# Tram Ownership Transfer A short introduction

**Overview & Scrutiny Committee** 

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### A. Context



# Background

- South Yorkshire's tram network is almost 30 years old.
- The tram network infrastructure and tram fleet are assets owned by the South Yorkshire Mayoral Combined Authority ("SYMCA") (formerly SYPTE).
- In 1997, SYPTE awarded a contract to operate and maintain the tram network to South Yorkshire Supertram Limited (SYSL) to operate and maintain the tram network via a Concession Agreement.
- This Concession Agreement expires in March 2024, when the operational, managerial and financial responsibility reverts to SYMCA.



## NewCo summary & aims of the mobilisation

350

tram employees transferred under TUPE

£14.5m

fares revenue pa to be retailed by SYMCA (that's £40k per day)

c.250

operating supply contracts and agreements to be put in place £20m

operating cost pa to keep the tram system running

£100m

of investment in tram vehicles and infrastructure to be delivered by Q1 2027

12m

customers pa served to experience a great tram service 32

Trams to be operated and maintained safely

29

route km and lineside infrastructure to be operated and maintained safely

1

tram maintenance depot to be run safely and efficiently 2

employee work locations to be identified or transferred

170

IT assets to be replaced

48

tram stops to be operated and maintained 5 yr

business plan to be delivered to make the system affordable

2,650

each week

1st

tram train system in the UK



1. Set up Best in Class Mobilisation Team



3. Achieve a safe, seamless transition on day 1



2. Identify SYSL current operating model and levels



4. Improve resources to provide an improved steady state enabling future growth

**B.** Mobilising for Public Control



### Workstream Overview for mobilisation

#### A. Programme Structure Activities

#### A1. PROGRAMME SET UP

- · Resourcing of mobilisation team
- Stakeholder & communications plan
- Programme plan detailing and management

#### **A2. DATA & INTELLIGENCE**

- Operational data
- Financial data
- Support systems data

#### **A3. TRANSITION AGREEMENT**

- Demobilisation activities current operator
- Closing out existing contract commitments
- · Handover arrangements of key assets

#### B. Core Mobilisation Workstreams

#### **B1. LEGAL**

- Wholly-owned subsidiary set up
- · Setting up new contract and SLA
- Governance & delegated authorities

### B4. RETAILING SYSTEMS

- Set up of new fares retailing systems
- Website & app development
- Ticket vending infrastructure

#### **B7. OPERATIONS / SAFETY**

- Specification of service operations
- Operational, safety and customer performance
- Resource deployed new accommodation

#### **B2. IT INFRASTRUCTURE & SYSTEMS**

- Establishing new corporate support systems
- Operational systems
- IT assets & infrastructure

#### **B5. MARKETING**

- Customer service proposition
- Day one plan
- Branding

#### **B8. ENGINEERING**

- Fleet maintenance & safety planning
- Infrastructure maintenance & safety planning
- Asset renewal project interface

#### **B3. PEOPLE**

- TUPE arrangements
- People engagement
- Trade Union engagement

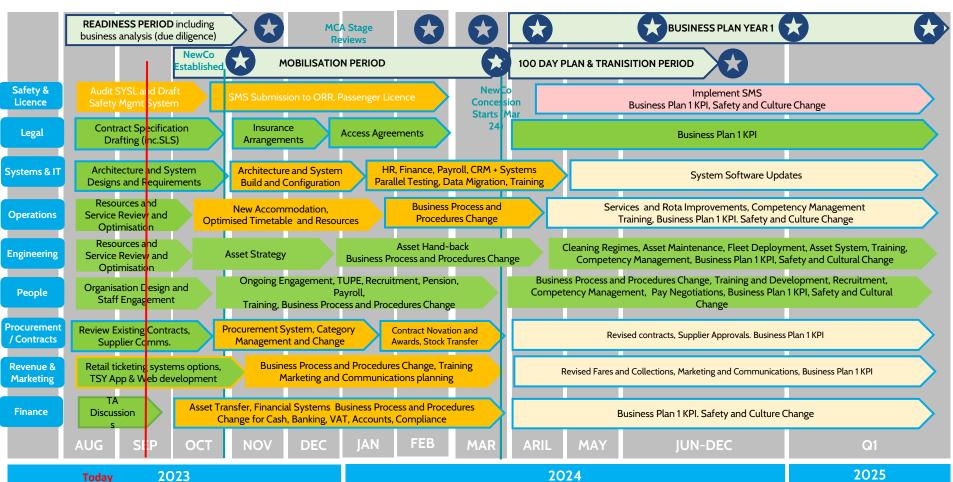
#### **B6. PROCUREMENT & CONTRACTS**

- New contracts in place
- · Novation of contracts agreed
- Non contracted supply chain agreed

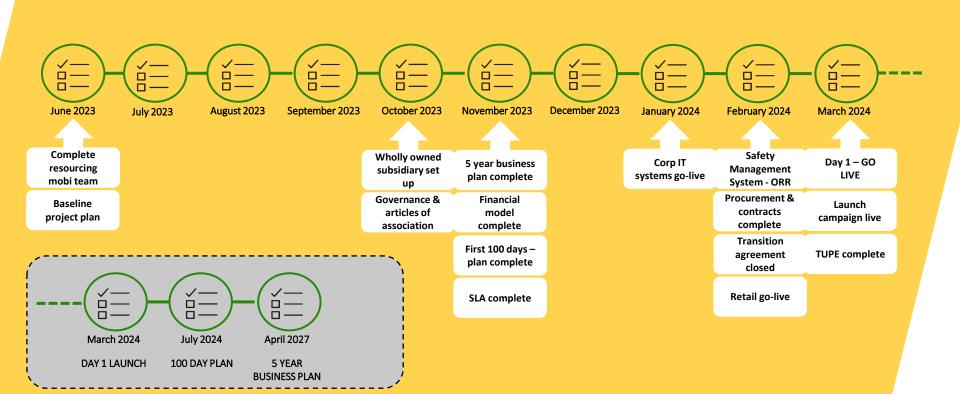
#### **B9. SAFETY COMPLIANCE**

- Day one /week one plan delivery
- Developed assurance / identified risks
- Cultural change and Risk Management Matured

### Concession End – Year 1 Deliverables



# Milestone summary



#### Mobilisation team resource structure Light Rail Tram mobilisation Director Tram asset renewal Programme Manager support Administration Mobilisation plan Risk management Scheduler Progress reporting Quality assurance Procurement Commercial & Marketing Engineering Operations Retail lead Comms lead People lead IT lead lead Finance Lead lead lead lead Fares strategy IT systems and TUPE Financial Model infrastructure Marketing strategy Stakeholder Safety case Retailing Contracts Asset engineering Pensions Business Plan communications systems Branding Revenue protection Staff engagement Launch plan Operations manager Operational planning

NB: Please note that the descriptions for the roles are not fully comprehensive regards deliverables, they intend to offer a top-line view of key deliverables

### Thank you

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