

# Tram mobilisation programme – Update

Audit, Standards & Risk Committee  
20 September 2023

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# In the last meeting

## We discussed:

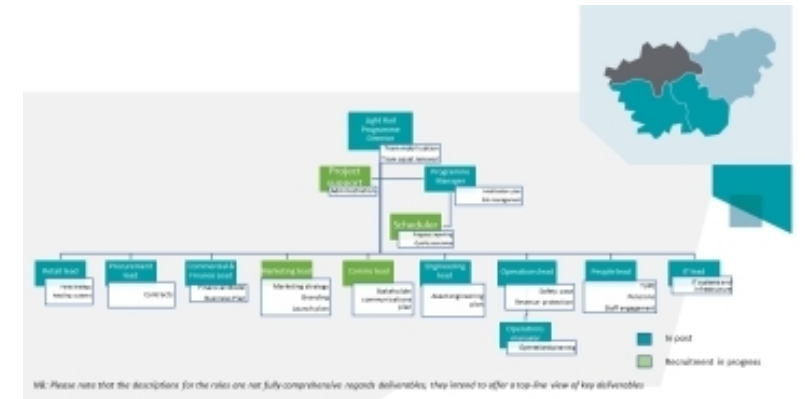
Some of the facts of the tram system that will come under SYMCA control from March 2024

The mobilisation work packages and the milestone plan

The mobilisation team resource



A. Programme Structure Activities		
<b>A1. PROGRAMME SET UP</b> <ul style="list-style-type: none"> <li>Resourcing of mobilisation team</li> <li>Stakeholder &amp; communications plan</li> <li>Programme plan detailing and management</li> </ul>	<b>A2. DATA &amp; INTELLIGENCE</b> <ul style="list-style-type: none"> <li>Operational data</li> <li>Financial data</li> <li>Support systems data</li> </ul>	<b>A3. TRANSITION AGREEMENT</b> <ul style="list-style-type: none"> <li>Demobilisation activities current operator</li> <li>Closing out existing contract commitments</li> <li>Handover arrangements of key assets</li> </ul>
B. Core Mobilisation Workstreams		
<b>B1. LEGAL</b> <ul style="list-style-type: none"> <li>Wholly-owned subsidiary set up</li> <li>Setting up new contract and SLA</li> <li>Governance &amp; delegated authorities</li> </ul>	<b>B2. IT INFRASTRUCTURE &amp; SYSTEMS</b> <ul style="list-style-type: none"> <li>Establishing new corporate support systems</li> <li>Operational systems</li> <li>IT assets &amp; infrastructure</li> </ul>	<b>B5. PEOPLE</b> <ul style="list-style-type: none"> <li>TUPE arrangements</li> <li>People engagement</li> <li>Trade Union engagement</li> </ul>
<b>B4. RETAILING SYSTEMS</b> <ul style="list-style-type: none"> <li>Set up of new fares retailing systems</li> <li>Website &amp; app development</li> <li>Ticket vending infrastructure</li> </ul>	<b>B5. MARKETING</b> <ul style="list-style-type: none"> <li>Customer service proposition</li> <li>Day one plan</li> <li>Branding</li> </ul>	<b>B6. PROCUREMENT &amp; CONTRACTS</b> <ul style="list-style-type: none"> <li>New contracts in place</li> <li>Novation of contracts agreed</li> <li>Non contracted supply chain agreed</li> </ul>
<b>B7. OPERATIONS / SAFETY</b> <ul style="list-style-type: none"> <li>Specification of service operations</li> <li>Operational, safety and customer performance</li> <li>Resource deployed – new accommodation</li> </ul>	<b>B8. ENGINEERING</b> <ul style="list-style-type: none"> <li>Fleet maintenance &amp; safety planning</li> <li>Infrastructure maintenance &amp; safety planning</li> <li>Asset renewal project interface</li> </ul>	<b>B9. SAFETY COMPLIANCE</b> <ul style="list-style-type: none"> <li>Day one /week one plan delivery</li> <li>Developed assurance / identified risks</li> <li>Cultural change and Risk Management Matured</li> </ul>

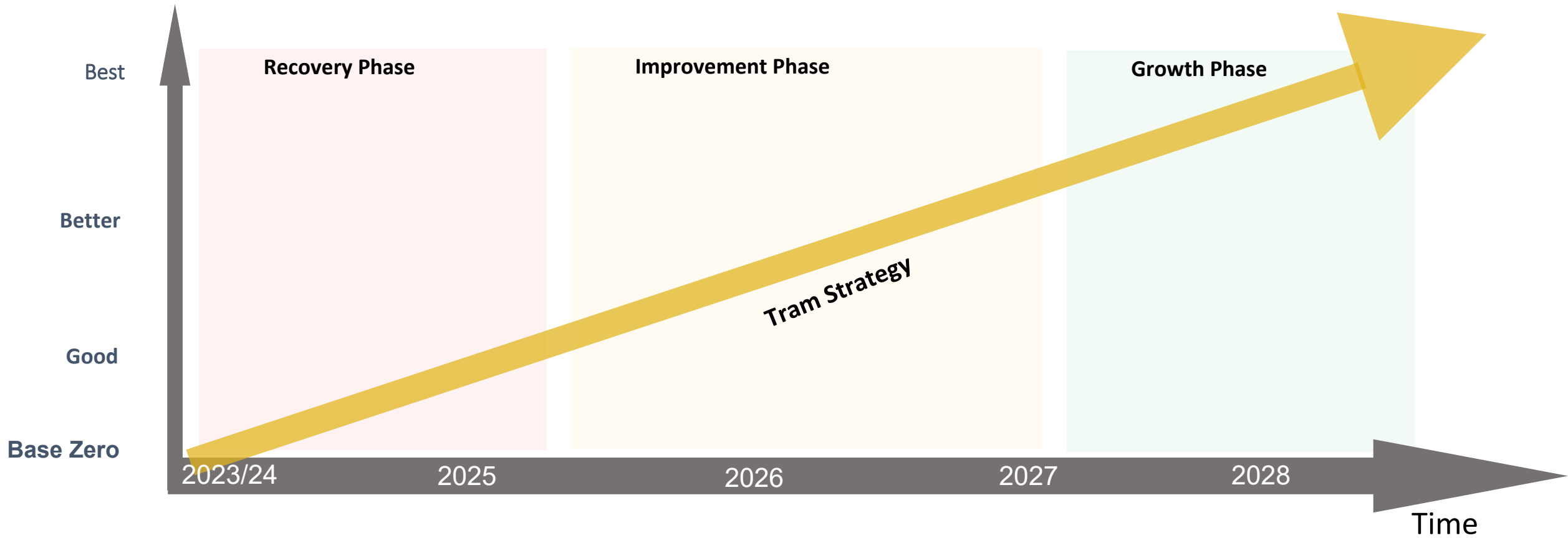


## **A. Progress Update against high level plan**

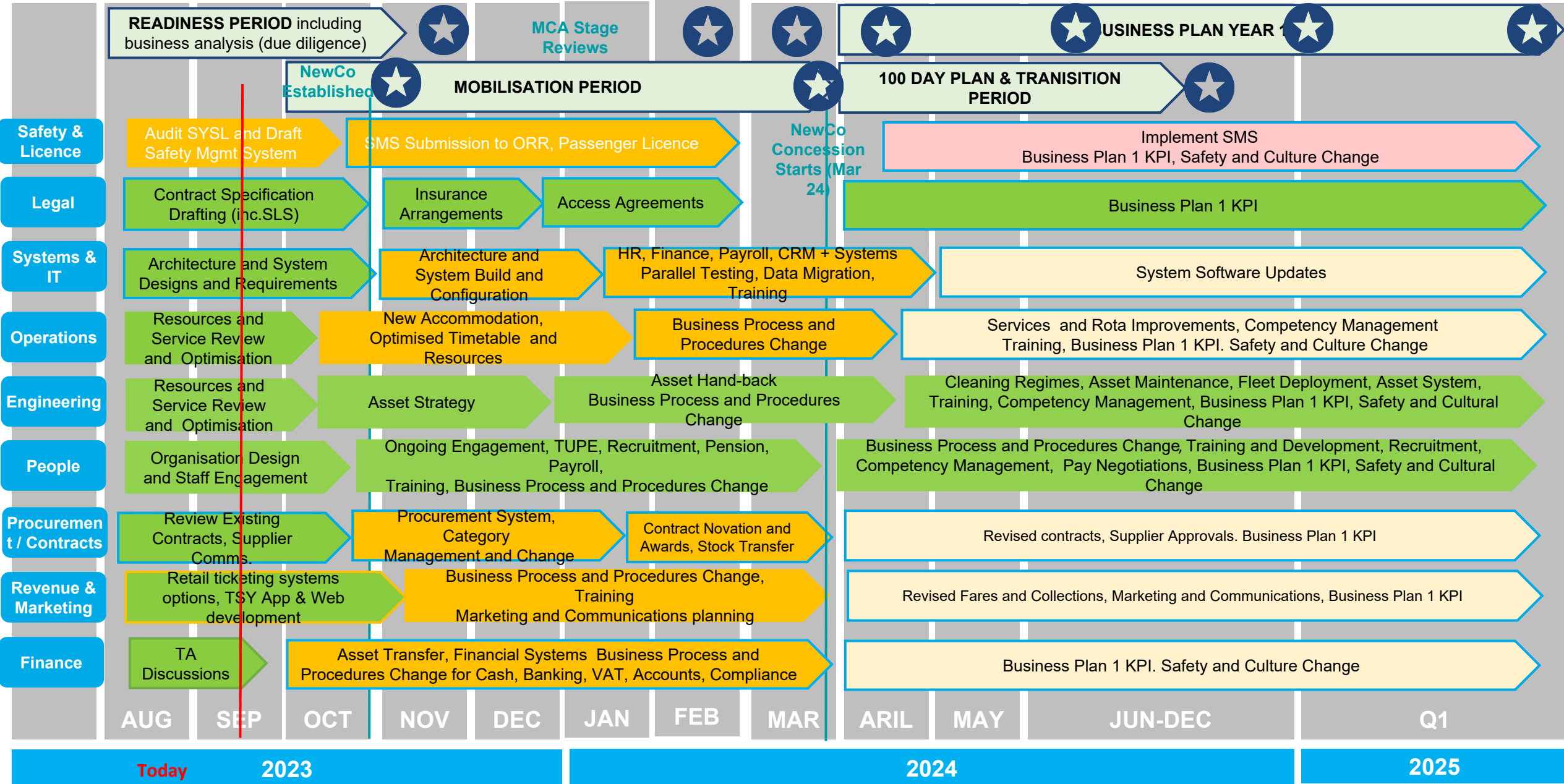
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# NewCo Transformation Strategy Phases

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



# Concession End – Year 1 Deliverables



## **B. Progress Update against high level milestone plan**

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# 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 - Baselined	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 licence	Feb 24	Feb 24
	Handover arrangements for Assets under charge	Sep	Aug ✓
Business Plan	2 Year Business Plan	Nov	Nov
	Day 1/100 Day plan agreed	Nov	Nov
	Financial Investment Model	Nov	Nov

## 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	Nov
	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	Sep
	TSY Website & app rollout	Feb 24	Feb 24
	Ticket vending infrastructure 'Go live'	Feb 24	Feb 24
Marketing	Customer service proposition	Sep	Oct
	Year 1 Marketing Strategy	Oct	Oct
	Launch Campaign	Mar 24	Mar 24

# Milestone delivery Path (4)

Activity	Milestone	Planned Date	Current forecast
Operations	Ops facilities / accommodation option selected	Jul	Jul ✓
	Specification of service operations	Sep	Sep
	Service launch	Mar 24	Mar 24
Engineering	Asset Management Strategy	Dec	Dec
	Asset Handback	Dec	Dec
	Engineering System implementation	Post Day 1	Post Day 1
People	TUPE Measures letter	Jan 24	Jan 24
	TUPE In letter	Mar 24	Mar 24
	HRIS System 'Go Live'	Mar 24	Mar 24

Thank you

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