

## Appendix E

Report to:	<b>Tamar Bridge &amp; Torpoint Ferry Joint Committee</b>	
Date:	<b>12<sup>th</sup> January 2024</b>	
Title:	<b>2024/25 Revenue and Capital Programme</b>	
Portfolio Area:	<b>Cornwall Council: Transport</b> <b>Plymouth City Council: Transport</b>	
Divisions Affected:	<b>All</b>	
Local Member(s) briefed:	<b>NA</b>	
Relevant Scrutiny Committee: <b>NA</b>		
Authors, Roles and Contact Details:	<p><b>Vicky Fraser, Service Director Connectivity &amp; Environment</b>  <a href="mailto:Vicky.Fraser@cornwall.gov.uk">Vicky.Fraser@cornwall.gov.uk</a></p> <p><b>Philip Robinson, Service Director for Street Services, Plymouth City Council</b>  <a href="mailto:Philip.robinson@plymouth.gov.uk">Philip.robinson@plymouth.gov.uk</a></p> <p><b>Andrew Vallance, Governance and Finance Manager</b>  <a href="mailto:andrew.vallance@tamarcrossings.org.uk">andrew.vallance@tamarcrossings.org.uk</a></p> <p><b>Julia Harvey, Service Accountant</b>  <a href="mailto:Julia.1.Harvey@cornwall.gov.uk">Julia.1.Harvey@cornwall.gov.uk</a></p>	
Approval and clearance obtained:	<b>Y / N</b>	
Date next steps can be taken	<b>12<sup>th</sup> January 2024</b>	
<b>For Cabinet and delegated executive decisions only</b>		
Key decision? (≥£500k in value or significant effect on communities in two or more electoral divisions)	<b>N</b>	
Published in advance on Cabinet Work Programme?	<b>N</b>	
Urgency Procedure(s) used if 'N' to Work Programme	<b>N</b>	

**Recommendation(s) to the Councils of the Parent Authorities via the Cabinet of the Parent Authorities:**

1. That the 2024/25 revenue estimates and capital programme and the draft 2024/25 business plan, as set out in the appendices to this report, be approved; and
2. The longer-term forecast to 2027/28 is noted

## Executive Summary

- 1.1 This report sets out for consideration and approval, the proposed revenue estimates (budget) for the Joint Committee for 2024/25 and indicative figures for the subsequent three years 2025/26, 2026/27 and 2027/28, together with the proposed capital programme.
- 1.2 The forecast reserve position on 31 March 2024 is £1.677m. Indicatively, future years shows that the reserve position reduces to £1.490m by the end of 2024/25 however increases annual there after until by 2027/28 the reserve is forecast to be above £3.000m.

	2023/24	2024/25	2025/26	2026/27	2027/28
Reserve balance on 31st March	(£1.677m)	(£1.490m)	(£2.236m)	(£2.730m)	(£3.104m)

## Purpose of Report and key information

- 1.1 The Tamar Bridge and Torpoint Ferries (TBTF) are operated, maintained, and improved jointly by Plymouth City Council and Cornwall Council on a 'user pays' principle, being funded by toll income using powers derived from the Tamar Bridge Act.
- 1.2 In developing the budgets for 2024/25 to 2027/28 set out within appendix 1, the following inflationary and interest assumptions have been used:

Rates	2024/25	2025/26	2026/27	2027/28
Inflation CPI	3.30%	2.20%	1.50%	1.50%
Inflation RPI	4.20%	3.10%	2.40%	2.40%
Pay Inflation	3.00%	2.00%	2.00%	2.00%
Interest (Receivable)	1.00%	1.00%	1.00%	1.00%
Interest (Payable) existing borrowing	4.65%	4.65%	4.65%	4.65%

Interest (Payable) new borrowing	3.38%	3.38%	3.38%	3.38%
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- 1.3 The second interest rate payable line above reflects the new capital loans agreed. It should be noted that the rate will only be fixed when loans are taken out and future rates are subject to movement in the general market. Loans that predate April 2019 will continue to be calculated using Cornwall’s consolidated rate of interest at the time the loan was entered into.
- 1.4 The proposed budget is set out in Appendix 1. The variations between the latest 2023/24 forecast and the proposed 2024/25 budget are listed on page 5 of Appendix 1. The 2025/26 to 2027/28 estimates are only indicative.
- 2.4.1 The **Corporate** revenue budget (which includes income and corporate expenditure headings) currently shows a favourable movement of £0.853m. The significant movements from the previous year are:
- Assumed approval of an increased in tolls of 15% by November 2024 and a very slight improved traffic flow assumption has increased the forecast income by £0.983m
  - A cyclical reduction in the volume of tags being purchased allowing reduction of budget by £0.039m.
  - A provision of £0.075m for further consultancy work on free flow tolling.
  - £0.050m has been included in the budget for expert advice on RPI and legislation change.
  - Bank charges has seen an increase of £0.013m arising from additional card processing changes related to the increase in the tolls.
- 2.4.2 The **Bridge’s** revenue budget makes provision for the ongoing maintenance and operations of the bridge and its infrastructure in line with current engineering practices. The movement from the previous year shows an adverse movement of £0.232m. The main changes from the previous year are:
- Staffing including agency is showing an increase £0.094m due to forecast national pay awards and the impact on related budgets.
  - R&M Bridge and Infrastructure has increased by £0.158m, reflecting planned maintenance tasks for the year.
  - Bridge and gantry inspections has been reduced by £0.253m to reflect reduced cyclical requirements for 2024-25.

- Office expenses have been increased by £0.121m for inflationary increases and to include the cost of planned replacement of the virtual IT network and incremental improvement of the cyber security environment shared with the ferry cost centre.
- Toll cash handling and collection is showing an increase of £0.027m due to inflation rises.
- Operational expenses have increased by £0.039m due to inflationary increases and a provision of £0.025m for upgrades to CCTV traffic monitoring and security systems.

2.4.3 The **Ferry's** revenue budget makes provision for the ongoing maintenance and operation of the ferries and their associated infrastructure in line with current engineering practices. The movement from the previous year shows an increase in costs of £0.387m. Then main changes from the previous year are:

- Staffing including agency staff is showing an increase of £0.234m due to the forecast national pay award and associated increases to related budgets.
- Office expenses have been increased by £0.099m for inflationary increases and to include the cost of planned replacement of the virtual IT network and incremental improvement of the cyber security environment shared with the bridge cost centre.
- Marine oil has increased by £0.016m as provision for movement in market prices.
- The other budget lines have had inflationary increases applied.

2.4.4 The **Learning Centre** costs have increased by £0.087m, mainly due to an addition to the budget of £0.075m for the cyclical update and replacement of public displays.

2.4.5 MRP and Interest repayments have been increased by £0.818m to reflect the current capital programme and indicative future scheme expenditure for 2024/25 as detailed below.

1.5 The proposed Capital Programme is shown in Appendix 2. Officers have undertaken work to assess the current and future capital programme and the revised estimated costs for 2024/25 is £8.900m.

2.5.1 The details of this are as follows:

- Ferry Traffic Control Systems £1.100m moved from the current financial year
- Ferry Refit continues in 2024-25 at £1.800m
- Rocker/Pendle remedial works reduces to £0.200m
- Supplementary Cable Works £1.250m

- Ferry Gantry Tower Replacement £0.200m

2.5.2 Three additional schemes have also been added to the 2024/25 programme of work:

- £1.400m for Bridge Protective Coating Phase 3 with £0.700m spend forecast for 2024/25
- £3.000m for Ferry Decarbonisation with £0.150m spend expected in 2024/25
- £3.500m for Bridge Structural Fire Protection upgrade.

2.5.3 The content and purpose of the latter two schemes were detailed with the 8 December 2023 General Manager's report

2.6 **Reserves** – the reserve position on 31<sup>st</sup> March 2024 (Appendix 3) is forecasted to be £1.677m. The forecast for 2024/25 end of year reserve position is £1.490m however, from 2025/26 the reserve level is projected to improve year on year with an indicative level of £3.104m by 2027/28.

2.7 The joint Committee receives a quarterly update on its financial position to provide assurance that the finances of the undertaking are being managed appropriately and that any significant issues are highlighted, and necessary action is taken to address them. This quarter's update, presented to the 8 December 2023 meeting also provided for a fully revised budget position.

1.8 The Terms of Reference for the Undertaking requires that an Annual Business Plan accompanies the budgets for approval by Full Councils. The 2024/25 Draft Business Plan attached as Appendix 4, continues the approach of providing a single year plan to reflect the ongoing work on longer term strategies following receipt of reports following the consultant's review and the developing Tamar 2050 body of work.

## **Benefits for Customers/Residents**

1.9 Appropriate management of finances and budget monitoring ensures that appropriate resources is available for the operation, maintenance and improvement of crossing which form key elements of the local transport network which is essential to the sustainable economic and social development of the region for the benefit of residents.

## **Relevant Previous Decisions**

1.10 Approved budget for 2023/24 at Tamar Bridge and Torpoint Ferry Joint Committee of 2nd December 2022 (TBTF/20)

<https://democracy.cornwall.gov.uk/documents/s162951/Revenue%20Estimates%20and%20Capital%20Programme%20Report.pdf>

- 1.11 Approved budget for 2023/24 at Cornwall Council meeting of 21st February 2023 (CC/332)

<https://democracy.cornwall.gov.uk/documents/s165106/TBTF%202023%202024%20Revenue%20Estimates%20and%20Capital%20Programme.pdf>

- 1.12 On recommendation of the Cabinet meeting of 8 February 2023 (CAB/222)

<https://democracy.cornwall.gov.uk/documents/s164749/Tamar%20Bridge%20and%20Torpont%20Ferry%20-%202023-2024%20Revenue%20Estimates%20and%20Capital%20Programme%20-%20Report.pdf>

- 1.13 Approved budget for 2023/24 at Plymouth City Council meeting of 30 January 2023

<https://democracy.plymouth.gov.uk/mgIssueHistoryHome.aspx?IId=103027>

- 1.14 On recommendation of Plymouth City Council Cabinet meeting of 17 January 2023

<https://democracy.plymouth.gov.uk/mgIssueHistoryHome.aspx?IId=103027>

## **Consultation and Engagement**

- 5.1 Not applicable

## **Financial Implications of the proposed course of action/decision**

- 6.1 Financial implications are detailed within Section 2 of this report. Whilst this report only seeks approval of the 2024/25 revenue budget and capital programme, the forecast over the 4 year period includes assumptions and best estimates at the time of preparation. The forecast assumes that tolls will increase from November 2024, which relies on central Government approval.
- 6.2 The global economy continues to experience changes in consumer patterns and inflation levels at rates not seen for three decades. The financial impacts on the Joint Undertaking of any further fluctuations will be closely monitored by officers. Joint Committee Members will be kept informed through the budget monitoring reports presented at the quarterly Joint Committees in relation to the 2024/25 budget.

## **Legal/Governance Implications of the proposed course of action/decision**

- 1.15 The Joint Committee is being asked to make recommendations to the Full Councils of both parent authorities via the Cabinets of both parent authorities. Cornwall Council's Cabinet will consider this at its meeting on 7 February 2024 and Cornwall Council's Full Council will consider this at its meeting on 20 February 2024. Plymouth City Council's

Cabinet will consider this at its meeting on 12 February 2024 and Plymouth City Council's Full Council will consider this at its meeting on 26 February 2024.

### **Risk Implications of the proposed course of action/decision**

1.16 There are no implications associated with this report.

### **Cornwall Development and Decision Wheel**

1.17 Not applicable

### **Options available**

1.18 To approve the proposed revenue estimate for 2024/25, capital programme and draft business plan as set out in Appendices 1 – 4. This is the preferred option for the reasons set out in this report.

1.19 To not approve the proposed revenue budget for 2024/25, capital programme and draft business plan as set out in Appendices 1 – 4. This is not the preferred option as a revenue budget, capital programme and business plan must be set.

### **Supporting Information (Appendices)**

1.20 Appendix 1: Revenue Estimates for 2024/25 through to 2027/28

1.21 Appendix 2: Capital Programme 2024/25 to 2027/28

1.22 Appendix 3: Statement of Estimated Reserves 2024/25 to 2027/28

1.23 Appendix 4: Annual Business Plan 2024/25

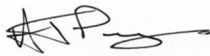
### **Background Papers**

1.24 None

### **Approval and clearance**

#### **All reports:**

<b>Final report sign offs</b>	<b>This report has been cleared by (or mark not required if appropriate)</b>	<b>Date</b>
Governance/Legal (Required for <b>all</b> reports)		

Finance (Required for <b>all</b> reports)		
Cornwall Development and Decision Wheel (where required)		
Service Director (Required for <b>all</b> reports)		
Strategic Director (If required)	Anthony Payne 	19.01.2024

**Draft reports process checklist for Cabinet/individual decision reports:**

Complete the checklist below while you are drafting your Cabinet or individual decision report. It will be removed before publication.

<b>Process checklist</b>	<b>Completed</b>
Communications team informed	<b>Yes/No</b>
Portfolio Holder briefed	<b>Yes/No</b>
Strategic Director briefed	<b>Yes/No</b>
Service Director sign off	<b>Yes/No</b>
Data protection issues considered	<b>Yes/No</b>
If exempt information, public (part 1) report also drafted. (Cabinet/Scrutiny)	<b>Yes/No</b>
If not on Cabinet Work Programme, Scrutiny offered the opportunity to consider the report	<b>Yes/No</b>



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

# **2024-2025 Annual Business Plan**

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# Message from the Chairmen

This Annual Business Plan extends beyond the last approved the four-year Strategic Plan 2018-2022 agreed by the Committee in September 2017.

The Plan represents a continuation of an interim approach whilst the Parent Authorities, the Committee and management complete a review of the approach to business planning during the coming year. This work follows receipt of reports following an external review undertaken in early 2023.

The coming 12 months will, like most recent years be extremely busy and challenging. The organisation will make a further application to raise tolls, to compensate for the extreme inflationary pressures placed on limited reserves during 2022 and 2023 and the long term change in travel patterns which followed the Covid pandemic. The second of three refits will reduce service at Torpoint for a number of weeks in April and early May and there will be further impacts on service to complete work rebuilding the shoreside chain gantries associated with that ferry. Major works on the bridge's main cables and improving the structure's fire protection system later in the year will be technically challenging and great effort will be made to ensure that the impact on traffic flows will be minimised during refurbishment of toll booths. These projects reflect the Committee's continuing recognition of the need to ensure that the service provided by these essential and strategic crossings under its control remains robust and that programmes take a long view in maintaining the key assets.

During the course of the year the Committee and management will develop and refine the Tamar 2050 programme appended to this report and implement actions from that programme including developing and refining long term investments such as freeflow tolling and decarbonisation of the current generation of ferries.

This 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 against the Plan will accompany the Annual Report published in draft form in June 2024.

Councillor Martin Worth  
Joint Chairman  
Cornwall Council

Councillor Neil Hendy  
Joint Chairman  
Plymouth City Council

# 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 medium-term financial plan spans four years, potential maintenance requirements beyond that period must also be considered within the organisation's general business plans.

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 medium-term financial plan must also be considered.

## Continuity with the previous Strategic Framework

The Strategic Plan that expired in March 2022 contained a number of broad goals for the four-year period April 2018 to March 2022. Those goals remain relevant and are recorded below, with the continuing work to progress each goal. This approach is considered to be the most effective during a period when the organisation is developing new strategic approaches through a strategic sub-group of Committee Members and the Tamar 2050 programme.

Specific actions to achieve the desired outcomes are provided in KPI tables later in the document. These tables will allow Members, users and other stakeholders to monitor the performance of the service.

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

- Achieve or exceed service delivery KPIs
- providing more payment options for TamarTag customers
- providing a greater range of communication routes online
- undertaking major projects to ensure Bridge and Ferries are maintained to appropriate standards
- proactively communicate with customers
- expand scope and improve detail of traffic data

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

- ensure that income can fund forecast expenditure
- act on external reviews of operational efficiency
- routinely report progress and update financial positions
- improve management of toll debtors
- pursue the ability to index-link tolls

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

- consider alternative organisational models within risk and business efficiency consultancies.
- adopt a revised approach to long term planning and business planning
- publish additional information and raise awareness of public meetings
- work towards a schedule of Committee meeting in Cornwall
- consider ways in which the crossings might assist the Parent Authorities in addressing the Climate Emergency
- review legislation and governance

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

- act on workforce feedback and progress any recommendations from external review
- consider ways to mitigate recruitment issues in key specialist posts

**Strategic Goal: Quality and Appropriate Standards**

- improve pedestrian safety
- demonstrate our safety culture
- provide assurance about our approach to the environment
- maintain appropriate regulatory standards
- reduce environmental impact and ensure energy use is moderated

**Actions Plan for 2024-25**

The following detailed actions to meet the 2024-25 goals incorporate elements of the Tamar 2050 programme:

**Meeting Customer Expectations**

<b>ACTION</b>	<b>Timeframe</b>	<b>RELATIONSHIP TO PROGRESSING STRATEGIC GOALS</b>
Provide more flexible Direct Debit scheme for TamarTag customers	Late 2024	Providing more payment options for cash and TamarTag customers
Provide online applications for new Tamar Tag customers	April 2024	Providing more payment options for Tamar Tag customers
Develop a new communications and engagement plan to encompass the range of users and ensure key stakeholders have a voice and opportunity be involved with the crossing	April 2024	Proactively communicate with customers
Expand the proactive customer engagement policy through the establishment of a resident/haulier focus group	By end of 2024	Proactively communicate with customers

Complete review of initial study assessing the potential benefits of free flow tolling on the bridge in improving capacity and journey time	May 2024	Achieve or exceed service delivery KPIs and provide more payment options for TamarTag (and other) customers
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## Fiscally Sustainable

<b>ACTION</b>	<b>Timeframe</b>	<b>RELATIONSHIP TO PROGRESSING STRATEGIC GOALS</b>
Apply for an order to revise charges, participate in process and implement change if approved	April 2024 through to November 2024	Ensure that the crossings remain financially sustainable.
Implement actions within a marketing plan anticipated in Spring 2024 as part of the Tamar 2050 programme	Through financial year 2024-2025	Ensure that the crossings remain financially sustainable.
Provide budget monitoring reports to Committee with updates to long-term model	Quarterly	Routinely report progress and update financial positions
Progress efficiency opportunities identified by March 2024	Through financial year 2024-2025	Ensure that the crossings remain financially sustainable.
Determine and progress the preferred route to enable index-linking of tolls	Ongoing	Reduce income risk
Progress recommendations from 2023 efficiency review of the undertaking	Through financial year	Assurance that best practice is being deployed to ensure that crossings represent value for money

## Transparent Governance and Clear Decision Making Processes

<b>ACTION</b>	<b>Timeframe</b>	<b>RELATIONSHIP TO PROGRESSING STRATEGIC GOALS</b>
Expand independent publication of information	Ongoing	Publish additional information and raise awareness of public meetings
Undertake review of governance arrangements and consider new frameworks to improve organisational efficiency	By end of 2024	Effective and transparent corporate oversight and challenge

opportunities for water crossings or wider transport integration and sustainability, together with other bodies.	Ongoing	consider ways in which the crossings might assist the Parent Authorities in addressing the Climate Emergency
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## A Modern, Diverse and Well Trained Workforce

<b>ACTION</b>	<b>Timeframe</b>	<b>RELATIONSHIP TO PROGRESSING STRATEGIC GOALS</b>
Further embed and develop apprenticeship schemes.	Ongoing	mitigate recruitment issues in key specialist posts and improve age diversity within the organisation
Work towards a greater gender balance in the organisation through involvement in Women Into STEM events and with other employers at fairs and event to raise the understanding of careers in engineering.	Ongoing	Continue the actions detailed in Gender Pay Gap Reports and mitigate recruitment issues in key specialist posts
Address any organisation issues raised in external reviews	Through financial year	review legislation and governance
Support flexile retirement to allow individuals to make different choices about retirement and support flexible working generally.	Ongoing	mitigate recruitment issues in key specialist posts and improve diversity within the organisation
Continue to develop both individuals and teams with training opportunities appropriate to the job.	Ongoing	mitigate recruitment issues in key specialist posts and demonstrate our safety culture

## 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	2024	Improve pedestrian safety
Progress designs to convert power generation on one ferry from diesel to battery	Complete design work by March 2025	Provide assurance about our approach to the environment

Complete certification for Occupational Health and Safety Management to ISO 45001 Standard	Summer 2024	Demonstrate our safety culture
Complete certification process for Environmental Management System to ISO14001 Standard	Autumn 2024	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 2023-2024 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)	15,527,000
Toll Revenue (Ferry)	1,774,000
Tag Related Fees	460,000
Income from Agency Charges	553,000
Rents & Miscellaneous Income	216,000
Grant Income	0
Investment Income and Interest	5,000

TOTAL FORECAST REVENUE

18,535,000

### Forecast Expenditure

Bridge Operations & Maintenance	5,482,000
Ferry Operations & Maintenance	6,912,000
Learning Centre	229,000
Corporate Expenses	812,000
Interest Payments (cost of capital funding)	1,698,000
Repayment of Capital (Revenue Provision)	3,589,000

TOTAL FORECAST EXPENDITURE

18,722,000

### Forecast Deficit for Year

**£187,000**

*Forecast toll income assumes toll revision from 1 November 2023. Authority for the increase must be given by the Secretary of State for Transport.*

### Reserves



The forecast deficit will mean that the reserve maintained as contingency will reduce from a forecast £1,677,000 at 31 March 2024 to a forecast £1,490,000 at the end of March 2025

## **Capital Works**

The borrowing required to fund capital works during the year is anticipated to be £8,900,000.

# Performance Targets

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 an integral part of our business
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.	Staff safety is an integral part of our business.  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  Peak journey time from entry of waiting area to exit off ferry	To be confirmed (system extension pending)	Measures success of vessel management and reliability of infrastructure. Predictable journey times are essential for customers to plan the best mode of transport.
Bridge journey times	Average journey time between A38 Carkeel & St Budeaux junctions	< 5mins 45 sec  < 6 mins	Measures success of traffic management and reliability of infrastructure.  Predictable journey times are essential for customers to plan the best mode of transport.
	Peak average journey time between A38 Carkeel & St Budeaux junctions		

**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 per annum	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
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).

## Tamar 2050 – A programme of Transformation and Modernisation

	Project/ Commitment	Overview	Timeframe
1.	A transformed and efficient operation	<p>There have been significant efficiencies delivered to date. However, we won't stop reviewing further opportunities that could continue to minimise the cost of the operation of the crossings. Transformational efficiency programmes have been delivered across both Parent Authorities and it is expected that there could be some replication/support of these to the Crossings.</p> <p>We will commit to reviewing how the crossings function, including the Governance and Acts under which the crossings operate, with a view of looking at the best fit for service delivery both at a local and national level in the future.</p>	Identify opportunities by March 24
2.	Optimising Income	Our crossings are an incredible and iconic asset and investment in the ancillary buildings mean that we have exceptional commercial space with which to advertise and host events. We will put a marketing plan together to explore and maximise all of these potential opportunities over the coming years.	Identify opportunities by March 24
3.	Growing and investing in local talent and celebrating Science, Technology, Engineering, Mathematics and Medicine (STEMM)	The crossings are a major local employer, providing crucial services to the local community and region. We will commit to continuing to provide apprenticeships for local people, expand our innovative programmes and ensure that we build on our women in STEMM events. Growing local talent is important to the community and the economy of the region.	2024 >
4.	Technology to improve effective toll operation	Introducing contactless payments in 2020 at the Bridge and 2023 at the Ferry was an important step forward in improving efficiencies of the toll operation. We will now commit to investigate whether 'card only' booths could operate with the appropriate forward signage and without the need for manual intervention.	Decision 2024
5.	Political, Business and Local engagement – improving our connections with stakeholders.	We will commit to producing a new communications and engagement plan to encompass the range of users and ensure key stakeholders have a voice and opportunity be involved with the crossing We will commit to a resident/haulier focus group and engage with our local MPs to ensure that we have a voice nationally.	March 2024

6.	Keeping toll prices low and providing Toll price certainty	<p>RPI is the key to smoothing the price rises out and providing a degree of certainty for regular users of the crossing. Price rises don't have to happen every year and we will be open and transparent about needs of the crossings to operate that will in turn be important for individual and business planning.</p> <p>We will commit to continue our liaison with Government regarding the crossings and seek financial support regarding our investment strategy.</p> <p>Tolling is currently the only means to finance the crossings and our 'user pays' policy, will be focused to ensure the crossings remain one of the cheapest tolled crossings in the country.</p>	2024 - 2050
7.	Free-flow tolling	<p>We are committed to investigating the opportunity introduce free flow tolling on the bridge, that will hopefully bring capacity and journey time improvements. This investment will hopefully take the crossing to a new level for ease of use and future proof operations for a new era of travel.</p>	March 2024
8.	Carbon neutral ferry operations	<p>Decarbonisation is a policy of both parent authorities and is very much in their interest as a means of helping to address the Climate Emergency we face. We will commit to seek external opportunities for funding streams and review our new ferry procurement programme to progress options.</p>	2030
9.	Improved Tamar connectivity and access – the bigger picture	<p>The Tamar River - a wonderful environment, habitat for wildlife is the crossings play a key role in the newly formed Tamar Valley National Landscape, Mount Edgcumbe House &amp; Country Park and the Plymouth Sound National Marine Park providing links and gateways regarding development and economic integration. We are fortunate to have such an asset and will commit to see if there are more opportunities for water crossings or wider transport integration and sustainability Recognising the stunning tourist opportunity of the Tamar but more importantly the critical travel to work and health role they play for our SE Cornwall and Plymouth communities. In addition, the Crossings need to be central to discussions about improving our connectivity, particularly the GWR, bus and ferry links.</p>	2024 - 2030

**Revenue Budget 2024/25  
and Indicative Projections for 2025/26 to 2027/28**

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TAMAR BRIDGE AND TORPOINT FERRY JOINT COMMITTEE							
		<b>2023/24</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	<b>BRIDGE OPERATIONS</b>	Budget	Revised Forecast	Budget	Indicative	Indicative	Indicative
		<b>£' 000</b>	<b>£' 000</b>	<b>£' 000</b>	<b>£' 000</b>	<b>£' 000</b>	<b>£' 000</b>
	<b>Employees</b>						
	Salaries and wages	1,471	1,530	<b>1,621</b>	1,668	1,700	1,743
	Agency staff	33	33	<b>35</b>	37	38	39
	Indirect employee expenses	22	24	<b>25</b>	26	26	27
	<b>Premises</b>						
	Repair and maintenance - buildings & grounds	65	65	<b>78</b>	82	83	84
	Repair and maintenance - bridge & infrastructure	767	767	<b>925</b>	745	764	769
	Bridge & gantry inspections	561	561	<b>308</b>	314	322	324
	Energy costs, water, rent and rates	508	261	<b>279</b>	297	316	335
	Insurances	41	41	<b>44</b>	46	47	48
	Other premises costs	11	11	<b>11</b>	11	12	12
	<b>Transport Related Expenses</b>						
	Staff travel	20	19	<b>22</b>	21	21	21
	<b>Supplies &amp; Services</b>						
	Operational expenses	439	439	<b>478</b>	468	478	481
	Office expenses	409	415	<b>536</b>	493	500	504
	Toll collection & banking	818	818	<b>845</b>	864	877	883
	Breakdown recovery	242	242	<b>250</b>	255	259	261
	Other expenses	14	14	<b>15</b>	15	15	15
	<b>Support service charges</b>	10	10	<b>10</b>	10	11	11
	<b>Net Expenditure - Bridge Operations</b>	<b>5,431</b>	<b>5,250</b>	<b>5,482</b>	<b>5,352</b>	<b>5,469</b>	<b>5,557</b>



<b>Variations between the Revised 2023/24 and 2024/25 Original Estimates</b>			
The variation of £0.676m between the revised budgeted cost for 2023/24 and the original budgeted cost for 2024/25 is accounted for as follows:			
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Income</b>			
Toll income - cash, assumes toll increase implemented November '24	(511)		
Concessionary income - assumes toll increase implemented November '24	(472)		
DFT Saltash Tunnel	(22)		
Other income - reduced rent from wayleaves	14		
Tag Statements	16		
		(975)	
<b>Corporate</b>			
Support Services inflationary increase and legal support for TRO	18		
Purchase of Tamar Tags and Accessories	(39)		
Bank Charges due to increases in card payments	13		
External Audit	1		
Consultants management - including feasibility study	129		
		122	
<b>Bridge</b>			
Employees costs reflecting increase for pay awards, increments NI and Superann	94		
R&M building and grounds	13		
R&M Bridge and Infrastructure	158		
Bridge & Gantry Inspections budget reviewed and revised for 24/25	(253)		
Energy costs, water, rent and rates - inflationary increases	18		
Insurance small inflationary increase	3		
Staff Travel	3		
Office Expenses - inflationary increases including replacement of virtual environment critical network	121		
Breakdown recovery - inflationary increase	8		
Toll Cash Handling - contract inflationary increase and new contract	27		
Operational Expenses - inflationary increases and CCTV upgrades	39		
Other Expenses	1		
		232	
<b>Ferry</b>			
Employees costs reflecting increase for pay awards, increments NI and Superann	234		
Repairs and maintenance - grounds maintenance	1		
Energy costs, water, rent and rates -inflationary increase	6		
Other premises costs, small inflationary increase	3		
Staff Travel	4		
R&M Ferries and Infrastructure	2		
Marine Oil	16		

Insurance small inflationary increase	11		
Support Services	2		
Other Expenses	11		
Operational Expenses	(2)		
Office Expenses - inflationary increases including replacement of virtual environment critical network	99		
		387	
<b>Other</b>			
Learning Centre - inflationary increases plus provision to replace and update public displays	87		
MRP and Interest revisions to reflect new capital programme	818		
Interest on balances	5		
		910	
			<b>676</b>

TAMAR BRIDGE AND TORPOINT FERRY JOINT COMMITTEE

Capital Programme 2024/25 to 2027/28

TAMAR BRIDGE AND TORPOINT FERRY JOINT COMMITTEE							
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
	Payments	Payments	Payments	Payments	Payments	Payments	Final Cost
CAPITAL PROGRAMME	to 2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Current Programme</b>							
Bridge Access Improvement Works Phase 4	107	250	0	0	0	0	357
Main cable remedial works	167	1,833	0	0	0	0	2,000
Bridge LED lighting	102	125	0	0	0	0	227
Ferry Traffic Control Systems	0	0	1,100	0	0	0	1,100
Ferry Refitting 23-26	397	1,870	1,800	1,800	0	0	5,867
Bridge Resurfacing Works - Phase 2	17	203	0	0	0	0	220
Rocker Pandal remedial works	19	200	200	0	0	0	419
Supplementary Cable Works	106	250	1,250	0	0	0	1,606
Ferry Gantry Tower Replacement	87	400	200	200	0	0	887
<b>Future Programme (Not approved)</b>							

Torpoint office and workshop refurbishment	0		300	0	0	0	0		<b>300</b>
Bridge Protective Coating Phase 3	0		0	700	700	0	0		<b>1,400</b>
Toll Booth replacement	0		400	0	0	0	0		<b>400</b>
Ferry Decarbonisation	0		0	150	2,850	0	0		<b>3,000</b>
Bridge Structural Fire Protection upgrade	0		0	3,500	0	0	0		<b>3,500</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>1,002</b>		<b>5,831</b>	<b>8,900</b>	<b>5,550</b>	<b>0</b>	<b>0</b>		<b>21,283</b>
<b>FINANCING</b>									
Prudential Borrowing	1,002		5,831	8,900	5,550	0	0		<b>21,283</b>
Capital Receipts	0		0	0	0	0	0		<b>0</b>
Revenue Financing	0		0	0	0	0	0		<b>0</b>
<b>TOTAL FINANCING</b>	<b>1,002</b>		<b>5,831</b>	<b>8,900</b>	<b>5,550</b>	<b>0</b>	<b>0</b>		<b>21,283</b>



