



Transport North East (Tyne and Wear) Sub-Committee

Thursday 28th January 2016 at 2.00 pm

Meeting to be held at Sunderland Civic Centre, Burdon Road, Sunderland, SR2 7SN

www.northeastca.gov.uk

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 (to be handed to the Democratic Services Officer). Please also remember to leave the meeting where any personal interest requires this.

3. **Minutes of the Previous Meeting** 1 - 8

4. **Monitoring Nexus' Performance: 1 April to 5 December 2015** 9 - 26

5. **Update on Nexus' Strategic Risks** 27 - 42

6. **Nexus Corporate Business Plan** 43 - 62

7. **Go Smarter Update** 63 - 96

8. **Date and Time of Next Meeting**

Friday, 26 February 2016 at 2pm

9. **Exclusion of Press and Public**

Under section 100A and Schedule 12A Local Government Act 1972 because exempt information is likely to be disclosed and the public interest test against disclosure is satisfied.

10.	Confidential Minutes of the Previous Meeting	97 - 98
11.	Tyne Tunnel Update	99 - 112

Contact Officer: Victoria Miller Tel: 0191 211 5118 E-mail: victoria.miller@northeastca.gov.uk

To All Members

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

24 November 2015

Meeting held: Durham County Council, County Hall, Durham, DH1 5UQ

Present:

Councillor: Harrison (Chair)

Councillors: G Hobson, J McCarty, McElroy and M Mordey

PERFORMANCE OF THE METRO SERVICES

Prior to the start of the formal meeting, Members were addressed by a representative of a campaign group, who welcomed the Metro Services for the 2015 Great North Run report but suggested that detailed consideration should be given to the specific issue with power and also that expert advice should be sought externally as the group believed that the current arrangements were not resulting in improvements.

The Chair then commented on the importance of the Metro system working correctly. He also referred to a letter that had been received from the campaign group in advance of this meeting and explained that officers would be asked to consider the issues raised in the letter.

35 APOLOGIES FOR ABSENCE

There were no apologies for absence received.

36 DECLARATIONS OF INTEREST

There were no declarations of interest.

37 MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting held on 17 September 2015 were approved as a correct record and signed by the Chair.

Matters Arising

(a) Nexus Publicity Marketing and Promotion Policy

(Minute 26 refers)

A Member asked for a copy of the document on the relevant budget and spend.

(b) Monitoring Nexus' Performance: 1st April to 18th July 2015

(Minute 21 refers)

Members noted an update in relation to the forthcoming installation of audio-visual equipment on the Sunderland 700 bus service.

(c) Expiry of the Tyne and Wear Metro Concession and Option to Extend

(Minute 23 refers)

On advice from the Managing Director (Transport Operations), the Chair agreed that the status of this deferred item would not change until further discussions had taken place.

(d) Use of "Gold Card" Travel Pass on Metro – Response to Petition

(Minute 25 refers)

Member noted the timescale in relation to the implementation of the modification of the software to allow the specified flexibility in relation to the time of operation of the Gold Card.

38 METRO SERVICES FOR THE 2015 GREAT NORTH RUN

Submitted: An update report of the Managing Director (Transport Operations) (previously circulated and copy attached to Official Minutes).

Members considered the report which provided an update on Nexus's review into the delivery problems that had been experienced on Metro during the 2015 Great North Run.

Members noted advice from officers that the problems with power on Metro were being addressed and that not all points made by the campaign group earlier in the meeting were strictly accurate.

The Sub-Committee was addressed by the Managing Director of DB Regio Tyne and Wear who offered apologies for the poor performance of the Metro services on the day of the Great North Run and provided explanation.

Members asked questions of officers. It was noted that:

- In accepting the report and apologies, Members emphasised that it was important that the Sub-Committee continued to monitor the performance of Metro and received regular up-to-date information on the progress of the implementation of actions. The work on the nine recommendations for improvements should feature in future reports on the Metro concession performance management.
- Members commented that improvements were needed to the day-to-day services as well as any special events.

- Members also commented on the level of implications that had had been caused by the problems with the Metro services on the day of the Great North Run. Members emphasised the importance of ensuring that no such issues arose in the future.
- Members queried the incorrect communication on the day of the event

In response, it was noted that:

- The incorrect information in the statement that had been issued by DB Regio Tyne and Wear on the day of the Great North Run had been given in good faith.
- DB Regio Tyne and Wear gave assurances that the company undertook contingency planning which was reviewed continuously. Contingency arrangements were agreed and reviewed jointly with Nexus.
- Due to the amount of issues on the day, the lack of full understanding of the issues, the lack of good planning and preparation for the issues, the method of the allocation of drivers, the lack of resources and the way the decisions had been taken, since the issues had escalated on the day of the Great North Run DB Regio Tyne and Wear were not able to recover. The company was now undertaking an internal review as part of the plan to address issues. Members received assurance from officers that arrangements had been put in place to avoid similar issues in future.

RESOLVED – That:

- i. the findings contained within Nexus' review be noted;
- ii. Nexus' opinion that the events around the 2015 Great North Run were considered to be a one-off be noted;
- iii. the apology Nexus extended be noted; and
- iv. the Sub-Committee be provided with regular updates on progress of the implementation of actions.

39 **MONITORING NEXUS'S PERFORMANCE: 1 APRIL TO 12 SEPTEMBER 2015**

Submitted:

- (i) A joint report of the Chief Executive Officer for Transport and Managing Director (Transport Operations) (previously circulated and copy attached to Official Minutes); and
- (ii) A comparison chart (National PPM – 2015/16) (with the Chair's permission, due to the timetables involved circulated at the meeting and copy attached to Official Minutes).

Members considered the report which provided an update on the performance of Nexus against its Corporate Business Plan for 2015/16.

Members noted the key matters arising, including the strong growth of the Metro patronage, the national comparison position of the Tyne and Wear Metro with regard to the Public Performance Measure (PPM) in 2015/16, customer satisfaction, smart ticketing and the work to analyse the Quality Contracts Scheme Board opinion on the proposed Quality Contracts Scheme.

During the ensuing discussion, it was also noted that:

- The information in the report covered the period from 1 April to 12 September 2015 and therefore pre-dated the Great North Run. With regard to the current position, whilst the ridership continued to grow, it was likely that customer satisfaction with the system could show a different position. This information would be collected and analysed in due course and reflected in a future report.
- Members commented that due to the age of the Metro system it was only reasonable to expect that problems with the system would continue; the region needed the new rolling stock.
- Members noted the position in relation the Tyne Ferry ridership, which had a natural tendency to fluctuate.
- The ridership position in relation to secured bus services was not necessarily an accurate indicator of the bus ridership position.
- Members commented on the importance of achieving consistently good public transport services.
- Members welcomed the increase in the Metro patronage, the rolling out of smart ticketing and the improvements to customer experience through announcements.

RESOLVED – That the report be noted.

40

TYNE AND WEAR METRO PERFORMANCE UPDATE

Submitted: A report of the Managing Director (Transport Operations) (previously circulated and copy attached to Official Minutes).

Members considered the report which provided an update on the current performance issues with regards to DB Regio Tyne and Wear.

During the ensuing discussion, it was noted that:

- The Chair asked that consideration should be given to looking into the feasibility of consolidating future reports on the Tyne and Wear Metro Performance and Monitoring Nexus' Performance into one report.

- Members commented on the importance of improvements to the Metro services. Members commented on the role of the Sub-Committee in working to ensure good services and driving improvements, and requested that an action plan for improvements should be devised. It was important that the Sub-Committee was kept up-to-date on any issues arising, including contingency planning. A Member suggested that additional meetings might be required to discuss issues with Metro.
- The Chair emphasised the importance of a consistent level of good performance and asked for future reports to include a detailed plan on how improvements would be achieved. The Chair asked for regular, detailed reports.
- It was noted that the differences in the performance between Periods 6 and 7 were due to Period 7 being inclusive of the data for the Great North Run.
- Members also commented on the importance of holding Network Rail to account on the issues related to the management of rail. Representatives of Network Rail would be invited to a future meeting.

RESOLVED – That:

- i. the report be noted;
- ii. the Sub-Committee be provided with regular, detailed update reports, inclusive of a detailed action plan for improvements and information on the progress of its implementation; and
- iii. the future report should include responses to the issues raised by the campaign group in relation to the performance of Metro.

41 REVISION TO THE METRO AND FERRY FARES 2016

Submitted: A report of the Managing Director (Transport Operations) (previously circulated and copy attached to Official Minutes).

Members considered the report which sought their approval for the proposed changes to the Metro fares and the Tyne Ferry fares for 2016. The report also referred to the future direction of the Metro fares strategy, the price of the Gold Card and Child Concessionary Fares.

RESOLVED – That:

- i. the proposed Metro fares for 2016, as set out in section 5 of the report, and the proposed Ferry fares for 2016, as set out in section 2 of the report at paragraphs 2.3, 2.4 and 2.5, be agreed;
- ii. the fares changes be effective from the 2nd January 2016; and
- iii. the report and Appendices A, B, C and D be noted.

42 NEXUS' ANNUAL ACTIVITY AND EXPENDITURE REPORT 2014/15

Submitted:

- (i) A report of the Managing Director (Transport Operations) (previously circulated and copy attached to Official Minutes); and
- (ii) A replacement appendix with revised figures for the Concessionary Travel on Bus and the Tyne Ferry patronage (with the Chair's permission, due to the timetables involved circulated at the meeting and copy attached to Official Minutes).

Members considered the report, inducing the revised appendix as circulated at the meeting, which provided financial and statistical information relating to Nexus's services as part of its annual reporting processes.

RESOLVED – That report be noted.

43 NEXUS'S CORPORATE BUSINESS PLAN 2016/17 TO 2018/19

Submitted: A report of the Managing Director (Transport Operations) (previously circulated and copy attached to Official Minutes).

Members considered the report, which provided an update on the development of Nexus's Corporate Business Plan for 2016/17 to 2018/19.

RESOLVED – That:

- i. the report be noted; and
- ii. the Sub-Committee noted that the final version of the plan would be submitted to the relevant committee in January 2016 as required under the constitution.

44 CONCESSIONARY TRAVEL POLICY FOR TYNE AND WEAR

Submitted: A report of the Managing Director (Transport Operations) (previously circulated and copy attached to Official Minutes).

Members considered the report which set out the policy for Concessionary Travel in the Tyne and Wear area, which was operated by Nexus on behalf of the Combined Authority.

RESOLVED – That the Concessionary Travel Policy be approved.

45 DRAFT TRANSPORT BUDGET AND LEVIES 2016/17

Submitted: A report of the Chief Finance Officer and a replacement table for Table 1 at paragraph 2.2 (previously circulated and copy attached to Official Minutes).

Members considered the report, including the revised table at paragraph 2.2, which provided a summary of the latest information about the draft transport budgets and transport levies for 2016/17 and invited Members' comments in order to inform recommendations for the 19th January 2016 meeting of Leadership Board.

RESOLVED – That:

- i. the contents of the report be noted;
- ii. the Transport net Revenue Budget and Levy of £65.120m proposed for 2016/17 as set out in section 2 be noted;
- iii. the need to set a balanced budget for Nexus over the medium term, which would involve reducing the annual net cost of services by an estimated £7m or more from 2017/18 be noted; and
- iv. the proposal to carry out a strategic review of the Transport Budget in Tyne and Wear, taking into account the outcome and impact of the Spending Review, with a view to identify options for reducing service budgets for consultation in 2016 for implementation from 2017 onwards, be endorsed.

46 DATE AND TIME OF NEXT MEETING

Thursday, 28 January 2016 at 2pm at Sunderland Civic Centre.

47 EXCLUSION OF PRESS AND PUBLIC

RESOLVED – That by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 press and public be excluded from the remainder of the meeting during the consideration of agenda items 14, 15 and 16 (Confidential Minutes of the Previous Meeting, Tyne Tunnels Update and Update on Nexus' Strategic Risk) because exempt information was likely to be disclosed and the public interest test against the disclosure was satisfied.

This page is intentionally left blank

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Date: 28 January 2016

Subject: Monitoring Nexus' Performance: 1 April to 5 December 2015

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

EXECUTIVE SUMMARY

This report provides an update on Nexus' performance against its Corporate Business Plan (CBP) targets and objectives for 2015/16 for the period 1 April to 5 December 2015, with particular emphasis on the twelve week period from 13 September to 5 December.

RECOMMENDATIONS

It is recommended that the Committee receives and considers the report and the attached appendix giving details of Nexus corporate performance in delivering services and projects from 1 April to 5 December 2015.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

1 Background Information

- 1.1 This report provides an update on Nexus' performance against its Corporate Business Plan (CBP) targets and objectives for 2015/16 for the period 1 April to 5 December 2015, with particular emphasis on the twelve week period from 13 September to 5 December
- 1.2 Nexus' CBP has four main themes and sixteen workstreams which are identified in the annex to Appendix 1 (attached). The two workstreams under Theme 3 'Deliver the Bus Strategy' have been paused while options to deliver the Strategy are being investigated following publication of the QCS Board's opinion which has been the subject of separate report to the Leadership Board.

Of the 14 active work streams:-

- There are two categorised as 'red' relating to 'Leading the Delivery of Better Public Transport' concerning Metro Customer Satisfaction and Metro Service Quality. Both workstreams show a trend of decline despite the Metro concessionaire DBTW being required to implement specified remedial plans particularly in the area of customer communications as well as being subjected to special monitoring measures including the application of contractually permitted interventions as a means of helping stimulate improvement. This is in addition to contractually imposed performance penalties amounting to £0.477m as at the end of Period 9 (to 5 December 2015).
- The remaining twelve workstreams are rated 'Green' in status, five in Theme 2 'Prepare Metro for the Future'; five in Theme 4 'Continuous Organisational Improvement', and two in Theme 1 'Leading the Delivery of Better Public Transport'.

The Committee is referred to Appendix 1 for a more detailed analysis of the performance of Nexus during the period 13 September to 5 December 2015.

2 Proposals

- 2.1 The Committee is invited to consider and comment upon the performance of Nexus during the relevant period.

3 Next Steps

- 3.1 The next performance update will be presented at the April meeting of the Committee.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

4 Potential Impact on Objectives

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

5 Finance and Other Resources

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

6 Legal

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

7 Other Considerations

7.1 Consultation/Community Engagement

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

7.2 Human Rights

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

7.3 Equalities and Diversity

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

7.4 Risk Management

There are no specific risk management considerations arising from this report as there are no issues requiring escalation at this time. Applying performance management can help mitigate and avoid the occurrence of risks.

7.5 Crime and Disorder

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

7.6 Environment and Sustainability

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

8 Background Documents

- 8.1 None.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

9 Links to the Local Transport Plans

- 9.1 This report has links to the delivery of policies and objectives set out in the Local Transport Plan for Tyne and Wear.

10 Appendices

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

11 Contact Officers

- 11.1 Tobyn Hughes
Managing Director (Transport Operations)
E-mail: tobyn.hughes@nexus.org.uk
Tel: 0191 203 3246

12 Sign off

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

Background

1. The purpose of this report is to provide an update on Nexus' performance against its Corporate Business Plan (CBP) targets and objectives for 2015/16.
2. Nexus' CBP has four main themes and sixteen workstreams which are identified in the annex to this Appendix. This summarises the current status of each workstream using a 'traffic lights' RAG (Red, Amber, Green) analysis, identifies the trend (↑ = Improving, ↔ = Static, ↓ = Declining) and key considerations involved.

Executive Summary

3. The two workstreams under Theme 3 'Deliver the Bus Strategy' have been paused while options to deliver the Strategy are being investigated following publication of the QCS Board's opinion which has been the subject of separate report to the Leadership Board.
4. Of the 14 active work streams:-
 - a. There are 2 categorised as 'red' relating to 'Leading the Delivery of Better Public Transport' concerning Metro Customer Satisfaction and Metro Service Quality. Both work streams show a trend of decline despite the Metro concessionaire DBTW being required to implement specified remedial plans particularly in the area of customer communications as well as being subjected to special monitoring measures including the application of contractually permitted interventions as a means of helping stimulate improvement. This is in addition to contractually imposed performance penalties amounting to £0.477m as at the end of Period 9 (to 5 December 2015).
 - b. The remaining 12 work streams are rated 'Green' in status, five in Theme 2 'Prepare Metro for the Future'; five in Theme 4 'Continuous Organisational Improvement', and two in Theme 1 'Leading the Delivery of Better Public Transport'.

Metro

5. At 28.313m boardings Metro patronage is 5.4% ahead of the 26.829m target for the year to 5 December 2015 and 5.5% up on the 26.855m boardings in the same period last year. Metro patronage is currently forecast to exceed 40m against a target of 38m for 2015/16.
6. Metro fare revenues are forecasted to be £1.1m better than budget at the year-end, reflecting strong growth in ridership.

7. Metro charter punctuality for the four weeks ending 5 December was 67.1% (20.1 percentage points) below the 87.2% target having fallen steadily over the period since the last report from 85.4% at 12 September to 80.1% at 10 October, then 73.5% at 7 November. The result at 5 December is the worst for that particular 4-week period since DBTW began operating the Metro concession in 2010.
8. The top 5 causal factors contributing to the year to date trend in performance are:-
 - DBTW: Driver – other/unexplained – various reasons
 - DBTW: Metrocar Power Circuit Faults
 - DBTW: Metrocar Saloon Door faults
 - DBTW: Metrocar faults causing OHL trips
 - DBTW: Disorder/antisocial

(Note: The above analysis does not include Low Rail Adhesion (LRA)).

9. Disruption caused by Low Rail Adhesion has seen a 16% year on year improvement.
10. Aimed at delivering an improvement in performance levels, Nexus continues to work with DBTW in closer monitoring of train fleet maintenance and key operational activities.
11. At the meeting on 24 November 2015 the Committee received a report on Metro services for the 2015 Great North Run which identified a total of nine recommendations aimed at avoiding a recurrence of the events on 13 September 2015. Appendix 2 provides an update on the progress being made on each of the recommendations. The Committee is asked to note the current status and that a further update will accompany the next performance monitoring report.
12. As part of this Committee's monitoring of the Tyne and Wear Metro's performance, a member's seminar has been arranged for 22 January 2016. The output from the seminar will be available to circulate as an addendum to this paper.

Smart

13. Metro Pop Pay As You Go (PAYG) was successfully launched on 2 November allowing customers to purchase and load 'credits' onto their Pop card from either a TVM or on line, where the credit is 'collected' later at a validator, TVM or gateline.

Bus Quality Contract Scheme

14. The opinion of the QCS Board was published on 3 November 2015. The QCS Board considered that, whilst two of the five public interest criteria had

been satisfied, three had not. Detailed analysis of the QCS Board's opinion is on-going and an initial report was considered by the Leadership Board on 17 November, with further and more detailed reports to be presented to the Leadership Board in due course. These reports will consider options for the next steps in the delivery of the Bus Strategy for Tyne and Wear.

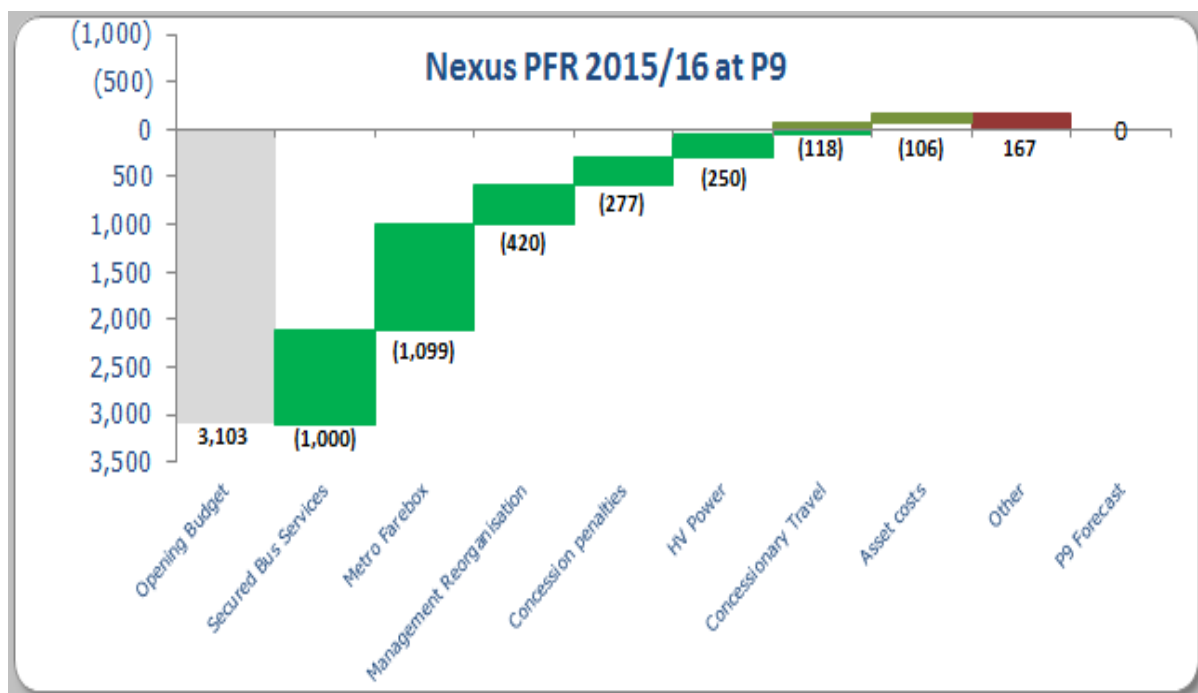
Performance against Budget

15. As at 5 December the Nexus revenue forecast was showing a significant improvement against the budget for 2015/16 of £3.103m, such that a break even position is now likely as presented in the following table:

Nexus - Summary by Department

Period 09	Budget £m	Forecast £m	Variance £m
EXPENDITURE			
Metro	81.262	80.131	(1.131)
Concessionary Travel	48.739	48.644	(0.095)
Bus	20.060	18.167	(1.893)
Other	24.451	24.072	(0.379)
	174.512	171.014	(3.498)
INCOME			
Grant Income	91.904	91.857	0.047
Commercial Income	58.924	59.239	(0.315)
Other	20.581	19.918	0.663
	171.409	171.014	0.395
(Surplus) / Deficit	3.103	0.000	(3.103)

16. The forecast differs from that presented to the Leadership Board on 19 January 2016 because of the difference in timing when compiling the two reports i.e. this paper to the Sub-Committee reflects a later monitoring period.
17. The more favourable variance within the revenue budget is largely as a result of a forecast (net) saving of £1.00m on Secured Bus Services, improved Metro revenues of £1.1m, £0.277m additional penalties levied against DBTW for their poor performance, claw back of Concessionary Travel payments from bus operators of £0.118m and savings in staff salaries and high voltage power of £0.420m and £0.250m as depicted in the following waterfall diagram:



18. The Metro Asset Renewal Plan (ARP) forecast expenditure to the end of 2015/16 was £40.050m as at 5 December 2015. Delivery milestones remain largely stable although the replacement of the radio system has been delayed because of the complexity of its design and some delay is also envisaged at Central Station because the condition of the tunnel lining is worse than previously assessed.

19. The table on the next page shows the programme and corresponding forecast for 2015/16 and the following two years for each asset category within the programme (as with the revenue budget position, the current approved budgets for 2016/17 differs from that considered by the Leadership Board on 19 January 2016; the intention being that the Sub-Committee will be asked to note changes to both the 2015/16 and 2016/17 budgets at its next meeting, should the Leadership Board approve the capital budget proposal for 2016/17):-

Asset Category	Programme					Forecasts			
	Original Approved Budget (DfT submission) 2015/16	Latest Approved Programme 2015/16	Latest Approved Programme 2016/17	Latest Approved Programme 2017/18	Total Programme 2015/16-2017/18	Period 9 Projection 2015/16	Period 9 Projection 2016/17	Period 9 Projection 2017/18	Total Projection 2015/16-2017/18
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Civils	9,490	8,059	6,473	7,780	22,311	5,646	4,972	9,430	20,048
Communications	4,643	5,737	265	598	6,600	3,897	3,389	143	7,429
Level Crossings	2	45	0	0	45	62	0	0	62
Mechanical & Electrical	1,938	4,124	92	280	4,496	3,662	191	280	4,133
Metro Cars	2,148	2,144	1,363	1,250	4,757	2,279	1,363	1,250	4,892
Miscellaneous	435	519	2,990	2,999	6,509	425	2,865	2,999	6,289
Project Management Costs	0	0	2,301	2,301	4,602	0	2,301	2,301	4,602
Inflation allowance	0	0	561	713	1,275	0	561	713	1,275
Overhead Line	1,986	2,161	4,850	3,000	10,011	2,820	4,443	3,011	10,275
Permanent Way	12,304	10,986	11,971	19,911	42,869	14,130	16,870	15,712	46,712
Plant	0	84	0	0	84	75	0	0	75
Power	0	193	0	0	193	165	0	0	165
Signalling	4,652	6,390	5,341	4,476	16,207	5,256	6,137	4,300	15,693
Stations	7,673	6,104	7,736	6,201	20,041	1,631	9,633	6,717	17,982
Total ARP Programme	45,271	46,546	43,944	49,509	140,000	40,050	52,725	46,857	139,631
Major Projects	3,500	6,120	0	5,950	12,070	6,120	0	5,950	12,070
TOTAL	48,771	52,666	43,944	55,459	152,069	46,170	52,725	52,807	151,701

ANNEX

Theme 1: Leading the delivery of better public transport.

Workstream:	Trend	Key Considerations:
Grow Public Transport Journeys (on services under Nexus control) (RAG status: Green)	↑	The year to date figure for total boardings on Metro, at 28.313m, is 5.5% up on the target of 26.829m.
		Metro ridership of just over 40m is being projected to the year-end against a target of 38m for 2014/15.
		Year on year cumulative Metro ridership is up 5.4% on the 26.855m boardings at the same point last year.
		In the twelve weeks to 5 December ridership, at 10.168m, was 5.6% above the 9.621m target.
Improve Customer Satisfaction (RAG status: Red)	↓	The November 2015 Metro Customer Satisfaction tracking survey resulted in an overall score of 7.6: the score is below the contractual target of 8.3 and penalties are being applied.
		Due to concerns about progress in this matter Nexus issued a contractual Remedial Plan Notice to DBTW: their initial response was not accepted by Nexus.
		As a consequence Nexus issued a Corrective Action Notice requirement to DBTW in respect of customer communications. Nexus also requires an updated plan covering other aspects from DBTW.
Improve Service Quality (RAG status: Red)	↓	As at 5 December the Metro punctuality figure was 67.1%, 20.1 percentage points below the Passenger Charter target of 87.2%.
		The top five causal factors contributing to the year to date trend in performance (N.B. other than LRA) have been identified as follows:
		<ul style="list-style-type: none"> • DBTW: Driver – other/unexplained – various reasons • DBTW: Metrocar Power Circuit Faults • DBTW: Metrocar Saloon Door Faults • DBTW: Metrocar faults causing OHL trips • DBTW: Disorder/antisocial
		Disruption caused by LRA has seen a 16% year on year improvement.
		In seeking to deliver improvements in performance levels Nexus is working closely with DBTW to monitor fleet maintenance and operational activities.
Exploit Smart Ticketing Technology (RAG status: Green)	↑	Popcard.co.uk, the website that allows Pop cardholders to register their cards and to “click and collect” season tickets has been live since 21 July.
		Arriva started accepting PAYG on all its services north of the Tyne from 29 September 2015 and has recently transitioned from 'pilot' phase, to a live test phase.
		PAYG was successfully launched on 2 November 2015 by the Parliamentary Under Secretary of State for Transport.

Theme 2: Prepare Metro for the Future

Workstream:	Trend	Key Considerations:
Plan for the Long-Term development of Metro (RAG status: Green)	←→	The long-term development plan for the Metro is being considered as an integral part of proposals for the NECA's Transport Manifesto which will lead to the Transport Plan for the North East.
Develop fleet procurement options (RAG status: Green)	←→	Work is underway to develop and refine the business case. Various options for procuring the rolling stock have been explored and work is underway to align the procurement with the options for the next concession.
Formulate arrangements for the next concession (RAG status: Green)	←→	Options appraisal for the structure of the next concession is in progress. A review of all concession documentation is progressing as planned.
Seek confirmation on funding arrangements for Phase 3 (RAG status: Green)	←→	Options for funding are being investigated and experiences of other light rail operators sought.
Deliver the Metro Asset Renewal Plan (RAG status: Green)	←→	Generally, start-on-site dates are being achieved slightly ahead of programme. Work is continuing to focus on developing and optimising the ARP delivery plans for the remainder of the current phase of the programme through to 2021. Performance against budget is on target. Overall the Programme is remaining stable, and where changes in project forecasts and schedules are being reported, they are being accommodated.

Theme 3: Deliver the Bus Strategy

Workstream:	Trend	Key Considerations:
Fit for QCS (RAG status: Paused)	Paused	The Quality Contracts Scheme Board met in public during the last two weeks in July with both Nexus and bus operators providing evidence.
Progress with the QCS (RAG status: Paused)	Paused	The opinion of the QCS Board was published on 3 November 2015. The QCS Board considered that, whilst two of the five public interest criteria had been satisfied, three had not. Detailed analysis of the QCS Board's opinion is on-going following an initial report considered by the Leadership Board on 17 November, with a further and more detailed report to be presented to the Leadership Board in due course. Subject to feedback from the Leadership Board, Nexus will develop the options available to deliver the Bus Strategy, and assess them in a future report to the Leadership Board.
		Nexus has paused all QCS work. Options for delivering the Bus Strategy are being developed.
		Nexus will examine the Buses Bill, when it is published, and engage with DfT, should it be determined that this would be the optimal way to deliver the Tyne and Wear Bus Strategy.

Theme 4: continuous Organisational Improvement

Workstream:	Trend	Key Considerations:
Employee Engagement (RAG status: Green)	↔	Progress is being made against the suite of improvement actions sanctioned following a review of the safety culture survey results.
		Further discussions are taking place between management, staff and union representatives to identify further improvement initiatives in Nexus' Year of Safety initiative.
		Submissions were lodged with the Employment Appeals Tribunal in respect of a claim brought by the RMT trades union.
Effective budget management (RAG status: Green)	↑	Revenue: Financial performance is better than budget.
		Capital: Forecast Metro ARP expenditure is in line with the DfT target and the programme budget remains in line with expectations, with emerging cost pressures being contained within project contingencies.
Process Improvements (RAG status: Green)	↔	Work is being progressed for Nexus' budget planning in line with the NECA's requirements.
Focus on Health, Safety and Environment (RAG status: Green)	↔	Railway operations incidents and assurance checks undertaken are within target.
		Nexus has recorded a continuous period of 20 RIDDOR (reportable accident) free days.
Supporting the NECA's interests in Rail (RAG status: Green)	↔	The Members' Agreement for Rail North is to be reported to the NECA Leadership Board meeting in January 2016 for consideration.
		The Collaboration Agreement for the North East Rail Business Management Unit will also be considered at the January 2016 meeting.

This page is intentionally left blank

Appendix 2 – GNR recommendations tracker

	Recommendation	Accepted?	Accountable manager	DBTW / Nexus	Target completion date	Comments on current status
1	DBTW should undertake a robust review of its planning and delivery arrangements for all future GNRs. This review should carefully consider the trends in patronage and capacity offered in previous years and ensure that all future events are planned with sufficient passenger capabilities. This review should involve the event organiser, local authorities and other relevant organisations.	Yes	Managing Director, DBTW	DBTW	March 2016	Prior to the commencement of the Nova planning process in spring 2016, DBTW will conclude its analysis in February 2016. Following this a stakeholder meeting will be held with all key partners to discuss the impact of the outline proposals and receive feedback.
2	DBTW should work with the TUs and make use of the existing Traincrew Agreement. The main output from this action is to ensure there is sufficient driver resource for all the required shifts on future GNR. The resource levels need to meet the passenger demand profile, including catering for pre 1000 hour services.	Yes	Operations Director, DBTW	DBTW	July 2016	DBTW has commenced the process of reviewing its Train Crew Agreement. The terms of reference have been developed and a working party has been established to develop options aimed at enhancing the delivery of key Special Events. Initial engagement has taken place with the Trade Unions, who will be involved in the consultation and negotiation of the work.

	Recommendation	Accepted?	Accountable manager	DBTW / Nexus	Target completion date	Comments on current status
3	DBTW should initiate actions within its own organisation aimed at ensuring that if significant Metro delivery problems exist, these matters are effectively escalated to a more senior level in a prompt manner.	Yes	Operation Director, DBTW	DBTW	November 2015	<p>DBTW has updated its internal processes for planning and submitting changed timetables to Nexus.</p> <p>An ongoing fortnightly meeting has been implemented with the Planning Manager, Operations Director and Contract Director to ensure all details are discussed and any resource issues are highlighted for early resolution.</p> <p>This recommendation is now completed.</p>
4	DBTW should review its arrangements for dealing with passengers feeling unwell/ taking ill in the context of special event days.	Yes	Customer Services Director, DBTW	DBTW	April 2016	<p>DBTW has initiated work in connection with this recommendation. This includes future plans to work in conjunction with the North East Ambulance Service.</p>
5	Aimed at avoiding disruption from unnecessary OHL overload trips, DBTW should brief, train or otherwise improve the knowledge and understanding of the relevant Metro Control Room staff to ensure that effective train regulation takes place during special events, times of disruption and any other time this may be required.	Yes	Current Operations Manager, DBTW	DBTW	January 2016	<p>Signed briefings have been provided to Service Delivery Controllers and Power Controllers specifying the impact of regulation during operational periods.</p> <p>During the 2016 Great North Run DBTW will provide an additional Power Controller and appoint a Director to act as an “event commander” in the Control Room.</p> <p>This recommendation is now completed.</p>
6	DBTW and Nexus should put in place firm arrangements with respect to the handover of draft timetables. These arrangements should include, but not be limited	Yes	Head of Metro Delivery, Nexus	Joint Nexus / DBTW	February 2016	<p>Nexus have formulated detailed proposals that have now been shared with DBTW. The new arrangements are envisaged to become live in February 2016.</p>

	Recommendation	Accepted?	Accountable manager	DBTW / Nexus	Target completion date	Comments on current status
	<p>to:</p> <ul style="list-style-type: none"> a clear indication as to whether or not the proposed draft timetable meets the Operating Specification a clear indication of how the capacity of the proposed draft timetable compares to previous actual arrangements; a clear indication where any spare (to be directed on the day) trains are shown on the timetable (or some similar methodology); and the inclusion of a section highlighting the level of delivery risk. 					
7	Nexus should review the effectiveness of its draft timetable reviewing arrangements.	Yes	Head of Metro Delivery, Nexus	Nexus	January 2016	<p>Nexus has completed its analysis and is now in the process of implementing change.</p> <p>This recommendation is now completed.</p>
8	Nexus should undertake a cost benefit analysis on whether alterations to the OHL around South Shields may make this asset more resilient.	Yes	Head of Engineering, Nexus	Nexus	February 2016	Outline costs have now been established and further work on the benefits are on-going. This action will be completed within the planned timescales.
9	Nexus should review Annex 1 of the Operating Specification with a view to removing any sources of ambiguity.	Yes	Head of Metro Delivery, Nexus	Nexus	March 2016	Work has commenced and remains on target for the completion date.

This page is intentionally left blank

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Date: 28 January 2016

Subject: Update on Nexus' Strategic Risks

Report of: Managing Director (Transport Operations)

Executive Summary

The purpose of this report is to update the Committee on the nine strategic risks that are currently being managed by Nexus for 2015/16.

Recommendations

It is recommended that the Committee receives and notes the current status of the nine strategic business risks currently being managed by Nexus.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

1 Background Information

- 1.1 Nexus regularly reviews its strategic risks to identify and understand any changes that have taken place in either the likelihood of the risk occurring or the severity of the consequences for the business in such an event. Each of the nine current strategic risks is appended for information. The following table gives a status summary of Nexus' nine strategic risks:

Risk name:	Risk score	Direction of Travel
Funding for & affordability of Metro Asset Renewal Plan (ARP) Phase 2 through to 2020/21.	12	↓ (Decline)
Commitment to long-term funding of Metro.	9	↑ (Improvement)
Realising smart technology outcomes.	6	↔ (Static)
Public Funding for Bus Services.	12	↓ (Decline)
Tools to Deliver the Bus Strategy.	8	↓ (Decline)
Service Quality of the Metro Concession.	9	↔ (Static)
Quality of non-Metro Infrastructure Assets.	6	↔ (Static)
Learning from safety related accidents and near-miss incidents.	8	↔ (Static)
Delivery of strategic commitments.	12	↔ (Static)

- 1.2 Since the last report to the Committee, substantive change has been noted in six of the nine strategic risks as follows:

Funding for and affordability of the Metro Asset Renewal Plan (ARP) Phase 2 through to 2020/21

This risk has occurred as a result of the government's confirmation, following the recent Spending Review, that the total contribution for the remaining 5 years of the ARP has been fixed at £120m, some £33m less than the maximum amount previously available, although £13m more than the minimum. The DfT

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

also confirmed that the Metro's running costs will be fully covered for the next five years.

The risk score has been increased to 12 (Red), and a trend "decline" has been noted. In order to manage this current issue Nexus will review the priorities within the planned Metro modernisation programme, recognising that DfT acknowledges the need for both a new Metro fleet and the long-term continuation of essential renewals after 2021.

Commitment to the long-term funding of Metro.

Following the above-mentioned acknowledgement by DfT of the need for both a new Metro fleet and the long term continuation of essential renewals post 2021, an "improvement" trend has been noted.

Public Funding for Bus Services

The risk relating to public funding for bus services has occurred following publication of the QCS Board's opinion that the proposed scheme, as formulated for Tyne and Wear, did not satisfy all five of the public interest tests. Not having this option to deliver the Bus Strategy in the intended timescale means that Nexus' funding for discretionary spend on transport services is very likely to be reduced in the meantime, and the that ability to deliver socially necessary bus services will be impacted.

The risk score has been increased to 12 (Red), and a trend "decline" noted. In order to manage this current issue Nexus will carry out a strategic review of transport services and expenditure with a view to reporting to the Leadership Board in summer 2016 on the possible choices in order to identify an agreed option and inform the levy and budget setting process for 2017/18, to ensure a balanced budget.

Tools to Deliver the Bus Strategy

The nature of this risk and opportunity has changed following publication of the QCS Board opinion and in the light of the government's intention to introduce new legislation providing for possible bus franchising and strengthened partnership working. The risk score is considered to remain the same at 8 (Amber), but a trend "decline" has been noted.

Service Quality of the Metro Concession

The trend in this risk is currently considered to be static, following the trend "improvement" noted in the previous report.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Delivery of strategic commitments.

The trend in this risk is currently considered to be static, following the trend “improvement” noted in the previous report.

2 Proposals

- 2.1 Nexus will continue to manage its strategic risk register to record, monitor and report the strategic risks to the Tyne and Wear Sub Committee at quarterly intervals.

3 Next Steps

- 3.1 The next quarterly update on Nexus’ strategic risks will be submitted to the Committee meeting on 28th April 2016, which will include the review to establish the strategic risks for reporting on through 2016/17.

4 Potential Impact on Objectives

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

5 Finance and Other Resources

- 5.1 There are no direct financial implications for the NECA regarding the management of Nexus’ Strategic Risk Register.

6 Legal

- 6.1 There are no specific legal implications for the NECA arising directly from this report.

7 Other Considerations

7.1 Consultation/Community Engagement

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

7.2 Human Rights

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

7.3 Equalities and Diversity

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

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

7.4 Risk Management

There are no direct risk management implications for the NECA arising from this report which provides the assurance that Nexus is managing its strategic risks.

7.5 Crime and Disorder

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

7.6 Environment and Sustainability

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

8 Background Documents

8.1 There are no background documents.

9 Links to the Local Transport Plans

9.1 Nexus' approach to strategic risk management will support delivery of the Strategic Economic Plan and the Tyne and Wear Local Transport Plan, by identifying and dealing with the biggest long-term threats to delivery.

10 Appendices

10.1 An update of each of Nexus nine strategic risks is appended for information.

11 Contact Officers

11.1 Toby Hughes, Managing Director (Transport Operations),
Toby.hughes@nexus.org.uk
0191 2033246

12 Sign off

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

13 Glossary

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.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

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 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, which is calculated twice:

1. The Uncontrolled Risk Score represents the initial estimation of the severity of the risk: the uncontrolled score represents the initial estimation of the severity of the risk before controls are applied; and
2. The Controlled Risk Score is calculated by reassessing the risk taking into account consideration of the effect of having Controls on the Likelihood and Impact in place.

Strategic Risk - relates to those factors that might have a significant effect on the achievement of Nexus' long-term business objectives and therefore the successful delivery of the neca's policies and priorities.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Theme: **Prepare Metro for the future**

Risk Type: Resources Risk name: Funding for and affordability of Metro Asset Renewal Plan (ARP) Phase 2 Risk Owner: Nexus' Director of Finance and Resources	Risk Score 12 (3x4)	Direction of Travel
	Red	↓ (Decline)
Cause(s): DfT has confirmed £120m for the final 5 years of the ARP against the original offer of up to £153m.		
Impact/Consequence(s): The programme for the final five years of Phase 2 (16/17 to 20/21) will need to be scaled back.		
Control(s): <ul style="list-style-type: none">• Implementation of DfT/AMCL process audit recommendations.• Effective programme management, project delivery and budget control processes.• Effective liaison with DfT including 4-weekly progress reporting and 1/4ly reviews.• Procurement strategy & contractual arrangements that minimise risk and deliver VFM.• Value engineering, technology choice, option analysis, specification and scope.• Engaging members in work prioritisation processes.• Active stakeholder engagement/increasing public awareness.• Engaging with national government, local councillors & MPs and building public support.		
Next Steps/Key Milestones: <ul style="list-style-type: none">• Next quarterly review with DfT in January 2016• Liaison with DfT to ensure ambitions surrounding future development of Metro can be achieved.		

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Theme: **Prepare Metro for the future**

Risk Type: Resources Risk name: Commitment to long-term funding of Metro. Risk Owner: Managing Director (Transport Operations)	Risk Score 9 (3x3)	Direction of Travel
	Amber	↑ (Improvement)
Cause(s): There is no long-term funding agreement in place to sustain Metro operations and/or future expansion.		
Impact/Consequence(s): The next phase of Metro reinvigoration, commencing in 2021/22, includes replacement of the Metrocar fleet and the signalling system without either of which the continued safe and reliable operation of the railway will not be sustainable in the longer term. It could also potentially include expansion of the system.		
Control(s): <ul style="list-style-type: none">• Inclusion of Metro fleet renewal and route extensions in the devolution agreement.• Ensuring that Metro forms an integral part of the NECA's Transport Plan for the North East.• Linking Metro to the long term development aspirations of the NECA, local Councils and the North East LEP's Strategic Economic Plan.• Engaging with national government.• Engaging with local councillors and MPs.• Leading in development of the business case.• Identifying and investigating potential funding streams.		
Next Steps/Key Milestones: <ul style="list-style-type: none">• Input to NECA's Transport Manifesto.• Input to NECA's Transport Plan for the North East.• Development of business case for Metro fleet replacement and route extensions.		

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Theme: **Leading the delivery of better public transport.**

Risk Type: Resources Risk name: Realising smart technology outcomes. Risk Owner: Nexus' Corporate Manager Business Change and Technology.	Risk Score 6 (2x3)	Direction of Travel
	Green	↔ (Static)
Cause(s): A combination of factors including emerging technological developments, changing business requirements and shifts in stakeholder expectations could give rise to sub-optimal outcomes.		
Impact/Consequence(s): Sub-optimal technological outcomes could adversely affect the delivery of the NECA's strategic aims and long-term aspirations.		
Control(s): <ul style="list-style-type: none">• Develop a technology roadmap that will provide a blueprint for progress over the next 5 to 15 years.• Seek to 'future proof' developments using appropriate procurement and contractual arrangements.• Regular review of future business requirements.• Recruit and develop staff.• Develop new retail products and sales channels to enhance customer experience.• Develop and document internal business rules, processes and change management controls.• Manage the aspirations and expectations of partners and stakeholders.• Robust partnership working arrangements.• Clarity and shared understanding with stakeholders about what specific projects will and will not deliver.• Raise understanding and awareness of projects through relevant communications and marketing campaigns.		
Next Steps/Key Milestones: <ul style="list-style-type: none">• Production of the technology roadmap in March 2016		

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Theme: **Deliver the Bus Strategy**


Risk Type: Resources Risk name: Public Funding for Bus Services Risk Owner: Nexus' Director of Finance and Resources	Risk Score 12 (3x4) Red	Direction of Travel ↓ (Decline)
Cause(s): Reduced public transport funding, including changes to the allocation of CT, will limit Nexus ability to deliver socially necessary bus services.		
Impact/Consequence(s): Reductions in the provision of socially necessary bus services could adversely affect local levels of accessibility provided by the bus network, limiting people's choices in terms of how and when to make use of sustainable travel options.		
Control(s): <ul style="list-style-type: none">• Prepare options for service reductions.• Effective financial strategy, planning and management.• Explain the need to protect budgets for secured service provision to stakeholders.• Use Continuous Monitoring Survey and Smart Ticketing data to help inform discussions with bus operators with regard to the calculation and distribution of CT reimbursement.• Engage government via the UTG (formerly pteg) and directly on CT funding matters.• Increase awareness of the need for public funding to support the local bus service network.• Build local support for the social, environmental and economic benefits of bus services.• Ensure that procurement strategy and contractual arrangements deliver VFM.• Prepare options for service reductions should pressures on funding become material.		
Next Steps/Key Milestones: <ul style="list-style-type: none">• Leadership Board decision on budgets and transport levy in January 2016• Strategic review of transport services and expenditure (Feb to July 2016)• Budget formulation process for 2017/18 – Star Chambers (Oct 2016); TWSC Briefing (Oct 2016); NELB report (Nov or Dec 2016); NELB budget and levy decision (Jan 2017).		

Theme: **Deliver the Bus Strategy**

Risk Type: Resources	Risk Score 8 (2x4)	Direction of Travel
----------------------	-----------------------	---------------------

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Risk name: Tools to Deliver the Bus Strategy Risk Owner: Nexus' Corporate Manager Bus Services	Amber	 (Decline)
Cause(s): <p>The process to introduce a QCS is both novel and complex: no other Transport Authority has pursued the statutory requirements involved so the legal and administrative procedure(s) are therefore untested and no precedents have been established (other than the recently published opinion of the QCS Board).</p> <p>Powers to deliver bus franchising or an enhanced partnership are being developed through the Government's Buses Bill, which may provide new opportunities to deliver the bus strategy, but similar delivery risks are likely to be associated with these new approaches.</p>		
Impact/Consequence(s): <p>There is considerable uncertainty over the outcomes from, and timescales for, delivery of the Bus Strategy. Timescales for delivering a QCS have been extended as a result of the QCS Board's opinion, while timescales for delivering the Bus Strategy using other options are being considered and will be reported to the NECA Leadership Board in due course. Timescales for a QCS and bus franchising are both prone to extension as a result of possible legal challenges from the bus operators.</p>		
Control(s): <ul style="list-style-type: none">• Mitigate legal risks by seeking detailed advice from Counsel and specialist legal advisers (temporarily on hold pending analysis of the bus strategy delivery options).• Prepare a detailed transformation plan for the preferred delivery options.• Mitigate operational and procurement risks by seeking advice from bus industry specialists.• Ensure local and national stakeholders are aware of the process as it develops.• Maintain constructive dialogue with local bus operators.• Put in place background information and research projects in order to ensure that:<ul style="list-style-type: none">○ Decision makers are fully informed about the benefits the QCS can deliver, and○ A strong and open competition for the procurement of Quality Contracts can be achieved.		
Next Steps/Key Milestones: <ul style="list-style-type: none">• The QCS Board's opinion, published in November 2015, considered that the scheme as proposed was not in the public interest in its current form.• NECA Leadership Board received an update report in November 2015 and instructed Nexus to consider four options to deliver the Bus Strategy: the existing QCS, a revised QCS, bus franchising and partnership working.• Nexus will provide a full response to the QCS Board opinion and a recommended course of action for delivering the Bus Strategy by March 2016, following publication of the draft Buses Bill.		

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Theme: **Leading the Delivery of Better Public Transport**

Risk Type: Resources Risk name: Service Quality of the Metro Concession Risk Owner: Nexus' Director of Rail and Infrastructure	Risk Score 9 (3x3) Amber	Direction of Travel ← → (Static)
Cause(s): Continued delivery of the current Metro operating concession may not meet expectations.		
Impact/Consequence(s): Having to terminate the current operating concession would necessitate its immediate interim replacement and finding a longer term solution in a form that was acceptable to key stakeholders in respect of on-going and future funding arrangements.		
Control(s): <ul style="list-style-type: none">• Maintaining close concession contract management with DBTW.• Reinforcing DBTW approaches with professional support and expertise from Nexus employees where appropriate.• Joint meetings to focus on operational delivery and improvements to customer communications.• Regular liaison between Nexus/DBTW senior management teams and with Arriva Rail: active.• Keeping key stakeholders informed of developments.• Enforcement of contractual penalty mechanisms.• Feeding lessons into development of approaches to future delivery of Metro services.• Sustained application, and when required supplementary use, of contractually permissible interventions: active.		
Next Steps/Key Milestones: <ul style="list-style-type: none">• Decision with regard to the extension of the current operating concession with DBTW from 7 to 9 years.		

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Theme: **Leading the Delivery of Better Public Transport**

Risk Type: Resources	Risk Score 6 (2x3)	Direction of Travel
Risk name: Quality of non-Metro Infrastructure Assets	Green	← → (Static)
Risk Owner: Nexus' Director of Rail and Infrastructure		
Cause(s): Limited knowledge of asset condition allied to continuing financial pressures could lead to reductions in the level of capital resources for the non-Metro asset base (e.g. ferry, bus stations, bus shelters and associated infrastructure): to be addressed through improved knowledge about the assets leading to better use of the resources available.		
Impact/Consequence(s): Adverse consequences for sustaining the quality of this infrastructure with consequential negative impacts on standards of service delivery and customer satisfaction.		
Control(s): <ul style="list-style-type: none">• Update and expand knowledge of the non-Metro infrastructure asset base including information confirming current location, deployment, use and condition etc.• Development of a long term plan for improving the condition, capability and capacity of the non-Metro assets to meet the required standards for service delivery e.g. through maintenance, repair, replacement or renewal.• Engage as necessary external stakeholders to obtain their commitment to the resource requirement involved.		
Next Steps/Key Milestones: <ul style="list-style-type: none">• Publication of a long-term plan for improving non-Metro assets.		

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Theme: **Continuous Organisational Improvement**

Risk Type: Resources Risk name: Learning from safety related accidents and near-miss incidents Risk Owner: Nexus' Corporate Manager Health, Safety, Training, Quality & the Environment	Risk Score 8 (2x4)	Direction of Travel
	Amber	↔ (Static)
Cause(s): Nexus' ability to deliver services and functions could eventually be compromised if it does not ensure organisational learning from workforce accidents and near misses.		
Impact/Consequence(s): Reducing the incidence of accidents and near misses by analysing causes and implementing improvements will help ensure the capacity and capability of the workforce is retained and developed.		
Control(s): <ul style="list-style-type: none">• Continue to record and monitor data about accidents and near misses.• Reinforce the process of identifying failings through accident investigation and analysis of near misses.• Ensure progress is made in improvement actions identified to address those failings.• Continue to utilise the All Accident Frequency Rate and similar indices for reporting and monitoring purposes.• Seek to establish benchmarking against best practice for similar organisations.• Enhance the safety culture of the organisation through the Safety Plan and a safety culture improvement programme.• Monitor and review organisational progress through the Corporate Management Team.• Strategic Safety Training for CMT and DRI's direct reports.• Programme of initiatives to draw from over the next 2 years.		
Next Steps/Key Milestones: <ul style="list-style-type: none">• Progress through Nexus' Year of Safety and related initiatives.• Strategic Safety Event: Safety Stand-down Day in January 2016.• Review of completed initiatives.• To be updated following the outcome of the above review.		

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Themes: **Prepare Metro for the future/ Deliver the bus strategy.**

Risk Type: Resources	Risk Score 12 (3x4)	Direction of Travel
Risk name: Delivery of strategic commitments.	Red	↔
Risk Owner: Nexus’ Director of Rail and Infrastructure.		(Static)
Cause(s): Nexus may be unable to recruit and retain the required specialist levels of skills and expertise to deliver the ambitions of the NECA. Public sector pay is falling behind the private sector which is starting to cause difficulties retaining and recruiting to key posts. The current employment market for certain transport specialisms is buoyant. Network Rail’s future work requirements may act as a drain on railway engineering talent. Re-letting the Metro operating concession will require specialist skills and knowledge over a relatively short period.		
Impact/Consequence(s): Reliance on third party resources (e.g. external consultants) to provide the required skills and expertise could result in increased costs and/or delays.		
Control(s): <ul style="list-style-type: none">Review and revise the "person spec" for key posts to open up the potential size of the application base: completed.Review the market supplements available to key posts: active.Review key aspects within Nexus recruitment process: active.Develop a wider internal graduate base from which to draw: active.Explore ‘fast-track’ options to secure a graduate base: completed.Develop succession plans for key business areas: completed.		
Next Steps/Key Milestones: <ul style="list-style-type: none">Complete the review of market supplements for key posts.Implement changes to Nexus recruitment process.		

This page is intentionally left blank

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Date: 28 January 2016

Subject: Nexus' Corporate Business Plan 2016/17

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

Executive Summary

The purpose of this report is to provide the Sub-Committee with Nexus' Corporate Business Plan for 2016/17.

The plan covers the financial year 2016/17 only given that the Leadership Board approved Nexus' grant allocation from the Tyne and Wear transport levy for 2016/17 and a capital programme also covering 2016/17 only; subject to these decisions being endorsed at its meeting of 19 January 2016.

At the 17 November 2015 meeting, the Leadership Board also endorsed the need for a review of Nexus' services in order that a balanced budget can be set with effect from 2017/18.

Recommendations

It is recommended that the Sub-Committee:

- i. Approves Nexus' proposed Corporate Business Plan for 2016/17.
- ii. Assumes a supervisory role in the review of Nexus' services during 2016 which will necessarily be a key feature of Nexus' Corporate Business Plan for 2016/17.
- iii. Agrees to receive a work programme setting out a timetable for the review of Nexus' services at its February 2016 meeting.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

1 Background Information

- 1.1 Nexus' Corporate Business Plan for 2016/17 (attached) will provide direction during a critical period of change. The Plan has three key themes, derived from the objectives set by the North East Combined Authority:
- Improve public transport today,
 - Prepare for the future, and
 - Be an effective delivery agent for the NECA.
- 1.2 Nexus is the North East Combined Authority's delivery agent in Tyne and Wear and, in order to carry out its delegated role of monitoring Nexus' performance over the year, the Sub-Committee needs to approve the business plan to which Nexus is working.
- 1.3 The Plan is derived from the policy objectives set for Nexus by the NECA, and will continuously be adjusted to align with the NECA's Transport Vision and the Transport Plan for the North East as they develop to replace the current Local Transport Plans for the area including that for Tyne and Wear.
- 1.4 The three themes identified within the Plan above give rise to fifteen detailed work programmes which are outlined in the document. Progress against the detailed actions and indicators involved in each work programme forms the basis for the summary performance updates that are periodically presented to meetings of the Sub-Committee.

2 Proposals

- 2.1 It is proposed that Transport North East (Tyne and Wear) Sub-Committee approves Nexus' Corporate Business Plan for 2016/17.

3 Next Steps

- 3.1 As required by the NECA Constitution the business plan will be updated on an annual basis to align with the revenue and capital budgets set for Nexus by the NECA Leadership Board as part of the formal transport budget and levy setting process for the combined area covering all three transport delivery agencies.
- 3.2 It is envisaged that the Sub-Committee will assume a supervisory role in the review of Nexus' services during 2016 which will necessarily be a key feature of Nexus's Corporate Business Plan for 2016/17. The Sub-Committee will receive a work programme in this regard at its February 2016 meeting.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

4 Potential Impact on Objectives

- 4.1 Business planning and performance monitoring can help to ensure the achievement of desired objectives.

5 Finance and Other Resources

- 5.1 There are no direct financial or resource considerations arising from this report and confirmation is given that the financial implications of Nexus' Corporate Business Plan are to be reflected in NECA's revenue Budget and Capital Programme for 2016/17 and that any additional funding secured will be reported as part of the regular updating of the revenue budget and capital programme and the medium term financial plan.

6 Legal

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

7 Other Considerations

7.1 Consultation/Community Engagement

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

7.2 Human Rights

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

7.3 Equalities and Diversity

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

7.4 Risk Management

There are no specific risk management considerations arising from this report. Performance management and reporting supports good risk management practice.

7.5 Crime and Disorder

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

7.6 Environment and Sustainability

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

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

8 Background Documents

8.1 There are no background documents.

9 Links to the Local Transport Plans

9.1 This report has direct links to the Tyne and Wear Local Transport Plan which is part of the NECA Policy Framework.

10 Appendices

10.1 Nexus' Corporate Business Plan for 2016/17.

11 Contact Officers

11.1 Tobyn Hughes
Managing Director (Transport Operations)
E-mail: tobyn.hughes@nexus.org.uk
Tel: 0191 203 3246

12 Sign off

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

13 Glossary

Asset Renewal Plan (ARP) – currently the £353m programme of planned investment in modernising Metro that started in 2010 and is scheduled to complete in 2021, also referred to as Phase II. Phase III of the ARP refers to the later investment required to replace the remaining elements including procurement of a new Metrocar fleet and possible additions to the network: sometimes collectively referred to as Metro Reinvigoration.

Bus Strategy – the approved strategy document in which the NECA sets out its service delivery ambitions and policy aspirations for local bus services in Tyne and Wear.

CCTV – the application of Closed Circuit Television equipment on Metro and Bus infrastructure to help enhance personal safety and security for customers, often associated with the application of Public Address systems e.g. to assist with emergency evacuation and other passenger direction processes and procedures.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

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

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

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

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

DB Regio Tyne and Wear Ltd. (DBTW) - the current operator of the Tyne and Wear Metro through the Concession Agreement with Nexus that started in April 2010 and will run for seven years extendable to nine years at Nexus' discretion.

ISO 18001 - an internationally accepted method of assessing and auditing occupational health and safety management systems.

Metro Reinvigoration – see Asset Renewal Plan

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

PA – Public address equipment used to provide information to customers with applications e.g. on-train, at Metro stations and in bus interchanges; can be used in conjunction with closed circuit television to assist with passenger direction and emergency evacuation procedures.

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

Programme Management Office – the section within Nexus' organisation which is responsible for assurance of project management processes, systems and reporting together with providing cost and commercial management.

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

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

QCS Board – is independently established by the Traffic Commissioner as a formal part of the statutory process for considering a proposal for a Quality Contracts Scheme as and when made by a Local Transport Authority.

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

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

Service Improvement Plans (SIPs) – are produced by sections and departments within Nexus as part of the annual business planning and budget formulation processes that are applied to ensure service improvement activity is focused on achieving the policy aspirations and objectives set by the NECA in the most efficient, effective and economic way.

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

Star Chamber – the challenge process used within Nexus to test the budget proposals and service improvement plans being proposed by departments and sections to ensure value for money is achieved.

Transport for the North - brings together local authorities and combined authorities across the North of England to allow the North to speak with a single voice to Government. Currently the Northern city regions are acting collectively as TfN, working with the Local Enterprise Partnerships, Government, Highways England, HS2 Ltd and Network Rail through the TfN Partnership Board to develop a Northern Transport Strategy.

Transport Plan for the North East (TPNE) – the NECA's intended formal replacement for the three current local transport plans within the combined area i.e. Durham, Northumberland & Tyne and Wear.



Corporate Business Plan

2016/17

**“Supporting the economy and the environment
through better public transport services”**



Executive Summary

The creation of the North East Combined Authority (NECA) in 2014 increased the focus on the role public transport plays in developing the local economy by providing access to employment and education, providing an alternative to private cars in the face of growing congestion, and supporting local communities. Nexus' position as the NECA's delivery agent in Tyne and Wear means that our role supports the NECA in achieving its objectives.

Continuing this focus on public transport, the North East Combined Authority has recently signed a proposed devolution agreement with Government designed to drive economic growth and bring jobs and investment to the North East. Nexus will ensure that its work supports the priorities in the Agreement including for the formation of Transport North East that will establish an integrated public transport system for the combined area.

We acknowledge that the performance of the Metro has not been good enough of late. Regular technical problems with the fleet together with a mix of driver related issues have combined to impact on recorded levels of Charter Punctuality. When coupled with inconsistent disruption messages and some infrastructure issues, this has given rise to lower levels of customer satisfaction.

Our key focus in 2016/17 is to work closely with DB Regio Tyne and Wear Ltd. (DBTW) to return Metro punctuality and reliability to their target levels, restoring customer confidence and satisfaction in the system.

At a time of increasing pressure on public sector funding, the next year will be a period of business change and innovation for Nexus as we strive to continue to deliver improvements in public transport, seek to secure the future of Metro, enhance the provision of local rail services and establish a new way of delivering local bus services, with value for money in our use of available resources at the heart of all of this.

In October 2014 the NECA took the unprecedented step of referring a Quality Contracts Scheme (QCS) for local bus services in Tyne and Wear to the QCS Board. The financial year 2015/16 has been pivotal as the scrutiny process has played out, which culminated in publication of the QCS Board findings in November 2015. Nexus is disappointed that the Board's opinion was negative regarding the proposal, and there are aspects of the opinion that we simply do not agree with.

Work on the QCS has been stopped. Pending further consideration and direction by the Combined Authority, we will continue to work with local bus operators to deliver improvements to bus services by any means available to us.

The devolution deal for the Combined Authority includes provision for bus franchising through the upcoming Buses Bill, subject to final formal consent from a number of local and national stakeholders as well as the outcome of the Spending Review 2015. Future developments in bus franchising will be therefore reviewed in the light of the results of these legislative processes.

In the meantime the funding for bus services made available by Nexus, which was being held at a constant level in order to provide adequate funding to underpin the QCS, will be reviewed during 2016/17. Reductions in service levels and the resources needed to support them are likely to follow.

The organisation must remain focused on the schemes it is already delivering; in particular the Asset Renewal Plan (ARP) for the current phase of Metro Reinvigoration, spending £356 million over an eleven year period on renewing and modernising the railway infrastructure. Financial year 2016/17 is Year 7 of the ARP and will see further refurbishment of stations, with the continuing works at Central Metro station being a major project, as well as the renewal of track and other essential infrastructure around the system.

We are targeting spend of a further £31m on the ARP in 2016/17 with £30m being planned for 2017/18 and £23m in 2018/19 in line with the funding commitment made by DfT.

In 2016/17 we will be completing key projects such as a major track replacement scheme in North Tyneside, and the replacement of Killingworth Road bridge in Newcastle, where extra funding has been received to alleviate this pinch point. We will continue to develop schemes with Sunderland City, South Tyneside and Gateshead Councils to fund and complete major works at Sunderland Station, South Shields and Gateshead Interchanges.

Other key strands of ARP spend across the system include: civil engineering work to bridges, permanent way provision of plain line and works to switches and crossings, overhead line renewals, communications improvements to CCTV and PA equipment, and in regard to signalling, the implementation of the new Rail Traffic Management System together with the replacement of point motors at critical locations.

As well as ensuring continued delivery of the current phase of the ARP using the committed funding from the Department for Transport (DfT) through to 2020/21, and as part of the Devolution Agreement, we also need to press ahead with making preparations for the next phase of Metro reinvigoration, through to 2030, that will secure Metro's operational viability for the long term.

In addition to making the case to secure funding that continues the programme of essential renewals beyond 2021, we will also prepare the business case for longer-term investment in the Metro network up to 2030 including the upgrade of the Metro fleet, potential expansion, and future integration of the Metro with the rail network in line with the commitments made in the Devolution Agreement.

There will also be a requirement to consider how the current Metro operating concession, our contractual arrangement for providing passenger services, will be replaced before the current agreement expires in 2017. The current seven year concession is extendable to nine years and a decision must be taken in the summer of 2016 as to whether this option is to be pursued.

Nexus will continue to fulfil its key role as an effective delivery agent for the NECA. This includes continuing to manage our projects and our resources, both capital and revenue to deliver the best possible outcomes for the NECA and the people and businesses in its area.

One way we are doing this is through representing NECA in Rail North and the wider Transport for the North initiative, bringing together local authorities and combined authorities in the North of England. These arrangements seek to ensure that the region gets the best possible deal out of the process and ensure that we can deliver a rail network that is fit for purpose across the North and operators that are committed to continuous improvement in standards of service.

Our Corporate Business Plan for 2016/17 provides direction during a critical period of change. The Plan has three key themes, derived from the objectives set for us by the North East Combined Authority. Three themes to drive everything that we do:

- **Improve public transport today,**
- **Prepare for the future, and**
- **Be an effective delivery agent for the NECA.**

Nexus' business planning framework

Nexus is the statutory Passenger Transport Executive for Tyne and Wear, a public body formed under the provisions of the Transport Act 1968 (as amended). Our primary business remit is to deliver the policy aims and objectives set for us by the North East Combined Authority (the NECA). We own and operate the Tyne and Wear Metro light rail system and the Shields ferry service as well as procuring socially necessary bus services, providing information about the local public transport network and promoting the use and convenience of local public transport services.

1.1 Nexus' business mandate

Our business mandate is drawn from the current Tyne and Wear Local Transport Plan which has the following vision:

‘Tyne and Wear will have a fully integrated and sustainable transport network, allowing everyone the opportunity to achieve their full potential and have a high quality of life. Our strategic networks will support the efficient movement of people and goods within and beyond Tyne and Wear, and a comprehensive network of pedestrian, cycle and passenger transport links will ensure that everyone has access to employment, training, community services and facilities.’

The five goals adopted in the LTP to meet this vision are:

- To support the economic development, regeneration and competitiveness of Tyne and Wear, improving the efficiency, reliability and integration of transport networks across all modes.
- To reduce carbon emissions produced by local transport movements, and to strengthen our networks against the effects of climate change and extreme weather events
- To contribute to healthier and safer communities in Tyne and Wear, with higher levels of physical activity and personal security.
- To create a fairer Tyne and Wear, providing everyone with the opportunity to achieve their full potential and access a wide range of employment, training, facilities and services.
- To protect, preserve and enhance our natural and built environments, improving quality of life and creating high quality public places

Within the LTP these five goals are focussed on ways to address challenges within the following key areas:

- Supporting economic development and regeneration
- Addressing climate change
- Supporting safe and sustainable communities

The NECA believes the best way to deliver its vision, goals and challenges is for Nexus to seek the provision of a quality public transport network which is increasingly used as a mode of choice by local people.

To support the NECA's current policy mandate Nexus has developed the mission statement:

**‘Supporting the economy and the environment
through better public transport services’.**

We are both looking to support future social and economic development and at the same time continuously striving to improve service delivery.

This Corporate Business Plan sets out how Nexus intends to achieve these policy objectives focussed on 2016/17.

1.2 The NECA's 20-year Transport Manifesto and the Transport Plan for the North East

Work is in progress, through NECA's Regional Transport Team, to develop a 20-year Transport Manifesto leading to the Transport Plan for the North East (TPNE). Once adopted, the TPNE will replace the three existing Local Transport Plans in the NECA area, including that for Tyne and Wear, setting out the policy ambitions and objectives for Nexus to deliver in Tyne and Wear.

NECA intends that production of this Plan will be a two-stage process:

1. A Transport Manifesto setting out high level ambitions; followed by
2. The Transport Plan – a comprehensive, statutory document.

The consultation draft Transport Manifesto for the North East will be reported to TNEC and, subject to approval for publication, a public consultation on the proposals will follow with the aim of having a final document signed-off in spring 2016.

The Transport Manifesto will itself be a precursor to the collation and publication of a draft Transport Plan, followed by a formal consultation process during summer 2016 with a view to approving the publication of a full Transport Plan for the North East in autumn 2016. The Transport Plan is required to develop policies for the promotion and encouragement of safe, integrated, efficient and economic transport to, from and within NECA's area, and for the NECA to carry out its functions in order to implement these policies.

These developments will be complemented by work towards the formation of Transport for the North East with the intention that the NECA will create the UK's first fully integrated transport system, aimed at bringing together responsibilities for rail, local highways, metro, buses and ferries, for both urban, sub-urban and rural communities.

The Nexus Corporate Business Plan will continuously be adjusted to align with the aims and objectives being set by the NECA. It will therefore be a living document while the TPNE and its delivery plan are being developed and Transport for the North East is being formed.

This process will be supported by Nexus' business planning processes which will be updated annually as a key element to the financial duties and responsibilities of Nexus to NECA and as required by the NECA's Constitution. The business plan will be focussed on the delivery requirements set by the NECA through the TPNE and supporting documentation.

In addition Nexus will agree with TWSC a suite of policies to guide and drive the services which it delivers on behalf of the NECA. These documents develop over time to expand on emerging policy priorities with supporting evidence.

Every year departments prepare Service Improvement Plans (SIPs) to update their approach for implementing corporate objectives. The SIPs are discussed and agreed through a 'Star Chamber' challenge process to provide for an integrated progression to Nexus corporate objectives and the delivery of NECA's policy priorities.

2 Corporate Business Plan

Nexus' Corporate Business Plan for 2016/17 is assembled around three key themes:

- **Improve public transport services today,**
- **Prepare for the future, and**
- **Be an effective delivery agent for the NECA.**

These three themes give rise to fifteen detailed work programmes. Departments identify their active contributions to deliver these programmes, and then use these activities as the basis for their Service Improvement Plans. Each Department is clear about the links it has to thematic work programmes and to the relevant internal planning documents that relate to and impact on our day to day work.

Performance against Nexus' Corporate Business Plan is monitored and reviewed through a periodic four-weekly reporting system. Progress with activities in the respective departmental Service Improvement Plans is reported against milestones and targets so that underperformance can be identified and remedial action taken as appropriate.

This detailed periodic reporting allows for summary reporting to each meeting of the NECA's Tyne and Wear Sub-Committee (TWSC) to allow the TWSC to carry out its delegated role of monitoring Nexus performance.

2.1 Improve public transport services today

The first theme is about improving public transport as currently provided. We cannot aim to do better tomorrow if we haven't first got right what we do today.

2.1.1. Reverse unsatisfactory Metro performance

As a result of the recent poor Metro performance, customer satisfaction scores are lagging behind their targets. Overall satisfaction which had previously seen a steady increase (albeit still not at target levels) slipped back to 7.6 in November 2014 recovered slightly to 7.8 in the May 2015 survey and then fell back to 7.6 in November 2015 – undoubtedly reflecting customer dissatisfaction with punctuality and reliability; and satisfaction with personal security, which had previously achieved the target of 7.3 over several consecutive surveys, slipped below target level at 7.1 in November 2014 and has remained below target at 7.1 in the May 2015 and 7.2 in the November 2015 surveys.

For 2016/7 we intend, through DBTW, to achieve the target levels which are contractual requirements of the Concession Agreement with the licenced Metro operator. To do this we will work closely with DBTW and, at the same time continue to further the use of contractually permissible interventions in order to prioritise and incentivise improvement.

2.1.2. Improve local rail services

Working with and on behalf of the NECA Nexus will use the membership of Rail North to seek to improve local rail services in our area to deliver a regional rail service with improved rolling stock and timetables. This will involve the establishment and governance of the North East Rail Management Unit (NERMU) together with the processes for performance monitoring and reporting.

We will also seek to establish Pay As You Go as a facility that is provided by the Northern rail franchisee as well as agreeing priorities for investment and the formulating of a marketing plan. Through the NERMU, we will work with colleagues from across the North East of England to monitor the new Northern Rail franchise operator and help it promote and develop services, in particular through the adoption of integrated ticketing and timetabling.

It is intended that, through the Devolution Agreement, Rail North will, in partnership with DfT, assume full responsibility for oversight of the Northern and TransPennine Express franchises from April 2016, with the aim of delivering further improvements in rolling stock quality, frequency and quality of services, and new connections. Nexus will support the NECA in the oversight of rail matters included within the North East Business Unit area.

2.1.3. Innovate through technology

We will innovate through technology to make the use of public transport simple and attractive for customers. This will involve developing business cases to seek funding for the following technology based initiatives:

- Ticket gates across the Metro system.
- Expanding Pay As You Go across all public transport and for parking and cycle lockers at Bus and Metro stations.
- Introducing Wi-Fi on Metro.

We will seek to develop a common web-portal for all transport information, exploiting real-time passenger transport and highways information to ensure it is simpler to plan, pay for and make journeys.

Away from Metro we will start to process real-time passenger information from all buses across the North East region. This will be available at all bus stops using smart phones and text messages, as well as some ‘countdown’ displays at selected stops. We will also investigate options for providing the information in new and innovative ways.

These developments complement the commitment in the Devolution Agreement for the delivery of a fully multi-modal smart ticketing and transport information network across the North East, and align with the plans of Transport for the North on the implementation of integrated smart ticketing across the North.

2.1.4 Deliver the Asset Renewal Programme

The delivery of the Metro Asset Renewal Plan (ARP) itself needs to continue to meet time, cost and quality standards with a further £31m of modernisation works and benefits being delivered during 2016/17. This work will also support the Devolution Agreement’s intention to sustain and grow investment in major transport infrastructure.

We will continue to renew the Metro network by targeting investment as described in the following paragraphs. We will maintain our focus on effective programme management and planning for renewal based on asset condition and engineering need.

The 2016/17 Programme is focused primarily on delivering critical projects on the basis of asset condition (Permanent Way, Overhead Line, Radio and RTMS). Additionally, the programme will allow progression of the assessment, scoping and design of bridge and station refurbishments with the aim of ensuring that the available funding is prioritised in the most effective way possible and based on robust asset knowledge and reliable costing information.

The refurbishment of Central Station will be completed and Nexus will continue working with South Tyneside Council and their development partner on a new Bus/Metro interchange at South Shields. Design work will be progressed for a number of interchange, city centre and halt stations for prioritisation and delivery in future years.

Nexus will also continue to work with Sunderland City Council and Network Rail to progress the redevelopment of the above ground part of Sunderland Station. The scheme will focus on redeveloping the concourse area with improved access, retail offering and passenger information. The exterior of the building will provide a light and bright focal point for the area incorporating artwork. Wider public realm improvements are being considered by the City Council as a second phase to the scheme. The scheme is estimated to cost in the region of £12 million with Nexus having contributed £3.5m.

Civil engineering work will focus on bridges with the Howdon viaduct walkways and development of the Killingworth Road Bridge scheme (for which Nexus is also drawing down external funding from the Highways Challenge Fund) for delivery in 2017/18. Bridge structural assessments and designs will be progressed for prioritisation and delivery in later years.

Major track works (including earthworks, drainage and Switches and Crossings works) are proposed from Tynemouth to Northumberland Park which will include the completion of the Easter 2016 blockade and a further 15 day blockade currently scheduled to commence in July 2016. In addition, track work is planned from Chillingham Road to St. James and from Jesmond to Gateshead Stadium.

Works to replace the overhead line will mobilise in 2016/17 following delivery of the specialist vehicles procured in 2015/16. This will be carried out by Nexus, and is expected to take around four years to complete.

During 2016/17 the project to install a new radio system across the network will continue and is due to be completed. This is a safety critical system and whilst not obvious to the travelling public is a fundamental part of Metro operations. The project involves fitting equipment to the metro cars as well as installing new transmission masts and antennae around the system and also new equipment at the Metro control centre in South Gosforth as well as Network Rail's Tyneside Integrated Electronic Control Centre in Gateshead.

Another essential system which is not obvious to the passenger is the RTMS (Rail Traffic Management System). This system uses a variety of technologies to route trains around the system, automatically set signals and measure train performance. A project to replace the current obsolete system is underway and will continue through the next two years with completion anticipated in 2017.

Disruptions to service that these works may entail will be managed proactively to ensure that customers are inconvenienced as little as possible, that there is a robust communications plan so that customers and stakeholders are aware of when the works are taking place, and of the improvements available on their completion.

At the same time there is the need to ensure the existing Metro network and its varying asset base is properly maintained so that the Metro service can continue to be delivered safely and efficiently.

2.2 Prepare for the Future

Public transport users have rising aspirations for better quality services and facilities. Meeting these aspirations will entail significant investment. Existing assets (buildings, plant, machinery etc.) must be maintained, renewed and replaced to ensure they remain fit for purpose. Where there is a business case

for new assets we must ensure they are capable of meeting future demand based requirements. We will exercise good asset management practice to ensure there is the optimum balance achieved between the investment made and benefits achieved.

We will also work on behalf of the NECA, through its membership of Transport for the North, to seek to secure inward investment as part of the coalition of Northern cities to build a Northern Powerhouse and to support the legislative pathway being put in place to enable TfN to become a statutory body in 2017.

2.2.1. Secure Metro's financial future

The current eleven-year funding arrangements with the Department for Transport (DfT) for Metro reinvigoration works are in place until the end of Phase 2 of the ARP in 2021. Replacing the Metrocar fleet and providing any extensions to the system will depend on funding arrangements for the next phase of Metro reinvigoration which will need to be agreed with DfT to establish the balance of central and local financial contribution involved. Potential funding streams need to be identified and investigated, and engagement will take place to seek the commitment of key stakeholders.

Over the coming years the NECA will develop its transport plans to meet the aspirations for economic growth set out in the North East Local Enterprise Partnership's Strategic Economic Plan and support the ambitions being developed through Transport for the North. Nexus' role in delivering the NECA's plans will be significant because of the importance of public transport services in the Tyne and Wear area, and its expertise and experience with delivering large scale projects and programmes for improvement.

An early step will be to secure the Metro's financial future by reaching a long term funding agreement with the government covering:

- The continuation of the programme of essential renewals across the network
- A commitment to fund the replacement of the fleet of Metro cars
- Provision for a new signalling system
- Ensuring on-going financial support for the next Metro operating concession and;
- The examination of possible extensions and enhancements to the existing system together with the potential for future integration of the Metro with the rail network.

By December 2016 we will have negotiated a commitment with government for the funding of the next phase of Metro reinvigoration to provide for the replacement of the Metrocar fleet. This may also involve possible extensions to the Metro system itself. This is a key transport element of the Devolution Agreement with the government which encompasses consideration of the business case for long term investment in the Metro network to 2030, including the upgrade of the Metro fleet, potential expansion, and future integration of the Metro with the rail network.

2.2.2. Design a new Metro fleet

A specification for a new fleet of Metro Cars together with the business case justifying it will be developed. During 2016/17 we will progress the design a new Metro fleet, with the aim of reaching a conclusion during 2017/18. The new fleet will be greener, more reliable and offer passenger improvements, and if possible will be capable of running on the local rail network as well as the existing Metro infrastructure.

This will also be a catalyst for considering potential expansion of the system, where technological advances should make it possible to provide new links to the heavy rail network, if desired. Through this process the business case for a new fleet will be developed, together with a consideration of the options for how this might be procured and the costs and benefits involved.

2.2.3. Restructuring Metro Operations

Through 2016/17 we will examine options concerning the future structure of Metro operations and work to secure funding for its next phase where we aim to be in a position to procure the necessary components, following NECA approval, during 2017/18.

2.2.4. Influence Network Rail's planning process

We will influence Network Rail's planning process, directly and through Transport for the North - which is to be put on a statutory footing by 2017 - so that the NECA's priorities for rail development are reflected in national investment programmes.

This will include our long-distance links as well as our emerging plans for an improved local rail network.

The first stage will be to work with partners in Transport for the North to agree local inputs to Network's Rail's proposals for their Control Period 6 covering the period 2020 to 2025. The agreement of Network Rail's investment plan will follow.

As previously highlighted, we will pursue through to completion a tri-partite agreement with Sunderland City Council and Network Rail for the complete refurbishment of ground level facilities at Sunderland Central railway station.

2.2.5. Develop a new local rail strategy

As part of the work on the commitments in the Devolution Agreement we will develop a new vision for local rail services, mapping out the longer-term options for expansion in the local rail network, and the services that operate on it, in order to promote economic growth. A business case will be developed for the potential expansion, and future integration of the Metro with the rail network. Detailed studies will be carried out of engineering requirements, the economic and financial case and benefit to cost assessment.

This will include consideration of local management of the next Northern Rail franchise, and exploring whether Metro and local rail services can be integrated to provide a truly integrated rail services across the NECA area.

Feasibility studies will be carried out leading to the development of business cases for developments to support the aspirations in the rail vision and to meet the policy objectives developed in the NECA's Transport Plan for the North East.

2.2.6 Plan the next step for buses

In October 2014 the NECA took the unprecedented step of referring a Quality Contracts Scheme (QCS) for Tyne and Wear to the QCS Board. The financial year 2015/16 has been pivotal, as the scrutiny process has played out. The opinion delivered by the QCS Board in this matter means that a period of reflection is needed with regard to how best to deliver the Bus Strategy.

We will carry out a thorough examination of the options available and make recommendations to NECA about the steps that need to be taken to ensure that its policy objectives are achieved. The options to be further examined include:

- Delivering bus franchising as part of the NECA devolution deal, and
- Negotiating a new bus partnership with the commercial operators.

The results of this examination will be reported to the NECA so that a preferred option (or options) can be identified. Nexus will then carry out further work to explore, develop and commence delivery of the option chosen by the NECA for implementation to an agreed timetable.

Once the NECA's new Transport Plan for the North East has been published we will prepare the next iteration of the NECA's Bus Strategy. This work will need to take account of options for possible improvements to bus services in Durham and Northumberland as integral parts of the NECA's combined transport area, and will consider the future beyond the introduction of new legislation to be set out in the Government's Buses Bill and the possible introduction of mayoral governance arrangements for the region as part of the provisions in the Devolution Agreement.

2.2.7 Review of Nexus' Services

Both the inevitable delay to implementing the bus strategy that the QCS Board's opinion has caused, and the resources required to implement the NECA's chosen option for bus strategy delivery, will have financial implications for Nexus.

Together with the planned £2m reduction in the grant Nexus receives from the NECA via the Tyne and Wear levy, Nexus will undertake a review of its services during 2016, in consultation with key stakeholders, so that the Tyne and Wear Sub-Committee can make informed choices about the prioritisation of services that Nexus will in future provide from a diminished resource base.

Passenger subsidy will be monitored and reviewed to control any risks to the 2016/17 budget. A programme of planned efficiency savings will be agreed through the review. In the meantime we will continue to monitor and review organisational effectiveness in budget management, efficiency and project delivery.

2.2.8 Develop business cases to secure funding to improve public transport assets

Throughout the year we will develop business cases to secure funding to improve public transport assets, to target improvements beyond straightforward like-for-like asset replacement and renewal.

This will allow us to enhance the passenger experience on all forms of public transport, growing its use and value in line with the aspirations in the Devolution Agreement.

Our aim is to have a pipeline of capital projects in order to respond to future funding bid opportunities in an effective and timely manner.

2.3 Be an effective delivery agent for the NECA

2.3.1 Develop training and succession planning

As revenue spending will continue to be constrained, we must focus on being an economic, effective and efficient delivery body.

The new skills we need to ensure that we continue to deliver will emerge and develop as we introduce some major changes to the way we carry out our business, and so we will develop training and succession planning to ensure we are fit to meet those changing business requirements.

The design and construction of our new training centre will be a significant enabler of this, as we structure a change programme around the opportunities that the new facilities will offer.

During 2016/17 how we plan and carry out training and the tools we need for successful training interventions will be reviewed. At the same time work will be carried out to develop succession plans in the light of future business needs and requirements.

Design work will be carried out to support the development of a Metro Maintenance and Renewals Skills Centre to the east of South Shields Metro station, which will provide classroom based and practical training as well as the ability to undertake light maintenance and cleaning together with the out stabling Metro Cars. Construction of the new training centre, in South Shields, is expected to commence in 2017/18.

2.3.2. Focus on health, safety and the environment

We have already begun a journey to improve our safety culture, and a focus on health, safety and the environment will continue throughout 2016/17.

We aim for an improvement culture in which all of our employees and contractors constantly engage with safety and proactively seek ways to make improvements.

Nexus will continue to sharpen its focus on organisational health and safety with a range of initiatives aimed at making a step change in the organisation's core beliefs and attitudes to ensuring safe systems of work are employed throughout.

This will be guided internally by our health and safety strategy and we will progressively seek to develop an integrated management system using a combination of ISO 9001:2015 regarding Quality Management Principles, ISO 14001:2015 for Environmental Management and ISO 45001 on Occupational Health and Safety.

2.3.3 Exercise due diligence in managing our capital and revenue resources

With public funding in short supply, we must exercise due diligence in managing our capital and revenue resources to ensure value for money together with efficiency and effectiveness in delivery.

Through the implementation of bus franchising we will balance the revenue budget, and all our capital projects will be overseen by the Programme Management Office and delivered through our established and effective stage-gate control processes.

A key feature of Nexus' ability to operate as a going concern is for it to maximise its funding which in addition to fare box revenues, comes in grant support whether via the NECA or central government i.e. the Department for Transport.

A key priority will be for Nexus to negotiate grant support from the NECA throughout the medium term (2017/18 to 2019/20) to enable the pursuit of those service delivery objectives expected to be set for it by the NECA in the Transport plan for the North East.

This will include the possible integration of public transport service delivery and related functions across the Combined Authority area to ensure that best use is being made of public money.

Similarly, it is vital that long term DfT funding, whether in the form of revenue grant to help support Metro operations or capital grant necessary to continue to make the sustained investment in the Metro infrastructure is secured: we will continue to work closely with DfT on this key strategic issue.

We are committed to working with our local authority partners to become more efficient and to offer the residents of Tyne and Wear better value for money spent on public service. A programme of cash savings has been agreed and budgeted for in 2016/17.

Work will be carried out to identify the potential for future cash savings over the remainder of the business plan period. This will be complemented by innovating and identifying new ways to improve the efficiency and effectiveness of our processes and procedures and drive out waste wherever this is feasible.

Nexus procures many millions of pounds' worth of goods and services each year and we will ensure that we continue to obtain value for money through smarter procurement including adherence to public procurement regulations and our own standing orders.

This page is intentionally left blank

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

DATE: 28th January 2016

SUBJECT: Tyne and Wear Go Smarter Programme 2015/16

REPORT OF: Chief Executive Officer for Transport

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on the Tyne and Wear Go Smarter Programme for 2015/16, further to the report in July 2015. The report outlines the funding of the programme; the processes that had been taken to identify and prioritise schemes and initiatives within the programme; and the evidence that the programme and the individual schemes within it are making a difference.

RECOMMENDATIONS

It is recommended that the Committee receives this report for information and notes that a further report is to be submitted to the Transport North East Committee on 26th February 2016, and recommends to the Transport North East Committee that consideration is given to the opportunity to secure the future funding of the Tyne and Wear Go Smarter Programme in the medium to longer term.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Background Information

- 1.1 Tyne and Wear have delivered their Schools Go Smarter (SGS) programme since September 2011, with funding from the Department for Transport (DfT)'s Local Sustainable Transport Fund (LSTF).
- 1.2 Tyne and Wear have delivered their Go Smarter to Work (GSW) programme since September 2012, again funded from the DfT's Local Sustainable Transport Fund.
- 1.3 Both programmes aim to reduce congestion through the promotion and encouragement of sustainable transport and active travel across Tyne and Wear. These programmes were due to end in March 2015. However, in late 2014, Tyne and Wear were successful in being awarded a further £3.85 million revenue funding to continue delivery of some elements of the programme in 2015/16.
- 1.4 Section 2 of the TWSC report in July 2015 outlined the projects and activities currently being delivered through the Go Smarter programme (this information is attached as Appendix A).

2 2015/16 Funding

- 2.1 Table 1 shows the allocation of funding across the main themes of the Go Smarter programme, forecast as at 31 December 2015.
- 2.2 The budget is being closely monitored to achieve target spend at 31 March 2016.

Table 1 Go Smarter Revenue Funding 2015/16

Theme	Forecast spend as at 31 Dec 2015(£k)
Schools Go Smarter	1053.00
Business Engagement	1792.68
Comms and marketing	241.00
Access to employment	186.60
Revenue support for capital projects in SEP	175.00
Programme Management and Monitoring	410.00
Grand Total	3858.28

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

3. Targeted interventions

- 3.1 This section outlines the process by which the limited budget was allocated to various areas. This was applied to three of the six themes as described below, for the other three it was not applicable.
- 3.2 **Schools Go Smarter** – the bids to DfT in 2011 and 2014 set out the package of measures (projects) that would best address the journey to school. Key factors taken into account when creating a priority list of schools to approach to take part in the ‘intensive’ SGS projects (particularly walking and cycling promotion) were percentage of children travelling to school by car, and proximity to A1, A19 and congestion corridors. The proposed priority lists were then reviewed and informed by district officers. Some projects had particular requirements, for example Metro induction was only offered to schools in proximity to a Metro station. Other projects were offered to all schools, for example Smarter Parker campaign, TravelMatters (being rebranded as Teaching Resources) website.
- 3.3 **Business Engagement** - the bids to DfT in 2012 and 2014 set out the rationale for identifying key employment areas serving the A1 and (from April 2015) the A19. Due to limited budgets the toolkit offer could only be applied to targeted areas, listed in Para 2.3 of Appendix A. Other projects can be offered to all employees in Tyne and Wear, for example access to the car share website.
- 3.4 **Access to Employment** - The scooter loan scheme began by offering only to residents in parts of rural Gateshead but this was soon extended to all areas in Tyne and Wear where the applicant did not own a car and the journey to work was not feasible by public transport. The Jobseeker Travel Vouchers scheme (managed by Nexus and delivered by Job Centre Plus and Ingeus) offers free travel in the form of a weekly travel voucher or a Day Rover ticket to those people who qualify (Tyne and Wear residents, to enable the recipient to take up a job or attend training and interviews, and they should only be used when no other funding (e.g. Flexible Support Fund) is available, to those who for financial reasons require them.)

4 Outputs (1 April 2015 to 31 December 2015)

- 4.1 This section describes the outputs of each theme during 2015/16. Note these are in addition to the outputs of the programme since inception to March 2015 that have already been described in the Annual Output Reports for DfT.
- 4.2 Note that DfT did not ask Tyne and Wear to set targets for each theme as part of the bid process / grant conditions.
- 4.3 **Schools Go Smarter** – a breakdown of delivery of each SGS project by district is shown in Appendix B. Table 2 summarises activity across Tyne and Wear. In addition Smarter Parker leaflets were sent to ~400 schools.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Table 2 Schools Go Smarter Outputs (1 April 2015 – 31 December 2015)

Project	Number of schools
Child Pedestrian Training	61
Cycle Transition	8
Schools Cycling	107
Schools Public Transport	30 (Bus Induction), 0 (Metro Induction) ¹
Schools Walking	117
Theatre Education 1	37
Theatre Education 2	30
Travel Resources	21
Any of the above ²	256

- 4.3 **Business Engagement** - a breakdown of delivery of each project by district and by Employment Area (separate tables) is shown in Appendix C. Table 3 summarises activity across Tyne and Wear.

Table 3 Business Engagement Outputs (1 April 2015 – 31 December 2015)

Activity	Value	Further detail in Appendix C
Business engagement	326 businesses	Tables C1, C2
Accreditation awards	Bronze – 106 Silver – 51 Gold – 3	Tables C3, C4
Match funding	39 applications received and approved	Tables C5, C6
Cycle Smart Dr Bike	343 Dr Bike sessions and 2075 participants	Tables C7, C8
Cycle Smart Fix It Yourself	31 FIY sessions and 85 participants	Tables C9, C10
Cycle Smart Training	88 cycle training sessions and 52 participants	Tables C11, C12
Drive Smart	38 lessons delivered	Tables C13, C14
Ticket Smart	301 public transport taster ticket redemptions	Tables C15, C16
Travel Smart	6,904 participants 4,900 Personalised Travel Plans issued 2,004 Thank You Packs ³	Table C17
Walk Smart	84 Nordic Walking sessions and 128 participants	Tables C18, C19

¹ Metro induction shows as 0 due to the timing of the intervention and the reporting period (Apr – Dec), schools are invited to take part in January

² Note the total number of schools taking part does not equal the sum of the projects as a school may be involved in multiple projects

³ Thank You Pack issued to participants already travelling sustainably

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Activity	Value	Further detail in Appendix C
Work Smart	1 session and 10 attendees from all areas	-
Travel Champion Training	2 workshops and 29 attendees from all areas	-

- 4.4 **Access to Employment.** This scheme element comprises two projects which specifically aim to help jobseekers into work, in particular where transport has been identified as a barrier (more detail in Appendix A). Between April and September 2015 Nexus distributed 850 vouchers to the partners (425 each to JCP and Ingeus). The number is quite low as they each received 1400 voucher just before the end of March 2015. In November 2015 Nexus distributed a further 1000 vouchers (500 each). 91 enquiries were made to the scooter loan scheme in 2015/16 and the applicants were provided with both information and advice on transport solutions across Tyne and Wear. Of these enquiries, 36 resulted in scooter loans.

5 Communications and marketing

- 5.1 Our Communications Strategy includes using the Go Smarter brand across all our scheme elements and activity; associated establishment of our branding protocol; strategic digital approach including our website and social media activity; schedule of integrated comms campaigns; and a strategic PR strategy.
- 5.2 Go Smarter has run three campaigns between April and December 2015 across Tyne and Wear and Northumberland (Northumberland having bought into the Go Smarter brand). As a brief outline these campaigns were:

Go Smarter Scooter Schemes – to increase the awareness amongst job seekers of the scooters schemes in both Tyne & Wear and Northumberland.

Go Smarter Autumn 2015 campaign # giveitago (including the Give it a Go Commuter Challenge – to increase general awareness of Go Smarter and encourage behaviour change across all modes.

Smarter Parker - Increase awareness of the problems caused by unsafe parking at schools and encourage behaviour change in parents to suitable alternatives.

All campaigns have now been fully evaluated and reports compiled. Appendix D includes some material from recent Go Smarter campaigns.

- 5.3 Go Smarter to Work undertook a **web-based commuter challenge** between Monday 14 September and Friday 16 October 2015. The aim of this challenge was to promote sustainable journeys to employment by:

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

- Encouraging friendly competition between local organisations and participants; and,
- Rewarding individuals and organisations for their efforts to engage with the programme and promote non-car commutes.

Participants could partake in the challenge either as an individual challenger or as part of a workplace team. To gain points, participants were required to log their sustainable journeys to work. Points were allocated depending on the sustainability of that journey (i.e. walking and cycling were worth the most points due to greater environmental and health benefits). Some key stats from the challenge are:

- Number of registered users: 251
- Number of trips logged: 2,232
- Number of registered teams: 29
- Car miles saved: 29,311 miles
- CO₂ saved: 63,973 kg

The challenge was successful in encouraging a range of modal trips; walking and cycling make up more than half the total, followed by bus and Metro.

- 5.4 In March 2016 Go Smarter will be holding The Go Smarter Active Weekend. This will celebrate what has been achieved over the last five years of the programme and also to encourage people to continue to use sustainable transport and provide them with more information to help them do this as the programme closes. It is hoped that it will take place on Saturday 19 March and Sunday 20 March⁴ at The Sage, Gateshead and the Performance Square area directly outside. At the time of writing, final plans are still being discussed, but it is hoped that this will include journey planning advice, opportunities to take part in Nordic Walking, Dr Bike bike maintenance advice, a Living Streets family treasure hunt and other family focused activities. The Sage Gateshead will also stage an exhibition of images that school pupils and businesses who have been engaged in Go Smarter will be invited to submit. There will also be activities at the five Sustrans Go Smarter Centres delivered by Sustrans across the weekend.

6 Evidence of Outcomes

- 6.1 Note this section refers mostly to analysis of data from the previous programmes up to March 2015. Data for this year's programme is currently being collected and will be analysed post March 2016.

⁴ Dates subject to confirmation

Schools Go Smarter

- 6.2 Mode share trends for the journey to school have been compared between schools participating in any activity offered from the Schools Go Smarter programme (intervention schools) and those schools which did not participate (control schools) for the evaluation period 2011 – 2014. The data for mode share trends come from voluntary Hands up Surveys (HUS) taken in schools (class level) throughout the life of the SGS programme.

The analysis distinguished between pupils within the 5-10 (primary) and 11-15 (secondary) age groups. By and large, the conclusions were:

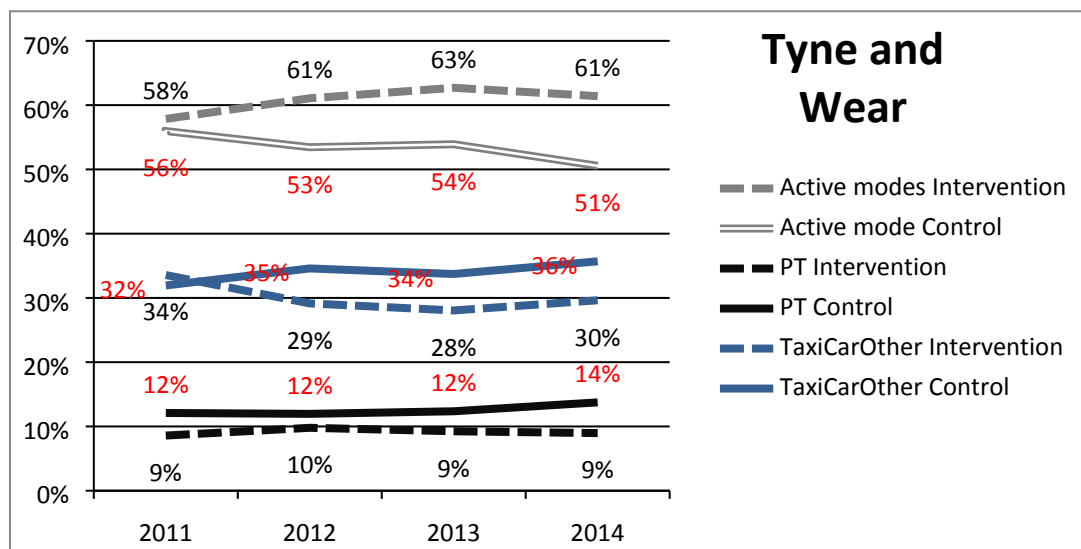
- Cycling - overall increase in the proportion of children at both primary and secondary school level who cycle to school.
- Walking - Slight decline of pupils aged 5-10 walking to schools, and very little change in the proportion of children at secondary level walking to school across Tyne and Wear.
- Public Transport - the proportion of children at primary school level travelling to school by public transport remained constant throughout the period. There was a small increase travelling by public transport at secondary level.
- Car and Others - Overall reduction in the proportion of children at primary school level travelling to school by car and a small increase for children at secondary level.

The mode share from HUS was then compared between those schools that participated (intervention) and those that did not (control). There was a slight decrease from 34% to 30% in the proportion of car trips in intervention schools following the commencement of the programme; whereas car use increased by a similar level in control schools, from 32% to 36%. The increasing gap between intervention and control schools in active mode share is apparent in Figure 1. Active mode share decreased from 56% to 51% in control schools throughout the period while the proportion increased slightly in intervention schools from 58% to 61%. The equivalent graphs for each district are shown in Appendix E.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Figure 1 – travel to school mode share for Tyne and Wear (2011/12 – 2014/15)



Note that the data from the 2015/16 HUS survey is currently being collected and entered onto the database.

Business Engagement

- 6.2 To test the effectiveness of the Business Engagement programme a travel survey is conducted amongst employees of the businesses, before and after the delivery of activities. Note that the short term outcome of smarter choices and behavioural change programmes are often small changes that ‘nudge’ behaviour. It can be difficult to pick up a statistically significant change from the data. The data available as at September 2015 was analysed.

Figure 2 compares mode share for a small sample of nine organisations in Newcastle-Gateshead which had survey results for 2013 or 2014 and follow up survey results in 2014 or 2015. The results indicate little change in most modes, except drive a car alone and bus. The former saw a 6% increase from 26% whilst the latter saw a decrease of 8% from 26%. These are not necessarily reflective of other organisations and in addition, the survey responses themselves are based on a sample of staff at each of the organisations.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Figure 2 – Mode share based on 2013-14 surveys ('Standard' – 1646 responses) and 2014-15 surveys ('Followup' – 1575 responses) for 9 organisations (source iTRACE via Newcastle City Council)

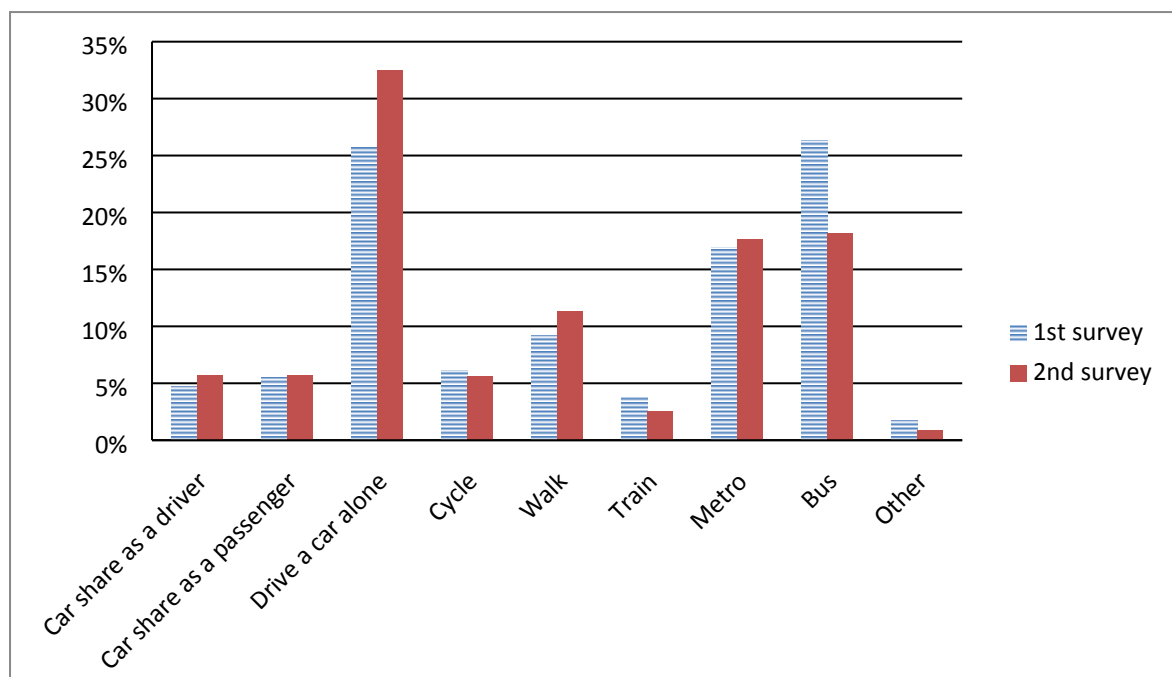
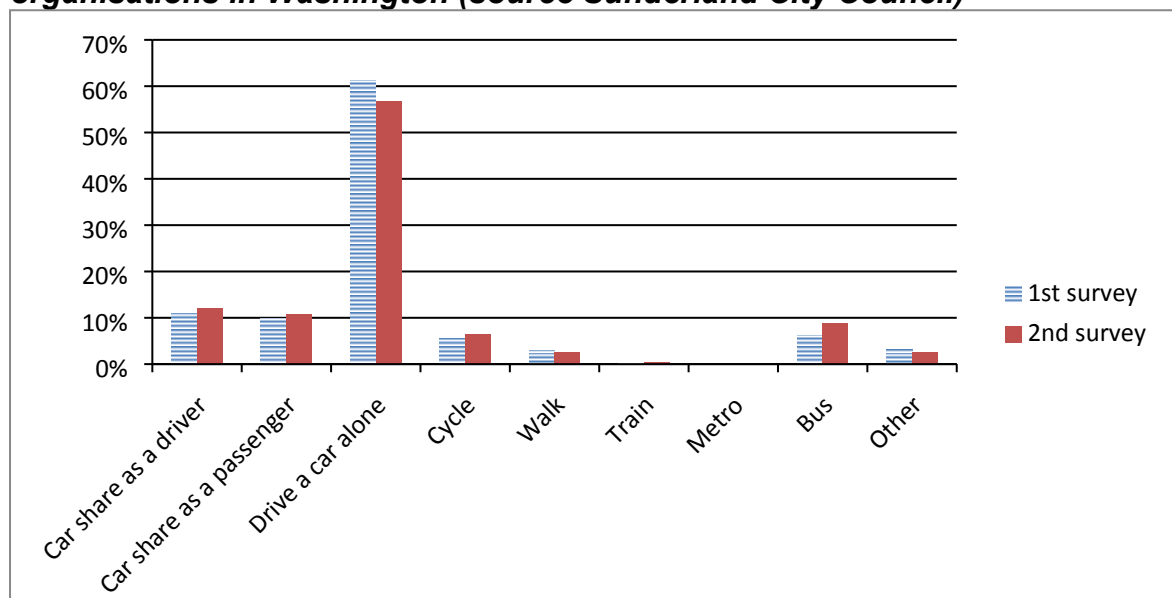


Figure 3 shows an equivalent set of results for 11 organisations in Washington. The results again show little change in most modes. However, there is a decline in mode share for drive a car alone of 4% from 61%, and an increase in bus use of 3% from 6%. These are not necessarily reflective of other organisations, and in addition the survey responses themselves are based on a sample of staff at each of the organisations.

Figure 3 – Mode share based on 2013-14 surveys ('Standard' – 2960 responses) and 2014-15 surveys ('Followup' – 2035 responses) for 11 organisations in Washington (source Sunderland City Council)



North East Combined Authority

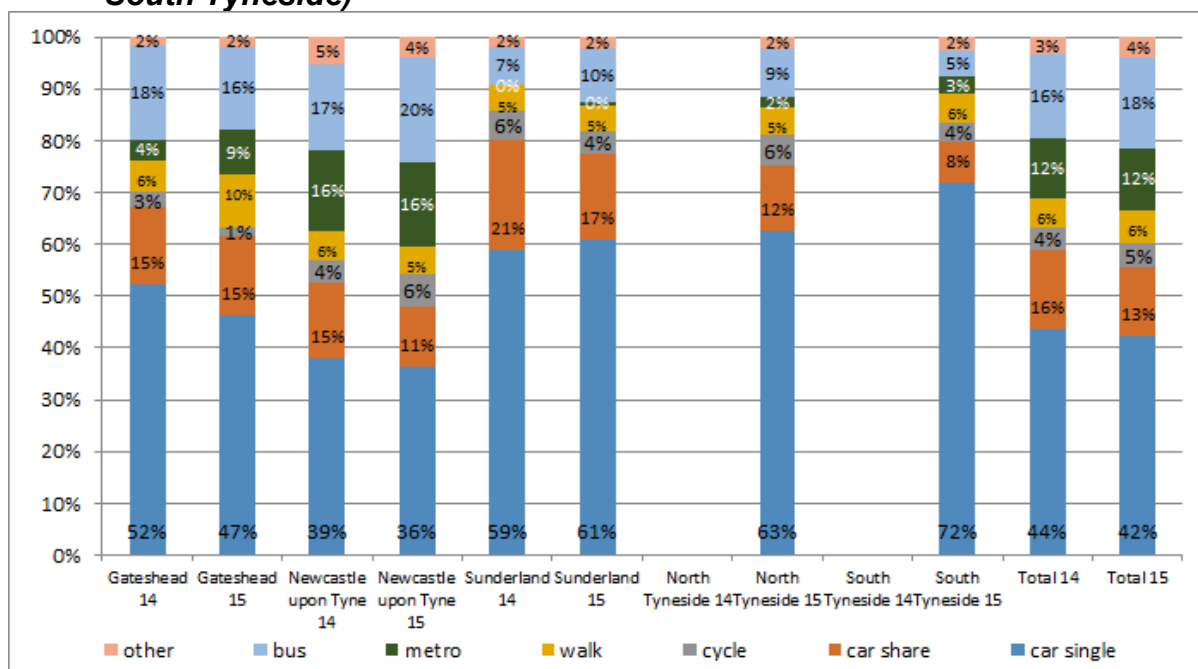
Transport North East (Tyne and Wear) Sub-Committee

In both sets of results there are large variations between different organisations, and in some cases there appear to be noticeable improvements (i.e. decreases) in single occupancy car driving. For example, one organisation in Washington showed a decrease in single occupancy car driving from 54% to 39%. However, without further information or context (including the organisations surveyed, the response rates and whether this was random or possibly biased), we would urge caution in drawing conclusions from such findings. Given the sample sizes the actual modal share will lie in a range that, at the 95% probability level, is likely to overlap between the before and after surveys.

Figure 4 (overleaf) shows collated results across a number of organisations by area for 2014 and 2015. The results show small changes in most modes. Comparing the total for 2014 and 2015, there appears to be a small decline in those travelling by car and a small increase in those travelling by bus, walk and cycle.

Note the North Tyneside and South Tyneside data have been excluded from the 'Total15' as they are 'before' surveys.

Figure 4 – Mode share based on 2013-14 surveys (8,387 responses) and 2014-15 surveys (6,389 responses, or 4,243 excl. North Tyneside and South Tyneside)



Note that the A19 employment areas have not yet conducted their follow up surveys as engagement didn't start until April 2015 – this is being planned for March 2016.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

- 6.3 It has always been recognised that it would be extremely challenging, if not impossible, to attribute any observed changes on the local road network and strategic indicators solely to the Go Smarter activities. This is due to numerous contextual factors outside of the programme's control, for example roadworks on the A1, fuel prices, public transport fares. Nevertheless data on strategic indicators such as traffic flows, journey times, accidents are being collected and monitored so that following the end of the programme in Summer 2016 trends and changes can be reported.

7 Next Steps

- 7.1 DfT have advised that they will be requiring an end of programme output report, but the date and content are yet to be finalised.
- 7.2 At the next meeting of Transport North East Committee (in February 2016), it is intended to present a report outlining progress on Local Sustainable Transport Fund delivery across the whole NECA area, covering the revenue-based activities being delivered in Tyne and Wear, Northumberland and Durham, as well as the overarching programme of capital-based measures that are separately funded on a NECA-wide footprint through the Strategic Economic Plan (SEP).
- 7.3 This report will also outline potential ways forward for continuing delivery of LSTF activity across the whole NECA area, post March 2016, with due regard to the Spending Review in November 2015 and announcement of the new Access Fund (£500M capital over 5 years and £80M revenue over 4 years). It is understood that there will be a statement from DfT at the end of January 2016 which will contain the detail of transitional LSTF funding stream which could potentially be available for 2016/17 and will link into the new Access funding stream for 2017/18 onwards.
- 7.4 Further funding for schools projects with particular emphasis on road safety has been secured from Northumberland Safer Roads Initiative (NSRI). £400k has been secured over 3 years commencing April 2016. It will permit delivery of the public transport promotion, bus induction, metro induction, (transition) theatre in schools and child pedestrian training projects. It will allow the cycling transition project to be further trialled and it will develop teaching resources to provide a transition focus.
- 7.5 Sustrans has secured internal funds to continue the Bike It project for the 2016 summer term.

8 Potential Impact on Objectives

- 8.1 Performance monitoring will measure the additional benefits of the extra year's funding to the programme.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

9 Finance and Other Resources

- 9.1 75% of the total funding for the activity during 2015/16 was claimed from DfT at the end of July 2015 via the Local Sustainable Transport Fund. A retrospective claim for the remaining 25% will be made to DfT at the end of Quarter 4 (March 2016). There are no additional finance or other resource implications arising from this report.

10 Legal

- 10.1 There are no legal implications arising directly from this report.

11 Other Considerations

11.1 Consultation/Community Engagement

Several consultations have taken place during the course of the current programme. These include Stakeholder Analysis for both the SGS programme and the GSW programme. More recently, a 'Brand Checker' exercise was carried out which tested brand saturation and awareness of the Go Smarter programme and its related projects.

11.2 Human Rights

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

11.3 Equalities and Diversity

All eligible residents / communities / commuters of Tyne and Wear have access to the Go Smarter programmes.

11.4 Risk Management

The programme is managed through Project Vision. A detailed Risk and Issues log is updated monthly with risks and issues managed appropriately.

11.5 Crime and Disorder

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

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

11.6 Environment and Sustainability

The programme aims to address climate change by increasing the use of sustainable and active modes of travel and thus reducing harmful emissions generated by single occupancy private car use.

12 Background Documents

- 12.1 The Tyne and Wear Go Smarter, Local Sustainable Transport Fund 2015/16 Bid document is available upon request.
- 12.2 The Annual Outputs Reports for the previous year's programmes were submitted to DfT on the 19th June 2015. These are available upon request.
- 12.3 The programme evaluation reports are available upon request.
- 12.4 The brand tracker reports are available upon request.

13 Links to the Local Transport Plans

- 13.1 This report links to the North East's Strategic Economic Plan (SEP) which emphasises the benefits of promoting sustainable travel to reduce congestion, contribute to our environmental objectives and improve public health. Increasing levels of sustainable travel meets several of the SEP objectives, not only connectivity. The health, environment and employment agendas are also addressed.
- 13.2 The LSTF 2015/16 revenue fund is inextricably linked to the LSTF capital fund within the SEP.
- 13.3 Delivery of behavioural change programmes requires revenue funding.

14 Appendices

Appendix A – Go Smarter 2015/16 projects

Appendix B – Schools Go Smarter - project outputs by district

Appendix C – Business Engagement - outputs by district and Employment Area

Appendix D – Examples of Go Smarter campaigns

Appendix E – Schools Hands up Survey results by district

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

15 Contact Officers

15.1 Andy Flynn
Senior Responsible Owner
andrew.flynn@northtyneside.gov.uk
0191 643 6083

15.2 Melanie Carls
Programme Manager
melanie.carls@newcastle.gov.uk
0191 211 6023

16 Sign off

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

Appendix A: Go Smarter 2015/16 Projects⁵

2 Go Smarter Programme 2015-16

2.1 Though still two distinct areas of delivery, the Go Smarter programme is now one combined programme for this year. The programme continues to target children and their parents/carers and commuters with the aim of reducing congestion and increasing the take-up of sustainable and active travel modes.

2.2 **Schools Go Smarter** – all revenue projects from the previous programme continue in revised forms. Projects and activity this year include:

- **Schools Walking** – delivered by Living Streets, this project encourages pupils to walk to school through participation in *Walk Once a Week* (Primary), or *Free Your Feet* (Secondary);
- **Schools Cycling** – delivered by Sustrans, this project encourages pupils to cycle to school by identifying the barriers to cycling and reducing the barriers by a series of practical sessions. In addition to school-based activity, Active Travel Hubs have been set up in each district to enable activities to be delivered in the community;
- **Schools Public Transport** – *Bus Induction* targets Year 6 pupils by promoting positive aspects of bus travel, including greater independence, and by demystifying the process for those who may never have used public transport previously. *Promotion of Public Transport* engages with schools, children and parents and introduces these audiences to different elements of the public transport offer. This includes personalised journey planning, safety, school group discounts and concessionary travel scheme benefits;
- **Child Pedestrian Training** – this provides valuable life skills to children aged between seven and nine years old across Tyne and Wear. It gives practical roadside training, concentrating on safer places, parked cars and junctions. This will help the children to learn how to make judgements and decisions about road safety. Through the practical experience they get during training the children understand their local environment better and have more confidence about walking to school when they have to take the journey without adult supervision.
- **TravelMatters** – TravelMatters is a website containing classroom resources aimed at promoting sustainable travel for the school journey (and in the wider context). These resources were developed in response to the need to assist teachers in a practical way in communicating sustainable travel messages to the pupils, via the classroom activity.

⁵ Extract from July 2015 TWSC Report

Resources have been designed to fit easily into existing curriculum areas to facilitate promotional work.

- **Cycle Transition** - This is a pilot for a transition project aimed at encouraging Year 6 pupils to consider cycling for their journey to secondary school. It aims to promote all positive aspects of cycling, whilst various sessions will also address the practicalities of route planning, cycling skills and basic bike maintenance. The pilot will help to identify successful and replicable activities.
- **Theatre Education** – educates and inform through drama/stage productions. One production is aimed at secondary school students in Year 7 (transition year). The intervention aims to work and engage with the youngest pupils, to focus on safe and sustainable travel, especially cycling, and explore the consequence of risk taking and motivate pupils to make well informed safe travel choices. The other production is aimed at secondary school (years 8 and 9) students and aims to promote safer and sustainable travel near roads and on public transport. Improving safety specifically on public transport is a major theme explored in the production.

2.3 **Go Smarter to Work** – The main change to the GSW element is the expansion of the business engagement programme. The original programme targeted key employment sites served by the A1 Western Bypass Corridor. This year, key sites along the A19 corridor are also included. The programme now engages with businesses in 12 key employment areas across Tyne and Wear:

- Bede Industrial Estate (A19)
- Boldon Business Park (A19)
- Cobalt / Silverlink (A19)
- Doxford International Park (A19)
- Jarrow Riverside Business Park (A19)
- Metrocentre (A1)
- Monkton Business Park (A19)
- NewcastleGateshead Urban Core (A1)
- Sunderland Enterprise Park (A19)
- Team Valley (A1)
- Tyne Tunnel Industrial Estate (A19)
- Washington (A1)

Notably, all five of the Tyne and Wear districts now have the business engagement programme taking place within key employment sites within their boundaries. The GSW programme for 2015/16 now includes:

2.4 **Business Engagement Programme** – This is delivered through a ‘Toolkit of Measures’ which has been previously developed and implemented on the A1 sites. The toolkit comprises activities and initiatives that are designed to provide an attractive range of sustainable travel choices / alternatives to the car. These are tailored to the unique needs of the organisation being targeted and the travel behaviour of their employees. This allows the most appropriate mode for different types and lengths of journeys to be recommended to the employee. The toolkit includes:

- **Travel Smart** Providing targeted members of staff with a personalised travel plan (PTP) that tells them all about their travel options for getting to work. Each participant will have a Travel Plan tailored specifically to them and will be presented with their own bespoke Travel Plan pack recommending forward participation in the appropriate toolkit measures:
 - **Drive Smart** is about giving people opportunities to drive more efficiently when other forms of transport are not an option for their journey to work, contributing to reduced carbon emissions. This includes Smarter Driving courses provided for those employees where the car is shown to be the only feasible option for the journey to work. This involves one-to-one in-car training that can be delivered direct from the workplace. OR
 - **Ticket Smart** in partnership with local public transport operators, we offer free taster public transport tickets to eligible employees, ie to car drivers identified through Travel Smart PTP who feasibly could make their work journeys by public transport rather than the car.
- **Cycle Smart** A very popular range of free activities and support available to all employees to help them get more active through cycling to work. This includes Dr Bike, bike maintenance workshops, and cycle training sessions to help those who would like to cycle more but are not confident enough to do so.
- **Walk Smart** A range of fun, healthy and accessible activities designed to get people thinking about the potential for walking to work. It includes organised led walks from the workplace, Nordic walk taster sessions to improve posture and strength, and walking challenges. Available to all employees.
- **Work Smart** Smarter Working seminars facilitated by experts to advise organisations of the different types of Smarter Working and the benefits to businesses and employees, such as reduced business mileage / trips. Topics include the practicalities of implementing smarter working practices and ideas on how to promote them to staff.

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

2.5 **Access to Employment Projects** - Continuing the work in the previous programme, this has two key elements:

- **Jobseekers Scooters** - The Go Smarter Wheels to Work (Green Light to Work) scheme will continue to provide scooter loans for those job seekers across Tyne & Wear who are geographically isolated and/ or unable to access public transport to enable them to travel to work. The project also provides both information and advice on transport solutions for jobseekers across Tyne and Wear, delivering travel planning services for those who have difficulty and/or do not understand timetabled public services.
- **Jobseekers Ticketing** – vouchers for one week of travel and Day Rover passes are distributed to the project partners to be issued to jobseekers who fall within the set criteria. These vouchers and Day Rovers allow thousands of people to attend training courses, job interviews and cover their transport costs to get to work until they receive their pay packet. Were it not for these vouchers, many people would not be able to apply for or accept certain jobs due to being unable to afford travel costs.

2.6 The programme is also fully supported by a comprehensive Communications Strategy, which ensures the use of the Go Smarter brand throughout all of our projects and campaigns across Tyne and Wear. The Go Smarter website also continues to be developed. The website now includes a multi modal Journey Planner. www.gosmarter.co.uk

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Appendix B: Schools Go Smarter Outputs (1 April 2015 – 31 December 2015)

Number of Schools ->						
Project	Gateshead	Newcastle	North Tyneside	South Tyneside	Sunderland	Total
Child Ped Training	21	4	10	16	10	61
Cycle Transition	8					8
Schools Cycling	29	22	17	19	20	107
Schools Public Transport (Bus Induction)	8	5	6	6	5	30
Schools Walking (primary)	21	19	19	19	20	98
Schools Walking (secondary)	3	4	5	2	5	19
Teaching Resources	8	6	2	5		21
Theatre Education 1	7	8	7	7	8	37
Theatre Education 2	4	7	8	6	5	30
Any of the above	55	48	51	45	57	256
Out of	82	96	73	55	103	409

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Appendix C: Go Smarter Business Engagement Outputs (April 2015 – December 2015)

Table C1 Go Smarter to Work **Businesses Engaged** by District 1 April 2015 - 31 December 2015

District	Businesses Engaged
Gateshead	101
Newcastle	63
North Tyneside	48
South Tyneside	40
Sunderland	74
Total	326

Table 2 Go Smarter to Work **Businesses Engaged** by Employment Area 1 April 2015 - 31 December 2015

Employment Area	District	Businesses Engaged
Bede Industrial Estate	South Tyneside	7
Boldon Business Park	South Tyneside	14
Cobalt Business Park	North Tyneside	39
Doxford Park	Sunderland	14
Jarrow Riverside	South Tyneside	10
Metrocentre	Gateshead	52
Monkton	South Tyneside	9
Newcastle Gateshead	Newcastle, Gateshead	86
Sunderland Enterprise Park	Sunderland	15
Team Valley	Gateshead	26
Tyne Tunnel Trading Estate	North Tyneside	9
Washington	Sunderland	45
Total		326

Table C3 Go Smarter to Work **Accreditation Awards** by District issued between April 2015 and December 2015

District	Bronze	Silver	Gold
Gateshead	12	1	0
Newcastle	24	4	1
North Tyneside	27	23	1
South Tyneside	19	14	1
Sunderland	24	9	0
Total	106	51	3

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

*Table C4 Go Smarter to Work **Accreditation Awards** by Employment Area issued between 1 April 2015 and 31 December 2015*

Employment Area	District	Bronze	Silver	Gold	Total
Bede Industrial Estate	South Tyneside	4	2	1	1
Boldon Business Park	South Tyneside	5	5	0	10
Cobalt Business Park	North Tyneside	21	19	1	41
Doxford Park	Sunderland	10	4	0	14
Jarrow Riverside	South Tyneside	5	4	0	9
Metrocentre	Gateshead	0	0	0	0
Monkton	South Tyneside	5	3	0	8
Newcastle Gateshead	Newcastle, Gateshead	34	5	1	40
Sunderland Enterprise Park	Sunderland	11	4	0	2
Team Valley	Gateshead	2	0	0	2
Tyne Tunnel Trading Estate	North Tyneside	6	4	0	10
Washington	Sunderland	3	1	0	4
Total		106	51	3	160

*Table C5 Go Smarter to Work **Match Funding** Applications by District between 1 April 2015 and 31 December 2015*

District	Number of Applications
Gateshead	9
Newcastle	22
North Tyneside	2
South Tyneside	1
Sunderland	5
Total	39

*Table C6 Go Smarter to Work **Match Funding** Applications by Employment Area 1 between 1 April 2015 and 31 December 2015*

Employment Area	District	Number of applications
Bede Industrial Estate	South Tyneside	1
Boldon Business Park	South Tyneside	0
Cobalt Business Park	North Tyneside	0
Doxford Park	Sunderland	2
Jarrow Riverside	South Tyneside	0
Metrocentre	Gateshead	1
Monkton	South Tyneside	0
NewcastleGateshead	Newcastle, Gateshead	30
Sunderland Enterprise Park	Sunderland	1
Team Valley	Gateshead	0
Tyne Tunnel Trading Estate	North Tyneside	2
Washington	Sunderland	2
Total		39

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Table C7 Cycle Smart Dr Bike business engagement outputs by districts between 1 April 2015 and 31 December 2015

District	Number of participants	Number of sessions
Gateshead	238	56
Newcastle	1204	133
North Tyneside	327	62
Sunderland	213	60
South Tyneside	93	32
Total	2075	343

Table C8 Cycle Smart Dr Bike business engagement outputs by employment area between 1 April 2015 and 31 December 2015

Employment area	Districts	Number of participants	Number of sessions
Boldon Business Park	South Tyneside	1	4
Bede Industrial Estate	South Tyneside	13	6
Cobalt Business Park	North Tyneside	315	56
Doxford Park	Sunderland	12	3
Jarrow Riverside	South Tyneside	76	19
Metrocentre	Gateshead	24	13
Monkton	South Tyneside	3	3
NewcastleGateshead	Newcastle; Gateshead	1409	172
Sunderland Enterprise Park	Sunderland	16	13
Team Valley	Gateshead	3	3
Tyne Tunnel Trading Estate	North Tyneside	12	6
Washington	Sunderland	191	45
Total		2075	343

Table C9 Cycle Smart FIY business engagement outputs by district between 1 April 2015 and 31 December 2015

District	Number of participants	Number of sessions
Gateshead	7	3
Newcastle	52	10
North Tyneside	23	15
Sunderland	3	3
South Tyneside	0	0
Total	85	31

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Table C10 Cycle Smart FIY business engagement outputs by employment area between 1 April 2015 and 31 December 2015

Employment area	Districts	Number of participants	Number of sessions
Boldon Business Park	South Tyneside	0	0
Bede Industrial Estate	South Tyneside	0	0
Cobalt Business Park	North Tyneside	23	15
Doxford Park	Sunderland	0	0
Jarrow Riverside	South Tyneside	0	0
Metrocentre	Gateshead	0	0
Monkton	South Tyneside	0	0
NewcastleGateshead	Newcastle; Gateshead	59	13
Sunderland Enterprise Park	Sunderland	0	1
Team Valley	Gateshead	0	0
Tyne Tunnel Trading Estate	North Tyneside	0	0
Washington	Sunderland	3	2
Grand Total		85	31

Table C11 Cycle Smart cycle training business engagement outputs by district between 1 April 2015 and 31 December 2015

District	Number of participants	Number of sessions
Gateshead	13	18
Newcastle	23	46
North Tyneside	7	19
South Tyneside	1	2
Sunderland	8	3
Total	52	88

Table C12 Cycle Smart cycle training business engagement outputs by employment area between 1 April 2015 and 31 December 2015

Employment area	Districts	Number of participants	Number of sessions
Boldon Business Park	South Tyneside	0	0
Bede Industrial Estate	South Tyneside	0	0
Cobalt Business Park	North Tyneside	7	19
Doxford Park	Sunderland	0	0
Jarrow Riverside	South Tyneside	1	2
Metrocentre	Gateshead	0	0
Monkton	South Tyneside	0	0
NewcastleGateshead	Newcastle; Gateshead	35	62
Sunderland Enterprise Park	Sunderland	0	0

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Team Valley	Gateshead	1	2
Tyne Tunnel Trading Estate	North Tyneside	0	0
Washington	Sunderland	8	3
Total		52	88

Table C13 Go Smarter to Work **Drive Smart** sessions by District between 1 April 2015 and 31 December 2015

District	Number Drive Smart sessions delivered
Gateshead	0
Newcastle	6
North Tyneside	5
South Tyneside	7
Sunderland	20
Total	38

Table C14 Go Smarter to Work **Drive Smart** sessions by Employment Area between 1 April 2015 and 31 December 2015

Employment Area	District(s)	Number Drive Smart sessions delivered
Bede Industrial Estate	South Tyneside	7
Boldon Business Park	South Tyneside	0
Cobalt Business Park	North Tyneside	4
Doxford Park	Sunderland	7
Jarrow Riverside	South Tyneside	0
Metrocentre	Gateshead	0
Monkton	South Tyneside	0
NewcastleGateshead	Newcastle, Gateshead	6
Sunderland Enterprise Park	Sunderland	9
Team Valley	Gateshead	0
Tyne Tunnel Trading Estate	North Tyneside	0
Washington	Sunderland	4
Total		37

Table C15 **Ticket Smart** outputs by District between 1 April 2015 and 31 December 2015

District	Public transport tickets redeemed
Gateshead	74
Newcastle	47
North Tyneside	42
South Tyneside	41
Sunderland	97

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Grand Total	301
--------------------	------------

Table C16 **Ticket Smart** outputs by Employment Area between 1 April 2015 and 31 December 2015

Employment Area	District(s)	Public transport tickets redeemed
Bede Industrial Estate	South Tyneside	8
Boldon Business Park	South Tyneside	2
Cobalt Business Park	North Tyneside	41
Doxford Park	Sunderland	29
Jarrow Riverside	South Tyneside	26
Metrocentre	Gateshead	64
Monkton	South Tyneside	5
NewcastleGateshead	Newcastle, Gateshead	57
Sunderland Enterprise Park	Sunderland	17
Team Valley	Gateshead	0
Tyne Tunnel Industrial Estate	North Tyneside	1
Washington	Sunderland	51
Total		301

Table C17 **Travel Smart** business engagement outputs between 1 April 2015 and 31 December 2015

Employment Area	District(s)	Participants	Personalised Travel Plans	Thank You Packs
Bede Industrial Estate	South Tyneside	378	301	77
Boldon Business Park	South Tyneside	89	50	39
Cobalt Business Park	North Tyneside	1,600	997	603
Doxford Park	Sunderland	1,061	833	228
Jarrow Riverside	South Tyneside	675	545	130
Metrocentre	Gateshead	0	0	0
Monkton	South Tyneside	152	130	22
NewcastleGateshead	Newcastle, Gateshead	2,084	1,356	728
Sunderland Enterprise Park	Sunderland	480	358	122
Team Valley	Gateshead	128	125	3
Tyne Tunnel Industrial Estate	North Tyneside	66	61	5
Washington	Sunderland	191	144	47
Grand Total		6,904	4,900	2,004

Table C18 **Walk Smart** Nordic walk business engagement outputs by district between 1 April 2015 and 31 December 2015

District	Number of participants	Number of sessions
-----------------	-------------------------------	---------------------------

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Gateshead	9	11
Newcastle	81	37
North Tyneside	7	18
South Tyneside	5	5
Sunderland	26	13
Grand Total	128	84

Table C19 **Walk Smart** Nordic walk business engagement outputs by employment area between 1 April 2015 and 31 December 2015

Employment area	District	Number of participants	Number of sessions
Boldon Business Park	South Tyneside	0	0
Bede Industrial Estate	South Tyneside	5	4
Cobalt Business Park	North Tyneside	7	18
Doxford Park	Sunderland	6	3
Jarrow Riverside	South Tyneside	0	1
Metrocentre	Gateshead	0	0
Monkton	South Tyneside	0	0
NewcastleGateshead	Newcastle; Gateshead	87	45
Team Valley	Gateshead	3	3
Tyne Tunnel Trading Estate	North Tyneside	0	0
Sunderland Enterprise Park	Sunderland	20	10
Washington	Sunderland	0	0
Total		128	84

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Appendix D: Examples of Go Smarter Campaigns (April 2015 – December 2015)

Smarter Parker creative example:



Be a smarter parker

Park smarter on the school run and help keep our children safe

If you have school-aged children, chances are you have probably experienced the busy school run in the car and perhaps parked where you shouldn't when you're in a hurry.

The 'Be a Smarter Parker' campaign encourages parents to think carefully when parking near to the school, or even within the school car park, to help keep our children safe.

Parents can sometimes be tempted to park where they shouldn't when they're in a hurry, late for work, don't want their children to get wet in bad weather and because 'it's only for a moment'.

But by parking where you shouldn't, you are potentially putting your own and other people's children at risk.

Don't park on the 'keep clear' road markings, yellow zig-zags and lines, or double-park.

A Schools Go Smarter camera car may be in your area to discourage you from parking unsafely. Penalty charge notices may apply if you park irresponsibly and illegally.

Parking responsibly will help keep your children safe and reduce congestion around the school gates and nearby properties.

Be a Smarter Parker

GoSmarter.co.uk

**Schools
GoSmarter** GoSmarter.co.uk

**Schools
GoSmarter**

Go Smarter Scooter Schemes Campaign creative examples:

Looking for some wheels to get to work?

The Go Smarter to Work scooter loan schemes can help you get to work or training for between £15 - £22 per week.

If you live in Tyne and Wear or Northumberland, you could get a scooter and all the support you need.

To find out more, go to gosmarter.co.uk/access-employment or email info@gosmarter.co.uk



Go
Smarter
to work

Struggling to commute? Scoot

The Go Smarter to Work scooter loan schemes can help you get to work or training for between £15 - £22 per week.

If you live in Tyne and Wear or Northumberland, you could get a scooter and all the support you need.

To find out more, go to gosmarter.co.uk/access-employment or email info@gosmarter.co.uk



Go
Smarter
to work

North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

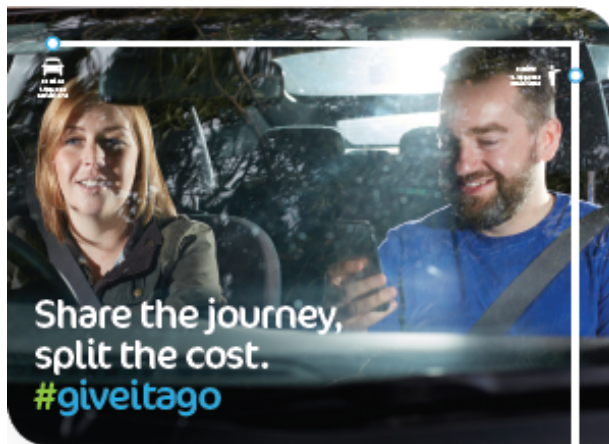
#giveitago creative examples:



North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

#giveitago Commuter Challenge creative examples:



Give it a Go

Are you ready to Give it a Go this Autumn?

If you are, join our Go Smarter Commuter Challenge and be in with a chance of winning.
www.gosmarter.co.uk/challenge

Lots of ways of travelling will get you points – if you walk or ride a bike to work, travel by bus or train, you can even include your commute if you use an electric car, car share or work from home!

More points can be won by referring colleagues and encouraging them to join in the challenge. All you need to do is get them to Give it a Go!

The Give it a Go Commuter Challenge starts Monday 14 September 2015 and runs until Friday 16 October 2015

Get in touch
Challenge@gosmarter.co.uk
[#giveitago](https://twitter.com/giveitago)

We'll help you find a new way to go at GoSmarter.co.uk



Give it a Go

Are you ready to Give it a Go this Autumn?

If you are, join our Go Smarter Commuter Challenge and be in with a chance of winning.
www.gosmarter.co.uk/challenge

Lots of ways of travelling will get you points – if you walk or ride a bike to work, travel by bus or train, you can even include your commute if you use an electric car, car share or work from home!

More points can be won by referring colleagues and encouraging them to join in the challenge. All you need to do is get them to Give it a Go!

The Give it a Go Commuter Challenge starts Monday 14 September 2015 and runs until Friday 16 October 2015

Get in touch
Challenge@gosmarter.co.uk
[#giveitago](https://twitter.com/giveitago)

We'll help you find a new way to go at GoSmarter.co.uk

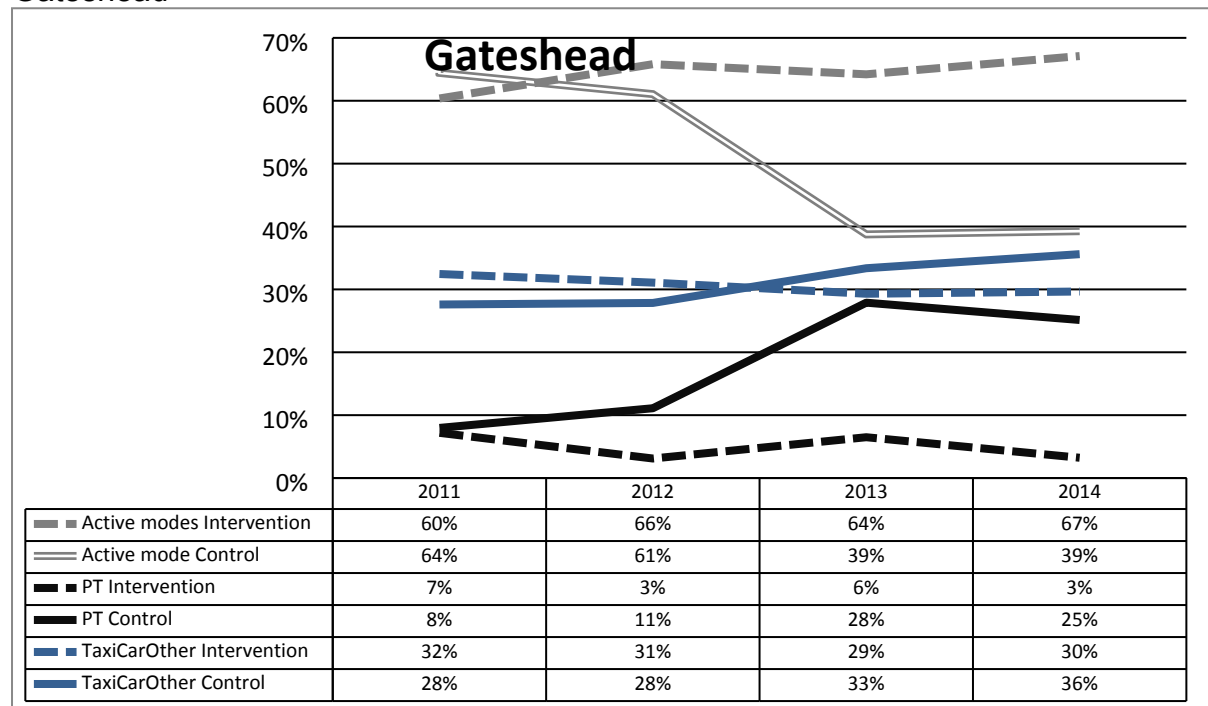


North East Combined Authority

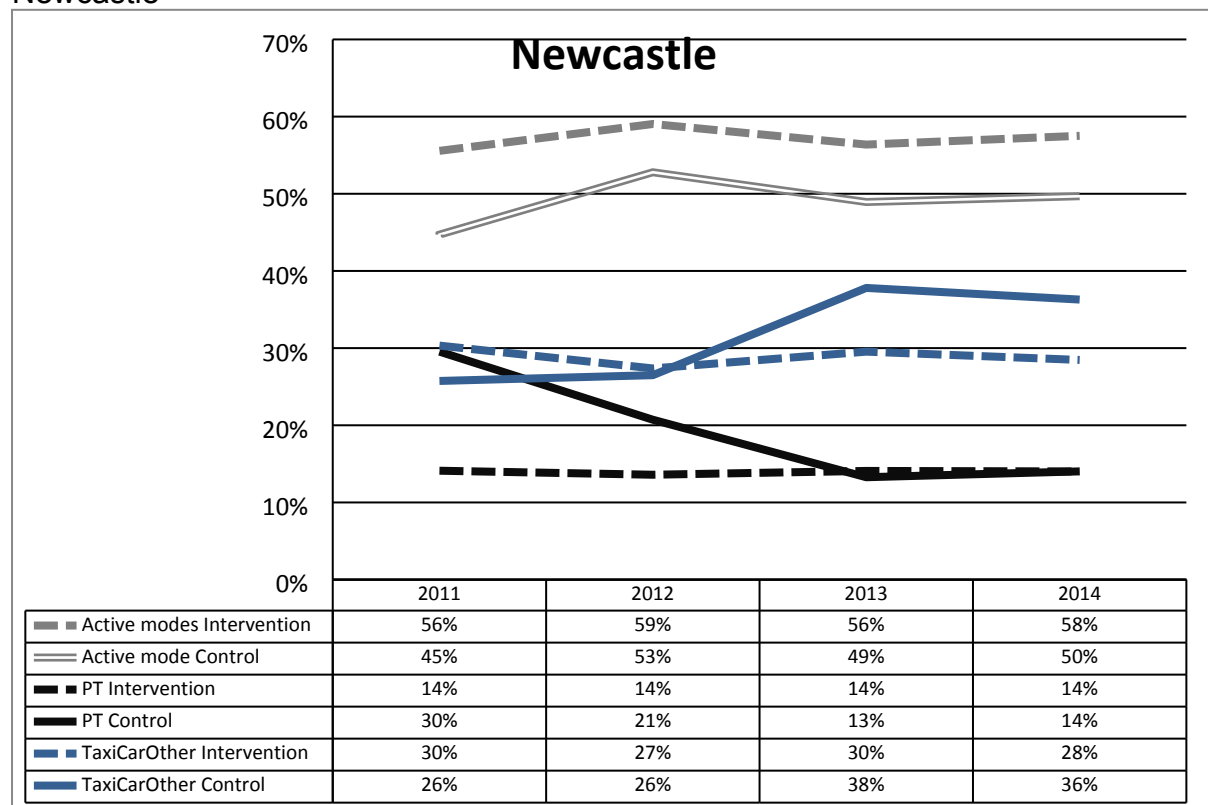
Transport North East (Tyne and Wear) Sub-Committee

Appendix E: Schools Hands Up Survey Results

Gateshead



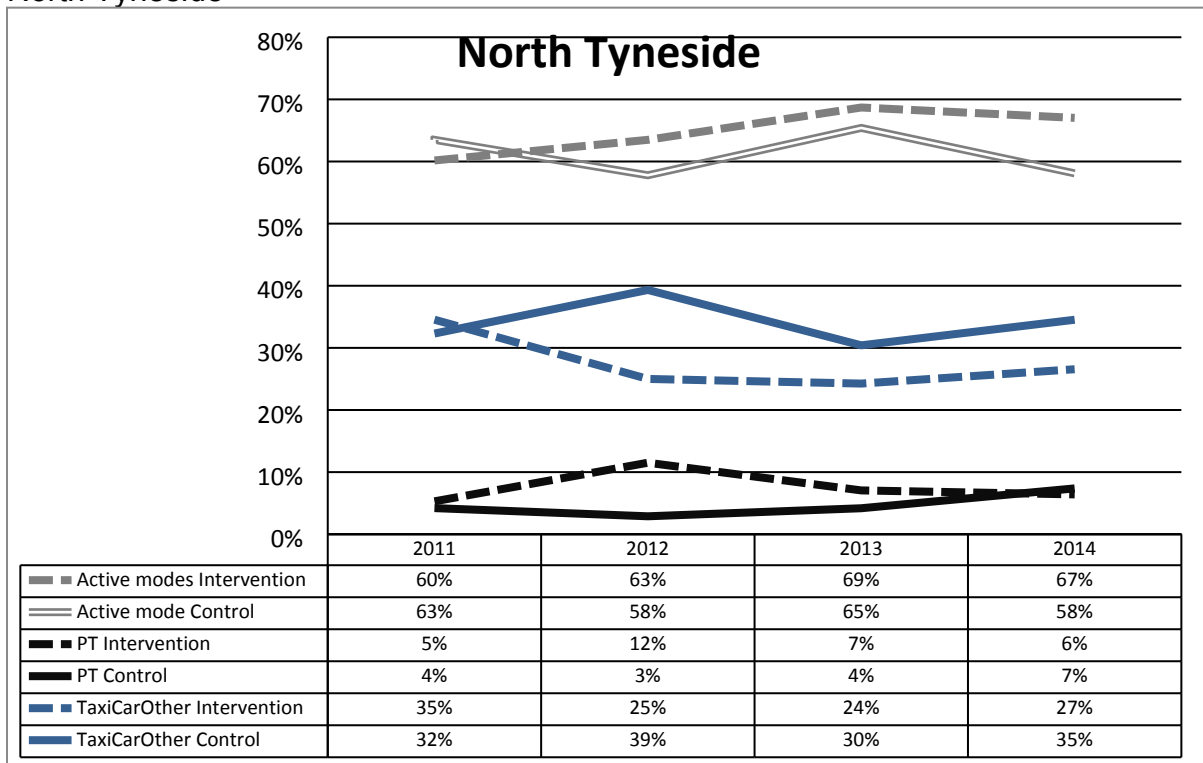
Newcastle



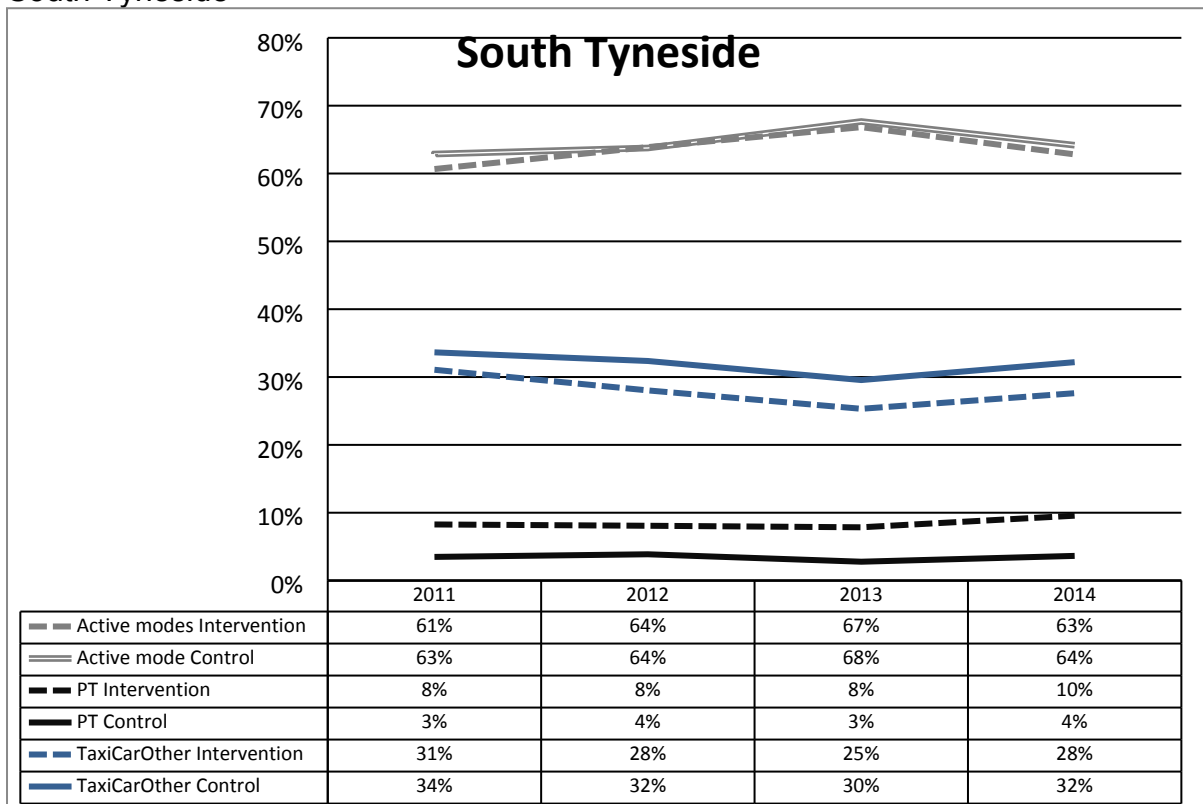
North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

North Tyneside



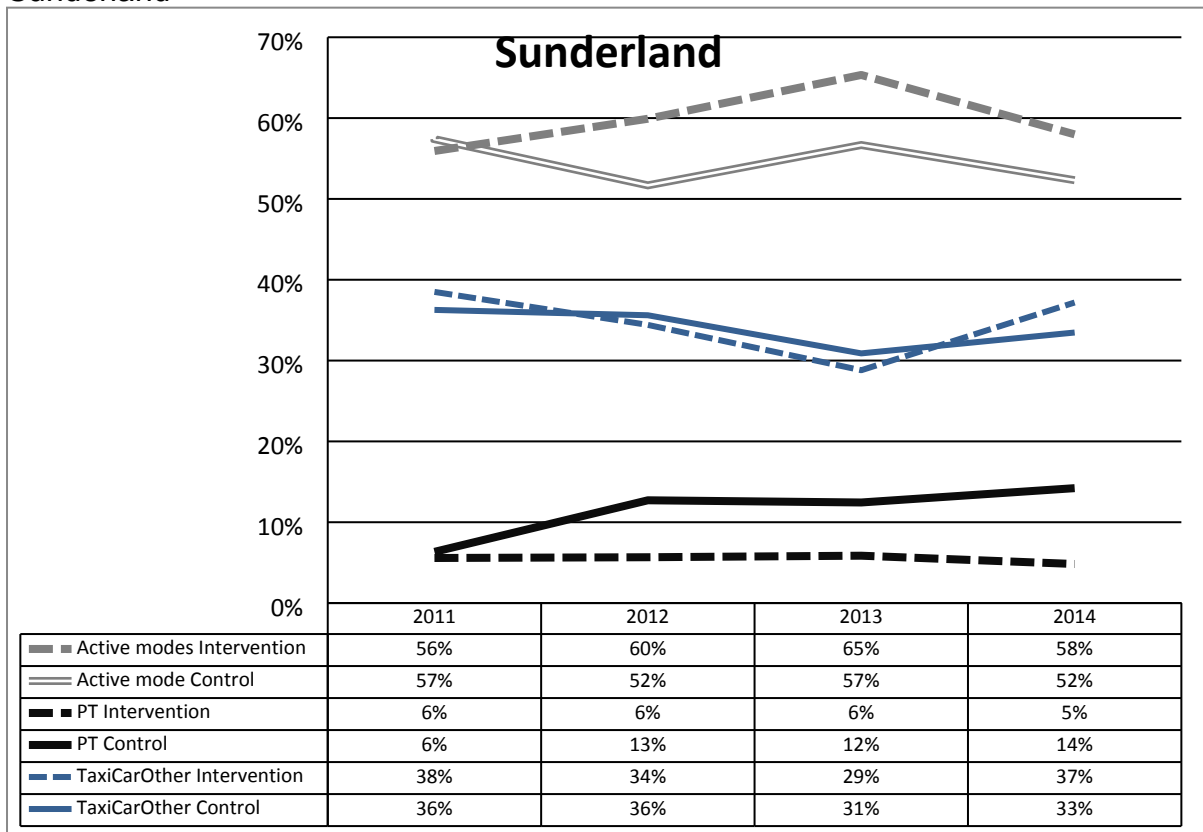
South Tyneside



North East Combined Authority

Transport North East (Tyne and Wear) Sub-Committee

Sunderland



This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank