

Tram Mobilisation Update

Audit Standards & Risk Committee

20 March 2024

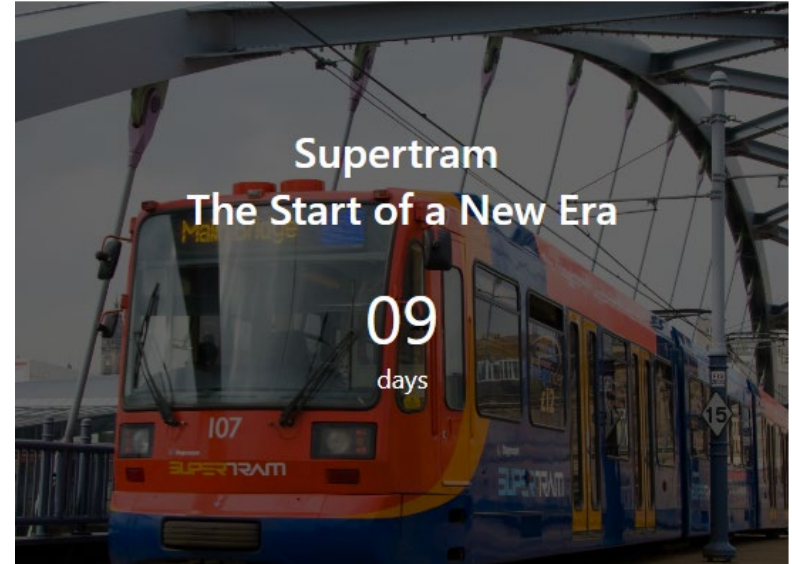
Pat Beijer



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Overview

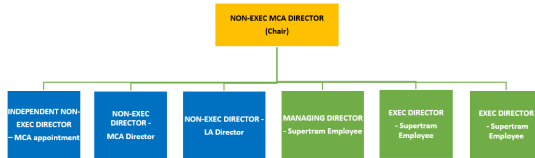
- **Recap of the previous meeting**
- **2024/25 Business Plan**
- **Transition: progress since last meeting**
- **Transition: Day 1 critical items in progress**
- **Mobilisation Milestone Progress Update**
 - *Milestones to day 1*



In the last meeting

On 13 December 2023, we discussed:

The SYFTL Board Structure



The Business Plan planning framework & the 100 day, year 1 and longer-term plan



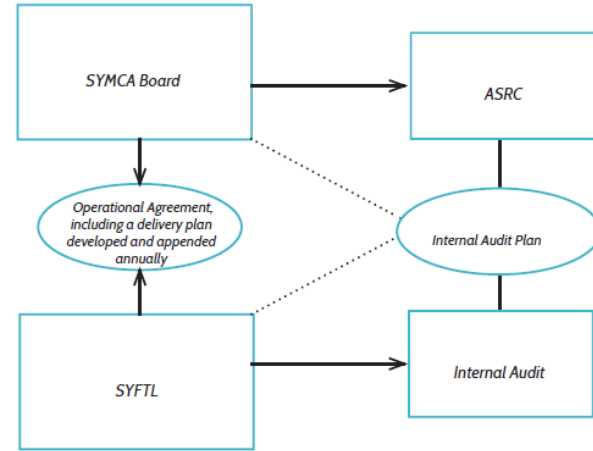
Progress update against key milestones

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 - Baseined	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	2024/25 Year Business Plan	Nov	Nov
	Day 1/100 Day plan agreed	Nov	Nov
	Financial Investment Model	Nov	Nov

2024/25 Business Plan

Six operational goals



Assurance framework for SYFTL

In brief:

SYMCA Oversight

- MCA Board receives regular reporting on performance
- MCA agreed annual delivery plan for SYFTL
- MCA Strategic Risk Register capturing higher level non-operational risks
- (includes safety performance against KPI's etc)
- MCA agreed annual Internal Audit Plan aligned to strategic risk register
- MCA client-side function, monitoring delivery against Operating Agreement and delivery plan

SYFTL Board Composition

- 2 SYMCA directors appointed to SYFTL Board to ensure the strategic aims of
- MCA are delivered, direct reporting escalation to ELB/MCA
- 1 independent non-exec Director appointed
- 1 non-exec local authority Director

Role of ASRC

Extended to include SYFTL as a subsidiary of MCA, role would be to:

- agree Internal Audit Plan, receive Internal Audit Plan reports and monitor delivery of actions
- review strategic risk register

SYFTL Director to attend ASRC to present performance report against business plan, internal audit reports and risks.

Transition: headline progress since last meeting

Governance:

- 2024/25 revenue budget for the new operating company approved
- 2024/25 Business Plan for SYFTL endorsed
- SYFTL “shadow” Board meetings held monthly since December

Transition (customers, employees, suppliers and stakeholders):

- 93% of 300+ supplier contracts in place
- New staff accommodation at East Parade secured and refurbishment in progress
- New retail app developed and in testing
- 90% of training on new handheld ticket machines successfully delivered
- Branding - signage visuals approved.
- TUPE letters issued, engagement sessions, union consultation, ELI data received to populate people support systems (HR, payroll)
- ORR engagement on safety case

Transition: day 1 critical items in progress

- **ELI share for system population and testing**
 - Hawsons (payroll) validating inf. for remaining part March and full April payments.
 - Cascade (HRIS) progressing data migration and training options for Day 1+ approach.
 - 12 new starters identified post final ELI submission, local work around progressing.
- **Supplier assurance and compliance with RIS-2750** - new compliant process developed for Day 1+.
- **ORR safety case**
- **Insurance** - needed for new operating and station licenses.
- **Novation of Access Agreement with Network Rail**
- **Accommodation - East Parade (EP)**
 - Phase 1 progressing, IT completed, move in w/c 18/3.
 - Colleague communications days held at EP, c150 staff attendance, positive EP feedback.
 - O&M documentation, inductions for handover and staff passes.
- **IT install and cutover**
 - Depot build completion 1/3/2024.
 - Progressing SYSL/SYMCA data migration.

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Programme Setup	Resourcing Mobilisation Team – complete recruitment	Apr	Aug ✓
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	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	Year 1 Business Plan approved	Nov	Jan 24 ✓
	Day 1/100 Day plan developed	Nov	Jan 24 ✓
	Year 1 operating budget approved	Nov	Jan 24 ✓

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	Mar 24
	Governance & articles of association development	Oct	Aug ✓
Procurement & Contracts	New contracts in place	Feb 24	Mar 24
	Novation of contracts agreed	Feb 24	Mar 24
	Non contracted supply chain contracts agreed	Feb 24	Mar 24
Safety	Safety Management System authorised by ORR (Day one)	Feb 24	March 24 ✓
	Risk Management System setup	Mar 24	March 24 ✓
	Cultural change and Risk Management Plan Developed (100 day plan)	Mar 24	Feb 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 / Data Populated	Jan 24	Feb 24 ✓
Retail	New fares/ticket retail strategy	Sep	Feb 24 ✓
	TSY Website & app rollout	Feb 24	March 24
	Ticket vending infrastructure 'Go live'	Feb 24	Feb 24 ✓
Marketing	Customer service proposition	Sep	Feb 24 ✓
	Year 1 Marketing Strategy	Oct	Feb 24 ✓
	Launch Campaign	Mar 24	Mar 24

Thank you

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