

Tram Mobilisation Update

Audit, Standards & Risk Committee

13 December 2023

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Overview

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



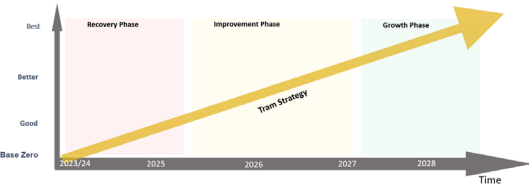
In the last meeting

We discussed:

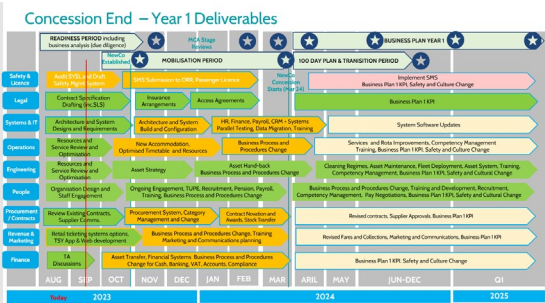
The NewCo Transformation process

NewCo Transformation Strategy Phases

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



Year 1 Deliverables

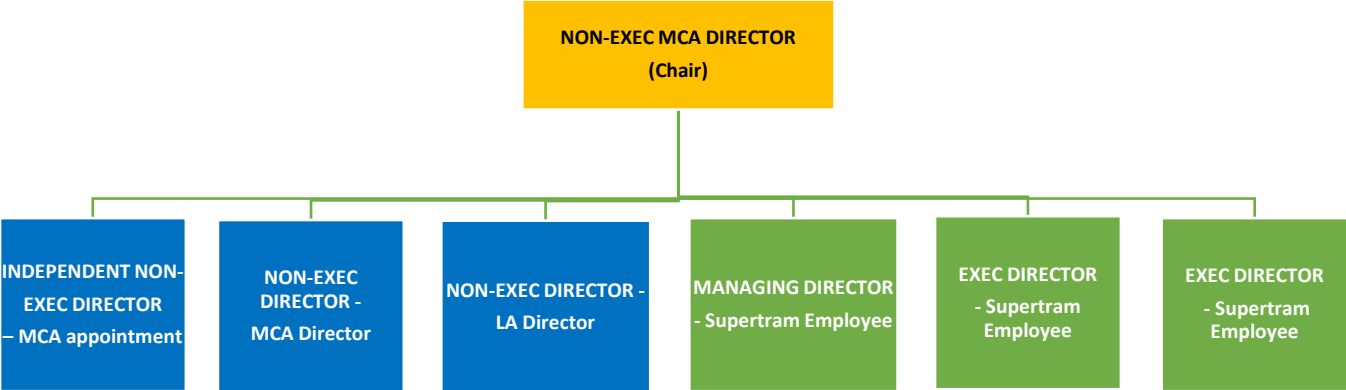


Progress update against key milestones

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 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

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



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:

- **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

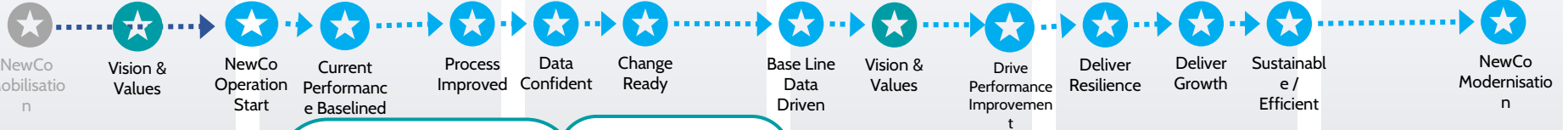
NewCo Business Planning on a page – 100-day, 1 Year, 5 Years

STEADY & READY

MODERNISE

Address Priority Condition & Stabilisation Issues

System Re-configuration to Modern Standards



Safety improvement plan; ORR application; Systems delivery: HR system, Finance, Payroll, CRM. New ticket machines; New App; New Website; Organisational and leadership review/ recruitment; system;

Regulatory compliance: Safety; Environment; Quality; SMS; Culture; Incident Reporting. Housekeeping and benchmarking cleaning/maintenance; marketing; communications; customer plan; timetable optimisation; revenue protection research; asset management; process alignment; governance alignment.

Competence management system; DAS; refreshed branding; new uniform; automatic vehicle locator; revenue research; event planning; App and Web sales promotion

SHEQ improvement, operational resilience; engineering transformation; new product development; culture change; revenue growth – first and last mile; develop customer experience; fare evasion strategy; marketing and communications planning; new systems / process

23/24
Mobilisation

24/25
100 Day / Year 1

25/26
Year 2

26/27
Year 3

27/28
Year 4

28/29
Year 5

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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