. Legal Implications

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

9. Key Risks

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

10. Equality and Diversity

10.1 There are no specific equalities and diversity considerations arising from this performance monitoring update 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 Appendix 1 – an update on Key Performance Indicators up to 6th June 2020

15. Background Papers

15.1 Nexus' Corporate Plan 2020/21 as considered and approved at the Sub-Committee's meeting in January 2019.

16. Contact Officers

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

17. Sign off

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

18. Glossary

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

Appendix 1 – an update on Key Performance Indicators up to 6th June 2020



**Delivering Public Transport Today
Performance Report
1 April 2020 to 6 June 2020**

Customer Satisfaction

7.22

February 2020 Survey

-0.58

Lower than target (7.8)

-0.1

Lower than Feb 2019 (7.32)

Metro Patronage

271,630

to 23/05/20

-94.7%

Below 2019/20

-94.8%

Below 2020/21 target

Metro Punctuality

to 6/6/2020



Fare Revenue

£368,035

to 23/05/2020

-94.1% 2020/21 target

Smart Card fare revenue

36%

to 23/05/2020

+6.0% 2020/21 target

Ferry

to 6/6/2020

Reliability

100%

+1.0%
2020/21
target

Patronage

7,138

-86.8%
2020/21
target

Fleet Availability

to 6/6/2020

Full Availability

100%

100%
2020/21
target

+35.4%
same
period
2019/20

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

Date: 9 July 2020

Subject: Nexus Corporate Risk Update

Report of: Chief Operating Officer

Executive Summary

The purpose of this report is to provide an update on the Nexus Corporate Risk Register for 2020/21 based on the approved Corporate Plan and demonstrates that these risks are being properly managed and controlled.

A detailed explanation of the risks for 2020/21 is provided in the appendix including the current Red/Amber/Green (RAG) status and the direction of travel, where applicable. Each risk has a detailed explanation of the nature of the risk, together with controls, milestone/next steps.

Following review in June one risk score improved: **Catastrophic Infrastructure or operations event** – Following the COVID-19 crisis it was now felt that the likelihood of a significant operational incident occurring had now reduced to a ‘low’ likelihood

Two risks saw their score decline: **Frontline services and discretionary travel schemes** which declined as a result of the financial challenges faced by Nexus as a result of the COVID-19 crisis and **Efficiency of Delivery (ARP)** which has been impacted by a lack of clarity on long term funding for asset renewal.

Recommendations

The North East Joint Transport Committee, Tyne and Wear Sub-Committee is recommended to receive and note this update on Nexus’ Corporate Risk Register for 2020/21 and note the ongoing impact of COVID-19 on Nexus’ business.

1. Background Information

- 1.1 As part of its governance framework Nexus maintains a Corporate Risk Register. Nexus defines its corporate risks as those which, if the risk occurred, could have adverse consequences for the achievement of the Corporate Business Plan.
- 1.2 The Corporate Business Plan for 2020/21 was approved by the Sub-Committee at its meeting in January 2020 and subsequently Nexus undertook a formal review of the risk register to ensure its alignment to the approved plan. The register was then subsequently reviewed in June 2020. The Sub-Committee receives an update on Nexus' Corporate Risks at each of its meetings.

2. Proposals

- 2.1 Nexus has undertaken a review of the status' of each risk. The table below summaries the changes to the risks as a result of this review.

	Risk	Summary of Changes	RAG status
1	Catastrophic security event	No change from previous review.	↔ (stable)
2	Catastrophic Infrastructure or operations event	Risk rating amended	↑ (Improving)
3	Metro Performance	Updated to reflect return to full service following COVID-19 timetable reductions.	↔ (stable)
4	Long Term funding for Metro	Amended to reflect the lack of clarity on long term funding for Metro during the current COVID-19 crisis and work taking place to secure additional emergency funding.	↔ (stable)
5	Frontline services and discretionary travel Schemes	Amended to reflect ongoing efforts to secure emergency funding and development of plan to increase patronage following current pandemic.	↓ (declining)

6	Procurement of the new design, build, maintain and provide contract for the fleet/depot	Updated to outline change to public consultation process due to COVID-19 and requirement for a variation for additional trains for Metro Flow project.	(Stable)
7	Efficiency of Delivery (ARP)	Amended to outline ongoing uncertainty regarding long term funding for the Asset Renewal Programme (ARP).	(declining)
8	Cybersecurity	Updated to reflect increased levels of cybercrime activity during COVID-19 pandemic.	(stable)
9	Deliver technological improvements, which will benefit our customers and encourage wider use of public transport	No change from previous review.	(stable)
10	Public transport Network improvements	Updated to reflect the current position on funding bids and the development of a programme for the Regional Transport Plan of Nexus Capital and Revenue schemes.	(stable)
11	Metro and Local Rail Strategy	Change of Risk Owner to Head of Network Extensions.	(stable)
12	Aspirations for Heavy rail initiatives	Change of Risk Owner to Chief Operating Officer.	(stable)
13	Delivery of Metro Flow	Minor amendments to schedule of project. Change to Risk Owner to Head of Network Extensions.	(stable)

14	Local Rail Devolution	Change of Risk Owner to Chief Operating Officer.	 (stable)
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- 2.2 Nexus will provide the Sub-Committee with an update on the position of the Corporate Risks at each of its meetings throughout 2020/21.

3. Reasons for the Proposals

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

4. Alternative Options Available

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

5. Next Steps and Timetable for Implementation

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

6. Potential Impact on Objectives

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

7. Financial and Other Resources Implications

- 7.1 Nexus' Director of Finance and Resources confirms that there are no immediate financial implications arising from this report. The impact of the COVID-19 emergency is however, bringing unprecedeted financial challenges and this will be kept under review throughout the year.

8. Legal Implications

- 8.1 There are no direct legal considerations arising from this risk monitoring update report

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 2020/21.

10. Equality and Diversity

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

11. Crime and Disorder

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

12. Consultation/Engagement

12.1 All risk owners and the respective actionees have been consulted in the preparation of this report.

13. Other Impact of the Proposals

13.1 There are no other impacts anticipated to arise from the proposal

14. Appendices

14.1 Appendix 1 details each of Nexus' 14 risks for 2020/21

Appendix 2 shows the risk matrix applied by Nexus

15. Background Papers

15.1 None

16. Contact Officers

16.1 Name: Martin Kearney

Designation: Chief Operating Officer

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

Tel: 0191 203 3500

17. Sign off

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

18. Glossary

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

CP Theme: Deliver public transport today CP Workstream: Improve our customers journey experience		
Risk Area: Catastrophic security related event Risk Owners: Managing Director Transport Operations Risk Actionees: Head of Health, Safety, Quality & Environment.	RAG Status (Amber) 8(2x4)	Direction of Travel  (stable)
Risk: In running any operational public transport infrastructure there is an inherent risk that a catastrophic security related event may occur, such as a terrorism incident.		
Impact/Consequence(s): The consequences of a catastrophic security related event on Metro, bus or Ferry could be significant, including loss of life, prolonged service suspension, protracted legal issues to resolve, fines to pay, impact on insurance, other cost increases and likely loss of business.		
Control(s): <ul style="list-style-type: none"> • A safety management system which is independently accredited by the relevant enforcement agency – (Office, Rail and Road, Marine and Coastguard agency, Traffic Commissioner). This is a legal requirement. • Identification of catastrophic safety events we aim to avoid and strive to control, through having robust plans in place. • Continuously monitoring & controlling the precursors of these events with a detailed 4-weekly safety reporting to Nexus' Senior Leadership Team and weekly safety briefing. • Produce and implement an annual safety plan for approval by Nexus Executive Board. • Undertaking in-house safety assurance activity as part of everyday safety management practice. • Participating in joint emergency preparedness exercises with the blue-light services and other interested parties. • Receiving regular updates on the current threat from international terrorism. • Continuing to engender an organisational safety and security culture. 		

Next Steps/Key Milestones:

- Individual station security plans have now been completed for all 60 stations in accordance with the Department for Transport requirements -still awaiting confirmation from the DfT in regards to station categorisation formulae.
- Securing DfT approval to an overall security plan for the Metro: Security plan is drafted and requires checking prior to submission to DfT Land Transport Security Team.

<p>CP Theme: Deliver public transport today</p> <p>CP Workstream: Improve our customers journey experience</p>		
<p>Risk Area: Catastrophic Infrastructure or operations event</p> <p>Risk Owners: Managing Director Transport Operations</p> <p>Risk Actionees: Head of Health, Safety, Quality & Environment, Head of Engineering, Head of Human Resources</p>	<p>RAG Status (Amber)</p> <p>8(2x4)</p>	<p>Direction of Travel</p> <p>↑ (Improving)</p>
<p>Issue: COVID-19 pandemic causing service reductions and reduced patronage</p> <p>Risk: In running any operational public transport infrastructure there is an inherent risk that a catastrophic infrastructure or operations event, including non-safety related incidents such as public health emergencies, may occur.</p>		
<p>Impact/Consequence(s): The impact/consequences should a catastrophic infrastructure or operations event, including a public health emergency, occur on Metro, bus and Ferry could potentially be very significant including:</p> <ul style="list-style-type: none"> • lengthy loss or reduction of service • likely loss of business with potential long term impact on patronage, • protracted legal issues to resolve, • fines to pay, impact on insurance and other cost increases • In the event of a catastrophic safety related incident the possibility for multiple loss of life. 		
<p>Control(s):</p> <ul style="list-style-type: none"> • A safety management system which is independently accredited by the relevant enforcement agency – (Office, Rail and Road, Marine and Coastguard agency, Traffic Commissioner). This is a legal requirement. • Robust arrangements for the selection and management of contractors. • Monitoring of assets and development of fail safes and mitigation plans in the event of catastrophic failure of a key assets. • Development of business continuity plans for significant failure of an asset or infrastructure or a significant public health crisis, including pandemic to ensure service continuity. • Maintaining a comprehensive suite of engineering standards in all relevant disciplines based on industry best practice. • Close liaison and joint operations with Metro Police Unit and British Transport Police to counter anti-social behaviour and vandalism on the network. • Redeployment of staff to enhance security patrol on the system. • Monitoring of CCTV systems and liaison with Metro Police Unit and British Transport police where issues arise. 		

- Procedures in place to remove damaged and graffiti damaged trains from service before they impact on passengers.
- Continuously monitoring & controlling the precursors of these events with 4-weekly safety reporting to Nexus' Senior Leadership Team and a weekly SLT briefing.

Next Steps/Key Milestones:

- Prepare the case for emergency funding for Metro
- Prepare the plans to recover the service and patronage following the pandemic
 - Individual station security plans have now been completed for all 60 stations in accordance with the Department for Transport requirements - still awaiting confirmation from the DfT in regards to station categorisation formulae.
 - Securing DfT approval to an overall security plan for the Metro: Security plan is drafted and requires checking prior to submission to DfT Land Transport Security Team.
 - Where possible redeploy staff to provide extra security patrols across the network.

<p>CP Theme: Deliver public transport today</p> <p>CP Key Priority: Improve our customers' journey experience on Metro</p>		
<p>Risk Area: Metro performance</p> <p>Risk Owners: Chief Operating Officer</p> <p>Risk Actionee: Metro Infrastructure Director and Metro Operations Director, Head of Business Change and Technology</p>	<p>RAG Status (Red)</p> <p>16(4x4)</p>	<p>Direction of Travel</p> <p>↔ (stable)</p>
<p>Issue: COVID-19 Pandemic</p> <p>Risk: That there is a significant issues which impact on the performance of the Metro system, including but not limited to ageing fleet, or an unexpected and prolonged reduction in infrastructure asset condition specifically the Overhead Line, or availability of resources to operate.</p>		
<p>Impact/Consequence(s):</p> <p>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.</p> <p>COVID-19 pandemic has impacted on the availability of drivers and other operational staff to maintain the Metro service. During lockdown patronage was reduced by up to 95%.</p>		
<p>Control(s):</p> <ul style="list-style-type: none"> • Retrain and redeploy staff where possible to cover operational activities. • Monitor the amended timetable to ensure performance and tailor service provision to maintain social distancing . • Monitor Metro patronage through passenger counting to inform service planning. • Overhead line ARP replacement programme over the next five financial years. • Close monitoring of key business results. • Ensuring appropriate levels of communication and support between Nexus Rail, Metro services and Stadler. • Implement better performance management processes. • Delivery of the Metro Asset Renewals Programme, and prepare for the delivery of the Essential Renewals programme from 2021-22. • Development of a performance awareness and improvement workstream to heighten awareness across the organisation and promote improvement. • Implement plans to ensure resilience of digital assets associated with the operation of Metro. • Working closer with the new Network Rail North Eastern structure to address performance issues from Pelaw to South Hylton. 		

Key Milestones/Next Steps:

- Redeploy staff as required to maintain operations
- Develop plans to regain patronage following the pandemic
- Implement comprehensive communications plan with staff, stakeholders and staff
- Monitor patronage and undertake research through the insights panel to understand passenger behaviour
- Quarterly review of Asset Condition Reliability Improvement Plans where Nexus Rail's Principal Engineers and Maintenance Managers jointly review the performance of Metro assets.
- Reviewing the Critical Assets/Single Point of Failure Register.
- Changes to the delay attribution process to reflect right time running.
- Establish and maintain performance management processes with Stadler.
- Development of new performance tools to help effectively monitor performance.
- Work with DfT to bring forward Essential Renewals spend into 2020-21 to ensure effective delivery of the programme in 2021-22.
- Implement actions to improve awareness of performance matters with immediate effect.
- Expand ICT service desk provision to ensure cover over night prior to morning peaks.
- Continue to deliver increased levels of driver training to fill establishment.
- Implement new Train Crew Agreement.

CP Theme: Prepare for the future		
Risk Area: Long term funding for Metro Risk Owner: Director of Finance and Resources	RAG Status (Red) 12 (3x4)	Direction of Travel  (Stable)
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.		
Impact/Consequence(s): Any reduction in Metro external funding will lead to a diminution in service and failing infrastructure. No grant funding has been agreed beyond 2020-21 for Metro impacting on our ability to deliver the Metro service. In addition, the COVID-19 pandemic has significantly reduced farebox revenue for Metro and will have a significant impact on the viability of services if emergency support isn't available from DfT beyond 4 August 2020.		
Control(s): <ul style="list-style-type: none"> • Letter from SoS for Transport to MDTNE of 3 March confirmed DfT support for a further five years of revenue and capital grant, but still subject to HMT approval • Effective liaison with DfT including 4-weekly progress reporting on the current Asset Renewal Plan and quarterly reviews. • Procurement strategy & contractual arrangements that minimise risk and deliver Value for Money. • Engaging with national government, local councillors & MPs and building public support. • Development of a business case for extensions has commenced, following confirmation of funding for the new fleet. 		
Key Milestones/Next Steps: <ul style="list-style-type: none"> • Continue to pursue with civil servants future funding for Metro operations and asset renewals through existing channels e.g. the joint Nexus:DfT Programme Board • COVID-19 emergency funding confirmed until 4 August 2020. • Make the case for further emergency funding for Metro to combat the impact of the COVID-19 pandemic on farebox revenue. 		

CP Theme: Deliver public transport today CP Key Priority: Protect and enhance our services		
Risk Area: Frontline services and discretionary travel schemes Risk Owner: Director of Finance and Resources Risk Actionee: Head of Finance	RAG Status (Red) 16 (4x4)	Direction of Travel ↓ (declining)
Issue: COVID-19 Pandemic has significantly impacted on public transport patronage and revenue Risk: That in protecting front-line services and discretionary travel schemes in 2020/21, Nexus cannot achieve the balanced budget as approved by the North East Joint Transport Committee (JTC).		
Impact/Consequence(s): Due to unforeseen budget pressures that have arisen, Nexus may need to consider implementing some reductions in frontline services and/or curtailment of discretionary travel schemes during 2020/21 to deliver a balanced budget.		
Control(s): <ul style="list-style-type: none"> • Making the case for emergency financial support from DfT • Monitoring of public transport patronage during the pandemic, undertake research through the insight panel to gain intelligence on trends and passenger behaviours. • Undertake benchmarking and intelligence gathering from other Cities, through UITP, UTG and Comet/Nova. • Discussions with Chief Executives and Treasurers in order to obtain strategic financial guidance. • Deferring all but non-essential expenditure and vacancy control measures implemented 		
Next Steps/Key Milestones: <ul style="list-style-type: none"> • Continue to make the case for emergency funding from DfT beyond 4 August 2020 • Prepare plans to drive patronage growth following the current pandemic. • Seek future revenue and capital funding support as set out in SOS letter to MDTNE of 3 March 2020 • Periodic financial monitoring by Nexus' Senior Leadership Team and Executive Board. • Nexus' input to the quarterly monitoring of the Revenue Budget and Capital Programme expenditure reports submitted to the JTC. 		

<p>CP Theme: Deliver Public Transport Today</p> <p>CP Key Priority: Progress the delivery of a new fleet for Metro</p>		
<p>Risk Area: Procurement of the new design, build, maintain and provide contract for the fleet/depot.</p> <p>Risk Owner: Director of Finance and Resources</p> <p>Risk Actionee: Metro Development Director</p>	<p>RAG Status (Amber)</p> <p>9 (3x3)</p>	<p>Direction of Travel</p>  <p>(stable)</p>
<p>Risk: The possibility of costs escalating, the potential for delays and reputational impact as a result of Nexus owned risks impacting on the affordability and deliverability of the project to introduce a new fleet of trains and depot.</p> <p>Potential of delays caused by COVID-19 pandemic</p>		
<p>Impact/Consequence(s):</p> <p>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 scope of the contracts, i.e. the number of trains and the scale and scope of the depot reconstruction. COVID-19 social distancing mitigation will change the approach to public consultation on train designs.</p>		
<p>Control(s):</p> <ul style="list-style-type: none"> • A project contingency sum is available to fund the impact of known and likely risks. • Successful delivery of interdependent projects and enabling work is monitored by Capital Steering Group on a monthly basis and reported to Senior Leadership Team. • Keeping key stakeholders informed regarding progress of the programme. • Project controls have been developed and implemented to assist with the management of the contracts. • Operational risks associated with the project are managed through the Operational Readiness Meeting and are monitored by Senior Leadership Team. 		
<p>Key Milestones/Next Steps:</p> <ul style="list-style-type: none"> • Contract meetings on-going • Consultation on the fleet design, including the train mock-up in Autumn. • Transfer of Depot and maintenance to Stadler. • Progress variation for additional trains for Metro Flow. • Regular meetings of the joint Nexus/DfT Programme Board. • Periodic progress reporting to Nexus' Senior Leadership Team and JTC. 		

<p>CP Theme: Focus on organisational effectiveness</p> <p>CP Key Priority: Continue to modernise the Metro</p>		
<p>Risk Area: Efficiency of delivery</p> <p>Risk Owner: Director of Finance and Resources</p> <p>Risk Actionee: Head of Programme Assurance</p>	<p>RAG Status (Red)</p> <p>12 (4x3)</p>	<p>Direction of Travel</p> <p>↓ (worsening)</p>
<p>Risk: That the organisation does not have sufficient resource and or the correct skills set to successfully deliver the programme of capital works</p>		
<p>Impact/Consequence(s):</p> <p>Existing funding agreement with DfT expires in March 2021 and despite letter from SoS to MDTNE dated 3 March 2020, ongoing funding is not yet formally agreed by HMT. This is adversely impacting on continuity of the Metro ARP and making planning and procurement for future years delivery more difficult.</p> <p>Some delays and cost pressures caused by COVID-19 pandemic but no COVID-19 support available from DfT for capital projects.</p> <p>Projects committed through Asset Renewal Programme, Essential Renewals, Transforming Cities or other funding streams are not delivered in the most efficient and effective way and Nexus fails to take advantage of other emerging funding streams to be able to improve its assets, customer services or operations.</p>		
<p>Control(s):</p> <ul style="list-style-type: none"> • Continue to make the case for ongoing funding from DfT. • Seek flexibility from the Department for Transport over virement / acceleration of funding to optimise programme delivery. • Effective programme management, project prioritisation, delivery and budget control processes. • Ensure Portfolio level management of project and programme interfaces, dependencies and business change. • Value engineering, technology choice, option analysis, specification and scope. • Active stakeholder engagement to obtain involvement and co-operation of third/interested parties e.g. Metro Services, Network Rail, highway authorities, utility companies etc. • Continually monitor and manage the programme to ensure sufficient programme/project management resource - identify options to source additional resources or capacity to deliver increased levels of investment. • Close and proficient management of all contracts relating to ARP and other works in the capital programme. • Periodic Affordability Review meetings to consider ARP and Essential Renewals profiling 		

Next Steps/Key Milestones:

- Monitor procurement and changes in responses to tenders.
- Review contractual terms and conditions in light of pandemic to ensure flexibility in contracting to minimise the impact
- Periodic project reviews, analysis and reporting – presentation to Nexus' Capital Steering Group, Senior Leadership Team, Executive Board, the JTC and the joint Nexus/DfT Programme Board.
- Continued engagement with DfT via Programme Board and HMT regarding future Metro funding arrangements.
- Evaluate mitigation options for retention and recruitment of key skills and resources.

CP Theme: Focus on organisational effectiveness		
Risk Area: Cybersecurity Risk Owner: Director of Finance and Resources Risk Actionee: Head of Business Change & Technology	RAG Status (Amber) 8(2x4)	Direction of Travel ↔ (stable)
Risk: A successful cyber-attack on Nexus ICT infrastructure.		
Impact/Consequence(s): Nexus' ICT infrastructure is key to all the functions and activities we carry out. Failure to adequately secure and protect this from a cyber-attack could have a severe adverse impact on the delivery of services and potentially preventing critical actions and day-to-day work from being carried out.		
Control(s): <ul style="list-style-type: none"> • Nexus utilise a modern supportable resilient firewall, with a subscription to identify and protect against existing and emerging threats. • We subscribe to governmental cyber-threat awareness bulletins and are active members of local security working groups. • We participated in a local multi-party cyber-resilience event with local authorities and the emergency services to test the systems in place. • Should a system fail or be rendered unusable by a cyber-attack, we regularly back-up of all essential systems and data so service can be returned safely and efficiently. • Nexus employs security specialists to implement governance and controls. • A cyber-security training standard has been implemented to train all Nexus staff in the basic requirements. • Nexus raises awareness of security threats through the use of internal communications such as Nexus Times & global emails. • Nexus measure awareness through different mediums such as fake Phishing attacks. • All changes to Nexus security assets are subject to tight control. • We have a suite of policies on security controls and an acceptable use. • A security incident response policy is in place. • We utilise segregation to protect critical systems particularly rail based systems. • We manage security risks within Business Change and Technology using a specific risk management process. • The COVID-19 Pandemic has led to an increase, globally, in Cybercrime activity. 		

Next Steps/Key Milestones:

- Annual phishing exercises will continue, with additional exercises as deemed appropriate to the level of threat being experienced.
- Review ongoing notification from key suppliers regarding the vulnerabilities in order to ensure timely notification and action.
- Increased vigilance of Cyber security activity, particularly through IT security networks, during the pandemic.

<p>CP Theme: Deliver public transport today</p> <p>CP Key Priority: Embrace new technological improvements to make public transport easier, simpler and more appealing</p>		
<p>Risk Area: Customer facing technology</p> <p>Risk Owner: Customer Services Director</p> <p>Risk Actionees: Head of Business Change and Technology, Fares and Revenue Manager</p>	<p>RAG Status (Green)</p>	<p>Direction of Travel</p>
	6(3x2)	↔ (stable)
<p>Risk: That the public transport services we provide or procure lose market share in a competitive environment.</p>		
<p>Impact/Consequence(s):</p> <p>Customer facing technologies used by Nexus for payment and refund processes 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.</p>		
<p>Control(s):</p> <ul style="list-style-type: none"> • Seek to obtain support from Transport for the North in the use of technologies for cEMV, as an alternative to smart cards. • Continuous review of retail trends and customer choice with market research carried out to establish product development proposals. • Annual review of prices, products and sales channels • Provision made in the Fares and Revenue budget in order to support research into the development of new products. • Seeking opportunities to work with partners and explore the potential for attracting external funding. 		
<p>Next Steps/Key Milestones:</p> <ul style="list-style-type: none"> • Add currently NTL product range onto ITSO smartcard and then develop plans to introduce a multimodal, price capped pay as you go product. • Launch Digital Carpark payment solution • Launch Host Card Emulation with Weekly Metro season tickets and develop and equivalent pay as you go solution. • Implement the recommendations of the Product and Payment Strategy. 		

CP Theme: Prepare for the future

CP Theme: Develop a pipeline of capital projects for future funding opportunities

Risk Area: Public transport network improvements	RAG Status (Green)	Direction of Travel
Risk Owner: Chief Operating Officer Risk Actionee: Head of Corporate Planning	(2x3)	↔ (stable)

Risk: That opportunities to secure additional funding for public transport improvements through competitive funding bids are not successful

Impact/Consequence(s):

Nexus will rely external funding opportunities to implement enhancements to the public transport infrastructure that it is responsible for. Without this funding existing resources will at best only be able to maintain assets to their current condition and in some cases assets will deteriorate due to lack of funding. This will impact on customer perceptions as public transport will not meet expectations leading to reduced patronage and revenue.

Control(s):

- Nexus schemes are included in the Regional Transport Plan pipeline.
- A pipeline of capital schemes aligned with the Nexus Corporate Plan will be developed for as yet unspecified funding opportunities.
- Nexus resources, both people and financial, are allocated to develop Nexus Capital Programme pipeline.
- Schemes will be developed and governed under the Nexus' Stage-gate control processes.
- Internal stakeholders are identified and regular stakeholder meetings are held.
- Regular liaison with the Regional Transport Team to provide project updates and ensure that schemes are developed in line with wider regional objectives.
- Regular liaison with other external stakeholders to ensure alignment with other projects and local objectives.
- Match funding has been identified for live bidding opportunities.

Next Steps/Key Milestones:

- Nexus long list of capital projects is developed and submitted to the Transport Strategy Team for inclusion in the Regional Transport Plan.
- Develop Full Business Cases for Transforming Cities Fund Scheme.
- Plans are in place for developing a bid to the Governments £5bn bus and cycling fund.
- Secure resources to develop the Nexus Capital programme to stage gate 3 / Outline Business case.
- Develop Strategic Outline Business Cases for Metro Extensions.
- In conjunction with partners secure funding for the relocation of the North Bank of the Tyne Ferry Landing.

<p>CP Theme: Prepare for the future</p> <p>CP Key Priority: Develop plans to expand and enhance the Metro and Local rail networks</p>		
<p>Risk Area: Metro and local rail strategy</p> <p>Risk Owner: Head of Network Extensions</p> <p>Risk Actionee: Head of Network Extensions</p>	<p>RAG Status (Amber)</p>	<p>Direction of Travel</p>
	9 (3x3)	↔ (stable)
<p>Risk: Expansion of the Metro and local rail services does not progress.</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 community, 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.</p>		
<p>Control(s)</p> <ul style="list-style-type: none"> • Identification of the circumstances/characteristics in which schemes could be viable. • Embed schemes, enhancements and the circumstances/characteristics in the Transport Plan, the Strategic Economic Plan and other regional policies and strategies. • Align schemes and opportunities to pan-regional and national opportunities including Northern Powerhouse Rail and emerging options for rail devolution. • Establish strong contacts and working relationships with relevant stakeholders and influencers. • Develop communications strategies to ensure stakeholders and decision makers are kept informed and enthused. • Development and submission of viable business cases e.g. Metro Flow to generate momentum. • Assessment of other schemes mentioned in the Metro and Local Rail Strategy 2016, and other emerging schemes. • Utilise the technical and demand contract frameworks to develop best practice and knowledge in scheme development. • Utilise Nexus Stage Gate project control process and Green Book business case protocols to ensure effective, compliant scheme development. • Establish and maintain effective programme management disciplines to identify and manage cost and risk. • Undertake market consultation has established an understanding of the market appetite for schemes; keep this fresh. • Identify and adopt best practice in the development and delivery of extensions. • Establish an understanding of the legal and regulatory framework governing light and heavy rail and apply appropriately and proportionately. • Review and update the delivery structures and commercial arrangements for extension delivery programmes to maximise efficiency and capacity. • Establish and utilise a planning framework to define and deliver the land and 		

- consents strategies for light and heavy rail developments.
- Align programmes to and acknowledge interdependencies with the delivery of a new Metro fleet and renewal programmes to maximise efficiency and quality.

Key Milestones/Next Steps:

- Subject to confirmation of scheme funding, establish if and where Nexus can add value in the delivery of Northumberland Line – summer 2020.
- Planning reclassification for Follingsby by summer 2021 to support access to public transport in the area.
- Assessment of Cobalt in 20/21.
- Completion of Leamside reinvigoration and assessment of Wearside Loop in 21/22.
- Assessment of West Newcastle/ Gateshead in 21/22.
- Assessment of Airport heavy rail connection in 21/22.
- Combined report to outline the potential for expansions in Tyne and Wear 2022.

<p>CP Theme: Prepare for the future</p> <p>CP Key Priority: Ensure the North East's priorities for transport are properly reflected in Transport for the North's (TfN's) investment plans.</p>		
<p>Risk Area: Aspirations for heavy rail initiatives</p> <p>Risk Owner: Chief Operating Officer</p> <p>Risk Actionee: Head of Heavy Rail</p>	<p>RAG Status (Green)</p>	<p>Direction of Travel</p>
<p>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.</p>		
<p>Impact/Consequence(s):</p> <p>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.</p>		
<p>Control(s):</p> <ul style="list-style-type: none"> • Active participation in Transport for the North, in particular the following workstreams: <ul style="list-style-type: none"> ◦ the Northern Powerhouse Rail (NPR) project, ◦ Strategic Development Corridor studies, and ◦ the Long Term Rail Strategy. • Actively participate in the delivery of the Strategic Transport Plan and accompanying Long Term Investment Programme • 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. 		
<p>Next Steps/Key Milestones:</p> <ul style="list-style-type: none"> • 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 		

<p>CP Theme: Prepare for the future</p> <p>CP Key Priority: Establish effective management structures to improve local rail services</p>		
<p>Risk Area: Local Rail Devolution</p> <p>Risk Owner: Chief Operating Officer</p> <p>Risk Actionee: Head of Heavy Rail</p>	<p>RAG Status (Amber)</p> <p>9(3x3)</p>	<p>Direction of Travel</p> <p>↔ (stable)</p>
<p>Risk: That the North East's aspirations for local rail devolution are not aligned to the outcomes or timeframes resulting from the Williams Rail Review.</p>		
<p>Impact/Consequence(s):</p> <p>Transformational improvements in local rail provision for the North East are being sought as an outcome of the Williams Rail Review. Failure to secure the local rail devolution could reduce the effectiveness of local rail to meet the Objectives and Principles of the Transport Plan.</p>		
<p>Control(s):</p> <ul style="list-style-type: none"> • Active dialogue with DfT and Williams Review team • Joint working with TfN on devolution options • Ensuring the Joint Transport Committee(JTC) is fully briefed. • Active dialogue with adjacent authorities on rail devolution across the wider North East geography. • Retaining and developing the North East Rail Management Unit (NERMU). 		
<p>Next Steps/Key Milestones:</p> <ul style="list-style-type: none"> • Williams review outcome. • North East Prospectus for Rail devolution developed (June 2020). • Take an active role in the development of any further case/s required to government to secure rail devolution in the North East. • To work with TfN to develop local devolution plans for the North East, within a wider North framework. 		

<p>CP Theme: Deliver public transport today</p> <p>CP Key Priority: Deliver Metro Flow</p>		
<p>Risk Area: Efficiency of delivery</p> <p>Risk Owner: Head of Network Extensions</p> <p>Risk Actionee: Head of Network Extensions</p>	<p>RAG Status (Amber)</p> <p>9 (3x3)</p>	<p>Direction of Travel</p> <p>↔ (stable)</p>
<p>Risk: The benefits of Metro Flow are not delivered, are compromised or limited</p>		
<p>Impact/Consequence(s):</p> <p>Delivery of Metro Flow could be compromised, in terms of escalating costs, a delayed delivery programme or quality of outputs, the predicted benefits may not be fully realised. This could have implications for the customer experience and service, both in delivery and operation, Nexus financial position and may damage Nexus' reputation as a delivery agent, subject to the selected mitigation strategy.</p>		
<p>Control(s):</p> <p>Failure to effectively deliver</p> <ul style="list-style-type: none"> • Continued advance planning and collation of information in identified risk areas will mitigate future deliver risks. • Apply effective and proven project management, control, risk management planning and governance processes and employ appropriate skilled resources in these areas. • Continually monitor the overall Nexus Capital Programme to ensure interfaces and dependencies with other activities, particularly the Metro Fleet Replacement and Metro Asset Renewals, are understood, prioritised and managed. • Active stakeholder engagement to obtain involvement and co-operation of third/interested parties. 		
<p>Next Steps/ Key Milestones</p> <ul style="list-style-type: none"> • Establish permanent project team – Dec 20. • Infrastructure <ul style="list-style-type: none"> ◦ Tender Sept 20 – Feb 21 ◦ Evaluation Feb 21 – Apr 21 • Industry Consultations (Network Change etc.) June 20 – Dec 20 • FBC Submission/Approval – July 21 • Infrastructure <ul style="list-style-type: none"> ◦ Contract Award – Sept 21 ◦ Delivery – Sept 22 – Mar 23 (Blockade Sept – Dec 2022) • Service commenced TBC, subject to fleet programme 		

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

DRAFT



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

Date: 9 July 2020

Subject: Covid-secure standards on public transport

Report of: Chief Operating Officer, Nexus

Executive Summary

This report summaries the actions taken by Nexus, alongside industry partners, to reach the Government's covid-secure standard for public transport.

Recommendations

The Tyne and Wear Sub-Committee is recommended to note the content of this report.

1. Background Information

1.1 Public transport in North East England reaches the Government's covid-secure standard as a result of actions taken by Nexus and industry partners to swiftly introduce health protection measures and effective advice and guidance for customers and employees. Examples of some of these measures are shown in Appendix 1. This action plan has been co-ordinated with the wider local authority response to coronavirus and represents best practice in the transport industry, consistent with the approach taken in other parts of the UK.

Tyne and Wear Metro

- 1.2 On Metro, Nexus has posted information and guidance throughout the system, on stations and trains, supported by PA and digital screen information. Employees have been thoroughly briefed and safe systems of work agreed with trades unions and enacted. At major stations queue management plans and one-way systems are in place should they be required as the number of passengers grow, alongside the use of hand sanitiser points and specific signage to encourage customers to distance when waiting on platforms, sitting on benches or using gatelines and ticket machines.
- 1.3 Nexus is now using a new anti-microbial treatment in addition to an enhanced cleaning regime brought in at the outset of the current emergency. This treatment is being applied to all Metrocars and the Shields Ferry. The enhanced cleaning regime covers customer touchpoints including handrails, ticket machine screens and keypads, lift call buttons and seating, as well as our vehicle fleet.
- 1.4 We have worked with our unions to agree measures to protect employees to industry best-practice standards, including fitting screens within vehicles, reorganising staff areas, welfare facilities and offices to facilitate distancing and provided masks, sanitisers and visors across our Metro and non-Metro employee teams.

The bus network

- 1.5 At major bus stations Nexus has increased the size of frontline customer service teams by redeploying employees from other duties as a temporary measure. This allows us to implement detailed management plans to help customers distance and travel safely, supported by extensive information and guidance. Information has also been posted at busier stops and shelters across Tyne and Wear and is being continually rolled-out.
- 1.6 We have reviewed and in places changed the stopping pattern for services calling at major bus stations to manage the flow of people through busy areas. Haymarket bus station in Newcastle is, for example, now 'boarding only' with customers arriving in the city centre asked to alight at previous stops, but still within 200 metres. These actions have been taken with the agreement of bus operators and co-ordinated with local authority plans to manage town and city centres.
- 1.7 Bus companies have taken steps to provide a covid-secure environment on board vehicles. All buses operating in Tyne and Wear have screens between the driver

and passenger, and advice for customers. Bus companies are building services back up to normal frequencies as lockdown eases, with most daytime weekday frequencies already returned to normal. Bus companies are also taking steps to advise customers on the best services to use; for example Go North East has launched two online tools to help passengers plan their travel around quieter journey times. One shows how busy a bus is in real time using the on board ticket data and the other uses prediction technology to help predict how busy a journey maybe in the future for passengers planning journeys in advance.

The Shields Ferry

- 1.8 The Shields Ferry vessels and landings have been adapted to provide a covid-secure environment. A screened area for crew members has been built for the entrance to both vessels, and payment for travel is cashless by default. Deck areas have been redesigned to make social distancing easier and this is supported by comprehensive signage and instructions from the crew. To ensure social distancing there is a temporary guideline restriction of four bicycles per crossing, compared to the normal limit of 13. Nexus has applied for Government funding to make further alterations to both vessels, removing some seating to provide more space, reflecting the increased number of people cycling for work and leisure in general.

Face Coverings

- 1.9 Wearing a face covering – a mask, snood or scarf covering the nose and mouth – when travelling on public transport vehicles became mandatory from 15 June, although Nexus had been advising passengers to do this from early May not just on vehicles but when in stations and interchanges. The first week of the new regulation saw 95% of customers on Metro wearing a covering at peak times on Metro. The proportion was lower off-peak and on bus, but was still a clear majority of customers.
- 1.10 The enforcement of face covering regulations on board vehicles, is a matter for the police and we have agreed an approach with forces covering engagement, explain, education and ultimate enforcement. The role of public transport employees is to engage and explain the regulations, though they may refuse access to customers who have repeatedly failed to observe the regulation. Nexus and police forces plan targeted operations to address times of day and areas where the use of face coverings on Metro is lower than average.
- 1.11 The Government has listed a number of exemptions, whereby customers do not have to wear a face covering if they have a disability or medical reason for not doing so. This will be taken on trust by police officers, who are responsible for enforcing the regulation, and public transport employees. To support these customers Nexus has created a downloadable card which can be shown to indicate the holder has an exemption, usable across all public transport in North East England.

Meeting the needs of all passengers

- 1.12 We seek to ensure the services we provide are accessible to all and reasonable

adjustment is made for the needs of those with disabilities. The measures outlined in this report have been introduced rapidly in response to a public health crisis and with less consultation than might normally be the case. Organisations representing people with disabilities have rightly raised questions with us about aspects of these measures, and we shall continue to review and respond to feedback as we seek to meet the needs of all.

- 1.13 It is important that customers who may not currently be using public transport feel confident about returning to it when they need to travel. Nexus has created web pages at www.nexus.org.uk/covid-secure setting out the actions we have taken to make sure people feel safe and comfortable. We are also in contact with major employers and retailers to provide key messages on the steps we have taken, the need to wear face coverings and the importance of staggering shift start times in workplaces to reduce the number of people travelling in the traditional morning and afternoon peak periods.
- 1.14 Government advice on social distancing was due to change from 4 July, to a level of 'one metre plus' where appropriate supporting measures are in place. At the time of writing this report this change was yet to come into effect, so Nexus will provide an update to the meeting on the implications for local public transport. Government guidance in any case accepts that, in all walks of life, it is not possible to distance at all times. The use of face coverings, queue management and one-way systems across public transport provide the best methods to maintain a covid-secure standard as passenger numbers grow in the coming months and distancing becomes harder to maintain.

2. Proposals

- 2.1 This report is for information only. There are no specific proposals being put to the Sub- Committee.

3. Reasons for the Proposals

- 3.1 This report is for information only. There are no specific proposals being put to the Sub- Committee.

4. Alternative Options Available

- 4.1 This report is for information only. There are no specific proposals being put to the Sub- Committee.

5. Next Steps and Timetable for Implementation

- 5.1 Government advice and instructions for public transport may continue to evolve as it takes action to fight the coronavirus pandemic. Nexus will continue to work with the Department for Transport and play a lead role in the region updating the measures it takes to provide a safe and comfortable environment for customers and employees.

6. Potential Impact on Objectives

6.1 People need to feel that public transport provides a safe and comfortable environment if they are to choose it as a sustainable mode of travel or make journeys at all. By providing and promoting the covid-secure standards we have reached we can encourage customers to return to public transport, lead full and active lives and generate economic activity as lockdown measures are eased.

7. Financial and Other Resources Implications

- 7.1 Public transport use is currently (June 2020) at just above 20% of the levels seen before March 2020, when the impact of the pandemic began to be felt, and for a time saw patronage levels as low as 5% of the levels seen before March 2020. Until patronage returns to pre-covid levels public transport will require greater subsidy to continue to operate.
- 7.2 In this regard, Nexus' Director of Finance and Resources confirms that in addition to the unprecedented losses relating to Metro fare revenue and commercial income, the costs outlined in this report were not included within the original budget for 2020/21. Whilst these costs (and revenue losses) are being accommodated from within two tranches of emergency funding provided by Department for Transport, it is evident that the emergency funding is less than the losses incurred to date and in any event, this funding expires on 4 August, with no indication thus far as to the extent of the emergency funding that will be provided thereafter. The full extent of the emergency funding that will be provided thereafter. The full extent of Nexus' net losses are still being determined but dialogue with officials at the Department for Transport has been and remains positive.

8. Legal Implications

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

9. Key Risks

- 9.1 Failure to provide a covid-secure environment may hamper national efforts to fight coronavirus, damaging public health and hampering economic recovery.

10. Equality and Diversity

- 10.1 Equality and diversity implications are addressed in the body of the report

11. Crime and Disorder

- 11.1 Crime and disorder questions are addressed in the body of the report.

12. Consultation/Engagement

- 12.1 Nexus has carried out intensive consultation with customers on a weekly basis to understand their attitude to travel and concerns, as well listening to specific feedback from organisations representing people with disabilities and trades unions. We have worked closely with bus operators, local authorities and transport industry peers nationally to ensure our approach represents best practice and is consistent across modes and across the country.

13. Other Impact of the Proposals

13.1 There are no specific impacts.

14. Appendices

14.1 Appendix 1 gives examples in photographs and graphics of the measures introduced by Nexus and bus companies to support social distancing, and to allow passengers to travel with confidence.

15. Background Papers

15.1 None.

16. Contact Officers

16.1 Huw Lewis, Customer Services Director, Nexus

Email: huw.lewis@nexus.org.uk

17. Sign off

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

18. Glossary

Appendix 1: Distancing guidance and information on North East public transport

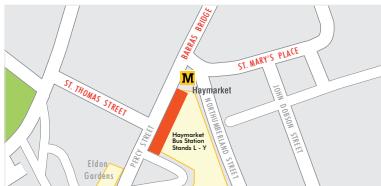
Important information

From Monday 15 June, Haymarket bus station will be for boardings only.

This means that instead of getting off your bus at Haymarket bus station, you will get off at the previous stop – which will be on St Mary's Place, Barras Bridge or St Thomas Street.

You can get on your bus at Haymarket bus station as normal.

This is to make your bus journey more covid secure, so that passengers leaving buses don't come into contact with those waiting for them.



nexus.org.uk
0191 20 20 747

stay safe when you travel

at the bus stop

- Be prepared to wait if the BUS FULL sign is shown, even if there seems to be space
- Let others get off the bus first before you get on
- Pay by contactless if you can



on the bus

- Sit in a window seat, ideally with an empty row in front and behind you
- Only one person should sit on each double seat unless you're with a member of your household
- Don't stand or use seats marked out of use



leaving the bus

- Stand behind the 2 metre line until the bus has stopped



plan your journey for quieter times wear a face covering except young children & those with respiratory disabilities wash/sanitise your hands don't travel if unwell

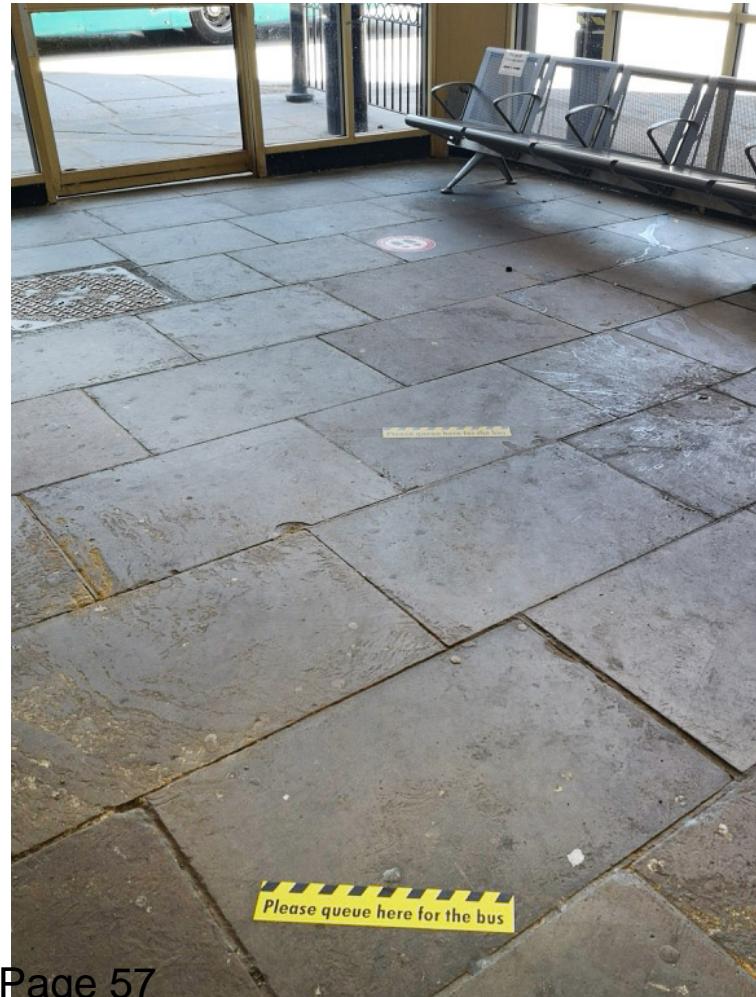
gonortheast.co.uk/coronavirus

STAY ALERT • CONTROL THE VIRUS • SAVE LIVES

GO North East

If you need to travel by bus, please follow these guidelines to help everyone stay safe:

-  Wear a face covering - this is now compulsory
-  Stay 2 metres apart where you can
-  Pay by contactless if possible
-  Let people get off the bus before you try to get on
-  Wash or sanitise your hands regularly
-  Avoid travelling at peak times if possible





If you need to travel by Metro,
help everyone stay safe by
following these guidelines:

- Stay 2 metres or 6ft apart where you can
- Wear a face covering
- Use a Pop card or pay by contactless
- Let people get off the train before you try to get on
- Wash or sanitise your hands regularly
- Avoid travelling at peak times if possible



**Only travel if
your journey is
essential.**

Stay safe, stay home



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

Date: 9 July 2020

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 traffic tunnels and the impact on traffic flows and revenues as a result of the Covid-19 pandemic; and
2. The operation of the Tyne Pedestrian and Cyclist Tunnels (TPCT) and the outstanding works linked to the renovation of these tunnels.

The report also details the implementation of a decision which has already been approved at a previous TWSC meeting in relation to a toll increase for Class 3 vehicles (HGVs).

Recommendations

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

- i. Note the contents of the traffic tunnels update, and the impact on traffic flows and revenues as a result of the Covid-19 pandemic;
- ii. Note the contents of the Tyne Pedestrian and Cycle Tunnels update and the current position with regards to the renovation works;
- iii. Note the implementation of the increase in the tolls for Class 3 vehicles (HGVs) which will take place in August 2020.

1. Background Information

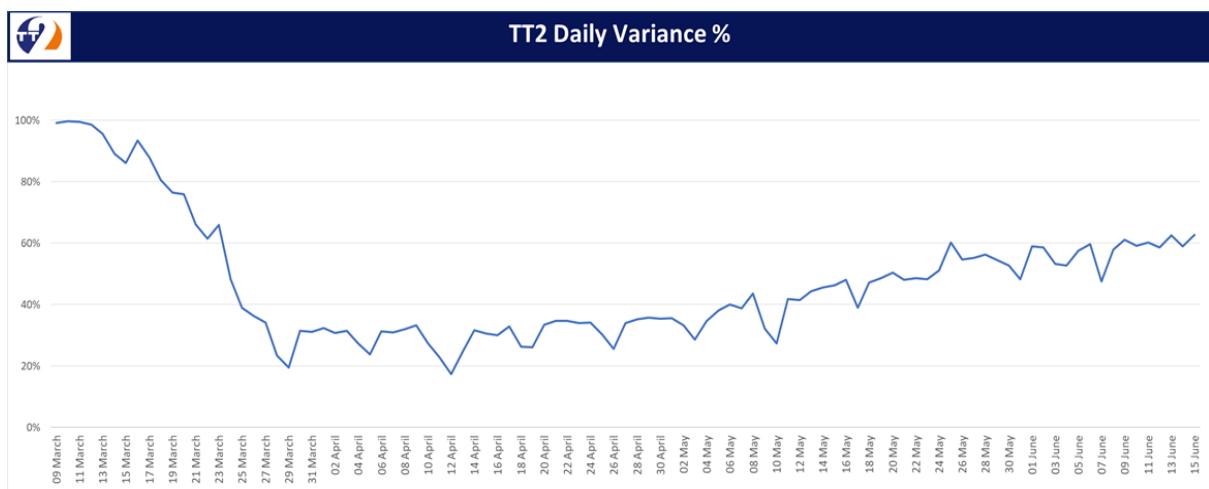
- 1.1 The Tyne Tunnels are jointly owned by the North East Combined Authority (NECA) and the North of Tyne Combined Authority (NTCA). They comprise two vehicle tunnels and the pedestrian and cyclist tunnels. The Tyne Tunnels receive no government or local funding and costs are met from the tolls charged to users of the vehicle tunnels.
- 1.2 TT2 Ltd as Concessionaire is responsible for the day-to-day management and operation of the Tunnels in accordance with the Project Agreement which is in place from 2007 to 2037. This is monitored by the Tyne Tunnels Manager on behalf of NECA (as accountable body for the Joint Transport Committee (JTC)).

2. Traffic Tunnels Update

Traffic Flows

- 2.1 TT2 and Transport North East constantly review the traffic flows through the Tyne Tunnels. Normal levels of traffic are approx. 55,000 vehicles per day. As a result of Covid-19 lockdown measures, traffic levels dropped drastically during March and April 2020 to approx. 17,000 vehicles per day which is 30% of normal levels. This is the lowest level of traffic seen during the life of the TT2 contract.
- 2.2 During May and June traffic has been gradually increasing and by mid-June was up to 60% of normal levels. However, this is still significantly below expected traffic levels and represents an ongoing loss of income for TT2. Latest forecasts suggest that traffic may not return to expected levels for many months, as many businesses have yet to re-open. There are also less commuters on the roads as 'working from home' and virtual meetings have become commonplace, meaning less vehicle journeys around the region.

Graph 2.2 Traffic flows at Tyne Tunnels as % of expected traffic



March to June 2020

- 2.3 TT2 Ltd has requested financial assistance from Government given the severe loss of income suffered as a result of the low traffic flows during Covid-19 lockdown

measures. Requests have been made by Joint Transport Committee, by TT2 and by local MPs to the Department for Transport, however no central government funding has yet been provided.

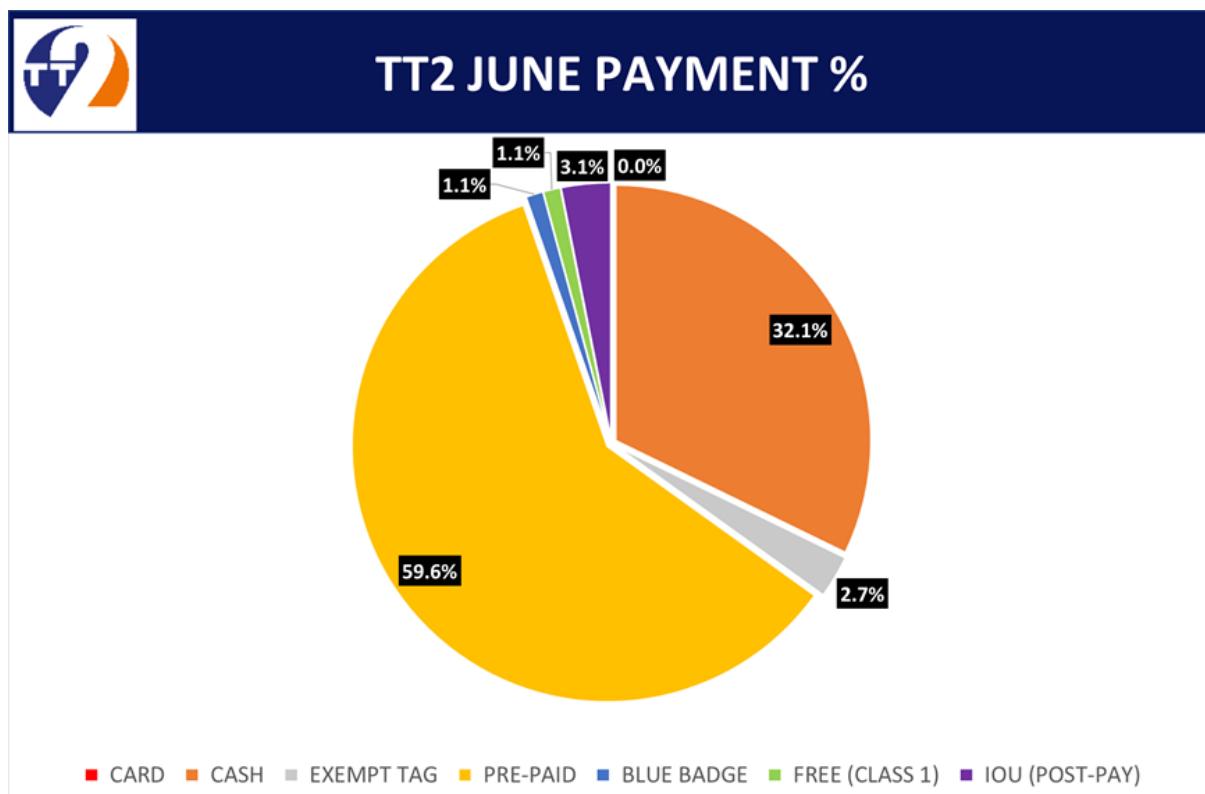
Officers are in discussions with TT2 Ltd to explore ways to provide support at a local level during this crisis period, following advice from government to local authorities to engage with key suppliers to ensure they are able to continue to provide services. It is hoped that an appropriate form of support can be agreed to provide assistance in the short term and to keep in place the longer-term plans for future improvements to the Tyne Tunnels, including the Tyne Pass free-flow project.

Methods of payment of tolls

2.4

The APNR cameras (Advanced Number Plate Recognition) in use at the Toll Plazas are continuing to work well, allowing users to pre-pay online before or after their journey. This not only provides a 10% discount for users but also speeds up the journey time through the toll plazas. The number of pre-payment transactions is running at 59.6%.

Graph 2.3 Payment profile of Tunnels users



2.5

The graph above shows that the most popular method of payment is pre-pay (59.6%), with cash being the second most popular method (32.1%). Post-pay users now make up 3.1% of users, paying after their journey via the 'Pay Later' system brought into use on 1st May 2020. The 'Pay Later' system was planned for July 2020 but was brought in earlier to replace card payments, as these involved face-to-face

staff interaction which was not consistent with Covid-19 social distancing guidance.

Tyne Tunnels Tolls increase

2.6 Members will recall that it was agreed in January to increase the tolls from £3.60 to £3.70 for Class 3 vehicles. Implementation was originally proposed in May 2020 but was delayed for 3 months due to the Covid-19 situation. The increase will now take effect in August 2020.

This increase was proposed on the basis that levels of inflation (measured by RPI in accordance with the 2011 Order) were such that an increase in Class 3 vehicles was possible and necessary to finance the tunnels. No increase is possible for Class 2 vehicles at this time.

2.7 From August 2020 the toll structure will be set as follows:

Vehicle Class	Toll	Description
1	FREE (no change)	Motorcycles
2	£1.80 (no change)	Motor vehicles (Cars), 2 axles and height 2m or less; Motor vehicles (Cars/Vans) 2 axles and height less than 3m; Articulated motor vehicles with tractor 2m or less and trailer less than 3m
3	£3.70 (£0.10 increase)	Motor vehicle 2 or more axles and height 3m or more

Permits are available for all classifications and subject to 10% discount (no change is proposed to the percentage discount).

Health and Safety

2.8 TT2 has provided officers with a regularly updated Contingency Plan and a copy of detailed advice to employees in respect of Covid-19. During May and June TT2 has continued to closely follow Government guidance and protect staff and customers appropriately. TT2 obtained 'Covid Secure' status in May 2020 on the basis of the measures which had been put in place.

Some TT2 office staff have returned to work during June with social distancing and other measures in place throughout the building. PPE is in use for front-line operational staff. The front reception area has not yet re-opened as 2 metre distancing could not easily be enforced for staff and customers, however customer assistance continues to be available by telephone and online.

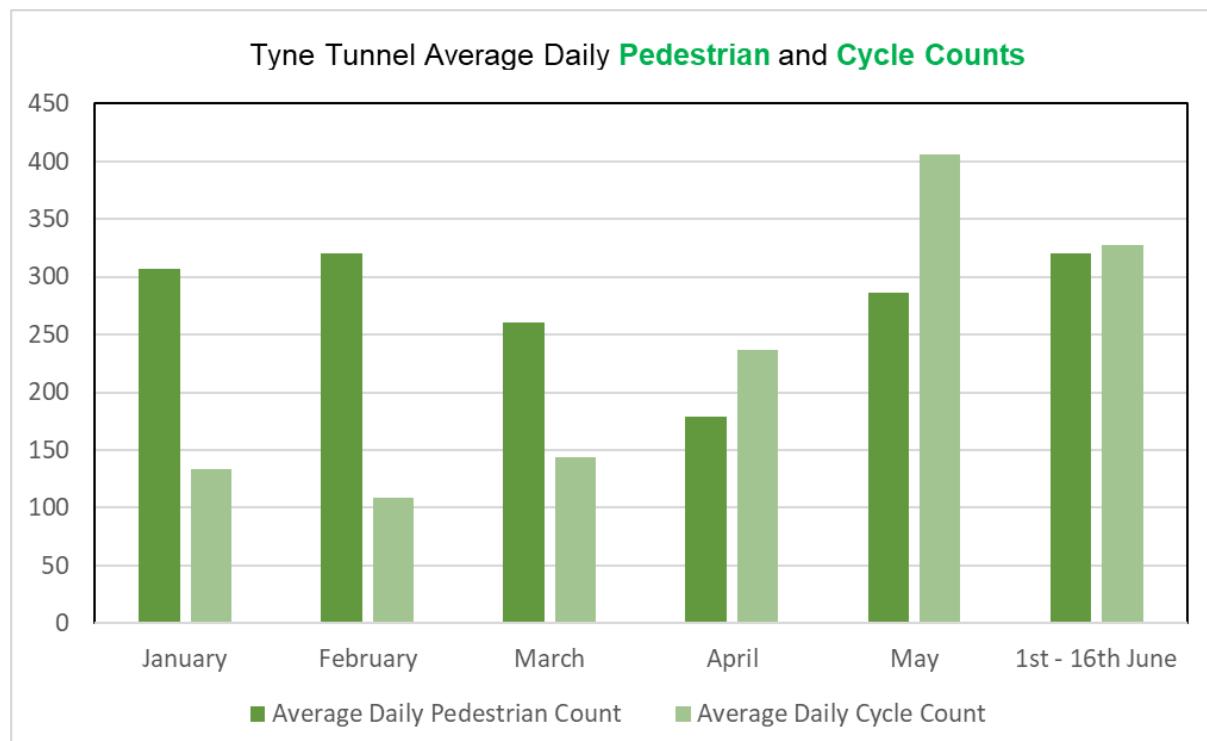
2.9 It is considered that there is a minimal risk to the public in contracting or passing on the virus from using the Tyne Tunnels, as passengers are contained in their vehicles. The main risk is to TT2 staff and to service delivery if a number of

skilled, experienced staff contracted the virus or were instructed to self-isolate. A plan has therefore been put in place by TT2 as to the minimum staffing required in order to operate in the short term and to identify and train additional staff with the requisite skills who can be called on to carry out various essential duties.

Tyne Pedestrian and Cyclist Tunnels Update

- 2.10 These tunnels remain open to the public at no charge to users. To access the tunnels pedestrians and cyclists can use the vertical lift at both ends and pedestrians can use the historic escalators as stairs. The tunnels are open between 06:00 and 22:00, with TT2 providing a night service between 22:00 to 06:00. The later closing time of 22:00 was implemented at the end of March 2020 at the start of the lighter evenings for the period of British Summer Time.
- 2.11 Use of the tunnels by pedestrians dropped slightly during the lockdown period, however, use of the facility by cyclists has increased (see chart below). This is in line with the recent increase in the popularity of cycling, due partly to the Government travel restrictions and partly to the seasonal good weather.

Chart 2.10 Daily use of Pedestrian and Cycle Tunnels



- 2.12 Social distancing measures at the Pedestrian and Cycle Tunnels continue to be in place so that users follow a one-way system for travelling in and out of the tunnel at either end and to ensure that the vertical lift is only used by one person at a time. There are also signs in place and website information to inform users of the measures in place.
- 2.13 In terms of the ongoing refurbishment works, the completion and certification of the

inclined lifts remains outstanding. The return of the specialist lift contractor to site is currently on hold. The contractor is based in northern Italy and due to Covid-19 travel restrictions, cannot come to the UK. Until the contractor can return to site to complete the outstanding works, testing and certification for use, the inclined lifts cannot be brought into service. Officers are investigating all options to enable the inclined lift to be put into operation for tunnel users at the earliest opportunity.

- 2.14 The completion of the inclined lift is the only outstanding work required to complete the refurbishment. A review of the ongoing project costs and the long term operating costs of the Pedestrian and Cyclist Tunnels is being carried out in order to plan for the completion of the refurbishment works and for the Tunnels to be handed back to TT2 to operate on a day-to-day basis. The outcome of this review will be shared with members of this Sub-Committee when available.

3. Reasons for the Proposals

- 3.1 Not applicable.

4. Alternative Options Available

- 4.1 Not applicable.

5. Next Steps and Timetable for Implementation

- 5.1 In relation to the toll increase, the River Tyne (Tunnels) Order 2011 prescribes the process to effect an increase. Following a decision to increase the tolls, the Authority is required to publish, in at least one local newspaper circulating in the area, a notice substantially in the form set out in the Order. Following publication of the notices, the Authority is required to submit to the Secretary of State:

- a) Details of the decision taken to increase the toll – report and minutes; and
- b) Evidence that the public has been informed of the decision by notice in the local press.

- 5.2 Upon receipt of this information, the Secretary of State has 21 days to make an order revising the tolls, subject to being satisfied that the Authority has correctly adhered to the provisions of the Order. The tolls revision order will come into force 28 days thereafter.

- 5.3 Having made such an Order revising the toll, the Order precludes the making of another such tolls revision order for the same vehicle class, within 12 months.

6. Potential Impact on Objectives

- Not applicable.

7. Financial and Other Resources Implications

- 7.1 Based on normal traffic levels, the cost of delaying the increase to Class 3 tolls was approximately £5,700 per month. The cost of the delay from May to August is estimated at up to £17,100 which has been accommodated within the revenue

budget for the year.

8. Legal Implications

8.1 The legal comments have been incorporated into the report.

9. Key Risks

9.1 There are no key risks associated with this report.

10. Equality and Diversity

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

11. Crime and Disorder

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

12. Consultation/Engagement

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

13. Other Impact of the Proposals

13.1 Not applicable.

14. Appendices

14.1 None.

15. Background Papers

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:

Report dated 19 September 2019 – Tyne Tunnel Update

Report dated 21 November 2019 – Tyne Tunnel Update

Report dated 16 January 2020 – Tyne Tunnel Update

Report dated 14 May 2020 – Tyne Tunnel Update

16. Contact Officers

John Hewitt, Chief Finance Officer, john.hewitt@durham.gov.uk, Tel:0300026194

Mike Barker, Strategic Director, Corporate Services & Governance
Gateshead Council, MikeBarker@Gateshead.Gov.Uk, Tel. No: 0191 433 2100
Alastair Swan, Principal Engineer, alastair.swan@newcastle.gov.uk , Tel: 0191 211 5931
Fiona Bootle, Tyne Tunnels Manager, Fiona.bootle@transportnortheast.gov.uk.
Tel 0191 4332035

17. Sign off

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

18. Glossary

TPCT – Tyne Pedestrian and Cyclist Tunnel

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

JTC – Joint Transport Committee

Agenda Item 9

By virtue of paragraph(s) 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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