

## **Tamar Bridge and Torpoint Ferry Joint Committee**

# **2019-2020 Annual Business Plan**

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## Message from the Chairmen

This Annual Business Plan accompanies the four-year Strategic Plan agreed by the Committee in September 2017.

The revised format of the organisation's business plans will help ensure that published plans are contemporary, whilst providing assurance that there is a consistent strategy applied towards the operation, maintenance and improvement of the two crossings.

The forthcoming financial year will be a busy one, with a ferry refit commencing in April, significant capital and maintenance projects and planned upgrades to customer facing systems.

The first revision of tolls is being sought in nine years in order to continue to support the operation, maintenance and improvement of the crossings.

The Plan demonstrates our ongoing commitment to delivering a safe reliable and efficient service to our users and it is intended that this document will form the basis of management reports to Members during the course of the year.

A summary of progress made will accompany Annual Reports published in draft form in June 2020.

Councillor John Crago

Joint Chairman

Cornwall Council

Councillor George Wheeler

Joint Chairman

Plymouth City Council

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# The Context for the Annual Business Plan

## Long Term Strategy

Plans for the longer term sustain the organisation's mission to provide safe, reliable and efficient crossings of the River Tamar. These plans are influenced by the Local Transport Plans of the Joint Authorities.

The physical and financial resources must continue to be available for major tasks such as resurfacing and repainting the Bridge and undertaking refits of the Ferries. Maintenance cycles may span consecutive Business Plan cycles, therefore while the current Strategic Plan spans four years, potential maintenance requirements beyond that period must also be considered.

The undertaking must maintain a clear strategy for the future to accommodate changes in traffic demand, user expectations, legislation and other factors that may stimulate changes in the way the undertaking operates and may require improvements to facilities. Therefore, potential change beyond the four year period of the Strategic Plan must also be considered.

## Progressing the Strategic Framework in 2019-2020

The Strategic Plan contained a number of goals for the four-year period 2018-2022. Those goals are recorded below with the work being undertaken in 2019-20 to progress those goals.

Specific actions to achieve the desired outcomes are provided in tables later in the document. This table will allow Members to monitor the performance of the management team during quarterly Committee meetings.

### **Strategic Goal: Meeting Customer Expectations**

- Providing more payment options for cash and TamarTag customers
- Providing a greater range of communication routes on online
- Undertaking major projects to ensure Bridge and Ferries are maintained to appropriate standards
- Proactively communicate with customers

### **Strategic Goal: Fiscally Sustainable**

- Gain approval for revised tolls
- Routinely report progress and update financial positions
- Improve management of toll debtors

### **Strategic Goal: Transparent Governance and Clear Decision Making Processes**

- Publish additional information and raise awareness of public meetings
- Review Tamar Bridge Acts

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- Propose revised Committee Terms of Reference

**Strategic Goal: A Modern, Diverse and Well Trained Workforce**

- Review training structures
- Act on workforce feedback
- Progress actions detailed in Gender Pay Gap Reports

**Strategic Goal: Quality and Appropriate Standards**

- Improve pedestrian safety
- Demonstrate our safety culture
- Provide assurance about our approach to the environment
- Maintaining appropriate regulatory standards

## Actions Plan for 2019-20

The following detailed actions will ensure that the 2018-19 goals are achieved:

### Meeting Customer Expectations

<b>ACTION</b>	<b>Timeframe</b>	<b>RELATIONSHIP TO PROGRESSING STRATEGIC GOALS</b>
Refit Torpoint Ferry Tamar II	April/May 2019	Undertaking major projects to ensure Bridge and Ferries are maintained to appropriate standards
Commence Phase II of the Bridge Coating System Project	July 2019	Undertaking major projects to ensure Bridge and Ferries are maintained to appropriate standards
Introduce contactless payment at Bridge lanes	September 2019	Providing more payment options for cash and TamarTag customers
Provide more flexible Direct Debit scheme for TamarTag customers	August 2019	Providing more payment options for cash and TamarTag customers
Commence Bridge Kerb and waterproofing improvement project	April 2019	Undertaking major projects to ensure Bridge and Ferries are maintained to appropriate standards
Online applications and feedback forms	September 2019	Providing a greater range of communication routes on online
Implement a proactive customer engagement policy	December 2019	Proactively communicate with customers

### Fiscally Sustainable

<b>ACTION</b>	<b>Timeframe</b>	<b>RELATIONSHIP TO PROGRESSING STRATEGIC GOALS</b>
Complete process to increase tolls	Implement July 2019	Revise tolls
Introduce delayed Phase II of new debtor systems with toll system refresh	September 2019	Improve management of toll debtors
Provide budget monitoring reports to Committee with updates to long term model	Quarterly	Routinely report progress and update financial positions

## Transparent Governance and Clear Decision Making Processes

<b>ACTION</b>	<b>Timeframe</b>	<b>RELATIONSHIP TO PROGRESSING STRATEGIC GOALS</b>
Commence independent publication of information	From April 2019 - to follow new website's publication	Publish additional information and raise awareness of public meetings
Modernise Code of Conduct and Standards policies	End of 2019	Review codes and regulations related standards
Review Tamar Bridge Acts and present options to Members	September 2019	Positive, efficient and timely decision making processes
Propose revisions to Committee's Terms of Reference	February 2020	Effective and transparent corporate oversight and challenge

## A Modern, Diverse and Well Trained Workforce

<b>ACTION</b>	<b>Timeframe</b>	<b>RELATIONSHIP TO PROGRESSING STRATEGIC GOALS</b>
Introduction of Corporate Training Plan		Review training structures
Act on feedback from employee survey		Demonstrate value of workforce feedback
Review job design when vacancies occur to encourage more flexible working and part-time opportunities	Ongoing	Complete the actions detailed in Gender Pay Gap Reports
Review Employee Terms and Conditions		Complete the actions detailed in Gender Pay Gap Reports

## Quality and Appropriate Standards

<b>ACTION</b>	<b>Timeframe</b>	<b>RELATIONSHIP TO PROGRESSING STRATEGIC GOALS</b>
Upgrade traffic control systems at Torpoint and Devonport		Improve pedestrian safety
Review parapet design and consider capital project		Improve pedestrian safety
Certification of Occupational Health and Safety		Demonstrate our safety culture

Management to ISO 45001 Standard		
Certification of Environmental Management System to ISO14001 Standard		Provide assurance about our approach to the environment
Continue technical inspection programme at Tamar Bridge	Ongoing	Maintaining appropriate regulatory standards
Maintain ferries to classification society standards	Ongoing	Maintaining appropriate regulatory standards

## Budget Context

The approved budgets for 2019-2020 are reported below.

Estimated income figures assume that traffic will be affected by major works at the bridge during the year and there is no growth in traffic volumes at Torpoint Ferry.

### Forecast Income

£s

Toll Revenue (Bridge)	11,007,000
Toll Revenue (Ferry)	1,428,000
Tag Related Fees	467,000
Income from Agency Charges	357,000
Rents & Miscellaneous Income	102,000
Grant Income	41,000
Investment Income and Interest	10,000
<b>TOTAL FORECAST REVENUE</b>	<b>13,412,000</b>

### Forecast Expenditure

Bridge Operations & Maintenance	4,070,000
Ferry Operations & Maintenance	5,995,000
Learning Centre	58,000
Corporate Expenses	486,000
Interest Payments (cost of capital funding)	1,731,000
Repayment of Capital (Revenue Provision)	1,450,000
<b>TOTAL FORECAST EXPENDITURE</b>	<b>13,790,000</b>

### Forecast Deficit for Year

378,000

### Reserves

The forecast deficit will mean that the reserve maintained as contingency will reduce from a forecast £2,920,00 at 31 March 2019 to a forecast £2,629,000 at the end of March 2020.

### Capital Works

The borrowing required to fund capital works during the year is anticipated to be £7,122,000.



# Performance Targets

Joint Committee members and managers updated performance and monitoring targets during 2017 and those revised measures have been carried through into this plan.

In addition to the quarterly reports on progress made to the Joint Committee, progress against the measures below will be published on our website.

**Table 1 Safe Services**

Description	KPI	Target	Why this is important?
Number of accidents involving members of the public	Number of reportable incidents and accidents involving the public at both crossings	Zero and maintain	Public safety is a fundamental of operation
Reportable incidents and minor accidents involving employees	Number of reportable incidents and accidents involving employees at both crossings	Reduce to zero and maintain zero incidents and accidents.	Need to mitigate risk to the lowest practicable level to avoid further accidents.
Lost time – employees	Days lost due to accidents	Less than 20 days	Provides a measure of the safety of the work environment. Reduces costs associated with absence or reduced capability following accidents.

**Table 2 Reliable Services**

Description	KPI	Target	Why this is important?
Bridge traffic lane availability	Peak time lane availability	>99.5%	Measures success of traffic management and reliability of infrastructure. Ensuring that lanes are open is key to ensuring that journeys are predictable and reduces the risk of accidents.
	Total lane availability	>98.5%	
Bridge toll booth availability	% of scheduled booth hours achieved	>99%	In addition to helping to ensure that journey times are predictable, the measure assists assessment of the performance of the contractor
Ferry scheduled crossings availability	Peak Time scheduled crossings achieved	To be confirmed	Measures success of vessel management and reliability of infrastructure. Predictable service is essential for customers to plan the best mode of transport.
	Off-Peak scheduled crossings achieved	>99%	
Ferry waiting/journey times	Average journey time from entry of waiting area to exit off ferry	To be confirmed.	Measures success of vessel management and reliability of infrastructure. Predictable journey times are essential for customers to plan the best mode of transport.
	Peak journey time from entry of waiting area to exit off ferry		
Bridge journey times	Average journey time through the tidal flow system.	1 minute 24 seconds	Measures success of traffic management and reliability of infrastructure. Predictable journey times are essential for customers to plan the best mode of transport.
	Peak traffic journey times through the tidal flow system	1 minute 25 seconds	

**Table 3 Effective and Efficient Services**

Description	KPI	Target	Why this is important?
Expenditure	Variance against budgets	Monthly review within 10% of profiled spend	Cost control, financial management, efficiency.
Tag Usage	Overall usage Peak usage	≈60% ≈80%	Maintains plaza capacity.
Complaints	Response time	95% of complaints responded to within 10 working days.	Those making complaints remain aware that their comments are valued and investigations are prioritised.
Payment within 30 days of invoice date	% of invoices are paid within 30 days	>95%	Payment within terms assists the relationship with suppliers and improves validity of financial monitoring process
Staff sickness absence	Days absence per employee	Average of <9 days	Reflects a healthy workforce and sound HR practices.
Energy recovered waste incineration	non-hazardous waste to be diverted from landfill for energy recovery	60% diversion	Reduction of waste improves efficiency and demonstrates our concern for the wider community
Recycled waste	non-hazardous waste diverted from landfill to be recycled	40% diversion	

## Monitoring Indicators

In addition to the key indicators that measure the organisation's own performance, other indicators can provide information on aspects of service delivery which can by varying degrees be outside the control of the organisation.

The organisation also reports and monitors measurements widely used in the public sector and which are appropriate to report for reasons of transparency. The indicators shown in the table below will be monitored.

Annual reviews will report the actions that will be taken in the course of the year that are likely to impact on these areas.

Description	Monitor Indicators	Why this is important to service users	Why a target is not appropriate or measure is partly or wholly outside our control
Accidents involving members of the public	Number	Safety is paramount	Accident levels have reduced to very low levels.
Complaints – Number received	Number	As an indicator of customer satisfaction	We wish to expand the ways in which users can communicate issues and encourage feedback. Any target works against this aim
Road Traffic Collisions (RTCs) occurring within Joint Committee controlled highway.	No of RTCs within Tamar Bridge/ Saltash Tunnel tidal flow system.  No of RTCs within Torpoint Ferry traffic control area.	We must provide a safe environment to users and our staff.  RTCs impact on service delivery, frequently requiring at least partial closure of access to or from vessels and roadways.	Many RTCs are due largely to driver error.

Incidents of recorded anti- social behaviour on Joint Committee property.	Reported incidents at each crossing	Users expect a safe and secure environment	Threatening, anti-social or illegal behaviour is the responsibility of the those performing the act(s).
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