



Newcastle City Council
Strategic Management Plan

Document Information

Title	Strategic Management Plan
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Asset Management Policy and Strategy

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1. Asset Management

Asset management is widely accepted by central and local government as a means to deliver a more efficient and effective approach to the management of highway infrastructure assets through long term planning, ensuring that standards are defined and achievable for available budgets.

The demand for a more efficient approach to the management of highway infrastructure assets has come to prominence in the light of the fiscal challenges faced by both by central and local government as well as the devolved administrations. Recent developments include:

- The CIPFA Code for Transport Infrastructure Assets, provides advice on how asset management must be implemented for local highway authorities to meet Whole of Government Accounts requirements.
- The Audit Commission report *Going the Distance* recommends that local highway authorities in England should adopt the principles of asset management when making investment decisions in order to optimise the use of available resources.
- The Potholes Review, *Prevention and a Better Cure* found that asset management has not been embraced consistently across all authorities in England although it is clearly understood that a more preventative approach to maintenance and long term planning is likely to reduce the occurrence of potholes.

HMEP have prepared guidance *Highway Infrastructure Asset Management – Guidance Document* which sets out an approach to deliver asset management and have produced the following Asset Management Framework.

The Framework in Fig 1 below is presented in three parts:

- Context – Describes the context for highway infrastructure asset management, the organisation and the environment within which the local highway service is delivered
- Asset Management Planning – Describes the key activities and processes for asset management planning
- Asset Management Enablers – Describes the enablers that support the implementation of the Asset Management Framework

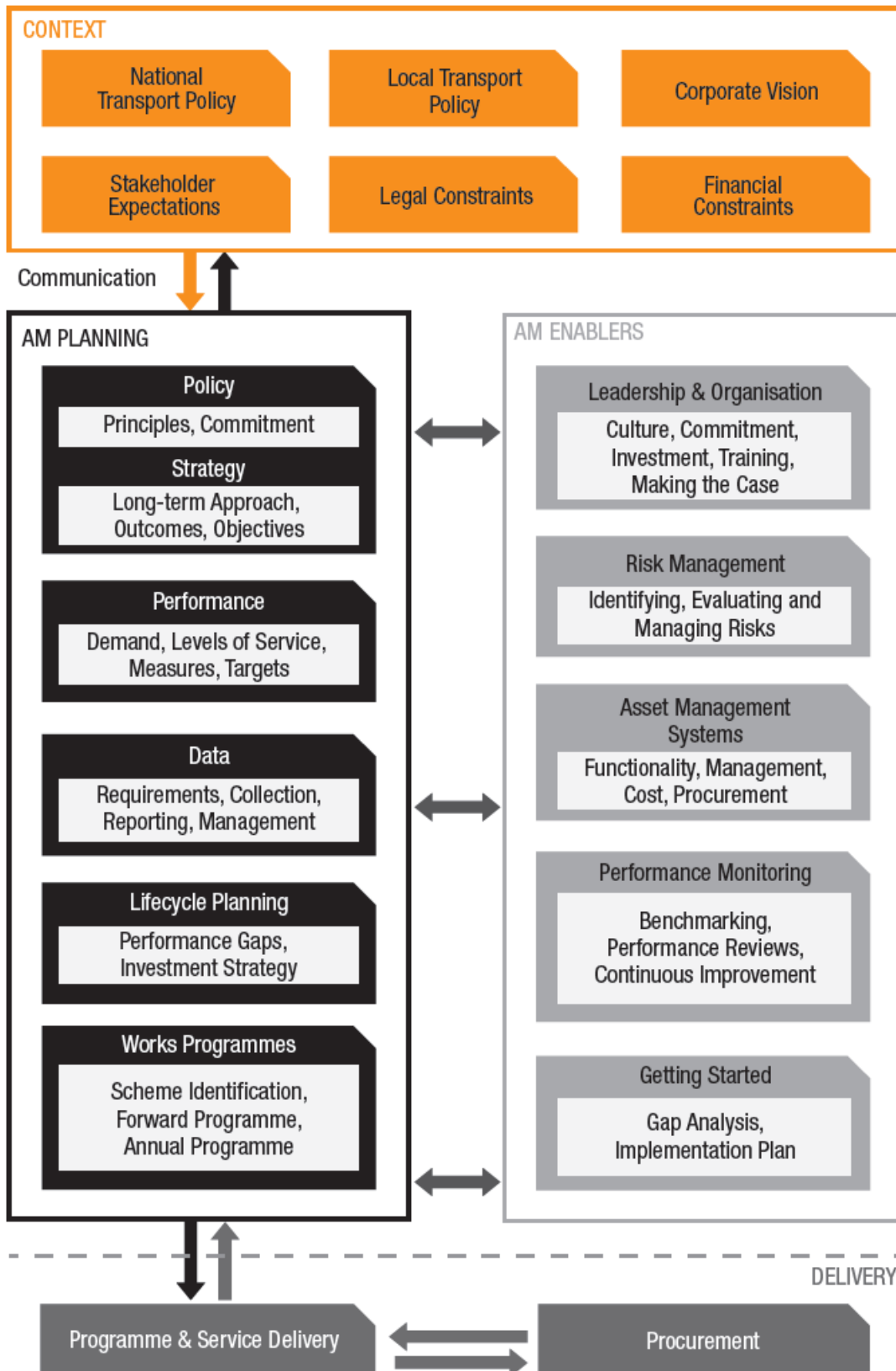


Fig 1: Asset Management Framework

2. Strategic Management

This section contains sets the context for asset management by describing the structure and the environment within which transport and highways services are delivered.



Delivering asset management is not a stand-alone activity. It is linked with the organisation’s policies and service delivery. It supports the interface with all stakeholders, including elected members, road users, the public and local communities.

2.1 Goals and Objectives of the Transport Asset

The overarching corporate objectives put on the highway network are set out in the Tyne & Wear Local Transport Plan 2011 - 2021 (LTP3), the stated vision being:

“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.”

Five goals (objectives) are set out for the achievement of this overarching vision.

- 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

In respect of the management of its assets the City aims:

- To ensure that their transport assets meet their service delivery needs in terms of their condition, suitability, sufficiency, cost, location, safety and their environmental impact.

- To protect the financial and environmental value of the assets used and to seek best value by striving for lower lifetime costs.
- To ensure compliance with relevant legislation and regulations affecting assets.
- To release assets that do not meet service delivery needs and reinvest the proceeds in the maintenance and modernisation of services.
- To maximise the benefits to Newcastle of the deployment of the Council's assets through working in partnership with other agencies, to develop community focussed solutions.

3. Local Policy Framework

3.1 North East Combined Authority (NECA)

The seven local authorities of Durham County Council, Gateshead Council, Newcastle City Council, North Tyneside Council, Northumberland County Council, South Tyneside Council and Sunderland City Council, established the North East Leadership Board to create a Combined Authority for the areas they serve.

This enables the devolved powers to be used to stimulate economic growth, job creation, skills development and improved transport links. The benefit of having devolved funding, powers and responsibilities from central Government will enable us the combined authority to make decisions based on local knowledge that will maximise the area's opportunities and potential.

A significant body within the Combined Authority is the [Transport North East Committee \(TNEC\)](#). This is a joint committee of the Combined Authority and seven individual councils that will advise the Combined Authority and oversee the delivery of transport functions across the area.

The Combined Authority supports the goals of the TNEC and the NELEP which recognise the need to ensure that the transport systems in the region are efficient, effective, and safe and prioritise economic growth. The groups aim to:

- have effective and integrated public transport provision, including targeted and innovative travel solutions which meet specific needs, especially for older and young people;
- encourage more people to walk, cycle and use public transport as part of their daily journey, including to access key services;
- have a transport system that provides more consistent, predictable and reliable journey times for the movement of people and goods;
- reduce the number of road casualties; and
- reduce the negative impact of the transport system and our operations on the environment and individuals.

The overarching aims of the Combined Authority and its working groups were reflected in the [Core Strategy](#) for Newcastle and Gateshead. The strategy recognizes the need for an efficient, effective and safe transport system that prioritises economic growth, building upon the strategies outlined in the LTP3 document.

3.2 North East Local Enterprise Partnership (NELEP)

The North East Independent Economic Review concluded that the North East transport system, of which Newcastle's road and bus networks forms part, has a key role to play in helping local economic prosperity and growth. The review recognizes that an effective transport system enables people to easily access employment and leisure facilities and services, whilst also enabling businesses to transport their supplies and services to operate effectively.

The NELEP was formed in July 2011, and covers a geographical area of 40,315 businesses and a workforce of 850,600 – representing 3.5% of the national total (2012 figures). It is the fourth largest local enterprise partnership in the UK, covering the local authority areas of County Durham, Gateshead, Newcastle, North Tyneside, Northumberland, South Tyneside and Sunderland, the business community, universities and other partners.

The NELEP:

- Leads economic development and regeneration activities, driving forward economic growth, by identifying opportunities and challenges facing local businesses and people
- Aims to make the north east a destination of choice by promoting the area as a place to do business, work and live
- Provides strategic leadership to deliver sustainable economic growth through investment in enterprise and innovation, employment and skills and infrastructure including transport and housing.

The [NELEP's Strategic Economic Plan](#) has identified a variety of strategic objectives and priorities which have emerged as critically important to enable the economy of the north east to grow. There are four strategic priorities which will direct local partner investment in transport and economic infrastructure. These are:

- To invest transport resources in a way which supports economic and employment growth, connects businesses with markets and suppliers, and increases the accessibility of local people to employment locations.
- To unlock the potential of employment sites and regeneration priorities which directly contribute to economic growth and provide sustainable solutions to economic challenges through the better management of our green infrastructure and environmental assets.
- To provide new solutions to maximizing investment in tourism, heritage and culture and their economic contribution to the North East economy.
- To support a housing market which provides the range of housing, including affordable housing and housing for rent.

In Newcastle the responsibility for managing the transport system is divided between:

- The Highways Agency (HA) - responsible for motorways and those A roads that have national or regional significance
- Newcastle City Council (NCC) - responsible for all other publicly maintained roads in Newcastle. We manage and maintain over 980 km (610 miles) of roads and 1880 km (1175 miles) of footways and cycleways.

3.3 North East Highway Alliance

The North East Highway Alliance (NEHA) was formed in 2013 to facilitate collaborative working between the twelve Highway Authorities in the North East. The principles of the NEHA is to 'act as the lead providing momentum and enthusiasm for highway collaboration across the North East.

The alliance was developed in line with the Local Authorities Collaborative Alliance Toolkit – Highway Maintenance Efficiency Toolkit (HMEP)

The NEHA is governed by the respective Highway director from each authority.

A number of projects have been developed have been identified by the alliance with working groups established to deliver collaboration and sharing of best practice.

Newcastle City Council currently chair the Knowledge Sharing forum. The complex nature and diversity of highway services requires authorities to maintain a high level of knowledge of different techniques and processes to improve the effectiveness of their services. The scope and objective of this project was to co-ordinate that knowledge across all authorities rather than on an individual basis.

4. Newcastle City Council Corporate Policy

Newcastle City Council have a number of approved policy documents that directly control the manner in which the Council manages the transport infrastructure. The policy framework documents are comprised of

- [Newcastle Plan](#)
- [Budget Proposals 2015/16 – Fair Choices in Tough Times](#)
- [Newcastle Core Strategy and Urban Core Plan](#)

4.1 The Newcastle Plan

The Council Plan sets out Newcastle City Council's priorities for the year ahead and the values that underpin our work. By explaining what the council will do to improve outcomes for people in the city, it helps staff see how the work they do makes a difference to the lives of people who live, work and learn in Newcastle. “We believe that it is by working together that we make a difference to the lives and prospects of people who live, work and learn in Newcastle. That is why our overall vision is to be a cooperative council that works collaboratively to make a Difference” (Council Plan, 2013). Everything the Council does, in partnership with communities and organisations from all sectors, is focused on delivering on the four priorities:

- Working City;
- Decent Neighbourhoods;
- Tackling Inequalities;
- Fit for Purpose Council.

The provision of a well designed and maintained highway network is essential for the council to deliver on these priorities:

- a. By providing for the efficient and safe movement of works, goods and customers around the city
- b. By ensuring the design, materials and levels of maintenance meets the needs of individuals and communities, particularly in residential areas
- c. By making appropriate adaptations to assist users with mobility or vision issues and by prompt rectification of trip hazards, particularly in the vicinity of health services, care homes and areas of high footfall
- d. By planning and programming work to maximise efficiency and by considering new and innovative methods of working and maintenance materials to deliver optimum outputs within budgetary constraints

4.2 Budget Proposals

As a Council, we are legally required to set a balanced budget at the start of every year to meet our financial responsibilities. To help do this we produce a draft budget including service proposals that we consult upon with members of the public, service users and partner organisations. Our proposals are then finalised taking into account any consultation feedback and the draft budget is then put forward by Cabinet to be agreed at full Council in March.

4.3 Newcastle Core Strategy and Urban Core Plan

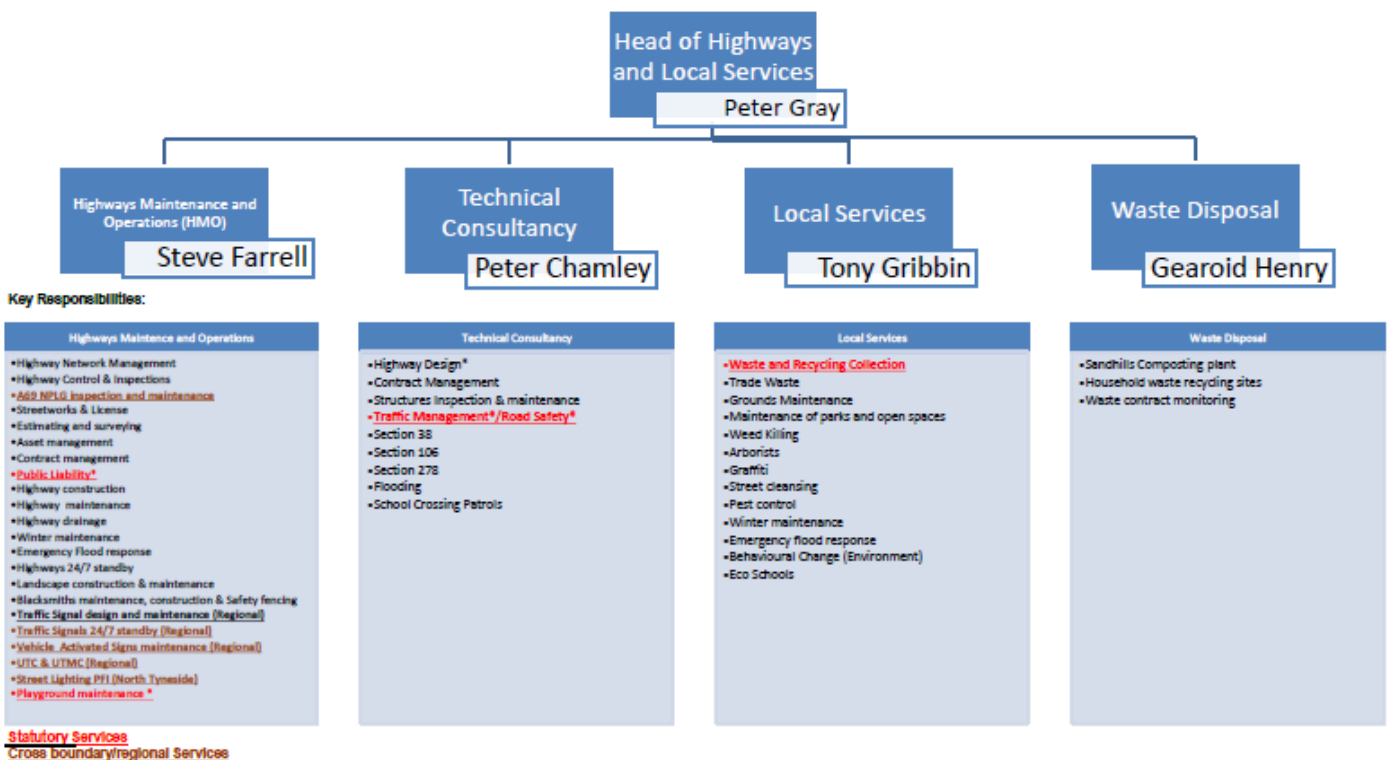
The Core Strategy and Urban Core Plan is a strategic planning framework that will guide development in Newcastle and Gateshead to 2030. It is the first part of both councils Local Plan, containing an overall vision and spatial strategy to deliver economic prosperity and create lifetime neighbourhoods. The Plan covers the whole of the area within the administrative boundaries of Gateshead and Newcastle and includes strategic policies and specific policies for the Urban Core, Sub-Areas and sites.

5. Directorate Policy and Governance

Highways and Local Services within the Communities Directorate was created in late 2012. Previously the areas of responsibility operated within different divisions and directorates. The newly formed Highways and Local Services bring together a number of individual business areas, which consists of all the technical design and operational responsibility for public realm and street scene maintenance across the city. This ranges from responsive and programmed localised street scene activity, maintenance of parks and open spaces to providing a regional traffic signal design and maintenance service across the North East region. There are individual business unit plans for each area of business outlining their current expenditure, finances and income by service area.

Highways and Local Services Service Plan Framework:

Structure:



5.1 Highways and Local Services

The focus for Highways and Local Services is to drive continuous improvement, performance management and efficiency at all levels of the service, placing the needs, potential and opportunities of individuals and communities at the heart of everything the service does directly or in partnership. See below matrix for details of how we are fulfilling the council’s objectives.

				<p style="text-align: center;">Working City</p> <ul style="list-style-type: none"> • Everyone of working age and ability is supported and expected to work, in jobs that pay at least a living wage and in healthy work places. • Young people have the opportunity to be in education, training or fair employment • Everyone can develop their skills to build a career that realises their potential. • Newcastle will be known to be business-friendly and a good place to invest, providing local jobs for local people. • Newcastle will be recognised for the strength of its social and civic enterprises, co-operatives, mutual, voluntary and community sector organisations. 	
	<p style="text-align: center;">Decent Neighbourhoods</p> <ul style="list-style-type: none"> • Everyone feels they live in a clean, safe, friendly neighbourhood with the chance to live a healthy lifestyle and the support that meets their needs. • Everyone is able to have a choice of a home that is warm, dry and meets their needs. • Everyone feels responsible for the area where they live, and for looking after their environment. 	<p style="text-align: center;">Tacking Inequalities</p> <ul style="list-style-type: none"> • Newcastle's prosperity is shared more fairly. • Everyone has enough income to meet the basic needs of life. • Where you are born and where you live do not reduce the quality and length of your life. • No child grows up wanting for wellbeing, food, friendship or education. • Everyone has the opportunity to choose a healthy lifestyle. • Everyone feels they have a role to play in shaping Newcastle's future. 	<p style="text-align: center;">Fit For Purpose</p> <ul style="list-style-type: none"> • The council is known to be a cooperative organisation which enables and empowers others to achieve. • The council provides clear and effective leadership for the city. • The council is recognised as an ambitious and generous partner in the North East. • The council demonstrates value for money. • Staff feel motivated, valued and trusted to deliver high quality services to residents. • Residents feel the council does a good job. 		
	<p style="text-align: center;">Assessment</p> <ul style="list-style-type: none"> • The strength of the city's and the region's economy. • Employment and unemployment levels. • Wage levels. • Levels of young people not in employment, education or training. • How business-friendly the city is perceived to be and how many businesses it hosts. • Carbon emissions from commercial and industrial sectors. • The strength of Newcastle's voluntary and community sector and how VCS friendly the city is • Skills and educational attainment levels. 	<ul style="list-style-type: none"> • Achievement of decent neighbourhood standards. • Crime and anti-social behaviour levels. • Road safety. • Houses built. • People's satisfaction with their area, and their home. • Carbon emissions from the domestic sector. • People's sense of belonging to their neighbourhood and willingness to engage in and contribute to neighbourhood life. • Transport links within and between neighbourhoods. 	<ul style="list-style-type: none"> • Difference in income and employment levels between wards. • Difference in various aspects of wellbeing and health between the most and least deprived people in the city. • Levels of child poverty and children in care across the city. • The quality of life experienced by people needing support and care. • The extent to which people agree that they can influence decisions affecting their local area. 	<ul style="list-style-type: none"> • The views of businesses and VCS organisations across the city that work with us or are affected by how we work and what we do. • Residents' views on how we run things and the value for money we provide. • How well we manage our budget and capital programme. • Our overall performance level. • Our delivery of key services within the promised timescales. • The opinions of our staff and their sickness absence levels. • Carbon emissions from council buildings 	

6. Using this Plan

What Newcastle City Council does and achieves as an organisation has to be set in the wider context of the city. The council plays an important role in bringing partners together to respond to the big issues which impact on the wellbeing and health of people who live work and learn in Newcastle. This Council Plan demonstrates how Newcastle City Council will fulfil the commitments it has made to the city and to other partners in the Newcastle Wellbeing for Life Board through the Wellbeing for Life Strategy.

The Council Plan sets out clearly what the council will do to help improve the lives of local people, and how we will measure our progress towards delivering our priorities. Our priorities and outcome indicators have been identified using the Newcastle Future Needs Assessment. This is the single policy approach to policy making and service planning drawing on an evidence base for regular performance reporting.

6.1 Performance Measurement

Within Highways and Local Services, a range of performance indicators have been developed which includes all relevant performance measures used by the council in relation to the transport/highway infrastructure and is not limited to national indicators. The performance indicators include National Indicators (NI) those reportable at a national level to central government; Key Performance Indicators (KPI) those that are of most importance to the council and are reported to senior management and members of the council; and management information (MI) a more detailed performance regime at an operational level that show where standards are being met or not. All Performance Indicators (National & Local) are reported on a quarterly basis.

The results from these indicators are managed by identified officers within each department.

In order to monitor and manage the delivery of the LTP, a number of indicators will be monitored and where appropriate targets will be set. This performance monitoring plays an integral part in managing the overall LTP programme. Full details of the performance measures in place can be found within the LTP3 Delivery Plan.

6.2 Public Satisfaction

6.2.1 National Highways and Transport Survey (NHT)

The NHT Public Satisfaction Survey collects public perspectives on, and satisfaction with, Highway and Transport Services in Local Authority areas. The data is used by local authorities to inform performance management and Local Transport Plans.

It involves survey agency Ipsos MORI sending a questionnaire out to randomly selected households and processing the returns. Authorities are supplied with data and software designed by measure2improve to allow them to analyse, map, chart and benchmark their data against other participating authorities.

It gives participating Authorities:

- A better understanding of how they are performing in the eyes of their public
- A consistent datum for setting service levels and a means of measuring the impact of service improvements

- Access to the best performers and the opportunity to learn from the good practice of others
- Full transparency of data for benchmarking purposes

Details of our performance in the NHT survey can be found in the Annual Status and Options Report.

6.2.2 Newcastle Residents Survey

The Residents Surveys are undertaken to monitor residents' perception of the council and the services it provides, their views on the city and on their local area, and their quality of life. The Resident Survey is also used to provide monitoring information at ward level to contribute to ward plans and local indicators at city level.

Details of the survey can be found on our webpage - [Residents Surveys](#)

6.3 Risk

Newcastle City Council has developed a corporate [risk management](#) strategy full details of which can be found on the Council's Intranet.

The Council defines risk as something as 'the impact of uncertainty on the achievement of it's objectives and desired outcomes'.

The key risk management process, outlined fully in the Council's Risk Management Toolkit, enables those involved to pragmatically assess what may affect their ability to achieve objectives through a continual process of risk identification, analysis, control and monitoring.

Highways and Local Services have developed a service specific risk register to enable all risks to be recorded, evaluated and further actions planned in order to inform resource planning and budget allocation. The risk register is reviewed quarterly and managed by the Business Development Manager within HLS.

A risk register for the highway assets has been developed as part of the HAMP. See HAMP appendices for further information.

6.4 Financial Management

6.4.1 Sources of Funding

At present the major funding for the management of the Transport asset within Newcastle comes from the following main sources:

- **Revenue funding** – for day-to-day repairs to the highway, structures and traffic signals including running costs, energy etc. This is allocated annually based on defined service standards and contract costs.
- **Capital borrowing** – for planned highway maintenance (renewal). This is allocated annually by government through the joint Combined Authority (formerly Tyne and Wear) Local Transport Plan (LTP) and supplemented by prudential borrowing to support road and pavement improvements in the local neighbourhoods.

- **Other specific allocations** may be made from time to time. Newcastle City Council have been successful in attracting investment from other sources of third party funding such as the Regional Growth Fund (RGF), DfT Local Pinch Point Funding, Highway Maintenance Challenge Fund (HMCF), European Regional Development Fund (ERDF), Private Developer contributions and Private Finance Initiatives (PFI).
- **City Deal** The cornerstone of this deal is a commitment by government to ring-fence business rate income in four growth sites in Newcastle and Gateshead, and to retain them locally. This unique arrangement will allow both Councils the financial freedom to deliver ambitious plans for private sector-led growth, initiating a £90 million infrastructure programme, and over the next 25 years to secure £1 billion of investment and create around 13,000 additional jobs. We also announce a major step forward in addressing the key transport priority identified by the Local Enterprise Partnership, to alleviate congestion on the A1 Western Bypass.

6.4.2 Cost Control, Benchmarking and Value for Money

Reactive maintenance works are undertaken using in-house resources under an agreed schedule of rates with costs being monitored continuously in order to identify the need for the transfer of money amongst budget headings. Due to the use of location referencing and schedule of rate itemisation for all works the detailed cost breakdown can be used to identify how the money is being spent using a number of differing criteria. (Types of work, road category, ward etc.)

Detailed cost estimates are derived for all possible renewals works with design personnel seeking advice from contractors where appropriate. Outturn costs are monitored and compared against the estimates on a regular basis with results being reported to senior management.

Client / contractor partnerships have been investigated but as yet they are not currently being considered. This will be reviewed on a regular basis.

NCC have been involved in a number of cost benchmarking exercises both locally and nationally which have been inconclusive due to the great range in values received and the lack of quality control in regard to the itemisation make-up of the rates. However the costs for undertaking the highway maintenance service within Newcastle compares favourably with other authorities.

NCC has initiated the use of lifecycle cost analysis to identify the best use of funding over the whole life of the asset, although this is still in the early stages it has already proved beneficial in the specification of materials for some renewal schemes, and has led to the trialling of a number of alternative techniques/treatments.

6.4.3 Long Term Cost Prediction

NCC has undertaken a number of analyses to identify the long term costs of highway asset maintenance using differing analysis tools for each asset. These involve an identification of budget and service level options and how they relate to each other over a period of 20 years. Further details can be found in the HAMP and life cycle plans.

6.4.4 Asset Valuation

NCC values its network assets in line with the Transport Infrastructure Asset code issued by the Chartered Institute of Public Finance Accountants. Currently, this valuation is used in the council Whole of

Government Accounts return to HM Treasury. From 2016/17, this value will also be reflected in the financial statements for NCC.

7. Maintenance

7.1 Maintenance of the Council's Transport Assets

The maintenance requirements of the council's transport assets is comprised mainly of the need to maintain its highway infrastructure, the methods for undertaking this have been described in detail within the Highway Asset Management Plan and the related appendices.

The HAMP includes Management Processes for how:

- a. The asset records are maintained and updated
- b. Inspections are programmed and carried out
- c. Reactive repairs are identified and completed
- d. Condition is assessed and reported
- e. Schemes are identified, evaluated and promoted
- f. Maintenance treatment options are assessed
- g. Repair works are prioritised
- h. Records are kept of work carried out
- i. Long term condition/budget options are prepared
- j. An emergency response service is delivered
- k. The Winter maintenance service is planned and delivered

7.2 Newcastle City Council's Transport Asset Management Plan

The introduction of a fully developed highway asset management approach cannot be achieved overnight. Time is required to collect relevant asset data, to analyse both new and existing data, to consult upon the outcome and to modify management practices progressively, improving skills and performance.

The Transport Asset Management Plan represents the second phase of this improvement process. Since the publication of the initial Highway Asset Management Plan in 2006 Newcastle City Council have made significant progress in implementing asset management practices and in undertaking the improvement actions identified in the initial HAMP.

The second Highway Asset Management Plan for Newcastle City Council revises the HAMP document in view of the changes made in the intervening period, the current thinking on asset management practice and goes on to identify further improvements necessary in order to fully implement an asset management approach.

NCC's second Highway Asset Management Plan is a five year plan lasting from 2015 to 2020 it contains a number of appendices which will be updated on an annual basis throughout this period with the intention of fully redrafting the plan in 2020 and every 5 years thereafter.

7.3 Highway Assets Covered

The highway network comprises a number of diverse assets and the principles of asset management are to be applied to all of these components within the groupings set out below:

- **Carriageways**
 - Carriageways, highway drainage, road markings and street cleaning
- **Footways, Cycleways and Hard Verges**
 - Footways, cycleways (dedicated and shared use), hard paved verges, footway gullies and street cleaning
- **Highway Green Spaces**
 - Grass verges, trees, hedges, flower and shrub beds, and planters located within the highway
- **Lighting**
 - Columns, lamps, cabling, feeder pillars, illuminated signs, subway lights, illuminated bollards
- **Traffic Signals**
 - Signalised junctions, pedestrian crossings, school crossing lights, SCOOT and UTC systems
- **Signs, Barriers and Street Furniture**
 - Advance direction signs, direction signs, warning signs, information signs, sign posts, street name plates, non-illuminated bollards, seats, council owned bus shelters, highway fences, pedestrian barriers, safety barriers, and other street furniture
- **Bridges & Other Highway Structures**
 - Bridges, subways, culverts, retaining walls, high mast lighting columns, tunnels, stairs, river walls & revetments
- **Public Transport Infrastructure**
 - Bus shelters, bus stations
- **Winter Maintenance**
 - Salt storage areas, gritters and grit bins

8. Network Management

8.1 Network Management Duty

There are a number of legal frameworks which inform and guide how we manage our assets. The Traffic Management Act was introduced to tackle congestion and disruption on the road network. It places a Network Management Duty on highway authorities.

“It is the duty of a local traffic authority to manage their road network with a view to achieving, so far as is reasonably practicable having regard to their other obligations, policies and objectives, the following objectives:

- securing the expeditious movement of traffic on the authority’s road network;
- facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.”

The Act requires that all Highway Authorities appoint a 'Traffic Manager', who will carry out the responsibilities of the Act and fulfil the Network Management duty.

The Network management duty must consider the movement of all road users. Traffic is defined in not only vehicular terms, but includes pedestrians and cyclists.

8.2 The Network Management Plan

The Network Management Plan (NMP) is the Council’s blueprint for carrying out the Network Management duties. Managing the road network so that we get the most from it is vital to the prosperity of Newcastle and the NMP is a key document in helping us to achieve this. It sets out our strategic approach to managing and developing the highway network. Its implementation will help ensure that we have a transport system that is fit for purpose both now and in the future, helping us to deliver both national and local objectives.

The Council has developed the plan alongside existing strategies and policies. It is not intended to supersede them.

The network Management Plan describes how the council and the appointed ‘Traffic Manager’ will:

- Promote better coordination and management of the various street works carried out, whether these are our own road works, utility street works or other activities such as placing skips, scaffolds or deposits on the highway, and introducing a penalty regime to ensure this is carried out
- Coordinate other activities that may affect the highway network, for example refuse collections, deliveries, school transport and events such as carnivals, concerts, sporting events and fairs
- Introduce a range of powers to allow utility works to be better controlled
- Allow certain contraventions of the law, such as parking or moving traffic offences, to be dealt with through civil enforcement, rather than through the criminal process

The highway authorities in the North of England have recognised the importance that a collaborative regional approach will make to the successful implementation of the duty.

They have worked together to develop a common template for the Network Management Plan, which helps individual authorities detail their policies and procedures that will help them discharge the Network Management Duty. The template also demonstrates that they are committed to working together and disseminating best practice.

9. Public Transport Infrastructure

Links between the transport asset and the public transport infrastructure are dealt with through their inclusion within the local transport plan (LTP3) with Council apportioned funding being made available through the Government's Regional Transport Allocation.

9.1 Integrated Transport Authority and Combined Authority

With the formation of the North of England Combined Authority, responsibilities of the Tyne & Wear ITA, Northumberland ITA and Durham ITA have passed to the Combined Authority and are overseen by the Transport North East Committee. For a transitional period, the three former ITA areas will continue to be administered by separate management teams.

In addition to promoting the overall use of public transport and sustainable travel choices in Tyne and Wear the key services that the NECA oversees are:

- The Metro
- Socially necessary bus services and bus related infrastructure
- Care services
- Tyne ferry service
- Concessionary travel
- Travel information
- Tyne Tunnels
- Newcastle/Sunderland heavy rail services

With the exception of the Tyne Tunnels all of the services mentioned above are promoted, provided, and/or procured by Nexus - who are overseen by the NECA. The delivery of these services is monitored against a number of indicators, these are reported on throughout the year.

9.1.1 Goals & Objectives

Full details of the Goals, Objectives and Policies of the ITA are set out within LTP3.

9.1.2 Funding

The NECA receives funding from a number of specific grants from the Government that help pay for the Metro, other bus and rail services (especially rural and secured bus services), some elements of the concessionary fares scheme, Tyne Ferry, the Tyne Tunnels and the development of the New Tyne crossing.

The most significant part of the income comes from a transport levy on the five Tyne and Wear district councils (based on population size) - meaning it is something that it is paid for by jointly by local authorities and represents all those authorities' interests. The Tyne Tunnel tolls on vehicles are also used to fund the operation of the Tunnels and the development of the New Tyne Crossing.

9.1.3 Scrutiny

Effective scrutiny arrangements are an essential part of local democracy, enhancing accountability and transparency of decision-making and enabling local councillors to represent the views of their constituents. These arrangements have been established to enable local councillors, on behalf of their communities, to scrutinise and challenge all matters within the remit of the Combined Authority.

The Overview and Scrutiny Committee also investigates matters of significant importance to residents within the areas covered by the seven councils with a view to influencing decisions made in respect of all matters within the remit of the Combined Authority.

9.2 Nexus

Nexus is the Tyne and Wear Passenger Transport Executive and administers funds on behalf of the NECA relating to the five former Tyne and Wear authorities. It deals with all aspects of local public transport in these areas including: Metro, Bus, Ferry and Rail travel.

9.2.1 Aims & Objectives

The aims and objectives of Nexus are:

- **Connecting communities**
We want public transport to connect the largest number of people with work and leisure opportunities and vital public services. We try to reach those communities and social groups who do not have access to private vehicles. This can mean providing bus or Metro to an area with poor transport links, or developing new forms of transport to meet the specialist needs of some passengers.
- **Changing the way people travel**
We plan and provide transport options that encourage people to choose public transport over their own cars to reach work and leisure activities. This 'modal shift' is vital if we are to reduce congestion and pollution in our crowded urban environment today and in the future.
- **Supporting economic regeneration**
We plan the development of public transport to match the exciting economic regeneration programmes in our region. We pay for bus services to run to growing business parks and cultural quarters. Many of the largest regeneration, retail and job creation areas planned for the future of Tyne and Wear stand close to Metro lines.

9.2.2 Activities

- **Metro**
Tyne and Wear Metro carries over 40 million passengers a year, and is maintained and operated by Nexus. It has 60 stations with peak service trains running every three minutes through the centre of Newcastle and Gateshead.
Nexus has secured a commitment from central government worth £580m over the next decade to upgrade the Metro system and run train services via a third party concessionaire DB Regio Tyne and Wear Ltd. This programme is well underway.
- **Shields Ferry**
Nexus runs the only remaining cross-Tyne ferry, the Shields Ferry service, which carries around 500,000 passengers per year.
- **Rail**
Nexus also fund the Network Rail line between Newcastle and Sunderland
- **Bus Services**
Bus services in Tyne and Wear are provided by commercial operators who define and operate approximately 90% of routes. Nexus monitors bus service performance and secures the remaining approximate ten percent of routes, around 200 services or parts of

services by contract. Nexus also manages major bus stations at Park Lane Sunderland, Eldon Square and Haymarket Newcastle, Four Lane Ends, Heworth, Gateshead Interchange, Wallsend, Jarrow, Blaydon and South Shields.

- **Transport Promotion and Information**

Nexus also provides information to the public via website, a call centre, electronic displays and printed materials.

- **Concessionary Travel Schemes**

Residents of Tyne and Wear enjoy several concessionary travel schemes (both statutory and discretionary) administered by Nexus which provide reduced price travel on different modes of transport in the county.