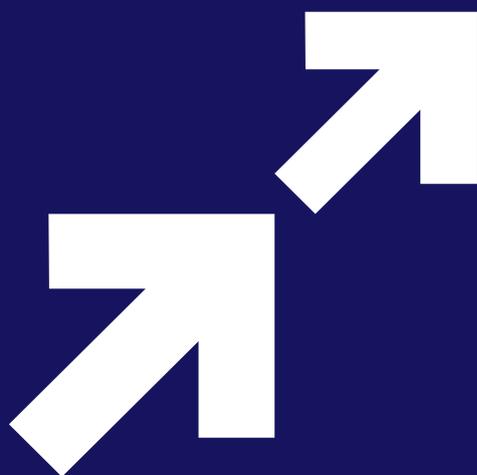
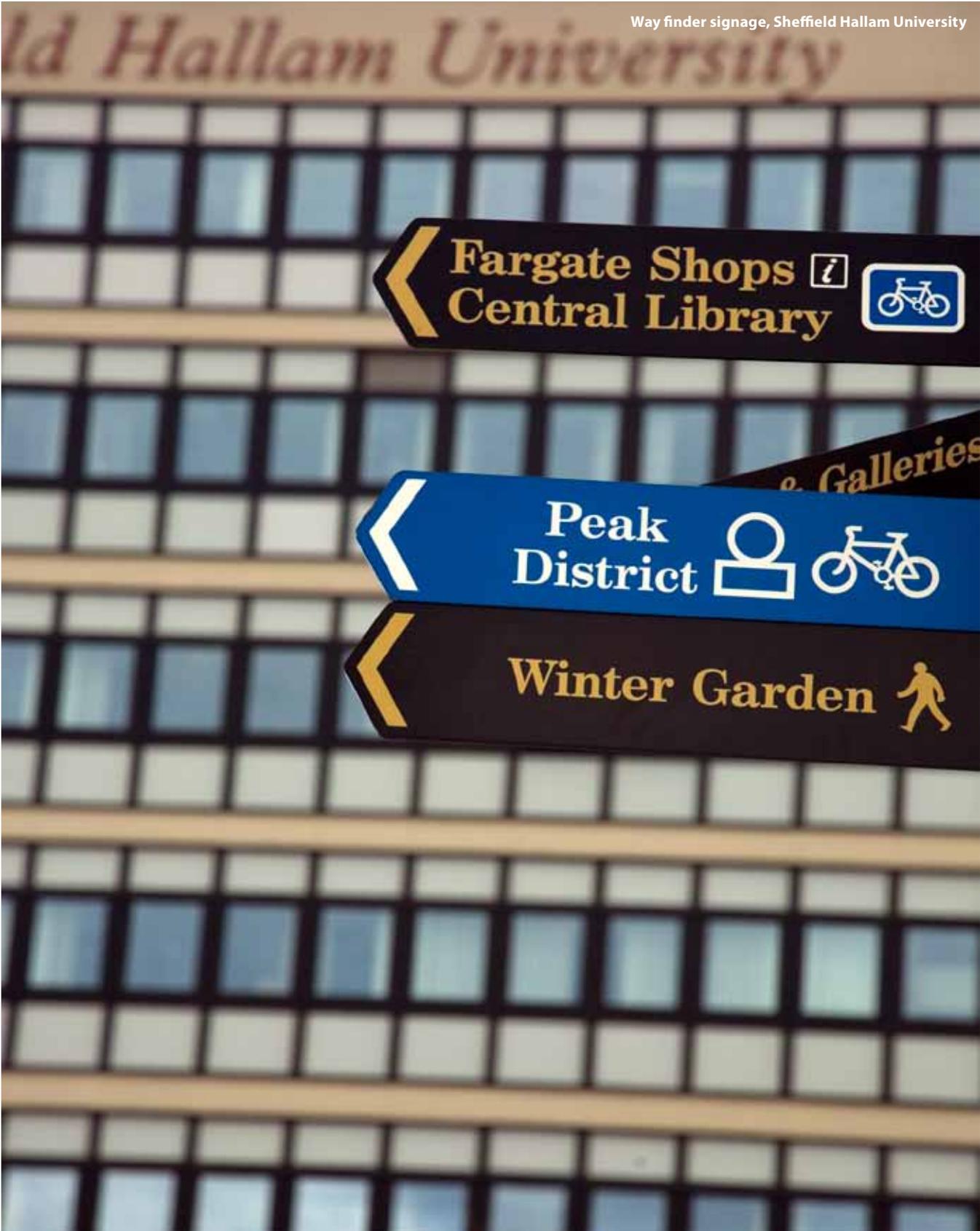


SOUTH YORKSHIRE PASSENGER TRANSPORT EXECUTIVE BUSINESS PLAN 2011/12





Fargate Shops
Central Library



Peak
District



Winter Garden



FOREWORD

Welcome to the South Yorkshire Passenger Transport Executive (SYLTE) Business Plan for 2011/12. This business plan represents our contribution to delivering the first year of the new Sheffield City Region (SCR) Transport Strategy. A key focus of the new strategy is the role of transport in supporting the delivery of wider policies, including the economic growth of SCR and reducing the impact on the environment. The main goals and the cross-cutting themes of the new strategy are set out in the business plan, along with an underpinning theme for public transport – meeting the needs of our customers.

SYLTE is a customer and stakeholder driven organisation; which puts the customer at the heart of its activities. Understanding our customers' priorities and what makes our customers satisfied or dissatisfied with public transport is key to providing good public transport. This enables us to prioritise interventions and schemes that will deliver the greatest benefit to our customers.

Over the year ahead, we will be working with partners and stakeholders to deliver the new strategy, and to achieve our vision for transport in South Yorkshire. However, the reduction in central government funding makes value for money of paramount importance in the delivery of our organisational objectives. It also requires the establishment of clear and very strong business cases for our activities, if public funding is to be secured for current and future projects.

In the short term, SYLTE will continue to work with our public and private sector partners to ensure that our existing public transport network is maintained and improved. The approach we are taking to prepare for the longer term is set out in Section 4, which details a number of projects including High Speed Rail. It also describes an integrated approach to land use and public transport which has been developed with our local authority partners. This will ensure that new development complements our existing high quality network, make new developments more accessible and 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.

This plan aims to build upon a number of successes achieved within 2010/11, which included:

- Successful expressions of interest submitted to the Department for Transport for capital funding for the 'Bus Rapid Transit Northern route' and 'Supertram Additional Vehicles' major schemes.
- Successful bid for a funding contribution for the A630 Balby Road Smart Route Scheme from the European Regional Development Fund.
- Completion of the 'Barnsley Central Core' bus Key Route scheme.
- A bus feeder service introduced to serve Malin Bridge enhancing the catchment area of the tram network.
- An increase of 480,000 rail passengers since 2010, which has increased by 3.1 million in total over the LTP2 period.
- An increase of 200,000 in tram patronage from 2009/10.

These schemes have contributed to the award of PTE of the Year by the Institute of Transport Management in 2011. This was in recognition of, among other things, improving transport links for South Yorkshire residents, our innovative programmes and demonstrated a commitment to improvements at a grass-roots level, through subsidising socially necessary bus routes.

SYLTE was also recognised for our work on railway stations throughout the county by being awarded, in partnership with Northern Rail, a National Transport Award in the Rail Station of the Year category. We also received a commendation in the Frontline Employee category. The prize recognises the extensive improvements to South Yorkshire's rail infrastructure, with rising customer satisfaction and a 16% annual increase in passenger numbers.

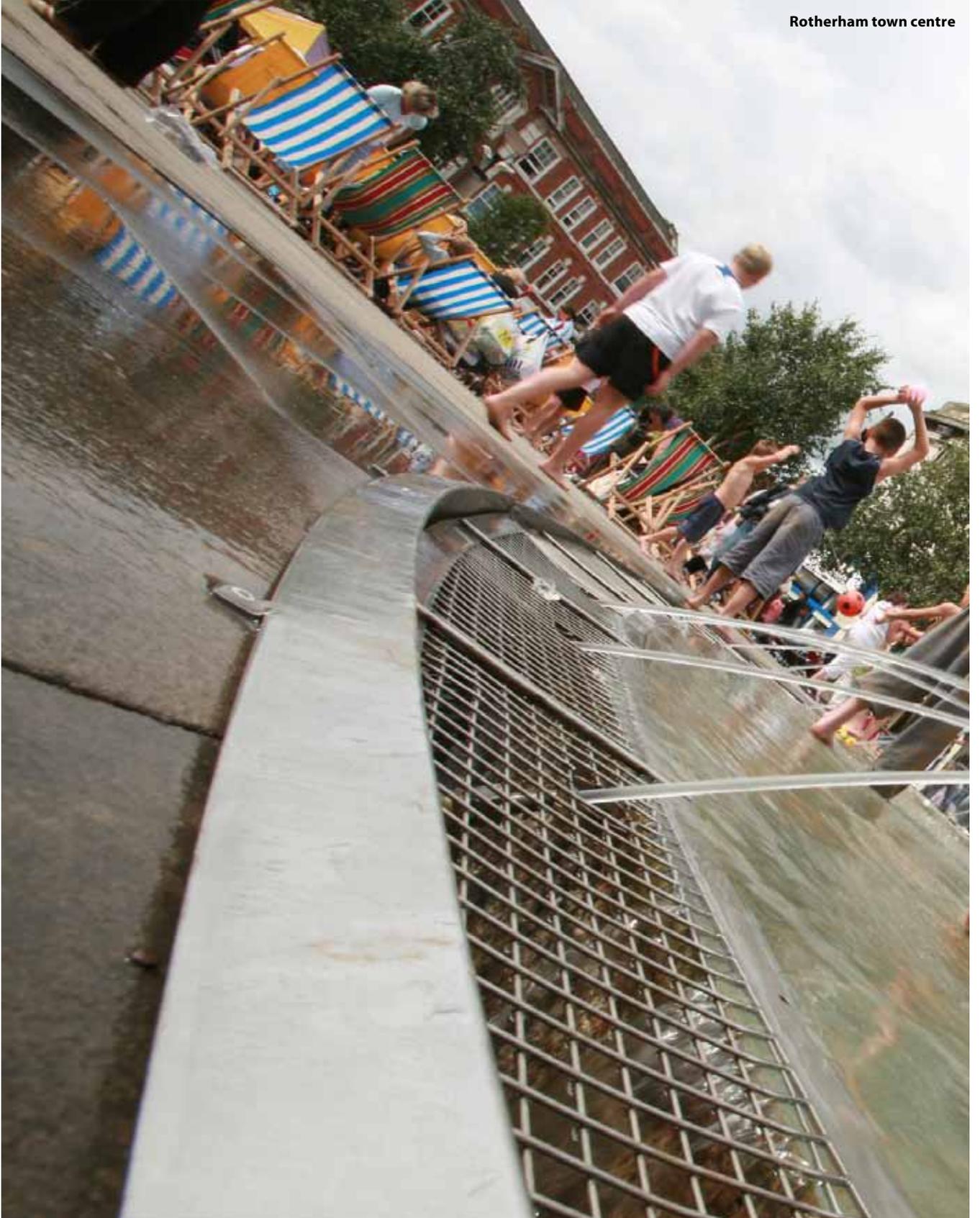


The Arcade, Barnsley

CONTENTS

Executive Summary	7
Section 1 Introduction	9
Section 2 Policy Background	10
Section 3 Customer Focus	12
Section 4 Preparing for the Future.....	13
Section 5 Network Service and Facilities	15
Section 6 Marketing and Information	18
Section 7 Ticketing and Affordability	20
Section 8 Supporting Information	21
Section 9 Revenue Budget.....	24
Section 10 Capital Budget	25
Section 11 Glossary	26

Rotherham town centre



EXECUTIVE SUMMARY

This business plan sets out the actions that South Yorkshire Passenger Transport Executive (SYLTE) will deliver and contribute to over the next year. This activity will support the achievement of key priorities set out in the Sheffield City Region (SCR) Transport Strategy, with particular regard to how public transport can support South Yorkshire's economic, environmental and social aspirations. The strategy defines our vision for the future, for our neighbourhoods and communities and specifies the goals that our transport system needs to meet in order to achieve this vision.

The business plan summarises the actions in SYLTE's Public Transport Action Plan (PTAP). The PTAP subsumes the four separate strategies of Bus, Tram, Train and Park & Ride that previously existed as daughter documents to the 2nd South Yorkshire Local Transport Plan (LTP2). The Transport Strategy and PTAP form key components of the 3rd Local Transport Plan (LTP3).

SYLTE will play a key role in delivering these actions, working closely with operators and district partners. The Business Plan focuses on the integrated public transport network which includes South Yorkshire's bus, rail and tram services. All of the actions we set out are underpinned by a key theme - meeting the needs of our customers.

The business plan begins by highlighting the key goals of the Strategy and how public transport can support local and national policies. We highlight the four cross-cutting themes of the Strategy, which are common across South Yorkshire partners and vital to achieving our goals:

- Squeezing more from our existing assets
- Ensuring growth is sustainable
- Giving people a choice
- Encouraging a cultural change

The PTAP introduces the fifth theme that is specific to public transport - we will focus on the customer.

The business plan highlights the key actions to be implemented and/or contributed to over the next year in the following areas:

CUSTOMER FOCUS

The key to the success of our public transport network is its ability to meet the needs of the customer. The first step is to fully understand our customers and potential customers, and their needs. This means putting customers right at the centre of both our operational and planning activities. This ensures that we deliver and develop the right transport solutions both now and in the future.

PREPARING FOR THE FUTURE

This section sets out the actions we will undertake now to support delivery of our medium and long term objectives. Key actions in this area relate to improving rail connectivity, working towards increasing capacity on the Supertram network and the development of bus priority schemes including bus rapid transit solutions. This section also sets out our plans to work with our partners and maximise the use of our existing transport resources, by focusing new development close to the existing network.

NETWORK SERVICES AND FACILITIES

This section sets out the operational actions relating to the bus, rail and tram networks and supporting infrastructure in line with customer needs. Actions are broken down by the mode and service type (commercial and supported). Our actions focus on optimising the use of existing resources and improving integration between modes and the provision of facilities. Our overall aim is to develop and maintain an environment in which services can operate efficiently and be easily accessed by all.

MARKETING AND INFORMATION

Actions contained within this section relate to how we will provide accessible, up-to-date and integrated information through a variety of communication channels, to allow customers to make informed travel choices. It sets out the information products we offer and how we will enhance these. We also highlight how we will encourage sustainable travel behaviour using effective, targeted marketing campaigns.

TICKETING AND AFFORDABILITY

We remain focused on ensuring that the cost and the process for purchasing public transport tickets do not form barriers to use. This section highlights the actions we will undertake to deliver and administer concessionary travel and how we will work with operators to promote good value and integrated ticketing solutions.

SUPPORTING INFORMATION

This section describes the Integrated Planning Process; the performance indicators which have been developed to monitor progress towards the desired policy outcomes; as well as providing details of our Diversity and Health & Safety policies.

The business plan concludes with details of our revenue budget and capital programme for 2011/12.

1. INTRODUCTION

This business plan sets out the actions that SYPTTE will deliver in 2011/12. This activity will support the achievement of key priorities set out in the SCR Transport Strategy (see map below for the SCR constituent authorities). Further details of the business plan actions can be found in SYPTTE's PTAP. The SCR Transport Strategy and PTAP form part of the South Yorkshire's LTP3.

South Yorkshire and the Sheffield City Region.



The SCR Transport Strategy defines our priorities for the transport system over the next 15 years. The strategy specifies how transport can influence other policy areas, including education, health, leisure, jobs, economic development, the environment and land use. These wider impacts are reflected in SYPTTE's vision.

OUR VISION

**Working together to keep people and commerce moving effectively...
...to enable economic growth, and enhance the region's environment, health and wellbeing...**

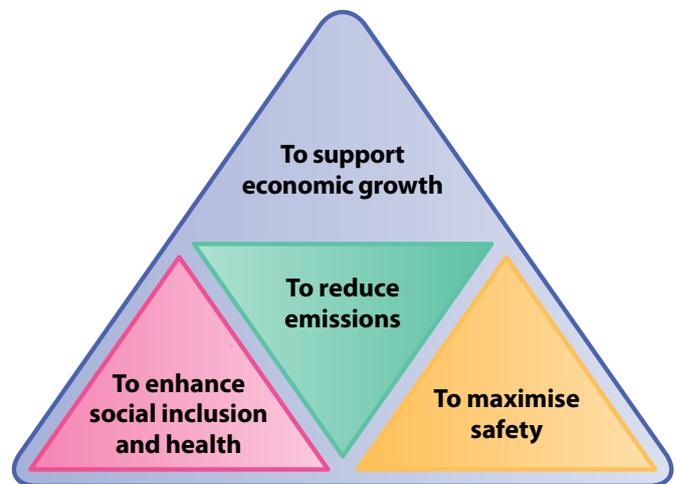
The transport networks in the SCR have to meet a range of needs and support different types of travellers and businesses. Our transport system needs to help people get around as easily as possible, to enable them to be economically, socially and physically active. Transport links should ensure that people are connected to a range of work, training, shopping and leisure opportunities from which they can choose. We separate this overall vision into several different elements, so that we can associate them with clear actions and then measure their outcomes.

Our first and primary goal is for the transport system to support the economic growth of the SCR. Regeneration and redevelopment requires improvements in connectivity to local and national destinations by reducing congestion, unreliability and overcrowding.

Our second goal is for the transport system to enhance social inclusion and health. The transport system needs to ensure that people in all parts of the SCR have access to a variety of activities, paying particular attention to those who cannot easily afford to travel, to people who do not have access to a car and to those with other special needs.

Our third goal is to reduce the emissions from vehicles, since they lead to air pollution and climate change. Our plans to establish an integrated approach to transport and land use planning will help to promote sustainability.

Our fourth goal is to make transport increasingly safe and secure, especially to those who are currently at a higher risk.



To keep people and goods moving effectively

Diagram 1 – The goals of the Sheffield City Region Transport Strategy

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

2. POLICY BACKGROUND

TRANSPORT STRATEGY

The SCR Transport Strategy defines our priorities for the transport system, setting out how transport can positively influence four key policy areas. At the heart of the SCR Transport Strategy is a set of 26 policies, A to Z, which form a framework to guide decision-making processes concerning SCR's transport system. The subset of policies directly relevant to public transport is set out in the table below.

SCR Transport Strategy Policies		Goal	Section(s) associated with policy delivery
A	To improve surface access to international gateways	Support economic growth	4
D	To improve rail services and access to stations, focusing on interventions that can be delivered in the short term		4, 5
F	To improve connectivity between major settlements		4, 5
G	To deliver interventions required for development and regeneration		4, 5
K	To develop public transport that connects people to jobs and training in both urban and rural areas		4, 5
N	To develop user-friendly public transport, covering all parts of SCR, with high quality of integration between different modes	Enhance social inclusion and health	4, 5, 6, 7
O	To ensure public transport is accessible to all		4, 5, 6
P	To work with operators to keep fares affordable, especially for travellers in need		4, 5, 6, 7
Q	To provide efficient and sustainable access to our green and recreational spaces, to be enjoyed by all residents and attract tourism		4, 5
S	To encourage active travel and develop high-quality cycling and walking networks	Reduce emissions	6
T	To provide information and travel advice for the users of all modes of transport, so that they can make informed travel choices		6
Z	To improve safety and the perception of safety on public transport	Maximise safety	6

The strategy contains four cross-cutting themes which highlight areas of overlap between our goals:

- Squeeze more from our existing assets
- The need to ensure that our growth is sustainable
- Our desire to give people choice
- An aspiration to encourage a cultural change

The PTAP introduces a fifth theme that is specific to public transport - we will focus on the customer (see section 3 for details).

OUTCOMES

Diagram 2 summarises the desired outcomes of the strategy. This uses the same triangle structure as Diagram 1 (in the introduction). Many of the possible policy outcomes will contribute jointly to more than one goal.

PUBLIC TRANSPORT ACTION PLAN

The PTAP sets out the actions required over the next four years to achieve the public transport aims of the SCR Transport Strategy. It has unified the four separate strategies of Bus, Tram, Train and Park & Ride (P&R), with the aim of creating an inter-modal network.



Diagram 2 – Desired outcomes of the strategy

3. CUSTOMER FOCUS

The key to the success of our public transport network is its ability to meet the needs of the customer. We recognise that customer requirements vary and change, depending on their personal circumstances and their reason for travel. Our focus over the implementation period and beyond is to support the development of a network that effectively meets these needs. The first step to achieving this is to fully understand our customers and potential customers, and their needs. This means putting customers right at the centre of both our operational and planning activities. This ensures that we develop and deliver the right transport solutions both now and in the future.

The actual number of public transport journeys undertaken each year is only a proportion of the number that could take place. The most recent passenger data suggests that on average fewer than two journeys per person per week are made by public transport across the county. The PTAP seeks to optimise the network and enhance its appeal in order to:

- Retain existing customers
- Increase the numbers of journeys existing users make
- Attract new customers

To achieve all of the above, SYPTE works with its partners to ensure the customer has a positive experience at each stage of their public transport journey, from journey planning to arrival at the destination. Where a positive experience is not being offered, we need to address these issues if they could deter current or future trip-making.

For non-users, there are other key issues to address which means there is no simple one-size-fits-all solution. We therefore need to work hard to capture, recognise and put in place action plans that address the real issues facing customers across South Yorkshire.

As a result, SYPTE is adjusting its approach and putting customers' needs at the heart of the business. This includes encouraging customer feedback and acting on this, as well as changes to our market research approach to gain a proactive appreciation of what drives customer behaviour in the journeys they make by public transport. This intelligence will underpin the actions to generate new and positive behaviours. We will focus on:

- Customer segmentation - to understand the different types of customer, where they are and what their specific needs are.
- Satisfaction surveys to understand the impact that our interventions have on passenger perception as a whole.
- Attitudinal and behavioural surveys to gain a greater understanding of why customers do not use certain types of transport.
- Survey of businesses to understand how public transport in South Yorkshire and the wider City Region is affecting growth.

Our aim remains to deliver a level of customer experience which turns users into advocates or loyal users. The actions identified are driven by our customers' needs, which stay central to our planning activities.



4. PREPARING FOR THE FUTURE

The current reductions in public spending pose a risk that funding will not be immediately available for some of our planned public transport interventions. We will continue to develop clear proposals, and work in partnership to identify innovative and collaborative ways of securing funding for future delivery. However, we also need to find ways to optimise the use of existing public transport resources, seeking efficiency gains whilst maintaining an attractive offer. Such efficiencies will be designed-in to future interventions to ensure we get value for money.

Main Customer Issues

The public transport network exists solely to serve the needs of the people and businesses of South Yorkshire. Our focus is to develop and implement a coordinated package of measures which seek to address key customer needs and ensure that public transport can facilitate the delivery of the key objectives of the SCR Transport Strategy:

IMPROVED CONNECTIVITY

Connectivity between different locations is the ability to move from one to the other. Good connectivity allows an efficient use of resources and expands the catchment areas of firms and businesses. Improving connectivity in SCR is a key future focus to enhance our business efficiency and productivity as well as ensuring that the public transport network provides people with a wide range of journey options and opportunities. Connectivity to the Dearne Valley will be a key focus for improvement through the enhancement of links from Barnsley, Doncaster and Rotherham.

Key actions for 2011/12 are:

- Ensure that the RHADS (Doncaster – Sheffield Airport) Surface Access Strategy is adhered to and developed in line with the airport's growth, improving public transport access to RHADS.
- Work with Network Rail, the Office of Rail Regulation and the Department for Transport (DfT) to ensure that key schemes for improved rail connectivity within South Yorkshire are developed in line with proposals, including the Northern Hub as well as East Coast and Midland Mainline improvements.
- Contribute positively to the renewal process to retain or enhance our current level of influence over the Northern Rail franchise and to ensure our service and infrastructure aspirations (such as reliability improvements), are reflected in the renewal agreement in 2013.

- Work towards securing the government commitment to build a High Speed Rail (HSR) line to SCR that maximises the economic benefits to the city region.
- Work in partnership with the DfT, Northern Rail, Stagecoach Supertram and Network Rail to prepare for implementation of the tram-train scheme.
- Develop and implement bus priority measures and facilities to support attractive and efficient bus operations between key areas.

SUPPORTING REGENERATION

Transport is often a key factor in supporting the regeneration of sites or communities. It can have a significant role in their transformation and assist in attracting investment to create new businesses and workplaces. We will work in partnership with employers to identify and develop schemes aimed at unlocking regeneration.

Key actions for 2011/12 are:

- Secure funding for Bus Rapid Transit (BRT) schemes to unlock the development of major regeneration sites including the Lower Don Valley in Rotherham and Sheffield and investigate funding opportunities for the Waverley site on the Rotherham / Sheffield boundary.
- Work with Rotherham Metropolitan Borough Council, Northern Rail and Network Rail to complete the transformation of Rotherham Central Station, supporting the regeneration of the town centre.

LINKING PEOPLE TO JOBS

Our key priority is to ensure that the future network provides effective links to employment sites now and in the future. We need to work with public transport operators to ensure that service provision satisfies the demand for these links, especially in areas which are currently poorly served. We are exploring with the operators how Voluntary Partnership agreements could be used to deliver our “Bus Vision”.

Public consultation has also been undertaken to seek public and stakeholder views on two potential Quality Bus Contract Schemes (QBCS). These would deliver new networks of services and fares for Doncaster and for South Rotherham and Sheffield, with SYPTe franchising the local bus service provision. Work has progressed to update the network plans in response to feedback and to consider the recent changes in the commercial market. We will continue to assess the case for the introduction of quality contracts, and at the same time work with local operators to see if similar benefits can be delivered through voluntary agreement.

Key actions for 2011/12 are:

- Influence operators to ensure that future service patterns are targeted to provide access to employment destinations in South Yorkshire.
- Work with Stagecoach Supertram on a funding bid for additional vehicles to improve network capacity and hence the ease of use and attractiveness of Supertram at peak times.
- Identification and planning for the future delivery of effective park and ride solutions in appropriate South Yorkshire locations, including
 - Dore & Totley Station
 - North Sheffield
 - South Sheffield
 - Elsecar Station
 - North East Doncaster
 - South West Doncaster
- Work in partnership with SCR Districts and wider planning bodies to embed a proactive Land Use and Transport Integration (LUTI) process into planning decisions to integrate the planning processes for land use and transport. LUTI utilises a specialised model to assess and prioritise potential future development sites, based on their proximity to the core public transport network. It forms a key method of identifying appropriate interventions which deliver the maximum opportunity for sustainable growth.

ENHANCED SOCIAL INCLUSION

SYPTe plays a key role in working with Local Planning Authorities, developers and operators to ensure that new developments are supported by attractive public transport services. Linked directly to the LUTI process, this uses mechanisms in the planning application process to secure the funding and delivery of the necessary infrastructure and services to unlock development.

Key actions for 2011/12 are:

- Ensure that public transport accessibility forms a driving force in the prioritisation and allocation of future development sites and that future interventions support maximum growth.
- Identify appropriate sources of additional funding and where possible secure funds to deliver schemes. These include developers, central government funding streams and external sources.

5. NETWORK SERVICES AND FACILITIES

SYLTE is responsible for delivering an accessible, integrated public transport network that is supported by high quality infrastructure and information. We work to encourage a modal shift away from the private car towards more sustainable travel patterns and to meet the objectives set out in the SCR Transport Strategy. The South Yorkshire public transport network is made up of three modes; bus, rail and tram, with a wide variety of service types. Although the level of influence over each mode and service type varies, the ongoing role of SYLTE is to help develop and maintain an environment in which these services can operate efficiently and be easily accessed by all.

Treating the various modes (bus, rail and tram) and services as one integrated network is critical to the success of public transport. Whilst actions are broken down by mode / type for clarity, it is important to note that the benefits of these actions are cross-cutting.

MAIN CUSTOMER ISSUES

The elements of the South Yorkshire public transport offer which customers would most like to see improved are wait times and facilities at stops, driver standards (both skills and attitude), service punctuality and a number of in-vehicle factors such as journey quality, seat availability, safety and moving around the vehicle.

Improving service reliability and reducing wait times are key requirements which ultimately affect journey time. Fewer service delays would result in travellers having more free time to spend on more productive activities. Repeated surveys show that customers expect bus drivers to be polite, knowledgeable, friendly and helpful. This can instil confidence in the user and have significant impacts on the quality of the journey experience.

Overcrowding on rail services affects an increasing number of passengers in SCR with some passengers unable to get a seat, particularly during peak periods.

Interchange can form a potential barrier to public use and we know that passengers value the ease of interchange highly. The delivery of high quality major interchanges in South Yorkshire has increased confidence in passengers' ability to interchange between services; however there is further work to do across the wider network.

NETWORK AND SUPPORTED SERVICES

BUS

Bus will continue to play a key role in improving social inclusion and sustainable access within South Yorkshire, forming the bulk of our network. This is due to the flexibility and wide catchment of this mode (90% of South Yorkshire's households are within 400m of a bus stop).

Key actions for 2011/12 are:

- Work closely with commercial bus and coach operators to identify new opportunities for providing an integrated network that serves to support growth.
- Encourage enhanced connections to key employment locations and enhance integration between modes, improving sustainable links between key locations in South Yorkshire.
- Support services providing access to jobs and training wherever possible, where they are not provided on a commercial basis, and ensure that these services are effectively promoted.
- Support community and demand responsive services to enhance social inclusion where they are not provided on a commercial basis and ensure that these services are effectively promoted.
- Continue to support and promote school services to ensure that South Yorkshire learners can access educational facilities in a sustainable way.

RAIL

Despite the recession, rail patronage in South Yorkshire has experienced continual growth and will continue to provide fast, direct links to key cities such as London, Leeds, Nottingham, and Manchester as well as to South Yorkshire's local and urban centres. We will continue to work with key partners, (including operators, Network Rail and the Districts) to maintain and enhance the South Yorkshire rail offer.

Key actions for 2011/12 are:

- Maintain and improve, where possible, the reliability, performance and attractiveness of the existing network.
- Improve accessibility on a local level through integration with other services and modes.
- Provide evidence on ways to improve connectivity on a regional and national basis.
- Support targeted development of the network.
- Support sufficient passenger capacity initiatives to provide and to cater for growth and future demand.
- Improve, where possible, the environmental performance of the rail network.
- Support rail freight development and work to understand the potential impact on passenger traffic.



TRAM

Supertram has experienced year-on-year patronage growth and high levels of satisfaction. We will continue to work with Stagecoach Supertram to ensure that the tram continues to provide an attractive public transport option in South Yorkshire.

Key actions for 2011/12 are:

- Manage the Supertram Concession Agreement and work with Stagecoach Supertram to develop and deliver the existing quality service regime.
- Work with Sheffield City Council to maximise tram priority and ensure enforcement of parking and other restrictions.
- Work with Stagecoach Supertram to ensure that all staff are suitably trained and with particular emphasis on customer care and disability awareness for frontline staff.
- Improve customer facilities at stops and Park & Ride sites where funding allows.
- Oversee Stagecoach Publicity to ensure consistent, high quality, up-to-date information is available.
- Investigate options to reduce overcrowding at peak times and educate customers about optimum times to use trams and on-vehicle seating and standing space.
- Support the bid to introduce additional trams to enhance the service level provided on the existing infrastructure (see Section 4).
- Support the implementation of the tram-train trial in South Yorkshire (see Section 4).

INFRASTRUCTURE

SYLTE is responsible for providing and maintaining the infrastructure to support accessible and attractive public transport operations. Our key focus is to maintain our current high quality offer in an environment of restricted funding. This means targeting our infrastructure spend, and seeking efficiencies wherever possible, so customer satisfaction remains high.

INTERCHANGES

We will invest in our interchanges, as required, to sustain our strong interchange offer, redesigning and redecorating, improving access, renewing facilities and ensuring a wide range of services for customers is available.

Key actions for 2011/12 are:

- Identify the need for additional infrastructure or facilities.
- Improve efficiencies in maintaining and managing our interchanges.
- Identify areas to improve access to our interchange by walking and cycling and provide facilities to support these users.

- Forge effective communication links between transport operators, emergency services, tenant, landlord, customer, and contractor in support of joined up contingency planning and business recovery.

ON STREET STOPS

Key actions for 2011/12 are:

- Improve the quality of the waiting environment and level of information at stops.
- Maintain satisfaction with the quality of on-street infrastructure and supporting information.

BUILDINGS / LAND

SYLTE holds a number of assets; these are defined as operational or non-operational and held under the Asset Management Strategy and Plan. We are undertaking an exercise to consolidate its non operational assets and to maximise the utilisation of its operational assets. The key action for 2011/12 is to maximise the efficiency of our building and land assets.

SAFETY AND PERCEIVED SAFETY

Safety and security on the transport network is of paramount importance to SYLTE. The key action for 2011/12 is to improve perception of safety and security on the transport network, reduce anti-social behaviour and reduce crime on the public transport network.

ENVIRONMENTAL EFFICIENCIES / IMPROVEMENTS

SYLTE has developed an Environmental Strategy which highlights the actions that we will implement to deliver environmental improvements across our activities, and to promote improvements across the public transport network. Actions focus on three key themes:

- Public Transport Network.
- Asset Management.
- Building for the Future.

Key actions for 2011/12 are:

- Implement the action plan associated with the SYLTE Environmental Strategy.
- Continue to develop the evidence base for the carbon benefits of our public transport interventions.
- Continue to monitor the environmental impact of our activities and seek to introduce efficiencies wherever possible.
- Set best practice examples which will be shared with district and operator partners to encourage a more environmentally efficient network.
- Work in partnership to support the implementation of the districts' forward plans aimed at delivering more sustainable communities.

6. INFORMATION AND MARKETING

Information and marketing has an essential role to play in allowing passengers to make informed choices and facilitating a positive journey experience across all modes. These functions will therefore play a key role in supporting the delivery and maximising the effectiveness of our actions and are summarised in the diagram below.

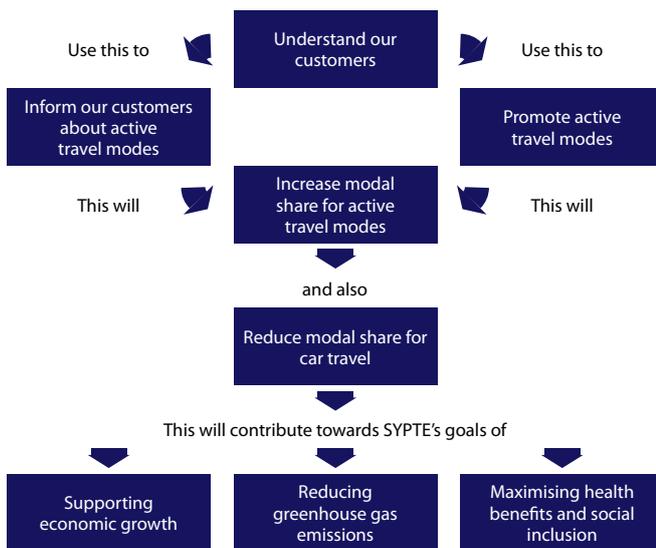


Diagram 3: - The role of Information and Marketing

MAIN CUSTOMER ISSUES

SYPTe's role in information provision involves a partnership approach with the primary focus of allowing passengers and potential future passengers to make informed choices about travel. For many customers this is the primary direct-to-customer service SYPTe provides. Although clearly we do a lot more, much is supplied by our delivery partners. Considering our customer priorities, we will focus on providing the following information:

- Information to facilitate journey planning (including cost of the journey).
- Information on punctuality/reliability.
- Information at stop.
- Information during the journey.

This will include broadening access to our information, at times, locations and methods which are more convenient for customers.

MARKETING

Our marketing vision is "to engage our customers with targeted communications which inform and influence... to introduce and increase the uptake of public transport and other sustainable modes". In informing and marketing public transport to our customers, it is critical that we have a clear understanding of our customers and potential customers. Information Provision

Key actions for 2011/12 are:

- Ensure that public transport timetable information remains accurate, attractive and accessible.
- Provide a range of information to passengers through innovative electronic solutions, including mobile / internet solutions and real time information.
- Develop the SYPTe and TSY websites to provide a range of journey planning and other information in accessible formats.
- Provide a high level of information at our transport interchanges, offering a comprehensive support for integrated travel.
- Provide a high level of customer service and information at our Information Centres, including sustainable travel options.
- To maximise the offer provided by our Contact Centre (Traveline), including the internet and other media, as well as telephone.

ATTRACTING NEW USERS TO PUBLIC TRANSPORT

Our overall aim is to widen the consumer base with which we are engaging, to drive greater effectiveness and efficiencies and ultimately widen the usage of public transport and other sustainable modes. We recognise the opportunities to attract new customers from a range of different markets including those who are commuting to work or study and those who travel for leisure purposes. We must utilise the most appropriate and effective channels to communicate with these customers based on research and customer feedback. The key action for 2011/12 is to attract new users to public transport, walking and cycling through targeted marketing and promotional campaigns.

INFORMED CHOICES

Our objectives over the implementation period are to ensure that the population of South Yorkshire is able to make informed choices about how they travel and that, where public transport or active travel are viable options, they are viewed as attractive, viable choices.

Key actions for 2011/12 are:

- To support customers across the whole journey so they can make informed choices regarding their travel
 - Preparation for the incorporation of walk routes within journey planning tools.
 - Work with our partners to improve signage to key public transport and point of interest locations.
 - Explore options to improve information provision at stops.
- Facilitating contingency planning.
 - Work with operators to provide information on disruptions to customers through personal computing devices and at stop electronic information screens.

BEHAVIOURAL CHANGE

To encourage behavioural change in those that currently do not use sustainable travel modes is a long term process. It requires a robust understanding of the customer, their attitudes, and behaviour to different situations, the factors that might influence a change, and the preferred communication methods to enable to reach them with an appropriate message or information.

Key actions for 2011/12 are:

- To understand passenger needs and market and as appropriate to encourage a behavioural change towards public transport and other sustainable modes.
 - Work with employers, schools, new developers and other organisations to provide information and incentives aimed at encouraging a behavioural change.
 - Monitor successful behavioural campaign initiatives and assess applicability to South Yorkshire.
 - Develop our marketing, communications and messaging using the principles of behavioural change.
 - Promote and encourage the delivery of Travel Plans to encourage sustainable travel behaviours.

7. TICKETING AND AFFORDABILITY

Ticket affordability, flexibility and ease-of-use are critical in ensuring that public transport forms a competitive travel mode. We play a key role in ensuring that an integrated ticketing offer is provided to passengers.

Our role in ticketing can be broken into three main areas, all of which rely on effective partnership working;

- Integrated Ticketing - SYPTe works closely with service providers to encourage ticket integration and value for money. We also work with operators to maintain and develop the TravelMaster product range.
- Providing Concessionary Ticketing - We fund various schemes to reduce the cost of public transport to selected users including young people, those eligible for an English concessionary pass and disabled people.
- Ticketing Innovation - SYPTe uses the latest technology to develop more convenient ticketing solutions.

MAIN CUSTOMER ISSUES

SYPTe's position in the ticketing market could be summarised as "ensuring that public transport is as accessible as possible to passengers". We recognise that our passengers have differing ticketing requirements and it is important that the suite of tickets available in South Yorkshire caters for these needs. The principal concerns of our customers fall into the following areas:

- Cost
- Seamless ticketing - multi-operator tickets (such as TravelMaster) and through-ticketing options
- Ease of purchase
- Flexibility and simplicity; and
- Concessionary pass acquisition and validity

AFFORDABILITY

The Transport Strategy sets out the LTP Partnership's commitment to enhancing social inclusion and preventing communities and individuals from being isolated or disadvantaged.

Key actions for 2011/12 are:

- Provide and enhance (where possible) the concessionary travel opportunities in South Yorkshire;
 - Funding and administering concessions;
 - Identifying eligible groups; and
- Work with operators to provide, promote and develop affordable ticketing solutions.

INTEGRATION AND ATTRACTIVENESS

A large proportion of journeys involve changing between operators and/or modes. Interchange is generally perceived as a potential barrier to using public transport, we therefore need to make the process of interchange as smooth and seamless as possible.

Key action for 2011/12 is:

- Ensure that the range of tickets available is easy for all customers to understand.

EASE OF PURCHASE

The easier it is to buy a ticket, the better the overall public transport experience becomes. The rapid growth in technology has presented a number of opportunities for quick and efficient off-vehicle purchase. The internet, kiosks and smartcards all play a key role in this respect. Smartcards and other electronic media have great potential to deliver many of the improvements highlighted in this plan and facilitate a step change in the quality of the public transport offer and the way it is used.

The key action for 2011/12 is to

- Develop Smartcards and other innovative technology as a comprehensive solution to providing easy, attractive and integrated ticketing.

8. SUPPORTING INFORMATION

THE INTEGRATED PLANNING CYCLE

The introduction of the SCR Transport Strategy has provided a 15-year focus for SYPTE and the SCR partners. A key component of this strategy is the PTAP. This document sets out the actions that the partners will deliver over the next four years to support the achievement of key priorities set out in the SCR Transport Strategy.

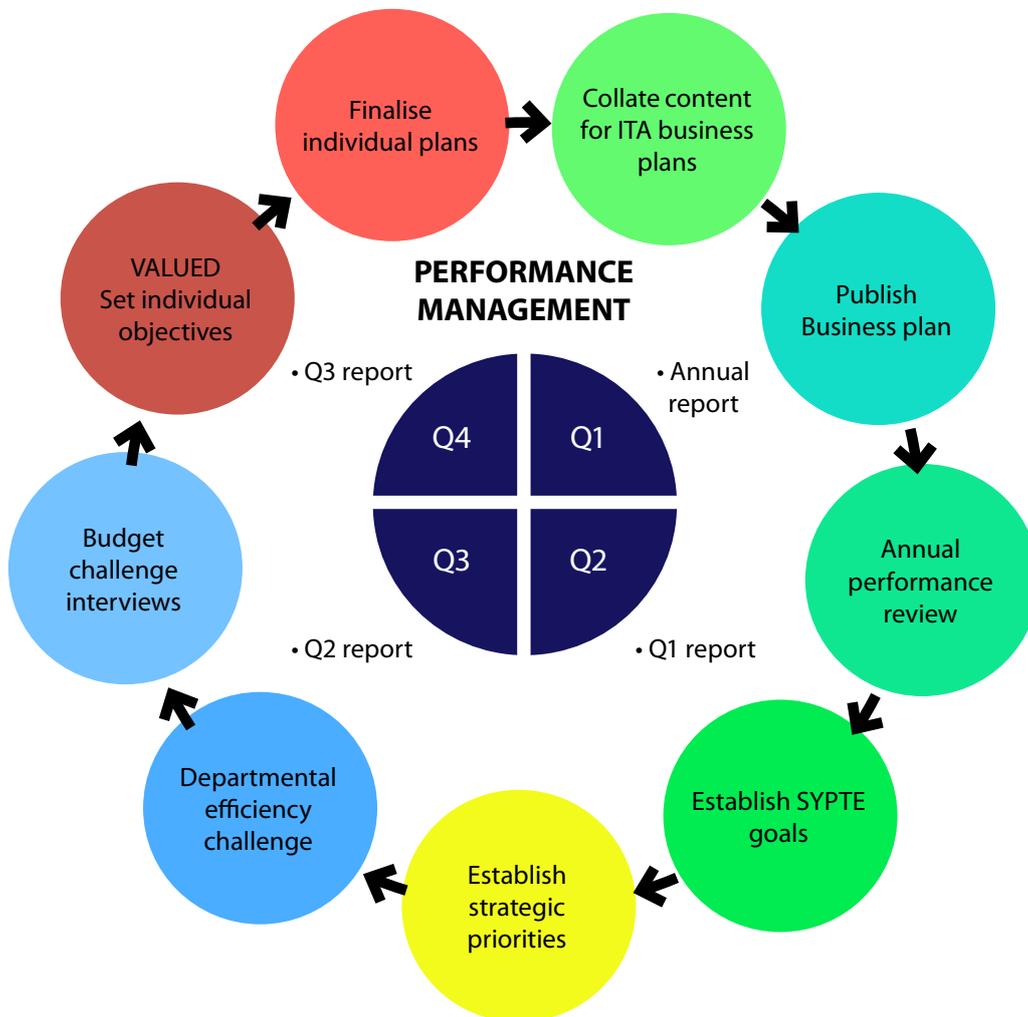
In order to make sure that our activities remain aligned to the SCR Transport Strategy and the priorities within PTAP, SYPTE's Integrated Planning Cycle includes an annual 'review and refresh' of all delivery plans (see diagram below).

The planning cycle also incorporates the annual budget setting process to ensure that resources are targeted to achieve greatest impact. A review of our performance for 2010/11 will be published on the SYPTE website (www.sypte.co.uk).

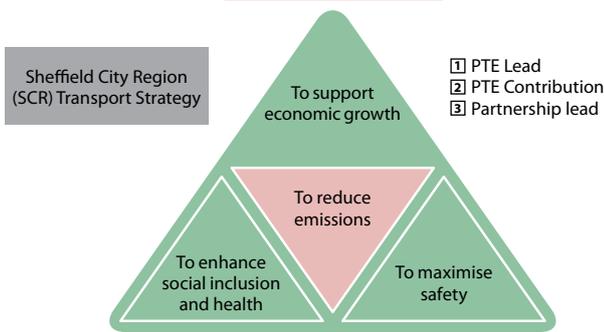
Key Outcomes

The SCR Transport Strategy is underpinned by an ambitious range of policies which describe the intended direction of travel for the 15-year strategy period. A suite of performance indicators has been identified by the SCR partners in order to permit progress towards the desired policy outcomes to be monitored over the term of the strategy (2011-2026). These performance indicators represent the best available proxies for progress, and will be used to traffic-light-colour a scorecard designed to provide an executive summary of progress (Diagram 5).

Diagram 4: - Integrated Planning Process (IPP+) for 2011-15



To enhance social inclusion and health	To reduce emissions	To maximise safety
N - User friendly public transport ¹	R - Improve efficiency ²	W - Road safety ³
O - Public transport Accessibility ¹	S - Encourage active travel ²	X - Enforce traffic laws ³
P - Keeping fares affordable ¹	T - Information & travel advice ²	Y - Vulnerable group safety ³
Q - Green & recreational spaces ¹	U - Support renewable energy ³	Z - Safety on public transport ¹
	V - Improve air quality ³	



To reduce emissions		
A - International gateways ³	E - High speed rail ²	J - Efficient car use ³
B - National road network ³	F - Connectivity ¹	K - Connecting people & jobs ¹
C - Freight distribution ³	G - Development and regeneration ²	L - Strategic road network ³
D - Rail Services ¹	H - High quality public places ³	M - Well maintained network ³
	I - Public transport Corridors ²	

Diagram 5: - Illustrative SCR Transport Strategy Scorecard

A set of performance measures will be adopted for performance management purposes at the PTAP level. These will be linked to a PTAP scorecard (Diagram 6), which will use traffic-light colours according to the progress being made towards underlying performance measure targets, chosen to reflect the intended delivery milestones. The scorecard will be updated monthly and reported to SYPTe's Management Board to inform management decisions as to which, if any, further action(s) could be taken to ensure that the PTAP is implemented in the most timely and effective manner possible.

The management of our people and effective use of resources is imperative in the current economic climate. Following the Government's major cuts in public expenditure, there is ever-growing importance in evaluating the effectiveness of public sector interventions. This is certainly true for transport schemes and initiatives, which will have significantly less funding available from the next financial year (2011/12). SYPTe plans to respond

to this imperative through completing more detailed evaluations of the effectiveness of its interventions, benchmarked where possible to comparable schemes developed by others. This will be achieved through the completion of post project reviews, of both key revenue and capital projects, on a project by project and programme basis.

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.

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'.

By effectively managing and developing our people, managing spend against budget and planning resource use effectively through the business planning process, we can get the best use out of all our resources. All of this information will be monitored and managed through the Efficiency & Effectiveness and Organisational Excellence sections of the scorecard below.

Public Transport Action Plan			
Planning for the future	Marketing and Information	Attractive and affordable ticketing	Networks, services and facilities
Customer issues			
Connectivity	Network and support services	Information provision	Affordability
Supporting regeneration	Infrastructure	New customer	Integration and attractiveness
Linking people and jobs	Safety	Informed choices	
LUTI and planning application	Environmental efficiencies	Behavioural change	
Bus	Rail	Tram	
Patronage	Patronage	Patronage	
Punctuality	Punctuality	Punctuality	
Reliability	Reliability	Reliability	
Satisfaction	Satisfaction	Satisfaction	
Organisational excellence			
Efficiency and effectiveness			

Diagram 6: - Public Transport Action Plan Scorecard

ORGANISATIONAL CULTURE

SYLTE organisational values and working practices drive the culture of our organisation and provide a framework for the actions we take to achieve our organisational goals.

SYLTE 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

The Single Equality Act 2010 amalgamates discrimination law introduced over the last four decades into one piece of legislation. The act protects people from discrimination on the grounds of the following personal or group characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Discrimination in most areas of activity against people with protected characteristics is unlawful. Activities covered by the act include employment and access to public transport and the exercise of public functions.

In response to the introduction of the Equality Act (2010) SYLTE's Equality Forum has revised its Terms of Reference to ensure equality is embedded into all practices, policies and procedures. The objectives of the forum are as follows:

- a. Knowing your communities: to develop a clear understanding of the transport access needs of the SCR population.
- b. Organisational commitment: to promote the Corporate Equality Scheme to all staff and ensure effective implementation of the Equality Action Plan.
- c. Community engagement: to consult and communicate effectively, and regularly, with all stakeholders of the SCR Transport Strategy.
- d. Customer care: to facilitate the delivery of accessible transport services and encourage providers to put the customer first.
- e. Diverse workplace: to provide opportunity for all through recruitment, employment and training and promote a healthy work-life balance.
- f. To share and promote best practice across the SCR and PTEG.

The forum has developed an Equality Action Plan for 2011/12 to set out those actions that will be taken forward consistent with the above objectives.

HEALTH AND SAFETY STATEMENT

The South Yorkshire Passenger Transport Executive recognises and fully accepts the legal and moral duties placed upon it to ensure the health, safety and wellbeing of its employees, members of the public and anyone else affected by its activities.

The organisation acknowledges that its workforce is its biggest asset and each individual is exposed to varying levels of risk depending on their role. Employees look to their employer to control and reduce any risks in the workplace which might affect their health and safety. In order to do this, SYLTE encourages a pro-active and caring approach to health and safety and promotes open dialogue with its workforce on safety matters. This employee co-operation has ensured the implementation of practical measures developed to identify and control occupational workplace hazards at all SYLTE sites.

In 2011/12 a review of all the SYLTE health and safety policies and procedures will ensure they continue to be robust and fit-for-purpose in an increasingly competitive and challenging environment.

9. REVENUE BUDGET

Below is a summary of the ITA/SYPTE Revenue Budget for 2011/12.

EXPENDITURE	2011/12 BUDGET		
	BUDGET 2010/11	AGREED SAVINGS	BUDGET 2011/12
MANDATORY EXPENDITURE			
Concessions	28,301,481	(2,338,574)	30,640,055
Rail Grant	29,139,880		29,139,880
Finance Costs			
Loan Interest	16,248,648	(18,383)	16,267,031
MRP	5,453,491	837,491	4,616,000
Supertram	11,637,072	755,991	10,881,081
Pensions	1,899,995		1,899,995
Rotherham Car Park	0	(600,000)	600,000
Sub total Mandatory Costs	92,680,567	(1,363,475)	94,044,042
DISCRETIONARY EXPENDITURE			
Policy Areas:			
Discretionary Concessions	6,581,870	1,516,500	5,065,370
Bus Service Contracts			
Home to School	2,098,360	0	2,098,360
General Network	7,574,582	(377,663)	7,952,245
Community Transport	1,890,215	0	1,890,215
Traveline	398,340	26,179	372,161
Travel Information Centres	614,608	260,616	353,992
Business Development	649,078	8,431	640,647
Business Development (grants release in 2010/11)	(127,000)	(127,000)	0
Interchanges & Sites	4,527,751	518,826	4,008,925
Infrastructure (on Street)	1,967,996	588,486	1,379,511
Information Products	1,246,948	120,980	1,125,968
Income Generation	(1,168,381)	0	(1,168,381)
Environmental Efficiency	0	0	0
Concessions handling	303,377	71,552	231,826
Sub total discretionary Policy Areas	26,557,746	2,606,907	23,950,839
Total Support Departments	11,547,224	954,062	10,593,162
Sub total Discretionary Costs	38,104,970	3,560,969	34,544,001
Total Expenditure	130,785,537	2,197,494	128,588,043
Less Rail Grant	29,139,880		29,139,880
Net Expenditure	101,645,657		99,448,163
Decrease In PTE Expenditure			2.16%
Funded By			
Less ITA Net Income/Grant to PTE	1,500,000		877,000
LTP Central Pot Interest			211,955
Levy (Adjusted for ENCTS Grant)	100,145,657		98,359,208
Decrease In Levy			1.78%

10. CAPITAL BUDGET

2011/12 Capital Programme

Project Number	Project Name	"2011/12 (as bid for)"	Cumulative Total	2011/12 Baseline Budget	Comments
91592	Cycle Parking	£1,000	£1,000	£1,000	Scheme due to substantially complete in 2010/11.
90130	Rotherham Central Railway Station	£4,058,000	£4,059,000	£4,058,000	Fully funded from various sources. Contractually committed.
90200	Barnsley Interchange	£175,000	£4,234,000	£175,000	Retention and snagging.
92444	Tram / Train	£128,000	£4,362,000	£128,000	Funded by DfT. Awaiting decision from DfT on progression.
91339	Supertram - Additional Vehicles	£183,000	£4,545,000	£183,000	Final bid to be submitted to DfT in September.
-	BRT Northern Route Summary	£443,000	£4,988,000	£443,000	Final bid to be submitted to DfT in September.
-	South Yorkshire Strategic Park & Rides	£89,000	£5,347,000	£89,000	Progression of Park & Ride sites in light of lack of funding for Integr8.
-	Programme and other Project Management Costs (3)	£67,000	£5,414,000	£67,000	
91475	Key Route Bus - Barnsley Core Corridor	£2,000	£6,620,000	£2,000	Due to be substantially complete in 2010/11.
90713	Key Route Bus - Barnsley to Wakefield (A61 North)	£78,000	£6,698,000	£78,000	Contribution to overall cost.
90021	Key Route Bus - Doncaster to Balby Road (A630)	£1,514,000	£8,212,000	£1,514,000	Awaiting outcome of ERDF funding bid.
91548	Key Route Bus - Rotherham Central Core, inc. Thrybergh	£458,000	£8,670,000	£458,000	ERDF funding bid being prepared.
-	BRT Southern Route Summary	£270,000	£5,258,000	£270,000	Awaiting outcome of RGF bid.
90017	Key Route Bus - Sheffield to Ecclesall (A625)	£1,164,000	£9,834,000	£1,164,000	ERDF funding bid being prepared.
90642	Rotherham Interchange Car Park	£1,204,000	£6,618,000	tbc	No funding identified yet. Need for work under ongoing review. Inspections and minor maintenance work included in revenue budget for 11/12.
91637	Tram Feeder Services - Malin Bridge	£168,000	£10,002,000	tbc	Project at early stages at present.
91584	Hotspots - Barnsley (Annual Programme)	£117,000	£10,119,000	tbc	Rolling programme - scope can be amended to suit funding.
91585	Hotspots - Doncaster (Annual Programme)	£117,000	£10,236,000	tbc	Rolling programme - scope can be amended to suit funding.
91586	Hotspots - Rotherham (Annual Programme)	£117,000	£10,353,000	tbc	Rolling programme - scope can be amended to suit funding.
91587	Hotspots - Sheffield (Annual Programme)	£365,000	£10,718,000	tbc	Rolling programme - scope can be amended to suit funding.
91433	Key Route Bus - Sheffield to Woodhouse (B6200)	£109,000	£10,827,000	tbc	Project suspended in 2010/11.
91768	CT Vehicle Replacement Programme (Annual Programme)	£302,000	£11,129,000	tbc	
91272	Park & Ride - Dore	£758,000	£11,887,000	tbc	ERDF funding bid being considered.
91349	Shelter Programme	£204,000	£12,091,000	tbc	
91273	Park & Ride - Elsecar Rail Station	£597,000	£12,688,000	tbc	ERDF funding bid being considered.
				£8,630,000	

Notes

- 1 Unshaded scheme are likely to gain funding required.
 - 2 Projects shaded are not likely to receive full funding to enable delivery to current programme.
 - 3 Including costs associated with programme management, working on projects for implementation in future years, assisting on other partners' projects and work on speculative bids
- tbc to be confirmed

The capital programme is a working document and is therefore subject to change as funding sources and project costs can vary through the year. The capital programme presented above was approved by the ITA in March 2011.

11. 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

CC / Traveline - Contact Centre / Traveline– This refers to South Yorkshire Passenger Transport Executive telephone and e-contact service

DfT - Department for Transport

HSR - High Speed Rail – A planned high speed rail service to travel between Leeds and London (via Sheffield, the East Midlands and Birmingham) delivering much reduced journey times and economic benefits.

Investors in People - A national standard that sets a level of good practice for improving an organisation through the development of its employees

IPP - Integrated Planning Process

ITA - Integrated Transport Authority

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 sets out a strategy for the development of transport (in South Yorkshire) for the period from 2011 to 2026 (though timescales are no longer centrally prescribed). It encompasses a number of documents including the Sheffield City Region Transport Strategy, the South Yorkshire Implementation Plan and specific action plans

LUTI - Land Use and Transport Integration – an integrated approach to land use and transport planning to improve the accessibility of new developments

Modal shift - A change over a period of time in the proportion of travellers using a particular mode (or type) of transport

Northern Hub - A project by Network Rail, and a number of partners, that will provide infrastructure improvements over 20 years for the Northern Rail network

PTAP - Public Transport Action Plan - sets out the actions that partners will deliver over the next four years (2011 – 2015) to support the achievement of key priorities set out in the Sheffield City Region (SCR) Transport Strategy.

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

QBCS - A Quality Bus Contract Scheme could deliver new networks of services and fares with PTEs and Local authorities franchising local bus service provision

RHADS - Robin Hood Airport Doncaster Sheffield

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

SCR Transport Strategy - This sets out the transport strategy for South Yorkshire and the wider SCR. from 2011 - 2026

Smartcard - A type of plastic card embedded with a computer chip that stores data. This can be used for pre paid travel tickets

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

SYITA - South Yorkshire Integrated Transport Authority

SYPTE - South Yorkshire Passenger Transport Executive

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

Travel South Yorkshire - A partnership of organisations and operators that provide public transport products and services throughout the region

Cycle parking, Doncaster station



