

Wednesday, 6 December 2023

To: Members of the Overview and Scrutiny Committee and Appropriate Officers

NOTICE OF MEETING

You are hereby summoned to a meeting of the South Yorkshire Mayoral Combined Authority to be held at **South Yorkshire MCA, 11 Broad Street West, Sheffield, S1 2BQ**, on: **Thursday, 14 December 2023 at 2.00 pm** for the purpose of transacting the business set out in the agenda.



Martin Swales
Chief Executive and Head of Paid Service

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Member Distribution

Councillor Tim Huggan (Chair)
Councillor Joshua Bacon
Councillor Jeff Ennis OBE
Councillor Douglas Johnson
Councillor Jake Kearsley
Councillor Jane Kidd
Councillor Hannah Kitching
Councillor Zahira Naz
Councillor Sioned-Mair Richards
Councillor Ken Wyatt

Sheffield City Council
Rotherham MBC
Barnsley MBC
Sheffield City Council
City of Doncaster Council
City of Doncaster Council
Barnsley MBC
Sheffield City Council
Sheffield City Council
Rotherham MBC

Overview and Scrutiny Committee

Thursday, 14 December 2023 at 2.00 pm

Venue: South Yorkshire MCA, 11 Broad Street West, Sheffield, S1 2BQ



Agenda

Agenda Ref No	Subject	Lead	Page
1.	Welcome and Apologies	Chair	
2.	Urgent Items/Announcements	Chair	
3.	Items to be Considered in the Absence of Public and Press	Chair	
4.	Declarations of Interest by any Members	Chair	
5.	Reports from and Questions by Members	Chair	
6.	Questions from Members of the Public	Chair	
7.	Minutes of the Previous Meeting Held on 21 September	Chair	5 - 10
8.	Matters Arising/ Review of Action Log	Chair	11 - 14
9.	Review of latest Forward Plan of Key Decisions	Chair	15 - 24
10.	Committee Work Plan	Chair	25 - 28
11.	Police and Crime Commissioner Powers	Clare Monaghan	29 - 40
12.	Skills Update	Fliss Miller	41 - 48
13.	Active Travel	Ed Clancy	Verbal
14.	Tram Mobilisation	Pat Beijer	49 - 62
15.	Mayoral Scrutiny	Mayor Oliver Coppard	Verbal

Date of next meeting: Thursday, 14 March 2024 at 2.00 pm

At: South Yorkshire MCA, 11 Broad Street West, Sheffield, S1 2BQ

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OVERVIEW AND SCRUTINY COMMITTEE

MINUTES OF THE MEETING HELD ON:

THURSDAY, 21 SEPTEMBER 2023 AT 2.00 PM

**SOUTH YORKSHIRE MCA, 11 BROAD STREET WEST,
SHEFFIELD, S1 2BQ**



Present:

Councillor Tim Huggan (Chair)
Councillor Jeff Ennis OBE
Councillor Douglas Johnson
Councillor Hannah Kitching
Councillor Sioned-Mair Richards
Councillor Ken Wyatt

Sheffield City Council
Barnsley MBC
Sheffield City Council
Barnsley MBC
Sheffield City Council
Rotherham MBC

In Attendance:

Mayor Oliver Coppard

South Yorkshire Mayoral
Combined Authority
SYMCA Executive Team
SYMCA Executive Team

Steve Davenport
Tim Taylor

Director of Law and Governance
Director of Public Transport
Operations

Apologies:

Councillor Joshua Bacon
Councillor Jane Kidd
Councillor Zahira Naz

Rotherham MBC
City of Doncaster Council
Sheffield City Council

89 **Welcome and Apologies**

The Chair welcomed all to the meeting and apologies were noted as above.

90 **Urgent Items/Announcements**

None.

91 **Items to be Considered in the Absence of Public and Press**

None.

92 **Declarations of Interest by any Members**

None.

93 **Change of Agenda Order**

The Chair announced a change of agenda order and it was agreed to consider item 13 before item 5. The minutes reflect the order of the meeting.

94

Any Other Business

a. Mayoral Scrutiny

The Chair welcomed the Mayor to the meeting and invited him to update the Committee.

The Mayor apologised that he had not been able to join the meeting in person and thanked Members for allowing him to participate virtually. He informed the Committee that he was attending a full day session as part of the Pathways to Work Commission in Barnsley which he had committed to earlier in the year. This would be a yearlong process exploring the reasons for economic inactivity in the area and would potentially lead to a regional response to the issue.

Since the previous meeting, he advised that a Mayoral campaign around bus funding had been launched. He had been holding public meetings across South Yorkshire to engage with communities about the challenges facing the region's bus network. 30,000 letters had recently been sent out to randomly selected households across the region inviting them to express an interest in the Citizen's Assembly, and of these, 100 would be chosen to participate. Participants would hold varying views on climate change as well as being demographically representative. The Assembly was expected to be run over a number of weeks later in the year. The Mayor hoped that the Citizen's Assembly would improve understanding of what South Yorkshire residents want from the compromises that would need to be made to achieve net zero by 2040.

Members informed the Mayor of concerns around the 10/10A bus service. The service had previously been used by people to get to the GP surgery on Duke Street which was no longer served. Members of the public had also brought attention to safety issues around double deck buses travelling down Donnington Road, a residential street in Sheffield. An accident involving a bus had already been reported. The Mayor observed he had been pleased when the 10/10A service had been reinstated and he was aware that there had been discussions between Stagecoach and the MCA about the route. He expressed frustration over the lack of control that the MCA had over public transport, especially when faced with further impending cuts.

ACTION: The Director of Public Transport Operations to contact Stagecoach and explore possible alternative routes for the 10/10A service and write to Cllr Richards with details of the outcome of this.

In response to a request for an update on the proposal to transfer the responsibilities of the Mayor and the Police & Crime Commissioner (PCC), the Mayor advised that he hoped to be able to share confirmation imminently. At present the dialogue between the MCA and Government was positive but ongoing.

ACTION: The Mayor to ensure the Committee was informed as soon as possible should Government confirm that they will progress with the proposals to transfer the PCC functions into the Office of the Mayor.

In terms of the recent decision by Sheffield City Council (SCC) to modify the Nether Edge Active Travel Neighbourhood, the Mayor stated that he understood that changes had been made to the scheme after taking public feedback into account and praised this approach. The Mayor reiterated his support for active travel and advised that the MCA was working to make sure that this was a viable option across the region. The MCA had recently expanded the team working on Active Travel and the Mayor had been working with the Active Travel Commissioner to develop plans for the next 12 months.

Regarding Doncaster Sheffield Airport (DSA), the Mayor reported that City of Doncaster Council (CDC) were currently in negotiations with Peel Group about a potential lease arrangement while also progressing parallel work on a compulsory purchase order (CPO) in the event that negotiations were not successful. Should an agreement be reached, the MCA had committed to providing financial assistance to support CoDC with its work.

The Mayor stated that he was ambitious for the tram in South Yorkshire and agreed that the network should ideally to connect both Barnsley and Doncaster. The main obstacle to this vision was funding, but this would be kept under review and progressed should any resources become available.

ACTION: The Director of Public Transport Operations to communicate a timetable for the development of the tram network to the Committee.

Internationally, the Mayor also reflected on the opportunities presented through Harvard Bloomberg, where he was working with mayors from around the world and keen to develop relationships. Due to the success of the Advanced Manufacturing Research Centre, he had been invited to attend the opening of an equivalent in St Louis, America where he also hoped to be able to foster ties.

ACTION: An update to be provided on the MCA skills agenda to be provided to the next meeting, and to include community education.

(The Mayor left the meeting.)

95 **Reports from and Questions by Members**

None.

96 **Questions from Members of the Public**

None.

97 **Minutes of the Previous Meeting Held on 22nd June 2023**

RESOLVED that the minutes of the meeting held on 22nd June 2023 be

approved as a true and accurate record.

98 **Matters Arising/ Review of Action Log**

RESOLVED that the Action Log be noted.

99 **Review of latest Forward Plan of Key Decisions**

The Committee reviewed the latest Forward Plan of Key Decisions.

The Director of Public Transport Operations advised that the disused tunnel running underneath Woodbourn Road and Parkway Avenue was in a state of disrepair. The MCA was simultaneously exploring options of whether to infill the tunnel or whether it could be restored to improve railway connectivity as part of Restoring your Railways (RYR) schemes.

Members commended the approach to consider the potential future uses of the tunnel and noted that the heritage aspects should also be taken into account.

ACTION: The Director of Public Transport Operations to bring a report to the Committee for consideration once a decision was made on whether to infill or restore the tunnel under Woodbourne Road and Parkway Avenue.

ACTION: The Committee to receive confirmation as to whether all four local authorities received allocations from the Rural Shared Prosperity Fund.

RESOLVED that the Forward Plan of Key Decisions be noted.

100 **Committee Work Plan 2023/24**

Members considered the Work Plan for 2023/24.

It was noted that an impact evaluation of the £2 bus fare would be considered at the December meeting and Members felt that it could be useful to also assess the effects of the Zoom Beyond concession, following the decision to withdraw the concession from 1st November.

The Director of Public Transport Operations confirmed that some analysis had already been conducted, including a study of the origin and destination points. This had highlighted regular long-distance journeys, indicating that young people were using the concession to access education and work.

He added that although the publicly funded 18-21-year-old concession was ending, the MCA had approached operators to consider introducing commercial discounts to fill the gap in the market and discussions were ongoing.

Members agreed that updates could be considered during the informal briefing sessions that had been arranged for the Committee.

ACTION: The Director of Public Transport Operations to bring an evaluation report on the impacts of the Zoom Beyond concession to the

Committee along with the update on the impact of the £2 fare cap, and other concessions.

RESOLVED that the Work Plan 2023/24 be noted.

101 **Bus Franchising Assessment**

The Committee received an update on the Bus Franchising Assessment work.

The Case for Change had been completed and approved in October 2022 and the full assessment process was now ongoing. Although the MCA was accelerating this work as much as possible, it was a statutory process and the minimum requirements set out in legislation had to be followed. It was also important that the work be sound as it would be on this basis that a decision was made.

The assessment was exploring alternatives to the current situation. Once the business case was completed, it would be taken to the MCA Board to take a decision. Should the MCA Board decide to proceed to the next step in the process, an audit of the assessment would need to take place, followed by a public consultation and the selection of the preferred franchising model.

In response to questions, the Director of Public Transport Operations assured Members that the MCA was learning from the experiences of other combined authorities like Greater Manchester who were soon to be implementing their first franchised services. He anticipated that if franchising was approved it would be rolled out in stages similar to Manchester. It was anticipated that the decision as whether to proceed to Audit would be taken to an MCA Board meeting early in 2024.

ACTION: The Acting Executive Director of Public Transport to provide an item on the Franchising Strategic Case to an informal briefing session of the Committee.

RESOLVED that the Committee note the content of the slides.

102 **Tram Ownership Transfer**

The Director of Public Transport Operations presented an item on the Tram Ownership Transfer.

Responsibility for the tram network was due to revert to the MCA in March 2024. In anticipation of this, the MCA Board had taken the decision to establish a wholly owned subsidiary to run day to day operations. The MCA had established a Mobilisation Team to prepare for the transfer which would increase in resources and capacity as the deadline approached. A 100-day plan had also been created to follow the transfer, which would then merge into a business plan.

The Director of Public Transport Operations confirmed that the aim was a seamless transition. It was felt that imparting any unnecessary changes on day one would only increase the risk of disruption to passengers.

In response to questions, he advised that the Office of Road and Rail would need to approve an operator's licence and it was anticipated that the requirements for this would be met well in advance of the transfer date. In terms of finances, the MCA had already approved a multi-year level of revenue subsidy, starting at £7m for year one of operations. A series of asset renewal works are also due in the coming years, which would need to be planned in order to minimise the impact on passengers. He noted that if franchising were to be taken forward, the MCA would be able to better integrate connections between buses and the tram.

RESOLVED that the Committee note the content of the slides.

I, the undersigned, confirm that this is a true and accurate record of the meeting.

Signed

Name

Position

Date

Overview and Scrutiny Committee

Action Log from 19 January 2023

Open and Recently Completed Actions

Meeting Date	Minute No	Action	Action Owner	Update	Status
19/01/23	57	<p>South Yorkshire Renewal Fund</p> <p>ACTION: The Corporate Director Policy to attend a future meeting to discuss how success will be measured using the Outcomes Framework and key metrics.</p>	Felix Kumi-Ampofo	Corporate metrics to be addressed in end of year committee report, due at March Committee meeting.	Ongoing
19/01/23	57	<p>South Yorkshire Renewal Fund</p> <p>ACTION: The Executive Director of Finance & Investment to provide the Committee with regular updates on the South Yorkshire Renewal Fund and the projects coming forward</p>	Gareth Sutton		Ongoing
21/09/23	99 (i)	<p>Review of latest Forward Plan of Key Decisions</p> <p>Executive Director of Transport to bring a report to the Committee for consideration once a decision was made on whether to infill or restore the tunnel under Woodbourne Road and Parkway Avenue.</p>	Pat Beijer	Decision due to be taken in January.	Ongoing

Recently Completed Actions

Meeting Date	Minute No	Action	Action Owner	Update	Status
21/09/23	94a (iii)	<p>Mayoral Scrutiny/Any other business</p> <p>A timetable for the development of the tram network to be communicated to the Committee.</p>	Pat Beijer	Update given at 24/11 briefing session.	Complete.
21/09/23	101	<p>Bus Franchising Assessment</p> <p>The Acting Executive Director of Public Transport to provide an item on the Franchising Strategic Case to an informal briefing session of the Committee.</p>	Pat Beijer	To be incorporated in to 24/11 briefing session	Complete.
21/09/23	94a (iv)	<p>Mayoral Scrutiny/any other business</p> <p>An update to be provided on the MCA skills agenda to be provided to the next meeting, and to include community education.</p>	Oliver Coppard	Skills update added to Committee agenda	Complete
21/09/23	94a (i)	<p>Mayoral Scrutiny</p> <p>The Director of Public Transport Operations to contact Stagecoach and explore possible alternative routes for the 10/10A service and write to Cllr Richards with details of the outcome of this.</p>	Tim Taylor	A meeting with SCC Highways is to be arranged to review some of the restrictions which have resulted in the route change.	Complete
21/09/23	99 (ii)	<p>Review of latest Forward Plan of Key Decisions</p>	Paul Johnson	Only Barnsley, Doncaster, and Rotherham received Rural SPF allocations, and Sheffield was not eligible. The methodology for	Complete

Meeting Date	Minute No	Action	Action Owner	Update	Status
		The Committee to receive confirmation as to whether all four local authorities received allocations from the Rural Shared Prosperity Fund.		making Rural UKSPF awards was designed by Government, and the MCA was not able to influence this decision.	
21/09/23	94a (ii)	<p>Mayoral Scrutiny</p> <p>The Mayor to ensure the Committee was informed as soon as possible should Government confirm that they will progress with the proposals to transfer the PCC functions into the Office of the Mayor.</p>	Oliver Coppard	Committee received a briefing on the transfer of PCC powers on 27/09. The confirmation letter received from Government and an update on next steps was circulated to the Committee shortly thereafter.	Complete
22/06/2023	84	<p>Update on Transport</p> <p>ACTION: Director of Public Transport Operations to circulate information on any processes followed when withdrawing or reinstating services to better support elected members to engage in this exercise.</p>	Tim Taylor	A verbal update to be provided at 21/09 Committee meeting.	Completed
23/03/23	71	<p>Bus Funding Update</p> <p>It was asked whether incentives such as the £2 fare had encouraged patronage. A response was given that again this varied, but for longer journeys, where a £2 fare presented a greater saving to the passenger, increased use had been documented. Further, increase in tram use had been noted following the introduction</p>	Tim Taylor	Market research will be undertaken in October 2023 and again in October 2024 to evaluate the impact of the £2 fare. An interim report will be brought towards the end of the calendar year to provide an update.	Ongoing

Meeting Date	Minute No	Action	Action Owner	Update	Status
		of a £2 tram fare. ACTION: Director of Public Transport Operations to share the impact evaluation report on £2 fares at a future Committee meeting.		At the 6 th June Meeting the Committee agreed that the report be shared outside of meetings once completed, and that any feedback be incorporated into an updated report presented to the December meeting. Update given at committee briefing on 21/11, and Item now scheduled on the Committee workplan	
21/09/23	100 (i)	Committee Work Plan 2023/24 The Director of Public Transport Operations to bring an evaluation report on the impacts of the Zoom Beyond concession to the Committee along with the update on the impact of the £2 fare cap, and other concessions.	Tim Taylor	Update given at committee briefing on 21/11, and Item now scheduled on the Committee workplan	Ongoing

Overview and Scrutiny Committee

Thursday, 14 December 2023

Forward Plan of Key Decisions

Is the paper exempt from the press and public?	No
Reason why exempt:	Not applicable
Purpose of this report:	Governance
Is this a Key Decision?	No
Has it been included on the Forward Plan of Key Decisions?	Not a Key Decision

Director Approving Submission of the Report:
 Steve Davenport, Director of Legal and Governance

Report Author(s):
 Sarah Pugh, Democratic Services Officer
 Sarah.pugh@southyorkshire-ca.gov.uk

Summary

The forward plan has been prepared in accordance with The Combined Authorities (Overview and Scrutiny Committees Access to Information and Audit Committees) Order 2017 ('the Order') and will be published at least 28 days before the key decision is to be made.

The 2017 Order defines a key decision as a decision, which in the view of the Combined Authority's Overview and Scrutiny Committee is likely:

(i) To result in the Combined Authority or the Mayor incurring revenue expenditure or savings in excess of £0.25M or capital expenditure or savings in excess of £1m, having regard to the Combined Authority's budget for the service or function to which the decision relates; or

(ii) To be significant in terms of its effects on persons living or working in an area comprising two or more wards or electoral divisions in the area of the Combined Authority.

Recommendation(s)

That the Overview & Scrutiny Committee:

1. Note the attached latest Forward Plan of SYMCA Key Decisions,
2. Recommend any areas for further scrutiny.

List of Appendices Included:

A Latest Forward Plan of Key Decisions

Forward plan of Key Decisions to be made: Forward Plan of all Key Decisions from January 2023

Date Published: 1 January 2023

Decision to be made:	What is the decision?	Planned Decision Date	Decision maker's name (or name of the board) & title:	Lead Officer name and contact details	Documentation for consideration & other relevant documents	Prohibitions Restrictions Exemptions
To procure consultancy services from the TfGM transport services framework for preliminary work to determine the scope of future strategic transport modelling requirements	To assess the usefulness of the existing transport model (SCRTM1) for purposes of the region's development programmes for housing, development and infrastructure and to make recommendations for future modelling.				Delegated Approvals Paper and Record of Officer Decision	Not exempt

Decision to be made:	What is the decision?	Planned Decision Date	Decision maker's name (or name of the board) & title:	Lead Officer name and contact details	Documentation for consideration & other relevant documents	Prohibitions Restrictions Exemptions
Visitor Economy Partnership	£400k funding request to establish the capacity and capability to develop a 3 yr programme of work between the MCA and the four constituent councils; enabling a longer-term planning horizon and certainty of resources for recruitment, strategy development and the evidence base.				Delegated Approvals Paper & record of Officer Decision Form	Not exempt
<p>Proposed</p> City Region Sustainable Transport Settlement (SBC) - Shaw Lane Bus Lane & East Doncaster AT and Passenger Transport Connectivity	Approval to progress to Outline Business case and release of £2,240,000 development grant to develop a combined outline business case for the Shaw Lane Bus Lane & East Doncaster AT and Passenger Transport Connectivity schemes.				Delegated Approvals Paper & record of Officer Decision Form	Not exempt

Decision to be made:	What is the decision?	Planned Decision Date	Decision maker's name (or name of the board) & title:	Lead Officer name and contact details	Documentation for consideration & other relevant documents	Prohibitions Restrictions Exemptions
UK Shared Prosperity Fund - Rotherham Metropolitan Borough Council 2023/24 schemes	Approval of award(s) totalling up to £1.65m of UK Shared Prosperity Fund to Rotherham Metropolitan Borough Council to deliver Communities and Place, Local Business and People and Skills schemes for 2023/24.	19/12/23	Section 73 Officer	Sue Sykes Assistant Director - Funding, Monitoring and Reporting sue.sykes@southyorkshire-ca.gov.uk	Decision paper.	Not exempt
Rural Shared Prosperity Fund - Barnsley Metropolitan Borough Council 2023/24 Schemes	Approval of award(s) UK Shared Prosperity Fund to Barnsley Metropolitan Borough Council to deliver Rural SPF schemes for 2023/24.	19/12/23	Section 73 Officer	Sue Sykes Assistant Director - Funding, Monitoring and Reporting sue.sykes@southyorkshire-ca.gov.uk	Delegated Approvals Paper.	Not exempt
UK Shared Prosperity Fund - City of Doncaster Council 2023/24 schemes	Approval of award(s) totalling up to £2.09m of UK Shared Prosperity Fund to City of Doncaster Council to deliver Communities and Place, Local Business and People and Skills schemes for 2023/24.	19/12/23	Section 73 Officer	Sue Sykes Assistant Director - Funding, Monitoring and Reporting sue.sykes@southyorkshire-ca.gov.uk	Decision paper.	Not exempt

Decision to be made:	What is the decision?	Planned Decision Date	Decision maker's name (or name of the board) & title:	Lead Officer name and contact details	Documentation for consideration & other relevant documents	Prohibitions Restrictions Exemptions
Rural Shared Prosperity Fund - City of Doncaster Council 2023/24 schemes	Approval of award(s) UK Shared Prosperity Fund to City of Doncaster Council to deliver Rural SPF schemes for 2023/24.	19/12/23	Section 73 Officer	Sue Sykes Assistant Director - Funding, Monitoring and Reporting sue.sykes@southyorkshire-ca.gov.uk	Decision paper.	Not exempt
UK Shared Prosperity Fund - Barnsley Metropolitan Borough Council 2023/24 schemes	Approval of award(s) totalling up to £1.69m of UK Shared Prosperity Fund to Barnsley Metropolitan Borough Council to deliver Communities and Place, Local Business and People and Skills schemes for 2023/24.	19/12/23	Section 73 Officer	Sue Sykes, Sue Sykes Assistant Director - Funding, Monitoring and Reporting, Assistant Director - Funding, Monitoring and Reporting sue.sykes@southyorkshire-ca.gov.uk, sue.sykes@southyorkshire-ca.gov.uk	Decision paper.	Not exempt
UK Shared Prosperity Fund - Sheffield City Council 2023/24 schemes	Approval to Award £1.20m 2023/24 UKSPF grant funding to SCC for Skills and Employability South Yorkshire project.	19/12/23	Section 73 Officer	Sue Sykes Assistant Director - Funding, Monitoring and Reporting sue.sykes@southyorkshire-ca.gov.uk	Decision paper.	Not exempt

Decision to be made:	What is the decision?	Planned Decision Date	Decision maker's name (or name of the board) & title:	Lead Officer name and contact details	Documentation for consideration & other relevant documents	Prohibitions Restrictions Exemptions
<p>Approval to appoint a contractor to a Supertram Track Improvement Framework contract and call-off the first year's work package of rail replacement</p>	<p>Approval is sought to enter into a framework contract which provides access to a contractor to undertake various works relating to the track on the Supertram system. The framework will last for a minimum of four years.</p> <p>Approval is also sought to commission the first call off to cover planned renewal works in the first year of the framework which has an estimated value of £7.5 - £8.0M.</p>	20/12/23	Executive Director of Transport	<p>Pat Beijer Executive Director of Transport (Acting)</p> <p>pat.beijer@southyorkshire-ca.gov.uk</p>	Public Transport Team approvals paper and Record of Officer Decision	Not exempt
Transport Levy	To consider a 2% increase to the Public Transport Levy.	9/01/24	Mayoral Combined Authority Board	<p>Gareth Sutton Executive Director of Resources & Investment</p> <p>Gareth.Sutton@southyorkshire-ca.gov.uk</p>	MCA Board Paper	Not exempt

Decision to be made:	What is the decision?	Planned Decision Date	Decision maker's name (or name of the board) & title:	Lead Officer name and contact details	Documentation for consideration & other relevant documents	Prohibitions Restrictions Exemptions
<p>Safe Place to Sleep Programme</p>	<p>Commit £2m for a pilot programme of work centred around the Safe Space to Sleep proposition be developed with four test areas in South Yorkshire. These pilot areas will be established to better understand how different ways of working with communities can build better health and education outcomes for young people – whilst also reducing costs to the public sector through early prevention methods.</p>	<p>9/01/24</p>	<p>Mayoral Combined Authority Board</p>	<p>Andy Gates Assistant Director - External Affairs</p> <p>andrew.gates@southyorkshire-ca.gov.uk</p>	<p>MCA Board Paper</p>	<p>Not exempt</p>
<p>City Region Sustainable Transport Settlement (SBC) - Northern Communities Active Travel & Bus Priority - City— Chapeltown/High Green- Phase1</p>	<p>Approval to progress to Outline Business case and release of £3,500,000 development grant to develop a combined outline business case for the the Northern Communities Active travel and bus priority and Chapeltown/High Green phase 1 schemes.</p>	<p>9/01/24</p>	<p>Mayoral Combined Authority Board</p>	<p>Sue Sykes Assistant Director - Funding, Monitoring and Reporting</p> <p>sue.sykes@southyorkshire-ca.gov.uk</p>	<p>Delegated Approvals Paper & record of Officer Decision Form</p>	<p>Not exempt</p>

Decision to be made:	What is the decision?	Planned Decision Date	Decision maker's name (or name of the board) & title:	Lead Officer name and contact details	Documentation for consideration & other relevant documents	Prohibitions Restrictions Exemptions
City Region Sustainable Transport Settlement (OBC) - Active Travel Hub - Bike Works	Approval in principle at Outline Business Case and to progress Full Business Case for £951,799 towards the delivery of the scheme.	9/01/24	Mayoral Combined Authority Board	Sue Sykes Assistant Director - Funding, Monitoring and Reporting sue.sykes@southyorkshire-ca.gov.uk	MCA Board paper	Not exempt
City Region Sustainable Transport Settlement (SBC) - Broom Wickersley Extension Corridor (Active Travel and Bus Priority Measures)	Approval to progress to Outline Business case and release of £1.48 million development grant to develop a combined outline business case for the Broom Wickersley Extension Corridor Active Travel and Bus Priority Schemes.	9/01/24	Mayoral Combined Authority Board	Sue Sykes Assistant Director - Funding, Monitoring and Reporting sue.sykes@southyorkshire-ca.gov.uk	MCA Board Paper	Not exempt
Contract award to infill the disused former railway tunnel under Woodbourn Rd Parkway Avenue Sheffield	SYMCA requires the services of a suitably qualified and experienced Company to undertake the design and repair works of the tunnel under Woodbourn Road and Parkway Avenue, Sheffield to prolong the life of the structure. Estimated value of contract £900k.	24/01/24	Executive Director of Transport	Pat Beijer Executive Director of Transport (Acting) pat.beijer@southyorkshire-ca.gov.uk	Public Transport Team (PTT) Approval Paper	Not exempt

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Overview and Scrutiny Committee

Thursday, 14 December 2023

Overview & Scrutiny Committee Work Plan 2023/24

Is the paper exempt from the press and public?	No
Reason why exempt:	Not applicable
Purpose of this report:	Governance
Is this a Key Decision?	No
Has it been included on the Forward Plan of Key Decisions?	Not a Key Decision

Director Approving Submission of the Report:
Steve Davenport, Director of Legal and Governance

Report Author(s):
Sarah Pugh, Democratic Services Officer
Sarah.pugh@southyorkshire-ca.gov.uk

Summary

The MCA has been supporting the Overview and Scrutiny Committee to develop a robust and effective programme of work for the year.

A workshop was delivered with Committee members on 24th July 2023, which produced the attached draft Committee Work Programme (i.e. long-term agenda) for 2023/24.

This work programme focuses on the most significant upcoming change programmes at the MCA, and the areas of work which are high priorities for the Committee and South Yorkshire's Communities. It also remains flexible enough to accommodate any urgent, short-term issues that might arise during the year.

In addition to items for consideration at Committee meetings, the Committee also requested:

- That the Mayor to attend all meetings of the committee in person,

- That the Chair have an introduction meeting with the Mayor before the September Committee meeting,
- That where possible, the relevant portfolio holder attend Committee meetings in support of agenda items,
- Informal briefings in advance of significant items on upcoming agendas, such as on plans for tram ownership, Police and Crime Commissioner powers, and Bus Franchising,
- Informal briefings on some separate, lower-priority issues outside the cycle of Committee meetings.

The Overview & Scrutiny Committee is independent of the MCA Executive and the Scrutiny Officer will liaise with the Committee Chair and MCA Executive senior management to agree how best the Committee's requests to scrutinise the work of the MCA can be accommodated.

Recommendation(s)

That the Overview & Scrutiny Committee:

1. Note the attached Committee Work Plan for the remainder of 2023/24

List of Appendices Included:

- A. Committee Work Plan 2023/24

Overview & Scrutiny Committee Workplan 2023-24

December Board Meeting – Thursday 14 th December 2023	
Internal paper deadline – Thursday 30 th November 2023	
What?	How?
Police and Crime Commissioner Powers	<ul style="list-style-type: none"> • Update on plans towards implementation • To include some information on how other MCAs have undertaken this change • Preceded by an informal officer briefing via Teams
Tram Ownership	<ul style="list-style-type: none"> • More detailed look at plans towards implementation • Preceded by an informal officer briefing via Teams
Update on Skills & Community Education	<ul style="list-style-type: none"> • Follow up from Mayoral Question to September meeting • General introduction/overview of Skills agenda, to include community education • Item to remain short at Committee meeting, and any detailed areas of Scrutiny followed up via informal Teams briefings
Active Travel	<ul style="list-style-type: none"> • Invitation to Ed Clancy to attend to give a verbal update, followed by Q&A
Mayoral Scrutiny	<ul style="list-style-type: none"> • 5 Minute verbal update from Mayor • 1 page summary of recent meetings/engagements the Mayor has undertaken recently • Followed by Committee questioning

March Board Meeting – Thursday 14th March 2024**Internal paper deadline – Thursday 29th February 2024**

What?	How?
£2 Bus Fare Impact Evaluation & Zoom Beyond Concession	<ul style="list-style-type: none">• Any outcomes shared informally with Committee via online briefings and via collaborative documents• Board Paper in December incorporating Committee feedback
Analysis and implementation of Scrutiny Protocol	<ul style="list-style-type: none">• Report summarising Scrutiny Protocol requirements and recommended options for implementation• Preceded by an informal officer briefing via Teams
Committee End of Year Report	<ul style="list-style-type: none">• Summary of Committee's work in year and 'hand over' to incoming O&S Committee• Linked to development of MCA corporate performance metrics
Mayoral Scrutiny	<ul style="list-style-type: none">• 5 Minute verbal update from Mayor• Followed by Committee questioning

Items to be considered outside of formal Committee meetings

Health Inequalities Update	<ul style="list-style-type: none">• Short briefing provided via teams or a written briefing on Health Inequalities work to date
Community Transport	<ul style="list-style-type: none">• Short introduction Teams meeting to provision of community transport in South Yorkshire• Possibly followed by agenda item at future board meeting if required



Overview and Scrutiny Committee

Thursday, 14 December 2023

Police and Crime Commissioner Update

Is the paper exempt from the press and public?	No
Reason why exempt:	Not applicable
Purpose of this report:	Monitoring/Assurance
Is this a Key Decision?	No
Has it been included on the Forward Plan of Key Decisions?	Not a Key Decision

Director Approving Submission of the Report:

Clare Monaghan, Executive Director Policy & Strategic Development

Report Author(s):

Clare Monaghan, Executive Director Policy & Strategic Development

Summary

In May 2024, all Police and Crime Commissioner (PCC) functions will transfer to the South Yorkshire Mayor, and all PCC assets, rights and liabilities will transfer to the South Yorkshire Mayoral Combined Authority (SYMCA).

Recommendation(s)

That the Board note the attached update on the transfer of Police and Crime Commissioner Powers.

List of Appendices Included:

A Police and Crime Commissioner Update Slides

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Transfer of Police and Crime Commissioner functions to the South Yorkshire Mayor

November 2023



Overview

- In May 2024, all Police and Crime Commissioner (PCC) functions will transfer to the South Yorkshire Mayor, and all PCC assets, rights and liabilities will transfer to the South Yorkshire Mayoral Combined Authority (SYMCA).
- Staff currently working in the Office of the Police and Crime Commissioner (OPCC) will become employees of SYMCA. The role of PCC will be abolished.
- This transfer of functions, responsibilities and staffing will take place after the election of a new Mayor, who will take on the functions of a PCC.
- To give legal effect to these changes, the Home Office and Department for Levelling Up, Housing and Communities will lay a Statutory Instrument (the “Transfer Order”) in Parliament. The Transfer Order is expected to be laid on 7 December 2023, and come into force in March 2024 (subject to the Parliamentary timetable).

The Transfer Order

- A draft version of the Transfer Order has been sent to SYMCA and the OPCC for their comments. It is based on the Order used to transfer functions from the PCC to the Mayor in Greater Manchester and West Yorkshire.
- A copy of the draft Order has also been sent to SYMCAs constituent councils (Sheffield, Doncaster, Barnsley and Rotherham) seeking their consent, as required under the Local Democracy, Economic Development and Construction Act 2009.
- It is expected that all councils will provide their consent before the Transfer Order is laid in Parliament.
- In addition to setting out the transfer of PCC functions and all PCC assets, rights and liabilities, the Transfer Order also sets out the date for the Mayoral election as 2 May 2024.

Programme Board (pt 1)

- To ensure the smooth and effective transfer of all PCC functions, and all PCC assets, rights and liabilities, a formal Programme Board has been established to oversee all activity between now and May 2024.
- SYMCA, as the receiving organisation, has overall responsibility for the programme. However, it will not be possible to ensure a smooth and effective transfer of functions without the full support and cooperation of the OPCC and, where appropriate, South Yorkshire Police (SYP).
- The Programme Board is co-Chaired by the SYMCA Executive Director of Policy and Strategic Development and the OPCC Chief Executive and Solicitor. Members of the Board include senior staff from SYMCA, the OPCC and the Deputy Chief Constable of SYP.

Programme Board (pt 2)

- The Board will also: review the progress of the seven working groups that have been established to focus on specific aspects of the transfer; take decisions and manage those risks that have been referred to it; and ensure that progress is being communicated effectively to staff and external partners.
- The Programme will take place in two, overlapping, Phases. Phase 1 will focus on identifying and managing all aspects related to the legal transfer of functions, assets, rights and liabilities required by the May 2024 election.
- Phase 2 will focus on the full integration of OPCC business (including the Violence Reduction Unit) into SYMCA after the May 2024 election. Where agreed, work will commence on Phase 2 activities during Phase 1, if this is required for successful integration.

Working Groups (pt 1)

Underpinning the Programme Board, seven Working Groups have been set up to manage specific workstreams relating to the transfer of functions and responsibilities. The Working Groups have been tasked to lead on all day-to-day issues, risks, timescales, resource implications, or other relevant matters that may arise during the lifespan of the programme.

Working groups are also responsible for identifying actions and risks that should go to the Programme Board for a decision. The activity arising from the Working Groups is used to inform the Programme's action and decisions logs, timeline, and risk register.

The seven Working Groups are:

1. **Legal, Governance and Risk Management** - Identifying the legal issues (including those in relation to the Transfer Order) that must be addressed between now and May 2024. This includes ensuring that there are strong and clear governance arrangements in place for all policing and crime functions which will transfer to SYMCA.
2. **Human Resources** - Identifying and managing all issues relating to the transfer of staff from the employment of the PCC to SYMCA. Staff will transfer under the TUPE process.

Working Groups (pt 2)

3. **Communications** - Ensuring clear and concise internal and external communications during the lifespan of the programme.
4. **Finance** - Identifying and managing all issues relating to the transfer of finance from the OPCC to SYMCA.
5. **Estates and Fleet** – Identifying and managing all issues relating to the transfer of buildings and vehicles, and associated activities (i.e. maintenance), from the OPCC to SYMCA.
6. **Procurement** - Identifying and managing all issues relating to the transfer of procurements and contract management, from the OPCC to SYMCA.
7. **Information Governance and ICT** - Identifying and managing all issues relating to information governance (including security) and the systems and hardware needed as staff transfer from the OPCC to SYMCA.

Representatives from SYMCA, the OPCC, and SYP sit on each of the working groups, to ensure that all activities and risks are identified, and either actioned or escalated to the Programme Board for a decision.

Timeline

The key activities over the coming weeks include:

w/c 27 November – provide any comments to the Home Office on the draft Transfer Order

7 December – Transfer Order expected to be laid in Parliament

13 December – Start of the TUPE transfer and staff consultation process

Work is also well underway to identify the activities needed between now and May 2024 to ensure the smooth and effective transfer of all PCC functions, assets, rights and liabilities, including where there are inter-dependencies between different workstreams. This will continue to be the focus of the Programme over the coming months.

Work will also begin on identifying those issues that will need to be addressed after the May 2024 election.

Thank you

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South Yorkshire Mayoral Combined Authority
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Sheffield
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S1 2BQ



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Overview and Scrutiny Committee

Thursday, 14 December 2023

Overview of Skills Provision at South Yorkshire Mayoral Combined Authority

Is the paper exempt from the press and public?	No
Reason why exempt:	Choose an item.
Purpose of this report:	Discussion
Is this a Key Decision?	No
Has it been included on the Forward Plan of Key Decisions?	No

Director Approving Submission of the Report:

Tom Bousfield Corporate Director of Economy, Growth and Skills
Tom.Bousfield@southyorkshire-ca.gov.uk

Report Author(s):

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Fliss.miller@southyorkshire-ca.gov.uk

Executive Summary

The Combined Authority has an annual skills revenue budget of c£55 million. The majority of this budget is the devolved Adult Education Budget which is close to £40million. The rest of the funding is programme specific and either delegated or awarded to the Combined Authority through competitive bids. The majority of the funding is for residents who are 19+.

An overview is provided below for all of the skills funded programmes, identifying progress made, challenges and opportunities, and next steps for each programme.

What does this mean for businesses, people and places in South Yorkshire?

South Yorkshire is a post-industrial economy, with a cross-sectoral productivity challenge. Skills are a drag on productivity in much of the region, with skills profiles in Barnsley, Doncaster and Rotherham lower than the national average.

The Skills budget has been used to support residents into employment or better employment.

Recommendations

The Committee is asked to note the report.

Consideration by any other Board, Committee, Assurance or Advisory Panel

None.

1. Background

- 1.1 The Combined Authority has an annual revenue skills budget of c£55m per annum. The majority of this funding is made up of the devolved Adult Education Budget (c £40m). The remaining funds are programme specific and time bound.
- 1.2 The regional Skills Strategy is currently in development and is expected to go to the MCA Board in February for approval. Significant engagement has taken place with stakeholders across the region to shape the emerging vision and mission areas.
- 1.3 This paper provides a high-level overview of all skills funded provision commissioned and delivered by the Combined Authority.
- 1.4 Sir Steve Houghton CBE and Kate Josephs are the cabinet leads and portfolio holders for skills at the Combined Authority.

2. Key Issues

2.1 **Adult Education Budget (AEB)**

Overview

In 2021 the AEB was devolved to the Combined Authority. The annual budget is c£40m. The AEB is for 19+ residents and primarily funds Legal Entitlements including Maths & English, Ofqual regulated and non-regulated training (without formal qualifications). The majority of provision is delivered by grant providers (FE Colleges and Local Authorities) with c£7m being delivered by procured providers (also known as Independent Training Providers). This budget allows the Combined Authority to introduce local flexibilities to ensure funds are spent aligning to local priorities and need.

In addition to the AEB, Free Courses for Jobs (FCFJ) is a delegated allocation from DfE with an annual budget of £3.4m. FCFJ funds residents who are 24+ to undertake a level 3 qualification outside of AEB Legal Entitlements. 50% of this allocation can be used to fund local priority courses. FCFJ's is regulated by DfE's national funding rules, which means we have less flexibility to manage and deliver this allocation.

Progress

- Since devolution, the underspend of AEB has been declining year on year. 23-24 academic year has seen a strong start;
- SYMCA has improved relationships with providers and wider stakeholders;
- SYMCA has implemented a performance management framework, driving up standards;
- Capacity and capability on skills has been built within the MCA;
- SYMCA has undertaken an evaluation on Residential Learning, and is undertaking two further evaluations on AEB wider and community learning, creating a nuanced understanding of programme delivery; and,

- In July 2023 a two year procurement for FCFJ was undertaken worth £4.4m, aimed at improving performance and spend.

Challenges/Opportunities

- Ongoing changes to DfE funding rates are impacting subject areas e.g. engineering, preparation to work and life; and,
- The flat profile DfE funding envelope means we are required to deliver more with less in an inflationary environment.

Looking ahead

- SYMCA plans to deliver robust performance management of our provider base to support our residents and our local economy;
- Implementation of wider flexibilities - using devolved powers; and,
- Increased use of evidence-based strategic commissioning

2.2

Multiply

Multiply is the DfE adult numeracy programme funded as part of the UK Shared Prosperity Fund. Delivery is through grants to each local authority based on an agreed set of priorities for South Yorkshire derived from a DfE menu of interventions. The contract value is c£8m over a three year period.

Progress

- Due to the time constraints for year 1, the decision was made to grant award the local colleges in each LA area to maximise delivery and aim to get best value for money for South Yorkshire;
- SYMCA commissioned additional, overarching capacity building provision to aid the standardisation of numeracy delivery as well as provide online resources and continuing professional development for the tutors;
- An evaluation has been procured for the SY programme; and,
- The delivery period 2023-24 allows for more robust performance information and data to identify activities.

Challenges/Opportunities

- DfE notified SYMCA of our funding allocation only in March 2023 for 2023–24 financial year;
- Following confirmation of Multiply grant award in October, SYMCA was only in a position to commence activities from Q4 of Year 1;
- DfE changes to programme rules, eligibility, content and format of intervention plan have proved challenging; and,
- Despite this, SYMCA has developed an ability to test and learn from each year and change accordingly for subsequent years.

Looking ahead

- A plan to deliver robust performance management of our provider base to support our residents of need and our local economy;
- The final investment plan 24/25 will be informed by the successful activities for 23/24, which may prompt some changes in volumes or funding allocation to intervention strands; and,
- SYMCA will use evaluation and lessons learned in aligning or informing current programmes such as AEB and Working Win.

Working Win (Individual Placement and Support in Primary Care)

A 2-year (April 23-March 25) voluntary health and employment programme that is integrated within Primary Care services to support people with a common mental / physical health condition or disability to find, secure and sustain employment.

Progress

- SYMCA secured further government funding (post-trial phase) to continue provision within South Yorkshire, with the endorsement of public health colleagues;
- SYMCA has supported over 6,000 residents since 2017 in South Yorkshire and Bassetlaw into paid work or in sustaining employment which was at risk because of a health issue;
- SYMCA has strengthened relationships and deepened integration within Primary Care; and,
- SYMCA has demonstrated a model of successful delivery for the target population. This has been praised nationally in Ministerial visits.

Challenges / Opportunities

- There is a fragmented landscape, with multiple funding pots targeted the same population – UKSPF, WorkWell, Universal Support; and,
- The Government is expected to roll this programme into a universal offer, creating local delivery risks

Looking ahead (SYMCA)

- SYMCA plans to develop an employment and health strategy for South Yorkshire.

Careers Hub

Brings together schools, colleges, employers, and apprenticeship providers to improve how young people are prepared for their next steps.

Progress

- SYMCA has developed the Careers Hub function (staff within SYMCA), which has progressed from the original Enterpriser Adviser model; and,
- There has been improved performance against all Gatsby benchmarks

Challenges / Opportunities

- Yearly funding cycle, limiting forward planning and flexibility.

Looking Ahead

- SYMCA plans to align Careers Hub activity into wider employment / skills activity; and,
- Review of current operating model

Primary Hub

The programme is delivered in Education Investment Areas (Doncaster and Rotherham) and aims to increase awareness amongst primary school pupils of career pathways.

Progress

- SYMCA is now part of this pilot
- 98 school recruited / engaged

Challenges / Opportunities

- The large cohort of schools could be difficult to service with resource allocated; and,
- There is an opportunity to align into wider all-age careers work.

UKSPF

UKSPF is a 3 year funding programme with 3 Investment priorities: communities and place; supporting local business; and people and skills. The people and skills priority funding is over two financial years 23/24 and 24/25 with regional wide delivery from 1 October 2023 until March 2025 focusing on three strands:

- Strand 1, Preparation for Employment - supporting those that are furthest from the labour market
- Strand 2, Accessing the Labour Market - supporting those that are nearer the labour market and ready to progress into employment
- Strand 3, Advance - supporting those that are ready to progress in work

Progress

- Strand 1 and 2 were commissioned and contracted to Sheffield LA (lead SY Authority);
- Strand 3 application has been approved and delivery will commence 1 April 2024. Doncaster LA are the lead Authority.

Challenges / Opportunities

- Uncertainty over future funding.

Apprenticeships and Technical Education

The Apprenticeship Hub is a 2-year programme with aims to increase apprenticeship quality and uptake in South Yorkshire. It incorporates a levy matchmaking service enabling levy paying employers the opportunity to pledge any unspent Levy funds and allow SMEs to access these.

Progress

- SYMCA has approved and contracted the Apprenticeship Hub;

Challenges / Opportunities

- There is an opportunity to improve uptake by engaging with employers that aren't investing in apprentices to meet their workforce needs.

Looking Ahead

- SYMCA plans to align provision and cross collaboration to other programmes to achieve more i.e. Careers Hub
- Plan to deliver an evaluation and development plan to secure further funding

Skills Bank

A programme to upskill South Yorkshire's workforce by co-funding (up to 60%) training costs for businesses in the region.

Progress

- SYMCA has established a reputable programme that is now core to South Yorkshire's provision of support.

Challenges / Opportunities

- Ongoing opportunity to be innovative

Looking Ahead

- Revision and further development of programme to ensure it continuously aligns to strategic priorities.

Skills Bootcamps

Flexible short courses for those that are 19+ to gain skills that employers are looking for.

Progress

- Continuous increased performance in pilot phase (wave 4)
- SYMCA submitted an ambitious bid for wave 5, notification of the outcome of the bid is expected mid December.

Challenges / Opportunities

- There is a risk of duplication through DfE directly contracting local providers; and
- The programme does provide an opportunity to engage businesses and develop provision aligned to growth sectors.

Looking Ahead

- SYMCA plans to implement robust performance management; and,
- SYMCA will evaluate wave 4 to ensure high-quality provision.

3. Options Considered and Recommended Proposal

3.1 Option 1

To note the report.

3.2 Option 1 Risks and Mitigations

This paper is an overview of provision to note and therefore no risks and mitigations have been identified.

4. Consultation on Proposal

4.1 This paper is an overview of provision to note and therefore no consultation is required.

5. Timetable and Accountability for Implementing this Decision

5.1 This paper is an overview of provision to note and therefore decision required.

6. Financial and Procurement Implications and Advice

6.1 This paper is an overview of provision to note and therefore no advice is required.

7. Legal Implications and Advice

7.1 The MCA has devolved functions to provide/procure adult education

8. Human Resources Implications and Advice

8.1 This paper is an overview of provision to note and therefore no advice is required.

9. Equality and Diversity Implications and Advice

9.1 This paper is an overview of provision to note and therefore no advice is required.

10. Climate Change Implications and Advice

10.1 This paper is an overview of provision to note and therefore no advice is required.

11. Information and Communication Technology Implications and Advice

11.1 This paper is an overview of provision to note and therefore no advice is required.

12. Communications and Marketing Implications and Advice

12.1 This paper is an overview of provision to note and therefore no advice is required.

List of Appendices Included:

A None.

Background Papers

n/a

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Overview and Scrutiny Committee

Thursday, 14 December 2023

Tram Mobilisation Update

Is the paper exempt from the press and public?	No
Reason why exempt:	Not applicable
Purpose of this report:	Monitoring/Assurance
Is this a Key Decision?	No
Has it been included on the Forward Plan of Key Decisions?	Not a Key Decision

Director Approving Submission of the Report:
Pat Beijer, Executive Director Transport

Report Author(s):
Pat Beijer, Executive Director Transport

Recommendation(s)

That the Board note the attached update on Tram Mobilisation.

List of Appendices Included:

A Tram Mobilisation Slides

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Tram Mobilisation Update

Overview & Scrutiny Committee

14 December 2023

Pat Beijer



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Overview

- **Recap of the previous meeting**
- **NewCo Board Structure**
- **Business planning framework**
- **Mobilisation Milestone Progress Update**
 - *Milestones to day 1*

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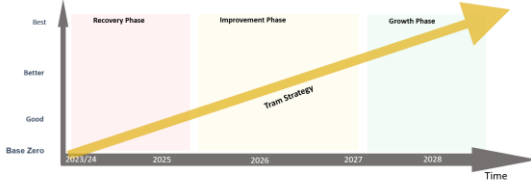
In the last meeting

We discussed:

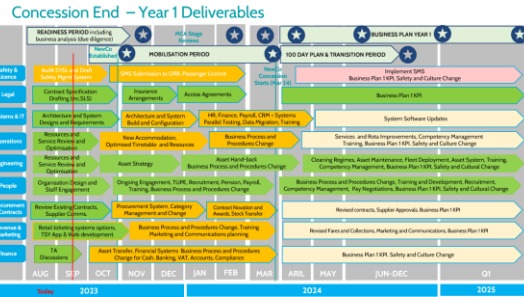
The NewCo Transformation process

NewCo Transformation Strategy Phases

Our 100-day plan will prioritise urgent business matters. The transition plan will shape our build phase, with business plans 1-5 years improving resources and infrastructure to meet wider regional aspirations.



Year 1 Deliverables

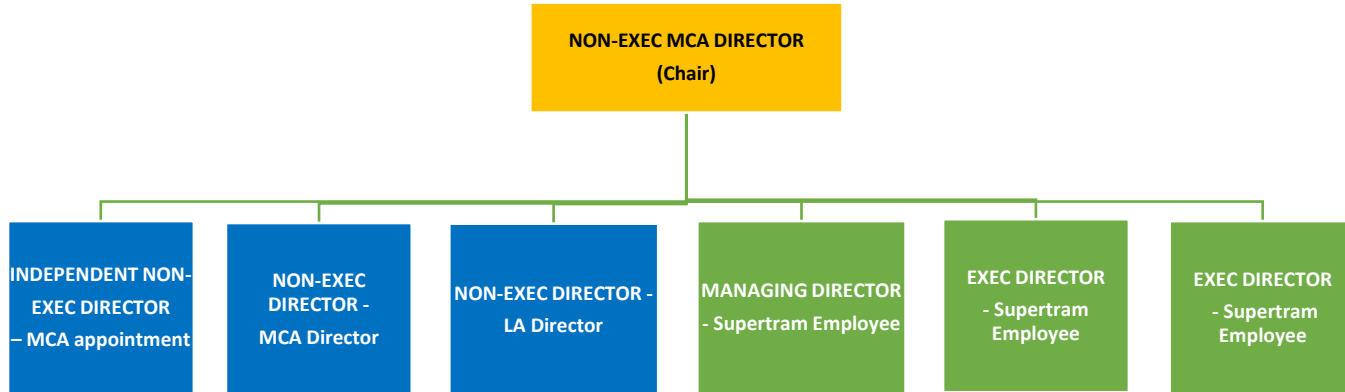


Progress update against key milestones

Milestone delivery Path (1)

Activity	Milestone	Planned Date	Current forecast
Programme Setup	Resourcing Mobilisation Team – complete recruitment	Apr	Aug ✓
	Stakeholder & Comms Plan	Nov	Nov
	Programme Plan - Baseline	Jun	Jun ✓
Transition Agreement	Transition Agreement signed SYSL – SYMCA	Sep	Aug ✓
	Demobilisation Activities planned	Sep	Aug ✓
	Close out essential contract commitments (safety, security, regulatory) for operator	Feb 24	Feb 24
Business Plan	Handover arrangements for Assets under charge	Sep	Aug ✓
	2 Year Business Plan	Nov	Nov
	Day 1/100 Day plan agreed	Nov	Nov
	Financial Investment Model	Nov	Nov

NewCo Board Structure



Planning Framework - NewCo Business Plan

The planning pyramid presented underpins this Plan and ensures that any proposed strategic initiatives will consistently map back to the proposed vision and mission statements developed by SYMCA for NewCo through each stage of its business transformation

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NewCo Business Plan - Executive Summary

A 5-Year NewCo Business Plan is proposed in three stages. The core focus is on immediate initiatives and interventions over 100 days and one year to stabilise the business and to prepare a solid base for future efficiency gains and growth. This is set out as:

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Transition Plan, c.100 days

‘Build Trust’ - Embed new governance, trust, take regulatory control

Business Stabilisation Plan, Year 1

‘Steady & Ready’ - Develop the base for growth, resilience and efficiency gains

- **Longer Term Strategic Horizon, Year 5**

‘Modernise & Improve’ – Prepare to deliver the Transport Vision

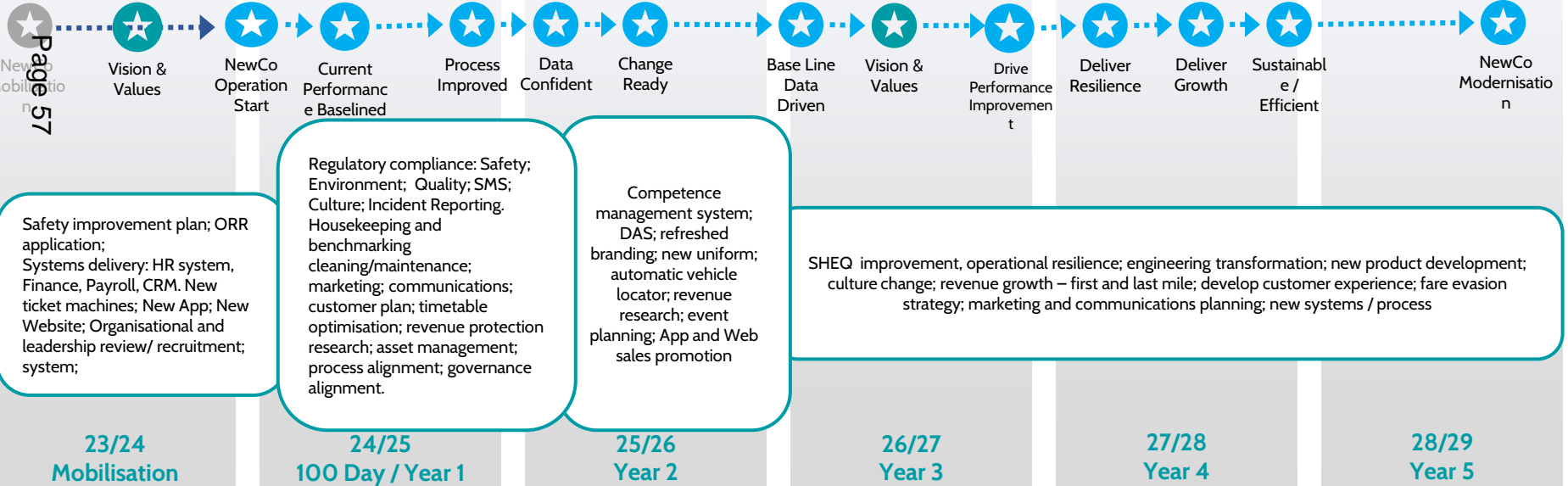
NewCo Business Planning on a page – 100-day, 1 Year, 5 Years

STEADY & READY

MODERNISE

Address Priority Condition & Stabilisation Issues

System Re-configuration to Modern Standards



Categorisation of business plan activities and initiatives

The headline activities to be undertaken by SYMCA and the leadership team of NewCo are grouped into **four** categories, based on their benefit to Supertram

- 1. Regulatory and legal compliance** – Safe operation of Supertram; KPIs / SLA
- 2. New Co Costs** – developed on the whole, to replace Stagecoach shared services and fill organisational gaps
- 3. Efficiency gains or risk reduction** – Maximising efficiency opportunity / reducing risk exposure
- 4. *Protect existing customer base / Revenue Generation** – Activities that support increased revenue to Supertram

Milestone delivery Path (1)

Activity	Milestone	Planned Date	Current forecast
Programme Setup	Resourcing Mobilisation Team – complete recruitment	Apr	Aug ✓
	Stakeholder & Comms Plan	Nov	Dec
	Programme Plan - Baselined	Jun	Jun ✓
Transition Agreement	Transition Agreement (HoT) signed SYSL – SYMCA	Sep	Sep ✓
	Demobilisation Activities planned	Sep	Aug ✓
	Close out essential contract commitments (safety, security, regulatory) for operator licence	Feb 24	Feb 24
	Handover arrangements for Assets under charge	Sep	Aug ✓
Business Plan	2 Year Business Plan	Nov	Dec
	Day 1/100 Day plan agreed	Nov	Dec
	Financial Investment Model	Nov	Dec

Milestone delivery Path (2)

Activity	Milestone	Planned Date	Current forecast
Legal	Wholly-owned subsidiary set up	Oct	Oct ✓
	Set up new contract and SLA	Nov	Dec
	Governance & articles of association development	Oct	Aug ✓
Procurement & Contracts	New contracts in place	Feb 24	Feb 24
	Novation of contracts agreed	Feb 24	Feb 24
	Non contracted supply chain contracts agreed	Feb 24	Feb 24
Safety	Safety Management System authorised by ORR (Day one)	Feb 24	Feb 24
	Risk Management System setup	Mar 24	Mar 24
	Cultural change and Risk Management Matured	Mar 24	Mar 24

Milestone delivery Path (3)

Activity	Milestone	Planned Date	Current forecast
IT Infrastructure & Systems	Establish new corporate support system tenancy (M365)	May	Jul ✓
	Select HR, Finance systems back office	Jul	Aug ✓
	Corporate Systems Go Live	Jan 24	Jan 24
Retail	New fares/ticket retail strategy	Sep	Dec
	TSY Website & app rollout	Feb 24	Feb 24
	Ticket vending infrastructure 'Go live'	Feb 24	Feb 24
Marketing	Customer service proposition	Sep	Dec
	Year 1 Marketing Strategy	Oct	Dec
	Launch Campaign	Mar 24	Mar 24

Thank you

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