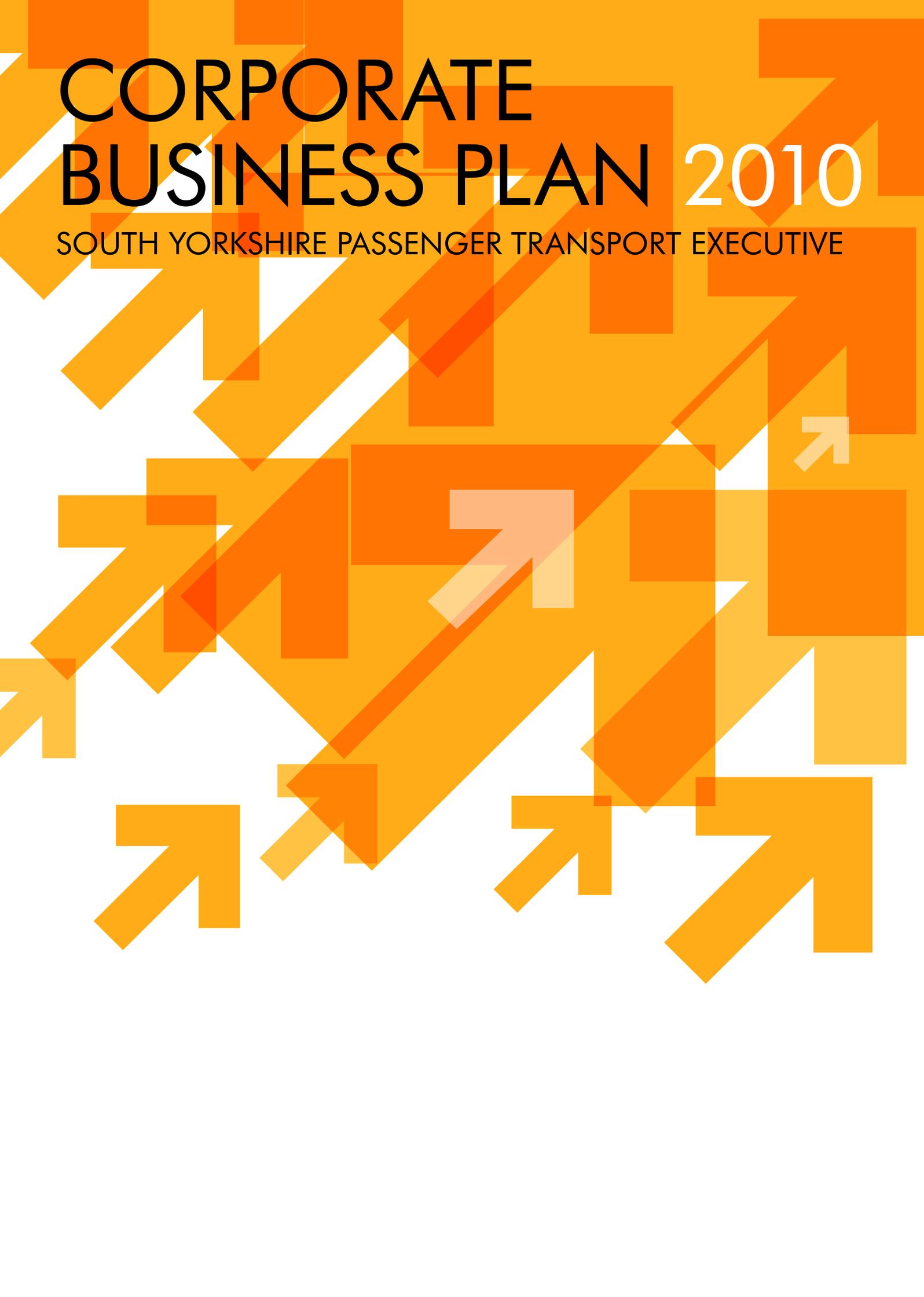
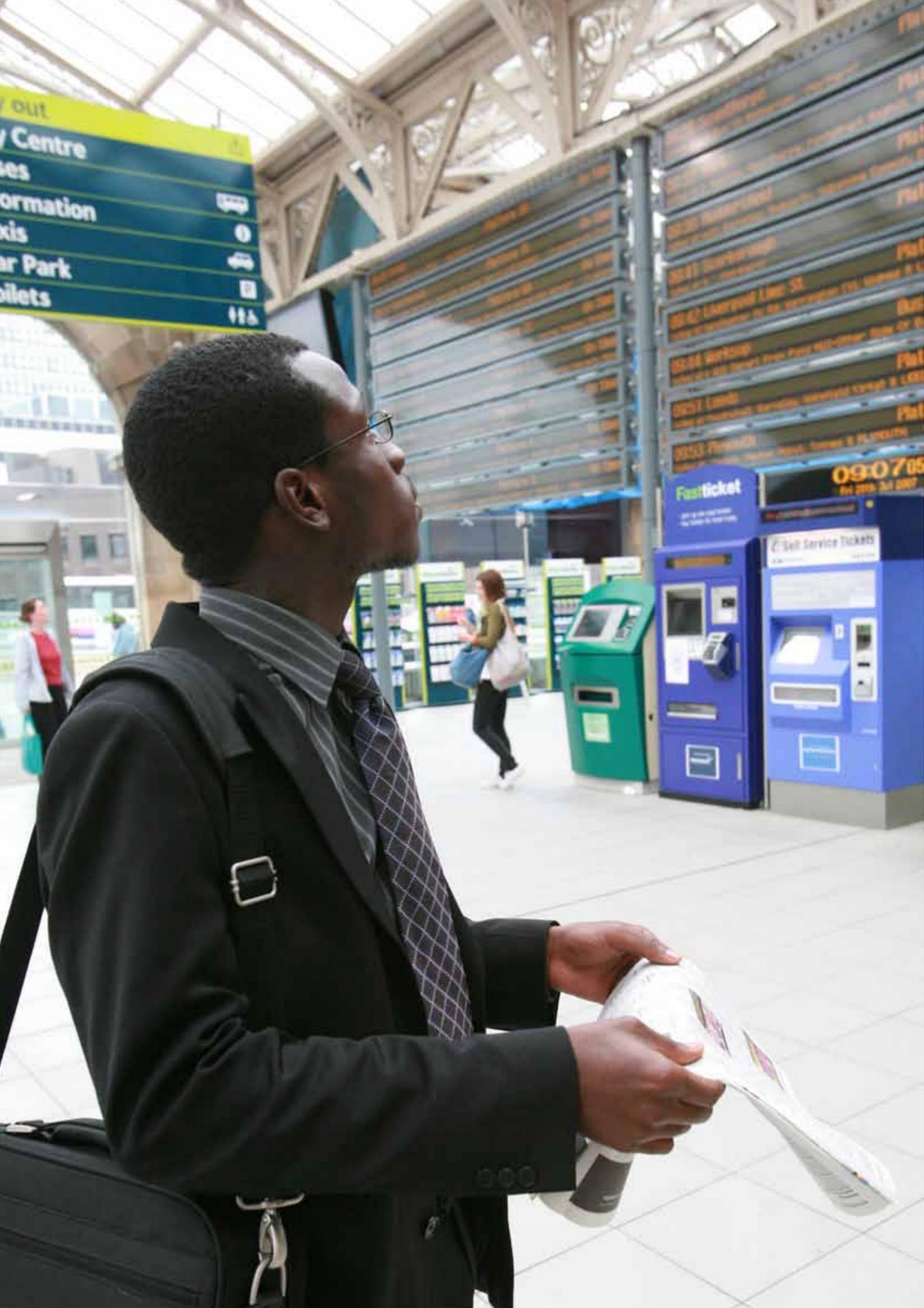


CORPORATE BUSINESS PLAN 2010

SOUTH YORKSHIRE PASSENGER TRANSPORT EXECUTIVE





FOREWORD

Welcome to the South Yorkshire Passenger Transport Executive (SYPTE) Business Plan for 2010/11. This Business Plan represents our contribution to delivering the final year of the current Local Transport Plan (LTP2), and focuses on strengthening the role of public transport in our everyday lives and supporting sustainable travel for everybody. It also provides a summary of our four Strategy Delivery Plans, which are Bus, Rail, Tram and Park and Ride, for 2010/11.

The Business Plan includes our current vision for transport in South Yorkshire. Over the year we will be working to turn this vision into reality, but in order to do this we will have to think carefully about the effect of the twin challenges of recession and shrinking public finances. Overcoming these economic challenges whilst building for the long term is the biggest issue which faces us today and this will entail our organisation delivering its objectives in the most cost effective way possible. It will also mean building the strongest, clearest business cases for all we do if public funding is to be secured. In the short term SYPTE will continue to work with our public and private sector partners to ensure that our existing public transport network is maintained and improved. The longer term approach involves SYPTE and the local Planning Authorities developing an integrated approach to land use and public transport to make sure that any new development complements our existing high quality network in the best way possible. This approach will allow us to make new developments more accessible and to make best use of our existing network, reducing the need for new investment. It will also mean that when new investment is required the case will be much clearer - increasing our chance of success.

In order to track the performance of our strategies an internal monitoring system has been implemented, focussing around our key performance areas (satisfaction, patronage, punctuality, and reliability) for the three main modes of transport (bus, tram and train). Within 2009/10 our performance has been steady:

- Bus network - Bus patronage fell short of its target for 2009/10 due to a combination of factors including the very poor weather experienced in early 2010, the recession and a series of operator strikes, all of which meant some people made alternative arrangements. Because of this satisfaction has decreased by 0.8% from 2008/09 to 2009/10.
- Supertram system - Supertram has just missed out on achieving its patronage target for 2009/10. The recession has had an impact, however customer satisfaction increased across the year by 4.3% from 70% in 2008/09 to 74.3% in 2009/10, partially because the reduction in patronage numbers has reduced overcrowding at peak periods, which previously had an impact on customer satisfaction.

- The Railway network - The rail network has performed better than other modes. We have continued to see a growth in usage in South Yorkshire, which has coincided by a 11.2% increase from 65% in 2008/09 to 76.2% in 2009/10.

Looking forward, the Integrated Transport Authority (ITA) has a statutory requirement to implement a new Local Transport Plan (LTP3) from April 2011. The new plan covers the next 15 years and aims to build on number of successes in LTP2 in a variety of areas which includes among others:

- The development of Barnsley Interchange
- The launch of the Sheffield and Rotherham FreeBee service
- The development of a number of park and ride schemes throughout South Yorkshire, including the A638 QBC park and ride schemes

Also throughout LTP2 we have received a number of awards for the schemes we have delivered. This has continued into 2009/10 with SYPTE recognised in the following awards:

- Winner at the National Transport Awards 2009 for Get There Sooner
- Winner at the National Transport Awards 2010 for Best Stations
- Finalist in the National Customer Service Award
- Shortlisted in the UK Bus Awards for Doncaster Infrastructure
- Commended for Most Innovative Transport Project for Developer Ticket

SYPTE was also awarded two Secure Station Awards for Barnsley and Meadowhall Interchanges.

The LTP3 aims to deliver the goals and challenges identified within the Department for Transport (DfT) publication "Developing a Sustainable Transport System", (DaSTS) which includes climate change; economic competitiveness; equality of opportunity; safety and security; and health and quality of life issues. To deliver this we are continuing to work on a number of schemes designed to add to the public transport offer already in existence - major schemes such as the Rotherham to Sheffield Bus Rapid Transit system and the purchase of additional tram vehicles for our popular Supertram network, along with a number of other schemes. We will also continue to work with our partners to provide a well managed, excellent transport network that supports our policies and vision and will enable people to actively choose healthy and low carbon transport options in the future.

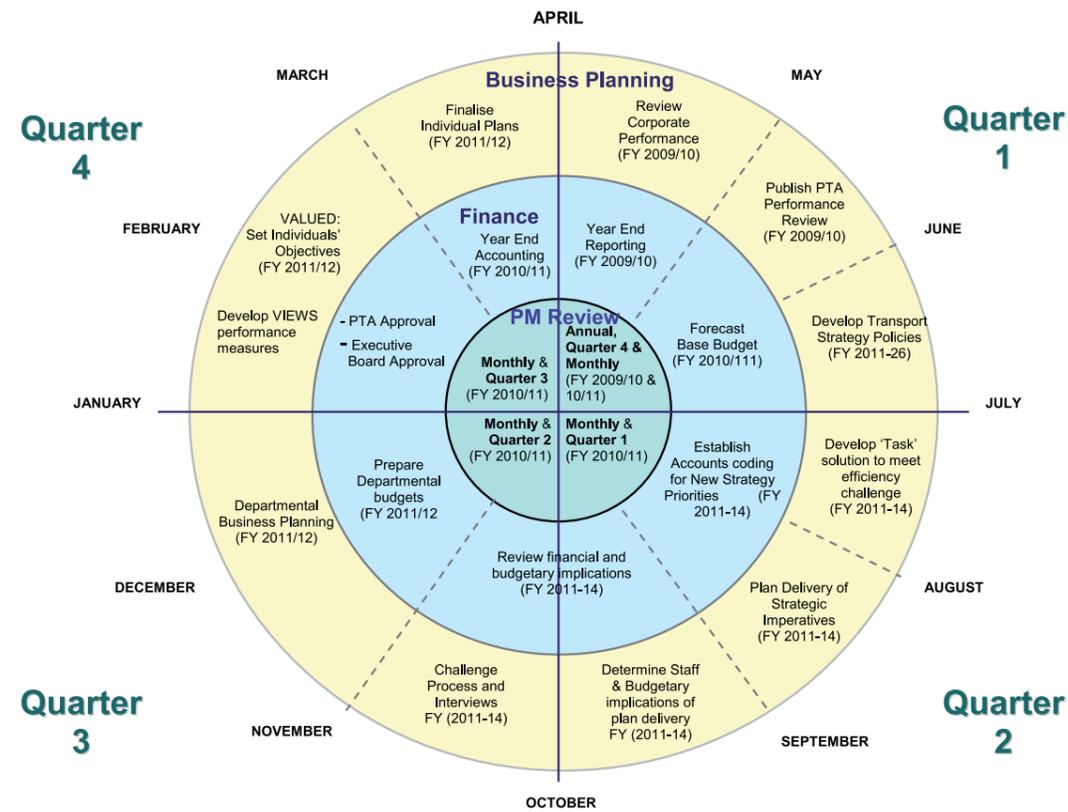


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1. STRATEGY & GOALS

The Integrated Planning Cycle



Introduction

- 1.1 This Business Plan sets out the overall goals, priorities and delivery plans for the South Yorkshire Passenger Transport Executive (SYPTe), and represents our contribution to delivering the second Local Transport Plan 2006 – 2011 (LTP2). The LTP2 places primary importance on measures to improve the effectiveness of public transport in meeting the social, economic and environmental aspirations of South Yorkshire and the wider City Region. SYPTe's delivery plans for 2010/11 are focused on the four strategies (for Bus, Rail, Tram and Park and Ride) which underpin LTP2.
- 1.2 In 2010/11 SYPTe will also support and facilitate the development of the next Local Transport Plan (LTP3) a major part of which will be a longer term strategy for transport in South Yorkshire and the wider region which will look at our needs over the next 15 years.

The Integrated Planning Cycle

- 1.4 In order to make sure that our activities remain aligned to the Local Transport Plan Strategies and our overall priorities, SYPTe's Integrated Planning Cycle includes an annual 'review and refresh' of all delivery plans (see diagram on page 6). The planning cycle also incorporates the annual budget setting process to ensure that resources are targeted to achieve greatest impact. Section 2 of this Business Plan includes a summary of the strategy delivery plans for 2010/11. A review of our performance for 2009/10 was published on the SYPTe website (www.sypte.co.uk) in July 2010.

Our Vision

That through our collective efforts Public Transport will become the competitive travel option

- 1.3 Despite the challenging economic environment that we are now in, we are continuing to work hard towards achieving our vision, ensuring that inclusive and sustainable decent transport gives a solid foundation to economic activity in our region. Over the shorter term we are focussing on working with our public and private sector partners to ensure we do not lose the existing attractiveness of our public transport network whilst still building upon its strengths. Over the longer term, we and the Local Authorities are developing a much more integrated approach to land use and public transport which will ensure that new development complements our existing high quality network in the best way possible. This approach will allow us to make new developments more accessible and to make best use of our existing assets, reducing the need for new investment. Where new investment is required the case will be much clearer, increasing our chance of gaining funding.

Overall goals

To promote and enhance public transport within South Yorkshire by:

- Providing a realistic alternative to the car. (Modal Shift)
- Providing quality transport for those without the use of a car (Social Inclusion)
- Providing good public transport services, linking businesses to employees and customers. (Sustainable Access)

The Current South Yorkshire Local Transport Plan

1.5 The LTP2 is the Transport Strategy and Action Plan for the five year period 2006 – 2011. It sets out the longer term vision for local transport and how local transport plays a key role in supporting the transformation of South Yorkshire. It also reflects the then government’s Shared Priorities for Transport: tackling congestion, addressing accessibility, better road safety, improving air quality and other quality of life issues. A new plan is being prepared to run from April 2011 – see “Preparing for LTP3 section”.

1.6 The current plan covers the whole of South Yorkshire, which has an area of 1,552 km² and is home to over 1.2 million residents. It was prepared jointly by the four councils in South Yorkshire (Barnsley, Doncaster and Rotherham Metropolitan Borough Councils and Sheffield City Council) and the South Yorkshire Integrated Transport Authority (SYITA). It provides the evidence to support analysis of the key problems and challenges for transport and identifies best value for money solutions. It also sets out why local transport policy is important to other aspects of people’s lives, including education, health, leisure, jobs, economic development, the environment and land use.

1.7 The LTP2 focuses on strengthening the role of public transport as well as supporting and promoting the take-up of other sustainable forms of travel. To support this there are some key strategy documents which cover key areas of delivery:

- A Bus Strategy which focuses on implementing measures that will improve bus punctuality, reliability and quality, especially on the Key Routes network and identifies a number of special projects
- A Rail Strategy which sets out the plan for the future development of the local rail network to deliver service improvements and better facilities. A revised Rail Strategy was approved by South Yorkshire Integrated Transport Authority (SYITA) in February 2009
- A Tram Strategy which sets out the plan for the monitoring the current tram operation and managing the franchise and identifying scope for future development. The Tram Strategy was also approved by SYITA in February 2009
- A Park and Ride Strategy which helps to identify where Park and Ride facilities can make a valuable contribution to reducing car use.

1.8 Further information, documents and updates on progress can be found at www.syltp.org.uk

Local Transport Plan (LTP2) vision and objectives

Our transport vision (section 3.4 of the LTP2) is to improve both our internal and external links in order to support sustainable and transformational economic regeneration by delivering, or improving, the following:

- Strategic initiatives to support and sustain a high growth economy and ensure excellent road, rail and air links to South Yorkshire that build on the county’s relatively strong position on the motorway network, and on crucial north-south and TransPennine rail routes
- High quality public transport connections that support the economies of the South Yorkshire districts by linking the four main urban centres and the new international Robin Hood Airport Doncaster-Sheffield (RHADS)
- High quality, car competitive public transport, especially bus, giving good access to all jobs and services and feeding into the four main urban centres. This would be based primarily on improved bus networks and operations but could include the extension to Supertram and all other appropriate technologies
- A road network in good condition; managed and enhanced in conjunction with car parking policies and other appropriate demand management measures to maximise the use of existing road space, minimise congestion and facilitate the free movement of goods. New links would be needed in the network to support local economic drivers
- A safe and well maintained transport system, improved air quality and reduced energy consumption through improved use of public transport, reduced congestion and encouragement of cycling and walking.



Key Outcomes

1.9 The ITA Outcome Indicators map (Diagram 1 below) allows the progress made towards three goals, confirmed below, to be monitored:

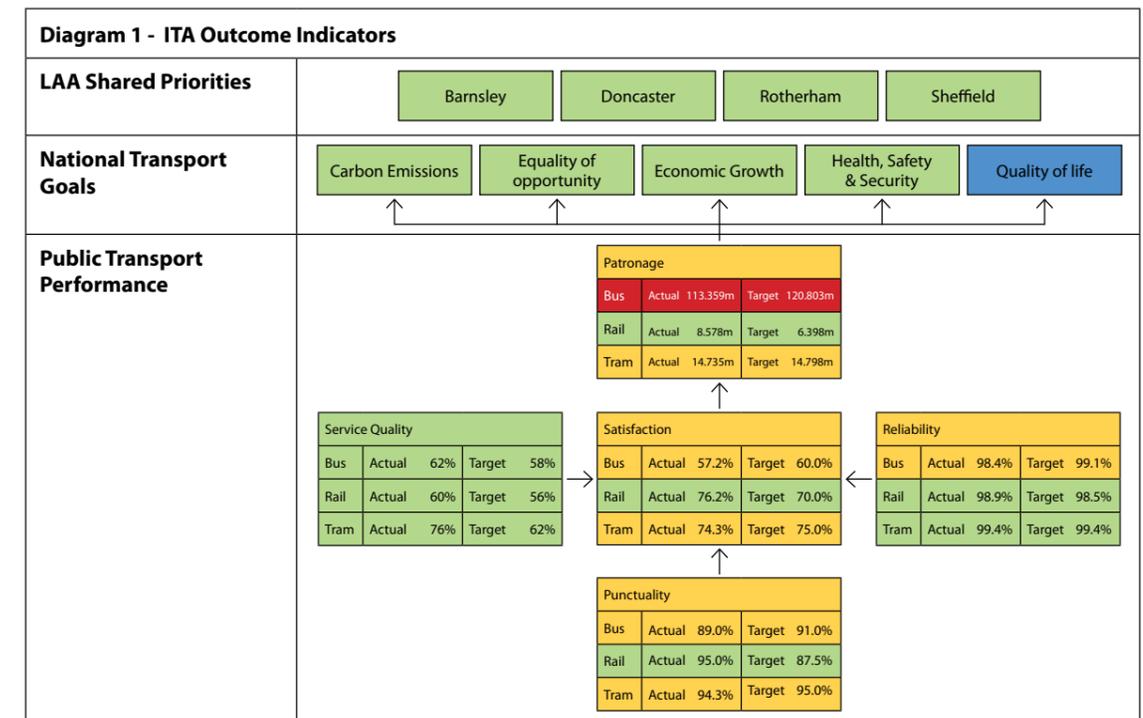
- The South Yorkshire Local Area Agreement (LAA) Shared Priorities
- The National Transport Goals introduced by the Department for Transport (DfT)
- Public Transport Performance targets as defined within the LTP

Our corporate performance reporting is focused on these key outcomes and targets in order to track progress towards our overall goals and provide a clear picture to stakeholders and other sectors of our performance.

1.10 Public transport progress is monitored through the key performance measures of patronage, punctuality, reliability, satisfaction and service quality and action plans will be put in place to address any areas that are off track. Indicators for Congestion and Road Safety have been adopted by all four LAAs and will be measured at a South Yorkshire level through the LTP. There are other designated indicators across the four LAAs for which transport can make a contribution – including those relating to the environment (and climate change), accessibility, inclusion and the economy. We continue to liaise with our partners in each of the LAAs to promote the transport role as an ‘enabler’ in achieving these targets and to ensure that our performance reporting meets with LAA requirements.

1.11 As can be seen from Diagram 1 below, 4 of the 5 public transport outcome groups ended the year at ‘caution’, in part because of the impact of the economic downturn and severe winter weather. Apart from this, it is important for SYPTe to gain an ever better understanding of the impact of its work, so that it can get the best results for the public. The further development of our Corporate Performance Framework for 2010/11 is expected to provide a better understanding of the relationship between SYPTe actions and its goals. The framework will show three parts for each strategy goal, namely:

- Customers’ perception of the performance of the pertaining mode
- Objective measure of the overall performance of the mode
- A measure of the key contribution(s) delivered by SYPTe



Targets for Key Outcome Indicators

		Performance 2007/08	Performance 2008/09	Performance 2009/10	Target [3] 2010/11
Congestion [1]					
Changes in peak period traffic flows to urban centres (person miles)	SY	200,706	199,438	208,418 [2]	213,779
Congestion Indicator average journey time per person mile (decimal minutes)	SY	4.147	3.53	3.53	4.706
Patronage					
Passenger Journeys (Millions)	Bus	115.4	118.4	113.4	121.0
	Rail	6.6	7.2	8.6	6.4
	Tram	14.7	14.8	14.7	15.0
Satisfaction					
Satisfaction with public transport	Bus	51.8	58	57.2	60
	Rail	65.9	65	76.2	74
	Tram	69.2	70	74.3	75
Reliability					
(I) % trips operated	Bus	98.0	98.4	98.4	99.1
	Rail	98.2	98.9	98.9	99.3
	Tram	99.8	99.8	99.4	99.4
Punctuality					
(II) % trips operated to time (-1 to +5 minutes)	Bus	87.8	87.7	89.0	91.0
	Rail	90.4	91.9	95	95.0
	Tram	94.0	95.9	94.3	95.0

- [1] The definition is one of three alternatives from the National Indicator set: inbound journey times per mile during the a.m. peak period
- [2] Target figure – actual performance figure to be supplied by DfT
- [3] The target figures were set at the beginning of the LTP2, and in some instances have already been achieved

Congestion

The Congestion Delivery Plan sets out a strategy for addressing congestion in South Yorkshire during LTP2. South Yorkshire is one of the 10 largest urban areas in the country and therefore contributes to the National Public Service Agreement (PSA) target. Targets are to constrain overall growth into the four main centres between 2004/05 and 2010/11 and to constrain journey time increases to no more than 7.6% on the 18 key routes (against a predicted growth of 8.5%) between 2005/06 and 2010/11.

Satisfaction

Tram and Rail has seen some satisfaction improvements from 2008/09 due to a range of factors including improved information and customer care initiatives - though further improvement should support growth in patronage. There is evidence that capacity issues are impacting on tram satisfaction. We are continuing to track satisfaction through quarterly surveys in order to better understand where to focus activities and resource. For bus, satisfaction has decreased slightly from 58% in 2008/09 to 57.2% in 2009/10, which coincides with a decrease in patronage.

Patronage

For the financial year ending in March 2010, rail patronage exceeded its targets by 2.18 million. This represents a 19% increase over last year, mainly due to the Sheffield – Nottingham service, introduced in December 2008. This has attracted significant new patronage, as well as seeing some small shift in passengers from other routes. Tram and bus patronage failed to meet their targets in 2009/10. Bus patronage decreased by 5 million from the previous year, due in part to the bad weather experienced at the start of 2010 and industrial action that has taken place. Tram patronage has decreased very slightly from 14.8 to 14.7 million passengers. There is evidence linking the greater fall in patronage to those parts of the network passing through wards containing increasing numbers of claimants for Jobseekers' Allowance. The long term pattern would appear therefore to be linked to economic trends, although this continues to be monitored.

Punctuality and Reliability

These have improved steadily over time and support customer perceptions of satisfaction and ultimately patronage.

1.12 In a move away from past transport specific themes, in 2009 the DfT confirmed instead a new set of overarching goals towards which transport must contribute. The five National Goals have been identified as:

- To support national economic competitiveness and growth, by delivering reliable and efficient transport networks
- To reduce transport's emissions of carbon dioxide and other greenhouse gases, with the desired outcome of tackling climate change
- To contribute to better safety security and health and longer life-expectancy by reducing the risk of death, injury or illness arising from transport and by promoting travel modes that are beneficial to health
- To promote greater equality of opportunity for all citizens, with the desired outcome of achieving a fairer society
- To improve quality of life for transport users and non-transport users, and to promote a healthy natural environment

1.13 Our work on the strategy component of the next Local Transport Plan (LTP3) is framed by these national objectives and we are refining our performance reporting to reflect this.

South Yorkshire Integrated Transport Authority – SYITA

As a result of the Local Transport Act 2008, the South Yorkshire Passenger Transport Authority, comprising members from each District, acquired new powers which expanded its role to help bring about innovations in transport for South Yorkshire and create a single body responsible for transport strategy. Its name was also changed in the legislation reflecting this wider remit.

The SYITA is now formally responsible for the overall South Yorkshire LTP and now determines policy on all transport issues, including freight, traffic management and road safety, working closely with the Local Authorities.

The Local Transport Act also gives the potential for changing transport governance and responsibilities in order to improve transport delivery. A review is currently underway of Governance arrangements for transport in South Yorkshire and the Sheffield City Region (SCR). The outcomes of this will be affected by changes to be introduced by the Coalition government and preferred options may be identified later this year.

Local Area Agreements in South Yorkshire

The Local Government and Public Involvement in Health Act 2007 set out a new relationship between local authorities and government based on:

- A set of 170 National Performance Indicators
- Local Area Agreements setting targets against 35 of these
- The alignment of partner organisations towards LAA priorities
- Consolidation of different funding streams

All South Yorkshire Partners have been keen to agree a consistent approach to transport priorities and the LTP targets for Congestion and Road Safety have been adopted across the four LAAs – to be measured at a sub regional level. The objective of the SYPTA Business Plan is to deliver the LTP (through the LTP Strategies) and the Congestion Delivery Plan and adoption of these indicators across South Yorkshire supports our existing priorities.

Performance must be reported for all 170 National Indicators and there are others relating directly to transport - including those for patronage, accessibility and bus punctuality. There are also those to which transport can make a significant contribution – such as carbon emissions and childhood obesity and we are advising Local Strategic Partnerships (LSP) on the transport inputs into these other priority areas.

We will continue to monitor the Business Plan to identify areas of 'alignment', to address any gaps and report performance to partners.



2. STRATEGY PRIORITIES 2010/11

BUS STRATEGY DELIVERY PLAN

2.1 As stated previously, SYPTE's delivery plans for 2010/11 are focused on delivering the LTP strategies for Bus, Rail, Tram and Park and Ride. For each of the strategies, actions have been agreed and performance will be monitored across seven common objectives (see diagram below). This section provides a summary of the strategy priorities for 2010/11.

Bus	Rail	Tram	Park & Ride
Network			
Customer Service			
Customer Facilities			
Promotion & Publication			
Efficient, Attractive Ticketing			
Environmental Performance			
Service Enhancements			
Building for the Future			

The bus is and will remain the most well-used and flexible form of public transport across South Yorkshire. It therefore forms the backbone of the LTP strategy to reduce congestion, pollution and widen travel choice. The Bus Strategy is focused on customer priorities for a good bus service:

- Frequent, reliable, consistent journey times
- Clean, accessible and comfortable vehicles
- Convenient and providing access to a range of destinations
- Providing value for money
- Well publicised, stable and easy to use
- Minimising interchange

Through our delivery plans we aim to improve performance – to make best use of what exists and roll out best practice on bus services providing access – where patronage has increased. We are targeting particular market segments and journey purposes and rolling out a planned programme of quality improvements along identified Key Routes. We will drive up quality and value for money through alternative delivery mechanisms.

Improve the Reliability and Performance of the Network Actions for 2010/11

- Optimise bus service frequencies and improve service levels in line with infrastructure investment
- Deliver Real Time Intelligent Detection (RID) and Bus Priority Measures to target specific congestion 'hotspots' – at agreed locations.
- Deliver South Yorkshire Intelligent Transport System (SYITS) - a centrally controlled traffic management / information system.
- Continue to manage and progress the Punctuality Improvement Partnerships (PIPs).
- Deliver improvements through the Bus Key Routes Programme.
- Agree the future Key Routes Bus Priority corridors.
- Work towards a more stable and easily comprehended network, reducing frequency of service changes.
- Develop an Asset Management Plan of all SYPTE's asset management plan of all SYPTE's assets, holdings and prepare an annual dilapidations plan.

Provide Customer Service Excellence Actions for 2010/11

- Deliver conflict training to Customer Service Officers.
- Improve cleanliness of facilities and vehicles through educating operators.
- Carry out a pilot scheme regarding cleanliness of buses to evaluate the effect.
- Identify the availability and access to customer assistance on vehicles.

THE RAIL STRATEGY DELIVERY PLAN

<p>Provide High Quality Customer Facilities Actions for 2010/11</p> <ul style="list-style-type: none"> Work with Bus Operators and other PTEs/ Confederation of Passenger Transport to agree standardised bus standards. Develop an action plan and prioritise actions linked to low floor bus deployment. Work with operators to ensure more "Accessible" (Public Service Vehicle accessibility regulation compliant) buses becomes available through operator fleet investment plans. Deliver the Shelter Refurbishment Programme 2010/11 and Shelterwatch Reporting Service. Implement South Yorkshire Crime and Disorder Strategy Priorities. Minimise walk distances where interchange required (improve safety and improve information).
<p>Promote and Publicise Bus Travel Effectively Actions for 2010/11</p> <ul style="list-style-type: none"> Feasibility study to investigate the potential to provide more information on bus, through improvements such as display screens and on bus announcements. Deliver more comprehensive, customer focus information. Improve data transfer mechanisms between operators, SYPTTE and customer outlets to enable faster transfer of change information. Continue to provide integrated timetables to assist in interchange. Develop effective, clear and concise marketing campaigns to promote and communicate SYPTTE vision. Educate more widely about real cost of car.
<p>Deliver Efficient, Attractive Ticketing Actions for 2010/11</p> <ul style="list-style-type: none"> Continue to develop ticket products targeted at customers needs. Create the perception of a simplified ticket range whilst seeking to retain attractive pricing. Develop and implement strategy considering on-bus sales, agencies in local communities and at-stop ticket machines and having particular reference to minimising boarding time and cost penalties. Manage the travel concessions scheme. Continue to develop a market model to predict the impacts of fare charges and to explore price differences across modes.
<p>Improve Environmental Performance Actions for 2010/11</p> <ul style="list-style-type: none"> Explore and report on the options to reduce vehicle emissions. Develop environmental marketing campaigns through partnership with LTP and 'green' organisations.

<p>Identify Best Delivery Options Actions for 2010/11</p> <ul style="list-style-type: none"> Continue to deliver the Statutory Quality Partnerships (SQPs) in line with programme. Continue to manage and develop Voluntary Agreements with partners, as well as explore the Quality Contract option. Continue to contribute to Bus Service Operators Grant (BSOG) debate through our input into PTE Group (PTEG) discussions currently taking place with DfT. Maintain and improve service frequency linked to bus priorities. Develop the optimum bus network concept. Identify, develop and deliver Major Scheme Business Cases in line with the programme for 2010/11. Respond to DfT/Office of Fair Trading related consultation documents.
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The new Rail Strategy was adopted by the ITA in February 2009 - it represents an update of the previous strategy issued in 2004. The purpose of the Rail Strategy and Delivery Plan is to bring together the work that has been carried out on the development and enhancement of the existing rail network to form a coherent and achievable plan within South Yorkshire. Whilst focusing on rail, the Strategy must be seen in the wider context of the South Yorkshire and SCR commitment to a fully integrated transport network.

The Strategy aims to take a realistic and pragmatic approach to the future development of the South Yorkshire rail network, particularly over the short term (to 2014) to ensure that the plan remains focused and deliverable. The Strategy also provides the medium term priorities where an influencing role will be adopted to shape investment and long term issues that require further planning and quantification. It supports the Sub Regional and Regional Spatial (land Use) Strategies and will provide a basis for developing longer term Integrated Transport Plans.

<p>Maintain the Reliability and Performance of the Network Actions for 2010/11</p> <ul style="list-style-type: none"> Manage the Northern Rail franchise performance through regular engagement with the train operating companies (TOCs) and DfT, including actions in the areas below. Oversee other TOC's franchise performance to ensure agreed performance standards are met on longer distance and express services as they affect South Yorkshire.
<p>Provide Customer Service Excellence Actions for 2010/11</p> <ul style="list-style-type: none"> Undertake market research and passenger analysis to assess the customer experience and identify quality issues, including analysing customer comments. Continue to engage with the Community Rail Partnerships especially to promote and enhance the Huddersfield - Penistone - Sheffield route. Work with the train operator to improve train passenger security through installation of on train CCTV on the Northern Rail fleet. Introduce Real Time Information (RTI) at selected station.

<p>Improve Environmental Performance Actions for 2010/11</p> <ul style="list-style-type: none"> Work with rail industry to introduce more environmentally friendly rolling stock: <ul style="list-style-type: none"> Replace high speed trains with Meridian trains - St Pancras to Sheffield (undertake lobbying throughout the year). Continue to develop plans for tram-train trial between Sheffield centre and Rotherham Parkgate.
<p>Provide High Quality Customer Facilities Actions for 2010/11</p> <ul style="list-style-type: none"> Introduce a range of enhancements at specific stations to achieve the Strategy 'bronze', 'silver' or 'gold' station standards. Commence reconstruction of Rotherham Central Station - to improve the waiting environment, platforms, facilities and provide step free access. Implement public announcement upgrades at stations not yet covered. Network Rail platform lengthening - lobby for improvements at specified South Yorkshire Stations to accommodate four-car trains.
<p>Promote and Publicise the Train Effectively Actions for 2010/11</p> <ul style="list-style-type: none"> Work closely with rail operators to conduct marketing campaigns based on enhancements to rail services, facilities etc. Complete the programme of station specific posters in South Yorkshire - to provide information on access by other modes. Publish timetables in different formats - paper & electronic (includes wallet sized timetables for 4 x lines). Introduce a programme of 'on station' surveys to better understand travel patterns of current users, and monitor non-users. Raise awareness of trip planning services and make sure these are accessible at different locations. Deliver a programme of improvements to achieve required standards at target stations. Introduce a programme of 'on station' surveys to better understand travel patterns of current users, starting with a national pilot at Chapelton. Ensure information on rail service and travel opportunities is available at home, work and other establishments, and raise awareness of this information.

TRAM STRATEGY DELIVERY PLAN

The Tram Strategy was adopted by the ITA in March 2009 and aims to take a realistic approach to the future development of the South Yorkshire tram network, particularly in the short term to 2011. The Strategy proposes medium term priorities which seek to broaden the role of the tram and shaping investment and long term issues that require further planning and quantification. The Strategy is also seen in the wider context of a fully integrated transport network and it is recognised that efficient connections from other modes is essential to increase the attractiveness of the tram.

The present Supertram system is operated through an exclusive concession agreement between South Yorkshire PTE and South Yorkshire Supertram Ltd (a subsidiary of Stagecoach) to operate and maintain the Supertram network until March 2024. The provision of the existing tram service is seen as a key feature in the regeneration of Sheffield with many current / redevelopment sites being proposed near existing lines. Therefore the strategy must consider demands these planned developments will place on the tram network on top of suppressed and underlying growth.

Customer satisfaction with the tram is relatively high and there is also evidence of a shift from car use to tram. The strategy aims to build on existing high standards by making further improvements to customer facilities, continuing the programme of tram refurbishments and where possible identifying and delivering service enhancements.

Maintain the Reliability and Performance of the Network
Actions for 2010/11

- Manage the Supertram Concession Agreement.
- Undertake a review to optimise network capacity and usage (subject to funding).
- Work with the tram operator and Sheffield City Council to maximise tram priority and enforcement of restrictions, especially where on-street running takes place.
- Evaluate use of satellite tracker information to support more robust scheduling.
- Oversee maintenance of tram track / structure and assets – in line with 2010/11 programme.
- Oversee and promote bus feeder services (retain TF1 service and build case for others).

Provide Customer Service Excellence
Actions for 2010/11

- Manage the Supertram Concession Agreement (Revise the standards for the customer facing management regime, the 'QUEST Quality Agreement').
- Continue to liaise with Stagecoach Supertram to support their customer care training for staff.

Provide High Quality Customer Facilities
Actions for 2010/11

- Improve customer facilities at stops including installations (where appropriate) of CCTV, seating, Real Time Information / PA systems and bicycle parking.
- Ensure relevant information is available in different formats, and is delivered to consistent standards at stops and on vehicle.
- Continue work to secure extra trams to address overcrowding at peak times.

Provide High Quality Customer Facilities
Actions for 2010/11

- Improve customer facilities at stops including installations (where appropriate) of CCTV, seating, Real Time Information / PA systems and bicycle parking.
- Ensure relevant information is available in different formats, and is delivered to consistent standards at stops and on vehicle.
- Continue work to secure extra trams to address overcrowding at peak times.

Promote and Publicise the Tram Effectively
Actions for 2010/11

- Ensure that up-to-date tram information is available at a variety of locations and the Travel South Yorkshire (TSY) web site.
- Raise awareness of trip planning services and make sure that these are easy to access at different locations on the tram network.
- Ensure that fares and ticketing information is available, particularly at the journey planning stage.
- Ensure information is available in appropriate formats and languages (targeting a 5% increase in satisfaction amongst passengers covered by the Disability Discrimination Act (DDA)).
- Gain a better understanding of the market to target promotion and publicity for different market segments.
- Liaise with Stagecoach Supertram to ensure consistent high quality information is available.

Deliver Efficient, Attractive Ticketing
Actions for 2010/11

- Develop ticketing and price scales appropriate for travel with Train Operating Companies and lobby to ensure fares remain within the franchise structure.
- Work with Train Operating Companies to encourage greater rail use especially at off peak times through targeted ticket offers.
- Design and deliver a back office system to support integrated smart ticketing in South and West Yorkshire. Establish commercial agreements which will ultimately lead to the delivery of "Oyster-like" "Pay as you Go" facilities to passengers.
- Continue to participate in English National Concessionary Travel Scheme (ENCTS) and reimbursement to Train Operators (measure through % claims paid on time / satisfaction with concessions).
- Provide multi-leg and through (integrated) ticketing range to minimise interchange penalties.
- Continue to offer the TravelMaster range and negotiate with operators to offer value for money to passengers.
- Review the existing pre-paid ticket range to see if rules and/or product ranges can be usefully changed – subject to national conditions and agreement with DfT.

Planning Service Enhancements
Actions for 2010/11

- Work with Train Operators and Network Rail to address South Yorkshire and out of county bottlenecks:
 - Capacity / approaches Doncaster and Sheffield Stations
 - Study to progress preferred option for Holmes Chord track alignment / Rotherham Central Station connections
 - Lobby to relocate freight and free capacity for passenger trains - East Coast Mainline (ECML).
 - Enhancements to Whitehall junction (Leeds)
 - Lobby for additional rolling stock to allow longer trains (as above)
 - Lead on behalf of Sheffield City Region partners to develop and lobby for improved services to Manchester
- Quantify costs / benefits / impacts of potential new lines and stations including:
 - Business case for station and services at RHADS
 - Yorkshire Entertainment Sensation (YES!) – watching brief on project
 - Preliminary work regarding possible station at Parkgate
- Continue to deliver a programme of rolling stock upgrades to reduce overcrowding.
- Support construction of a maintenance depot in South Yorkshire.
- Ensure Midland Mainline (London) speed improvements are met in line with franchise agreement and Route Utilisation Strategy (RUS) plans.
- Work with DfT and partners on the tram-train trial.
- Lobby for high speed line(s) to serve South Yorkshire.
- Engage in National Rail industry consultations to ensure right outcomes for South Yorkshire.
- Engage with "Open Access" Operators.
- Quantify costs, benefits and impacts of potential new lines and stations in identified locations and builds business case.



PARK AND RIDE DELIVERY PLAN

The purpose of the Park and Ride Strategy is to determine where Park and Ride can be used as an alternative to central area parking thereby reducing distance travelled by car; and to ensure that Park and Ride facilities are optimised to realise the benefits and make an effective contribution to achieving LTP targets.

The development of a Park and Ride Strategy to promote modal transfer from car to public transport is fully reflected in the current LTP, Regional Transport priorities and key transport strategies. In the future SYPT and Local Authority partners will continue to develop and enhance the provision of Park and Ride throughout South Yorkshire, through a variety of funding sources.

Maintain the Reliability and Performance of the Network
Actions for 2010/11

- Work with Local Authorities to define the Park and Ride network, model future requirements and complete site assessments in line with the agreed programme.
- Incorporate the standards for park and ride site construction (level 1 / level 2 / level 3) within the product specification manual, and apply the existing standards to sites in order to identify potential improvements.
- Deliver and or extend a series of Park and Ride sites.
- Work with the individual districts to influence the central area parking strategies to ensure that they complement the provision of Park and Ride sites.

Provide Customer Service Excellence
Actions for 2010/11

- Deliver high quality site management and transport delivery services.

Provide High Quality Customer Facilities
Actions for 2010/11

- Understand the customer needs through appropriate market research.
- Agree requirements for transport modes to each site based on the standard of the site and deliver in line with the agreed programme.
- Ensure Real Time Information is implemented for Park and Ride sites where appropriate.
- Continue to achieve quality / cost standards for maintenance and cleaning at sites (monitored through regular site checks and customer satisfaction).
- Improve actual and perceived safety at existing Park and Ride sites.

Promote and Publicise Park and Ride Effectively
Actions for 2010/11

- Develop appropriate marketing to promote services (bus, tram or train) relating to the specific Park and Ride sites (planned throughout 2009/10).
- Produce, display and distribute timetable leaflets in association with Park and Ride sites.
- Work with Local Authorities to ensure that highway signage is maintained and new signage erected.
- Develop a Marketing Strategy for existing and future Park and Ride sites.

Deliver Efficient, Attractive Ticketing
Actions for 2010/11

- Review the approach to ticketing and pricing for Park and Ride.
- Design and deliver a back office system to support integrated smart ticketing in South and West Yorkshire. Establish commercial agreements which will ultimately lead to the delivery of "Oyster-like" "Pay as you Go" facilities to passengers.

Improve Environmental Performance
Actions for 2010/11

- Explore the environmental impacts of existing Park and Ride sites.
- Build environmental best practice into design specification for Park and Ride sites in order to minimise their environmental impact.

Identify the best Delivery Options
Actions for 2010/11

- Ensure a consistent approach to delivering proposed Park and Ride sites with LTP partners and other stakeholders.
- Identify best delivery options for sites served by rail, tram and bus and develop business case models for each mode and category of site.

Deliver Efficient, Attractive Ticketing
Actions for 2010/11

- Design and deliver a back office system to support integrated smart ticketing in South and West Yorkshire. Establish commercial agreements which will ultimately lead to the delivery of "Oyster-like" "Pay as you Go" facilities to passengers.
- Continue to participate in the ENCTS and ensure tram remains consistent with other modes (measure through % claims paid on time and satisfaction with concessions offered).
- Make it easier for passengers to create personalised tickets at the lowest cost for their particular journey. Continue to develop ticket products targeted at customer needs.
- Continue to offer the TravelMaster range and negotiate with operators to offer value to money for passengers.
- Review the existing prepaid ticketing range to see if rules and/or product ranges can be usefully changed to improve efficiency and minimise fare evasion.

Improve Environmental Performance
Actions for 2010/11

- Support the tram operator's ongoing delivery of best practice improvements as set out in the Tram Strategy.

Identify and Deliver Service Enhancements
Actions for 2010/11

- Examine opportunities for extensions to tram network including variations to previous proposals.
- Assess whether other areas could benefit from a bus feeder service.





3. SUPPORTING DELIVERY

3.1 There are a number of supporting activities which underpin delivery through the LTP Strategies. These have been categorised in the Corporate Performance Framework as: Organisational Excellence and Efficiency and Effectiveness.

Bus Strategy	Rail Strategy	Tram Strategy	Park & Ride Strategy
Organisational Excellence			
Efficiency & Effectiveness			

3.2 Our aim is to achieve best practice across all our support services and to ensure that we can demonstrate excellent corporate governance and Value for Money to our stakeholders and partners. This includes compliance with all legislation, financial management and accounting and ensuring that systems are in place to manage risk and business continuity.

3.3 SYPTE has retained its Investors in People status and we recognise that staff wellbeing and achieving work-life balance is an integral part of delivering our priorities. We remain committed to enhancing our conditions of employment and developing SYPTE as an 'Employer of Choice'.

Organisational Excellence

- Develop a best practice business planning process and performance management system – to align objectives, inform decision making and engender excellent performance.
- Develop marketing, design and communications services that enhance the reputation of SYPTE and build on products and services offered by SYPTE and the Travel South Yorkshire Partnership.
- Manage and develop the TSY and SYPTE websites to make them effective communications channels for public transport information.
- Develop a TSY Internet Strategy to establish the TSY website as the key customer channel
- Deliver specific promotions to support the Strategies including the ENCTS and Park and Ride.
- Provide a holistic human resource service that supports SYPTE's objective to become an employer of choice.
- Develop and deliver a Leadership programme to develop skills, foster performance improvements and focus on customer service.
- Explore ways to deliver the Passenger Transport Academy, a partnership between SYPTE and Doncaster College which provides training to bus and tram drivers and tram conductors, primarily in customer service skills.
- Continue Investors in People and support work life balance and wellbeing.

Efficiency and Effectiveness

- Deliver best practices in financial management
- Continue to develop and support excellent financial accounting and reporting arrangements, a full payroll service and the electronic purchase ordering system.
- Make improvements to risk management arrangements and support achievement of Value for Money including Gershon savings.
- Support the strategies through the development and delivery of relevant technology and provide a comprehensive Information Technology (IT) support and helpdesk service.
- Ensure legal compliance of SYPTE's activities and good corporate governance methods.
- Ensure legal support for the LTP and Strategies and contractual and land acquisition support for the Capital Programme.
- Ensure SYPTE complies with Freedom of Information and Data Protection.
- Provide a safe and healthy working environment that is free from uncontrolled risk.

4. FORWARD PLANNING

SYPTE Values

Integrity and Respect:
We are respectful of others and foster an environment where openness, trust and respect are the norm. We actively manage risks, act responsibly, honestly and within ethical and professional principles.

Team-working:
We encourage employees to work collaboratively and communicate openly across departments, hierarchy and function. We constantly strive to break down any barriers. Our employees are supportive of each other and we actively seek partnership with our customers and stakeholders.

Achieving and Challenging:
We strive to achieve excellence through continuous development and improvement. We foster a positive, enjoyable work environment, in which individuals can contribute and develop to the maximum of their potential. In order to ensure development, we will challenge assumptions, set practices and behaviours. We take pride in finding ways to consistently meet or exceed our objectives and as such, welcome and encourage change.

Customer and Stakeholder Driven:
Our results are only as valuable as the benefits they bring to our customers and stakeholders.

Diversity Statement

SYPTE's Equality and Diversity strategic aims are to become an exemplary employer and provider of services. It also aims to contribute to social inclusion through the provision of public transport for all and to incorporate Equality and Diversity objectives into its mainstream strategy and policy formation. All services provided by SYPTE should be accessible to every citizen within South Yorkshire regardless of gender, disability, race and ethnicity, age, sexual orientation, social class, religion, or for any other reason. We will continue to involve disabled people and people from ethnic minorities on employment issues and the services we provide including:

- Finding out what barriers disabled people and ethnic minorities face and taking reasonable steps to remove them.
- Asking disabled people and ethnic minorities whether they are happy with the services we provide through surveys, focus and consultation groups.
- Setting priorities and forward planning
- Looking at the impact of existing and proposed policies.
- Monitoring and checking how well things are done.
- Reviewing and revising the scheme and providing feedback on how disabled and ethnic minority people's views have influenced our decisions.

All of our existing policies have been reviewed to assess their impact on equality issues.

4.1 Detailing the transport investment requirements for South Yorkshire, the LTP sits within the progressively wider contexts of the larger Sheffield City Region (SCR), the rest of the Yorkshire and the Humber Region and the three northern regions that make up the 'Northern Way'. The diagram below shows how the LTP and SYPTE Business Plans relate to this wider policy context and to the strategies and policies that exist at local, regional and national level.

The wider context			
Pan Regional			
The Northern Way			
Regional			
Regional Spatial Strategy	Regional Economic Strategy	Regional Transport Strategy	Sheffield City Region Vision
South Yorkshire			
South Yorkshire Spatial Strategy	South Yorkshire Economic Strategy	Sheffield City Region Transport Vision	Local Development Frameworks
Delivery			
Congestion Accessibility	The Local Transport Plan 2006 – 2011		Road Safety Air Quality
South Yorkshire PTE Business Plan 2010/11			
Bus Strategy	Rail Strategy	Tram Strategy	Park & Ride Strategy

4.2 The new coalition government has announced the abolition of the Regional Development Agencies (RDAs) and the Regional Spatial Strategies (RSS). Therefore the Northern Way and RSS sections (identified below) reflect an "at the time of writing" status. Despite this, the regional documentation may still play an important role, as the local district authorities need to decide whether to retain the targets associated with these documents, or to determine new ones. SYPTE's plans must be sufficiently robust to cope with any changes to targets which may occur in future.

4.3 We are currently in a period of transition regarding the LTP as the period that our current plan applies to ends in March 2011. We are therefore already assembling our action plans to apply from April 2011. Following the recent election, however, the overall context is changing and even as we are drawing up our new strategies it is very likely that structures will change from what is shown here. We must therefore ensure that our plans and delivery processes will be successful under different structures, benefiting public transport in South Yorkshire regardless.

4.4 As the regional and sub-regional environment changes during the coming year the SYPTE will be taking an active role in influencing and developing those future structures and processes, ensuring that our objectives are successfully promoted and ultimately well reflected in the resulting processes and relevant plans.

Forward Planning Activities 2010/11

- Input into the SCR Connectivity Study – The first phase reported at the end of May 2010. Awaiting government decision on whether there will be a second phase.
- Delivery to milestones of major schemes including: Rotherham to Sheffield Bus Rapid Transit (BRT), INTEGR8, A61 Penistone Road, White Rose Way and FARRRS.
- Develop strategic partnership engagement across the City Region - to ensure that transport contributes to wider regional developments and other sectors' priorities.
- On behalf of the ITA, and with partners complete production of a widely supported long term Transport Strategy (LTP3) and the first stages of its implementation plans.
- Input to and influence the emerging Local Development Frameworks (LDFs) and their proposed sites documents.
- Embed the operation of the Land Use and Transport Integration (LUTI) work:
 - Manage the process on behalf of all partners
 - Apply the prioritisation process to all site proposals
 - Commence work on producing long term development timeframes and matching public transport interventions
 - Agree transport solutions for groups of "red" assessed sites
 - Work on rolling out its use to other thematic areas that would benefit
- Produce a single public transport implementation plan supporting the Transport Strategy, pulling together the Bus, Rail, Tram and Park and Ride strategies.
- Implement our new Environmental Strategy.
- Manage the development and delivery of the Integrated Block Capital Programme.
- Based upon the outcome of the 2010 government spending review, Major Scheme Business Cases will be developed and progressed as appropriate.
- Provide guidance to members on the impact on the ITA and PTE of the Coalition government's proposals.
- Contribute to all LTP2 delivery groups.
- Provide market intelligence to support the development of LTP3.
- Assist in supporting the case for High Speed Rail through Sheffield.

**Preparing for LTP3
A New Transport Strategy (2011 – 2026)**

There is a statutory requirement placed on the ITA to have a new Local Transport Plan (LTP3) in place by April 2011. In summary LTP3 will:

- Be based on a clear strategy for South Yorkshire over the next 15 years and aligned to Sheffield City Region and wider regional strategies
- Have regard to national transport policy
- Be strongly evidence based
- Have a policy fit with regional and sub-regional policy statements
- Reflect policy changes for transport to comply with the Climate Change Act 2008
- Include measures that assist local communities in recovering from recession, improves accessibility and inclusion and builds on local community plans
- Fully consider revenue spend in addition to capital spend
- Have an implementation plan aligned with LAA time periods
- Build on the excellent progress made in LTP2 on programme management and rigorous prioritisation to ensure value for money

The strategy for local transport will need to draw from and contribute to Sustainable Community Strategies and to seek an integrated approach with land use planning. It will focus on transport as a means to deliver wider outcomes - for example in supporting economic growth, education, employment, health, equality and social exclusion, crime prevention and environmental objectives.

A two way process is expected in preparing and delivering the LTP and LAAs to ensure that they dovetail together. The timescale for and progress on delivering the strategy is detailed below with task 1 complete and task 2 underway.

	KEY TASKS	DATE	NOTES
1	Draft Transport Strategy and Implementation Plan overview consultation draft sign off.	July by ITA	Delegated sign off by Chair agreed at June ITA. All ITA members will have chance to sign off via email circulation of draft.
2	Public consultation on draft Strategy and Implementation Plan overview.	26 July – 15 Oct 2010	Consultation process aligned to consultation good practice as advised by District reps. Early responses will be encouraged.
3	Finalise Strategy post consultation and officer sign off.	12 Nov SLG 22 Nov EB 6 Jan ITA	Allows three weeks to update documents in light of consultation responses then on-going refinement through approval cycle.
4	District, LSP, and SCR approvals.	Jan – Feb 2011	District officers, LSP Directors, SCR Executive to advise on approval route for their respective authority/group.
5	Final strategy approval.	3 March 2011 ITA	In readiness to have plan adopted for start of financial year 2011/12.

Key draft "Goals and Challenges" for the strategy were identified by drawing on existing sources of information and consultation with officers and elected members late in 2009. These goals and challenges helped to guide and frame possible strategy options, discussed at strategy workshops in May 2010.

Sources being used in option appraisal include transport modelling, the work undertaken by the Sheffield City Council Masterplan on urban transport packages; the 'SCR Connectivity Study'; as well as the views of stakeholders.

All options are also being tested for their environmental, equalities and health impacts.

The implementation plan is to be composed of a three year draft implementation plan and six year indicative plan to closely integrate with the three year LAAs.

Preparation during 2010/11

LTP3 preparation comprises strategy formulation and development of the implementation programme. Key activities include:

- Finalising the draft strategy:
 - Working with partners and stakeholders throughout
 - Generate options and develop an appraisal framework for option testing
 - Develop appropriate modelling to test options
 - Carry out further stakeholder and public consultation on the proposed strategy
 - Gain strategy sign off by the ITA and District Councils
- Development of a three year draft implementation plan and six year indicative plan to run alongside / be part of LAAs.

The Northern Way

The Northern Way is an ambitious economic strategy, driven by the three northern RDAs and their partners. It aims to improve the economy of the North of England, by building upon and adding value to the substantial impact that the three Regional Economic Strategies (RES) and RSS will bring.

The Northern Way presents the North of England as a key area of potential to build the economy and promote the quality of life in the area. It also aims to 'bridge the gap' of a £29 billion productivity shortfall between the North of England and the rest of the UK.

One of the means of achieving this is through focusing investment on 10 priorities including improving connectivity by focusing on cross boundary transport issues into and within the City Regions. Transport sits amongst other priorities such as increasing employment, improving surface access to ports and airports and creating sustainable communities.

The Northern Way will use the considerable opportunities presented by both public and private sector investment and provide a robust evidence base to target investment where the effects will be most productive, making the case to government during the national spending reviews.

The primary means of influencing and raising issues will be through the formation of the Northern Way Transport Compact, a representative group of key staff from relevant stakeholders who will identify (with wider stakeholder involvement) the pan regional shared transport priorities.

Regional Spatial Strategy

The Yorkshire and Humber Plan, adopted in 2008 is the RSS until 2026 has statutory status and provides a spatial framework to inform the preparation of LDFs and LTPs. It includes a broad development strategy for the region, setting out regional priorities in terms of location and scale of development. This includes economic development, housing, transport and communications, the environment, tourism and regeneration. The overall aim is to provide an up to date strategy for the region that is clear about how it should develop. It is currently updating the plan to look at housing growth in the Region in response to the government's ambition for much higher housing levels nationally.

Regional Economic Strategy

The Regional Economic Strategy 2006 – 2015 provides a 10 year blue print for economic development in Yorkshire and the Humber. It provides a framework of common priorities around which businesses, public agencies, voluntary groups and communities can focus their investment. The Strategy's six objectives include Transport, Infrastructure and Environment.

Regional Transport Strategy

The integration of transport planning with land-use planning and other policy areas sets the policy direction of the Regional Transport Strategy (RTS). This supports the wider Yorkshire and Humber Plan but also provides a strategic steer on transport investment and management in a more operational setting, including delivery. The headlines are that the Region will aim to reduce travel demand traffic growth and congestion, have a consistent approach to parking and safeguard and improve public transport infrastructure and services.

The Integrated Regional Strategy

Over the coming years these regional strategies will be merged into a single 'Integrated Regional Strategy' (IRS). The development of this will be led by Yorkshire Forward and Local Government Yorkshire and Humber. We will participate fully in the development of this new plan – and will ensure that our strategy is developed with this regional dimension in mind.

The City Regions

City Regions are an interconnection of markets for jobs, housing and the supply of goods or services, rather than strictly defined administrative boundaries. As such SCR has no formal status and is less likely to be adversely affected by changes to be introduced by the Coalition government, indeed it may benefit. SCR covers the four South Yorkshire authorities as well as five authorities within the existing East Midlands Region (Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales and Northeast Derbyshire). Barnsley is also a part of both Sheffield and Leeds City Region areas, reflecting travel to work patterns that exist in that District.

The Sheffield City Region 'Transport Vision' recognises that if the economic and social transformation that the City Region aspires to is to be achieved, then its transport services and infrastructure must be equally visionary. Within the City Region structure a number of Joint Issue Boards (JIB's) have been established, one of which will examine transport requirements with identified work streams to progress. These have been identified as:

- City Region priorities - a range of current major schemes:
 - a) Rotherham to Sheffield Bus Rapid Transit
 - b) Integrated Transport for Economic Growth (INTEGR8)
 - c) A61 Penistone Road, Sheffield
 - d) White Rose Way, Doncaster
 - e) Regional Information System
 - f) FARRRS
- Improving access to RHADS
- Connecting Sheffield and Manchester City Regions
- Connections to London by rail
- Rural Connectivity
- Connecting Sheffield and Leeds City Regions

Each work stream has identified the key issues, established the parallel work streams and synergies to deliver the required improvements, and identified key tasks required to achieve successful outcomes. Progress will be reported to the SCR JIB and onward to the City Region Forum.

The LTP3 Transport Strategy has been written within an SCR context.. The Leeds City Region places an emphasis on innovation ensuring it is an exciting place to live, study, work and invest. There is a strong asset base within the City Region, giving it a truly international reputation. The City Region is the largest in the North of England. The vision is: To work together differently: to develop an internationally recognised City Region; to raise our economic performance; to spread prosperity across the whole of our city region, and to promote a better quality of life for all of those who live and work here. Priorities are to:

- Improve city regional, inter-region and international connectivity.
- Encourage a culture of innovation in both individuals and businesses in enterprise, science and greater knowledge transfer.
- Encourage and support the development of higher and more relevant skills in the workforce.
- Accelerate the development of a world-class infrastructure within which all businesses innovate and can thrive.
- Enhance and promote the City Region as a place to live and work.



5. REVENUE BUDGET

5.1 Below is a summary of the ITA/SYPTE Revenue Budget for 2010/11.

ITA/SYPTE budget summary – year 2010/11	
	Budget 2010/11 (£)
CONCESSIONARY FARES	34,883,351
NETWORK COSTS	
- Bus Service Contracts (net of Revenue Grants)	9,672,943
- Community Transport	1,890,215
- Tram & Train Expenditure – Northern Rail Services	29,139,880
- Special Rail Grant – Northern Rail Services	-29,139,880
STRATEGY DIRECTORATE	2,291,405
CUSTOMER EXPERIENCE DIRECTORATE	8,926,222
SUPPORT SERVICES	8,714,709
CAPITAL FINANCING/RESIDUAL CHARGES	33,365,794
RECHARGEABLE PENSIONS	1,899,995
TOTALS - SYPTE	101,645,334
DfT Specific Grant	-5,400,212
Net expenditure - ITA	-1,500,000
Levy	-94,745,122
Total income	-101,645,334
Base PTE (surplus) / deficit	0



6. CAPITAL PROGRAMME

Capital Programme 10/11 - Indicative Spend

Strategies	
Bus	£8,959,804
Tram	£52,881
Train	£7,222,338
Park and Ride	£210,562
	£16,445,585
Major Schemes	
Bus Rapid Transit - Southern	£623,287
Bus Rapid Transit - Northern	£652,419
Integr8	£675,296
Supertram Additional Vehicles	£92,932
LTP A61 Penistone Road	£130,000
	£2,173,934
	£18,619,519



7. GLOSSARY

Asset Management Plan	A strategic plan for managing an organisation's infrastructure and other assets to deliver an agreed standard of service
BRT	Bus Rapid Transit – a limited-stop bus service using high quality vehicles and infrastructure with high levels of on-road priority measures, coupled with innovative marketing and ticketing
BSOG	Bus Service Operating Grant – claimed by operators of local bus services to recover the excise duty paid on fuel used for operating eligible local bus services, previously known as the Fuel Duty Rebate
CCTV	Closed Circuit Television
Community Rail Partnership	An organisation operating a local rail line on an economically sustainable basis. Members may include local authorities, community groups, rail user groups, TOCs, national park authorities and sometimes Network Rail
Connectivity Study	A regional study to identify transport interventions in line with the DaSTS guidance and DfT's strategic appraisal framework, majority funded by DfT
DaSTS	Developing a Sustainable Transport System – a 2008 DfT publication setting out national and regional transport priorities for 2014 and beyond
DDA	Disability Discrimination Act
DfT	Department for Transport
ECML	East Coast Main Line
ENCTS	English National Concessionary Travel Scheme – a national scheme providing English residents over the age of 60 and eligible disabled people with free off-peak bus travel. In South Yorkshire, ENCTS pass holders can also use off-peak tram and local rail services
FreeBee	Free circular daytime bus services in the centres of Rotherham and Sheffield
INTEGR8	Integrated transport for economic growth – a scheme for improving public transport on key strategic routes in South Yorkshire incorporating bus priority measures and strategic park and ride sites
Integrated Block	DfT funding to local authorities for all non-maintenance transport schemes costing under £5 million such as small road projects, road safety schemes, bus priority schemes, walking and cycling schemes, transport information schemes
IRS	Integrated Regional Strategy (Comprises the RES and RSS)
IT	Information Technology
ITA	Integrated Transport Authority
JIB	Joint Issue Boards allowing collaboration on specific areas of activity within SCR
Key Routes	A network of main roads connecting the main urban centres of South Yorkshire and which connect them to areas of community rebuilding and economic regeneration. The Key Routes also connect the urban centres to other centres outside South Yorkshire.
LAA	Local Area Agreement – a three year action plan developed by LSPs and agreed between central government and a local authority to improve the quality of life for local people

LDF	Local Development Framework – a collection of local development documents produced by the local planning authority which collectively form the spatial planning strategy for its area, linked to the SCS. The LDF contains a core strategy which sets out a vision, strategic objectives and delivery strategy
LSP	Local Strategic Partnership – a non-statutory partnership of organisations from public, private, community and voluntary sector to improve the quality of life in a local authority area and deliver public services more effectively
LTP	Local Transport Plan – a statutory document which sets out a strategy for the development of transport in a particular area (for example in South Yorkshire) The first LTP (LTP1) covered the period from 2001 to 2006
LTP2	The second LTP sets out a strategy for the development of transport for the period from 2006 to 2011 (for example in South Yorkshire)
LTP3	The third LTP is in development. It sets out a strategy for the development of transport in Sheffield City Region for the period from 2011 to 2026
LUTI	Land Use and Transport Integration – an integrated approach to land use and transport planning to improve the accessibility of new developments
MSBC	Major Scheme Business Case – a DfT-required document setting out the business case for a major scheme (one requiring over £5m of capital funding)
Meridian	A Class 222 diesel-electric multiple unit train capable of 125 mph
Modal shift	A change over a period of time in the proportion of travellers using a particular mode (or type) of transport
Northern Way	A partnership of the Northeast, Northwest and Yorkshire & the Humber regions and their RDAs, to improve the economic performance of the north of England
Open Access	TOCs which hold licences to provide supplementary services on chosen routes
PA System	Public Address System
Passenger Transport Academy	A partnership between SYPTE and Doncaster College which provides training to bus and tram drivers and tram conductors, primarily in customer service skills.
PIP	Punctuality Improvement Partnership – an agreement to share operational and infrastructure planning information to improve public transport reliability
PSA	Public Service Agreement – a national statement of the aims and objectives of UK government departments for a three-year period describing how targets will be achieved and how performance against these targets will be measured
PSV	Public Service Vehicle – any vehicle used to carry fare-paying passengers
PTE	Passenger Transport Executive – a strategic public transport authority within Britain's largest urban areas, responsible to an ITA which is made up of representatives of local councils in the area served
PTEG	Passenger Transport Executive Group – promotes the interests of PTEs
RES	Regional Economic Strategy
RHADS	Robin Hood Airport Doncaster Sheffield

RID	Real Time Intelligent Detection – a system used to control traffic signals and give variable levels of priority to buses to improve journey time reliability
RSS	Regional Spatial Strategy
RTI	Real Time Information – provision of live bus departure times from individual bus stops, also accessible by text message, internet and via wireless internet
RTS	Regional Transport Strategy
RUS	Route Utilisation Strategy – a rail industry planning document balancing capacity, passenger & freight demand, operational performance and cost
SCR	Sheffield City Region – an association of local authorities to enable cross-boundary strategic planning: Barnsley, Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales, Doncaster, Northeast Derbyshire, Rotherham and Sheffield
Smartcard	A type of plastic card embedded with a computer chip that stores data
Social Inclusion	A process of increasing the participation in work, education and society of people marginalised by lack of economic opportunity, educational achievement or other barriers
SQP	Statutory Quality Partnership – an agreement between a local authority (to invest in improved facilities and infrastructure) and a bus operator (to provide services of an agreed standard) within a defined geographical area
Sustainable	Capable of being continued with minimal long-term effect on the environment
Sustainable Community Strategy	Prepared by LSPs as a set of goals and actions to inform the LDF and act as an umbrella for all other strategies devised for the area
SYITA	South Yorkshire Integrated Transport Authority
SyITS	South Yorkshire Intelligent Transport System, which aims to improve the operational efficiency of the transport network and provide information about traffic conditions to networks managers, planners and the travelling public
SYPTA	South Yorkshire Passenger Transport Authority (succeeded by SYITA)
TOC	Train Operating Company – a business operating passenger trains on the rail network, the majority of which hold franchises let by the government
Tram-train	A light-rail system where trams are designed to run on both an urban tramway network and on 'heavy' rail lines for passenger flexibility and convenience
TravelMaster	An all-modes public transport pass available in a variety of configurations
TSY	Travel South Yorkshire, a partnership of organisations and operators that provide public transport products and services throughout the region
YES!	Yorkshire Entertainment Sensation - a planned 120,000m2 covered mixed-use leisure and conference scheme on a 132 hectare site in Rotherham district
Yorcard	South and West Yorkshire Smartcard ticketing system



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