

## Lessons for Scotland from the Sheffield Bus Partnership – Setting aside differences to deliver a growing market

Ben Gilligan – South Yorkshire Passenger Transport Executive; Chris Buck - Jacobs  
Ben.Gilligan@sypte.co.uk

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### 1. Introduction

Launched in October 2012, the Sheffield Bus Partnership (SBP) was a ground-breaking agreement between Sheffield City Council (SCC), South Yorkshire Passenger Transport Executive (SYLTE) and the city's main bus operators (First South Yorkshire, Stagecoach Yorkshire and Sheffield Community Transport) to make the network simpler, more flexible and more convenient. It was considered a potential watershed for the industry and an example of what could be achieved through open and committed partnership; a model that could be successfully applied elsewhere.

An integral component of the SBP was confirmation of £18.3 million of central Government funding for Sheffield as the pilot Better Bus Area. This grant combined money already paid directly to bus operators with new funding for measures such as smarter signal controls, new bus lanes, junction upgrades, road widening and more traffic monitor cameras to better monitor the flow of traffic across Sheffield.

The SBP was welcomed and lauded by politicians, the industry and the travelling public. Initial results were very positive, with significant improvements in patronage, punctuality and reliability and a fall in complaints. Plans were swiftly put in place to roll out the Partnership model to the rest of South Yorkshire; to Rotherham in 2014, Doncaster in 2016 and Barnsley in 2017.

The initial phase of strong growth continued for two years, but the trend began to reverse in late 2014, with an initial slowing in the rate of patronage growth followed by a period of decline. The reasons for this are not yet fully understood and are currently under investigation.

The Sheffield City Region<sup>1</sup> (SCR) Devolution Deal, signed in 2015, supported the partnership approach. It secured agreement that the Government would work with the SCR to “wield greater influence over transport” including bus services. A network review was carried out in 2014/15 which led to the introduction of a new much-simplified network in Sheffield, with eight core high frequency routes that were shared between the two operators. This improved bus frequencies for many customers and was accompanied by a joint ticketing offer that gave access to the whole network.

Although the initial five-year period of the SBP has expired, it continues on a 12 monthly rolling agreement. There is a strong local desire to refresh it, despite the recent interest in other models of service delivery that have been made available by the Bus Services Act 2017.

A new ‘Buses for Sheffield’ brand was introduced in March 2018 to reduce customer confusion and improve information provision. This will be formally launched in June 2018 as part of the ongoing refresh of the partnership. Operators are keen to secure an extended five year agreement. The recent election of a Mayor for the SCR may change the focus however there is still a need to continue to deliver improvements in the interim period. Further network changes are being planned for September 2018 which will improve the efficiency of operation without detrimentally affecting customers, and will help the operators to maintain a viable cost base.

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<sup>1</sup> The SCR can be considered as the Sheffield ‘travel to work’ area. It includes the four South Yorkshire local government districts (Barnsley, Doncaster, Rotherham and Sheffield), four districts within Derbyshire (Bolsover, Chesterfield, Derbyshire Dales and North East Derbyshire) and Bassetlaw (which is in Nottinghamshire)

## 2. Background

Bus patronage South Yorkshire had slowly declined over the decades since privatisation in 1986, as in most areas outside London. The first serious moves to turn this around were made in 2007, with the Sheffield Bus Agreement. This was signed on 1 May 2007 by SYPTE, SSS and First Group (the dominant operator in the city). It was a Voluntary Quality Partnership, covering two bus routes. The agreement was intended to facilitate an investment of £16.9 million in the Sheffield bus network. Approximately £10 million was to be invested by First over two years, buying 40 new buses, deploying additional CCTV cameras and improving customer care training for drivers.

The Sheffield Bus Agreement was initially hailed as a success. In its first year, patronage increased on the two routes covered by the agreement by 200,000 passenger journeys (a 0.4% increase), compared to a drop of almost 4% in the 12 months prior to the agreement. However, the agreement collapsed in March 2009 after less than two years. First claimed that SCC had backed away from agreements to deliver bus priority in parts of Sheffield. However, SYPTE claimed that the real reason for First leaving the partnership was that it wanted to make cuts to bus services in Sheffield.

SYPTE had always been quite open about pursuing a twin-track approach to improving bus services, developing proposals for Quality Contracts at the same time as being in partnership with First. The collapse of the Sheffield Bus Agreement left only the former option on the table. SYPTE focused its attention on developing viable options for a Quality Contract for Sheffield and Rotherham, launching a public consultation in June 2010.

The bus market in Sheffield was also undergoing considerable change in 2010. Stagecoach had entered the market in South Yorkshire in 2005 by buying local operator Yorkshire Traction, but had not made any significant changes to its operational network in the area. In March 2010, Stagecoach launched a radical 'Better Buses for Sheffield' strategy to transform local bus services over the next decade through a public-private partnership between major operators, SCC and SYPTE.

A few months later, in the autumn of 2010, Stagecoach embarked on a significant expansion in Sheffield. It invested £10 million in 15 new double-decker buses on three new routes, increasing its Sheffield operations by 30%. This brought head-to-head competition on major corridors, which was uncommon despite nearly 25 years of privatisation. It quickly led to significant reductions in fares, but also resulted in fewer services to communities off the main trunk route. On the A625 Ecclesall Road corridor for example, Stagecoach charged a 50p fare on the same route on which First levied a fare of £1.30. Whilst the Stagecoach offer rose to 70p after a few weeks, First was forced to reduce its fares in response. To streamline operations, First focused its resources on the main trunk route, cutting some services to communities lying too far off the main A625 corridor.

Whilst both First and Stagecoach were keen on completion, they had a shared objective in avoiding a Quality Contract. Both operators could also see the benefit of working together to grow the overall demand for bus travel, rather than fight over shares of an ever-declining market. Discussions between the two operators, SYPTE and SCC on a new partnership approach started in late 2010.

## 3. Development of the partnership

### 3.1 Initial Steps

The development of a new partnership agreement focused on shared objectives, with the bus network positioned as a key component of Sheffield's economic development. This helped to focus the minds of politicians on the wider ramifications of a successful negotiation. Discussions were helped by high levels of personal commitment and effective working relationships amongst the senior ranks of each of the key partners, including the Managing Directors of both First South Yorkshire and Stagecoach Yorkshire and the Directors of SYPTE.

Changes in the senior management of First Group were also a catalyst for change. Tim O'Toole was appointed Group Chief Executive in November 2010 and Giles Fearnley became Managing Director of First UK Bus in February 2011, tasked with turning the company around and restoring it to growth. Both were supportive of the plans for a partnership approach in Sheffield.

The first steps to a full partnership were taken in July 2011 with the launch of co-ordinated services and integrated ticketing on a single cross-city corridor between Fulwood and Halfway, operated by both First and Stagecoach. Branded as 'Optio Orange', this was fairly self-contained with approximately 50 buses in the scheme (12% of the entire Sheffield fleet). It was sufficient to act as a proof of concept and to test the acceptance of the travelling public. The partners were sufficiently encouraged by the response to Optio Orange that a second phase was launched in October 2011; 'Optio Red'. This was another cross-city corridor, the 52 route between Crookes and Woodhouse and doubled the size of the Optio network.

The Department for Transport (DfT) were kept informed of developments, and were supportive of the partnership, but the operatives were very nervous about doing anything which could be considered as breaking competition rules. Early in 2010, the Office of Fair Trading (OFT) had referred the UK local bus market (excluding London and Northern Ireland) to the Competition Commission. The partners had several meetings with the OFT, but did not receive a cast iron reassurance. By the end of 2011, the partners agreed that continued phased expansion would be too slow and that the next step would extend the partnership to the whole of Sheffield's bus network.

The project was divided into six work packages, each led by one of the partners:

- i. network;
- ii. investment;
- iii. fares and ticketing;
- iv. marketing and information;
- v. monitoring; and
- vi. management.

By the summer of 2012, the partners had agreed on a new Sheffield Bus Partnership network and public consultation took place in June and July. In July 2012, there were two significant developments which would support the partnership plans.

### **3.2 First Group developments and Better Bus Area**

First announced significant fare changes with selected reductions on competitive corridors during the summer of 2012 which were rolled out to the rest of the network in October 2012, the planned launch date for the new partnership. The maximum single fare would be £2; a First Day ticket would reduce from £4.60 to £3.40 and a First Week ticket would drop in price from £18.50 to £11.00. First was still the dominant operator in the city, so most bus passengers would benefit from the price reduction once the partnership was in place. The new fare tariff was significantly cheaper than comparable tickets in either Leeds or Manchester. The result of this was significant growth on some of First's key routes (up to 40% in some cases) and whilst there was clearly abstraction from Stagecoach's network, overall patronage amongst fare payers increased.

The Government named Sheffield as the pilot Better Bus Area (BBA), as part of the Sheffield City Deal. This was a completely new initiative from the DfT, designed to promote economic growth and reduce harmful exhaust emissions. £4.8 million of annual Bus Service Operators Grant (BSOG) payments (£3.2 million from First, £1.4 million from Stagecoach and the remainder from smaller operators) would gradually be devolved to SYPTE over a five-year period. With a 33% grant of additional annual funding for the pilot project (only 20% for subsequent BBA schemes), the whole

package totalled £18.3 million of extra money for SYPTE to invest in measures to encourage bus travel and reduce environmental impacts.

In Sheffield, the BBA initiatives included smarter signal controls, new bus lanes, junction upgrades, road widening and more traffic monitor cameras to better monitor the flow of traffic across Sheffield. Whilst the operators would gradually lose their BSOG payments, they would have a say in how the BBA money was spent and in theory, be able to offset this loss with increased patronage and reduced operational costs through quicker journey times. Relinquishing BSOG payments was considered such a significant issue that when SYPTE first announced their BBA plans, the meetings were attended by the UK Managing Directors of both First and Stagecoach's bus businesses.

### 3.3 Partnership launch

The South Yorkshire Integrated Transport Authority (SYITA) approved the full partnership in August 2012<sup>2</sup>, having reviewed a comparison with the Quality Contract approach (see **Figure 1**). SYITA recognised that whilst the partnership approach could not deliver everything that was promised by a Quality Contract, it could be achieved much more quickly (in months rather than years) and represented a much lower risk. On 28 October 2012, the SBP was implemented, as a Voluntary Partnership Agreement under the provisions of Part 2 of the Transport Act, 1968.

Initial results of the Partnership were very positive. Within the first year the SBP had:

- reduced congestion and duplication on key bus routes, significantly improving punctuality and reliability;
- seen 35% of adult fare-paying customers benefitting from cheaper fares;
- introduced a range of new multi-modal tickets that could be used on buses and trams;
- significantly improved customer satisfaction and reduced complaints by 30%;
- resulted in 15% more adult fare-paying passengers travelling on Sheffield's buses (reversing decades of patronage decline); and
- enabled investment in new, low floor, environmentally friendly buses, with a target to replace over 250 vehicles by 2017.

The SBP won several prestigious awards, including the 'Peter Huntley Memorial Award for Making Buses a Better Choice' and 'Local Authority Project of the Year' at the 2013 UK Bus Awards and the 'Most Innovative Service Delivery Model' at the 2014 Local Government Chronicle Awards. Plans were swiftly put in place to roll out the Partnership model to the rest of South Yorkshire. This was achieved in Rotherham in July 2014, Doncaster in May 2016 and Barnsley in January 2017.

### 3.4 Partnership Development and Rotherham Roll Out

In June 2014, SYPTE reported that in the first 18 months of the SBP, bus passenger numbers had risen by 740,000 (0.9%) and the number of fare-paying passengers had increased by 4.65 million (almost 16%). Growth continued into the autumn, but by the end of 2014, the trends began to reverse. Initially the growth continued, albeit at a slower rate, but this was followed by a period of decline. This effectively meant that by the end of the fourth year of the agreement in 2016, the number of fare-paying passengers was back to the level it had been in the first year. This still meant that patronage was greater than before the partnership commenced, but the significant gains had been eradicated. The changes in the number of total passengers and fare-paying passengers can be seen in **Figure 2**.

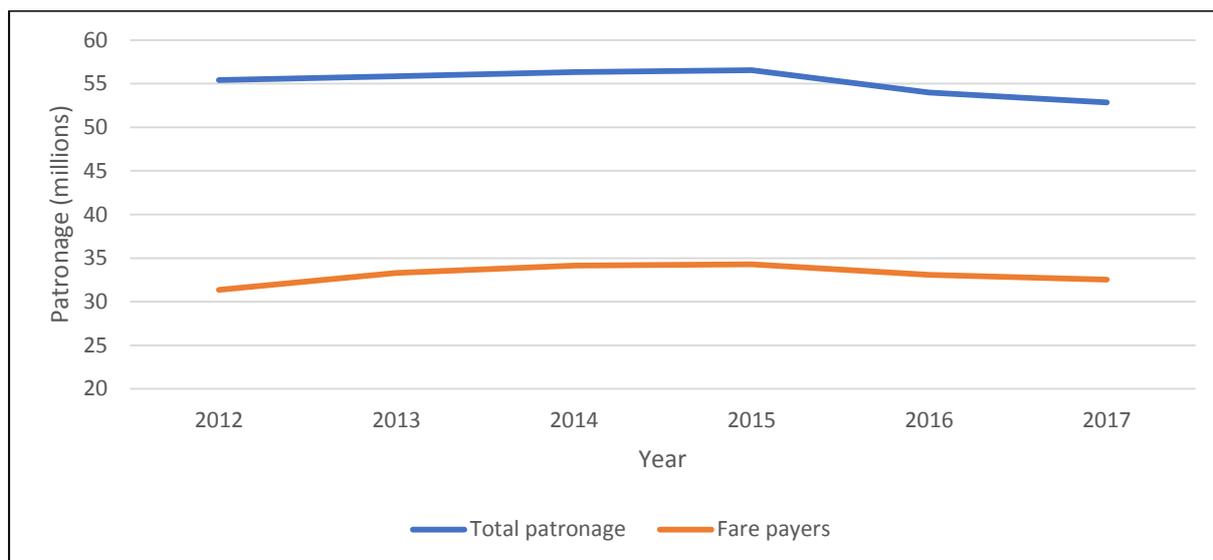
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<sup>2</sup> <http://meetings.southyorks.gov.uk/ieListDocuments.aspx?CId=167&MId=1440&Ver=4&zTS=B>

	Quality Contract	Voluntary Quality Partnership
<b>Network</b>		
Number of bus routes	66	69
Number of buses (PVR)	374	398
Frequency	Standardised	Linked to demand
Major change consultation	Yes	Yes
Change frequency	1 x year	1 x year (major change) plus 2 x year (punctuality adjustments)
Change decision	PTE	Joint - operators, SYPTTE and City Council
<b>Ticketing</b>		
Day fare - all services	£4.25	£4.30 + cheaper single operator tickets
Adult single fare winners	35%	Modest %
Adult single fare losers	60%	0%
Period ticket winners	72%	35%
Period ticket losers	27%	0%
<b>Bus Quality</b>		
Fleet Age	Max 5 years (core) Max 10 years (other)	Average 9.6 years (current) reducing to average 8.0 years October 2017
Engine Type	Euro III or IV at launch (3 years away)	90% Euro III or better – October 2015. 100% Euro III or better - October 2016. 50% Euro V or better - October 2017
CCTV	Yes	Yes
Accessibility PSV	PSV regulations	100% low floor leading to regulations by 2015
Real time	Yes	Yes
Driver training	NVQ	NVQ or Driver CPC
Cleaning specification	Specified in contract	As per operator negotiation
Smart ticket machines	Yes	Yes
<b>Marketing</b>		
Brand	Single Travel South Yorkshire brand	Operators' own
Customer Charter	Yes	Yes
Network map	Yes	At launch and ongoing if need evidenced
Fare information (stop and timetable)	Comprehensive	Summary
Marketing	PTE-led	Joint-agreed
Published performance	By route	Summary
<b>Agreement</b>		
Duration	10 years	5 years minimum

**Figure 1: Summary of Key Attributes – Voluntary Partnership and Quality Contract<sup>3</sup>**

<sup>3</sup> SYITA meeting 2/8/12, Agenda Item 2 'Delivering Improved Bus Travel in Sheffield, Appendix A, Summary of Key Attributes: Voluntary Partnership and Quality Contract



**Figure 2: Sheffield Bus Patronage 2012 - 2017**

An ongoing issue throughout the life of the Bus Partnerships across South Yorkshire has been a lack of profitability for the operators. Losses at First South Yorkshire in 2012 were in the region of £6 million and whilst this position has improved, the margins for both main operators are slim in comparison to the rest of the country. This brings about significant issues in respect of the sustainability of their businesses and ability to invest. Whilst the factors driving this are complex, key issues include over provision of services, low fares and some historic issues in respect of pensions that affect First's cost base.

The Rotherham Bus Partnership was launched in July 2014. First was the dominant operator. The network was revised to improve commuter links with Sheffield and a new range of Rotherham Connect or 'RConnect' tickets introduced. Customer response was positive, with 27,000 extra bus journeys made in the first eight weeks of the Partnership. Reliability improved, with 97.9% of buses running as scheduled in August 2014, compared to 95.3% in August 2013. Customer complaints fell by 19% compared to the same period in previous years.

#### **4. Devolution agreement and network review**

In July 2014, a Devolution Agreement was launched for the Sheffield City Region, which included an ambition to introduce a 'franchise style' bus network. To inform developments, SBP undertook a review of the network, with input from external consultants (Atkins and The TAS Partnership), the Competition and Markets Authority and the DfT. The aim of the review was to create an efficient and effective network that meets the needs of the communities and businesses of Sheffield and delivered a network that:

- reduced service duplication, to bring down congestion and pollution (and allow operators to reduce costs of service delivery);
- enabled the introduction of more multi-operator, value-for-money tickets at a reduced price;
- provided longer-term stability for passengers and operators;
- improved network viability, protecting the more vulnerable services and reducing the potential call on revenue budget;
- improved performance (reliability and punctuality);
- provided better access to key employment sites, jobs and services, to support economic growth and reduce worklessness; and
- provided a stable platform to encourage patronage growth.

The review focused on three key elements:

- a review and improvements to the bus networks in the four Local Authority areas (ensuring provision for cross-boundary services);
- discussions with Operators and the TravelMaster<sup>4</sup> partnership to improve the ticket products on offer, particularly addressing the high premium paid for multi-operator products (with an aim of growing the use of these products); and
- phased improvements as to how these products are made available to passengers, including the development of an ITSO-compliant 'Smart' platform.

The Sheffield City Region Devolution Agreement<sup>5</sup> was signed in February 2015. This included a shared ambition to deliver an optimised network which minimised bus congestion and pollution, integrates with other public transport modes. A package was developed of phased improvements across South Yorkshire for implementation from November 2015, which built on the success of the Sheffield and Rotherham partnerships. This was focused on three key elements:

- a more efficient and integrated network;
- a simplified and more attractively priced range of tickets; and
- improvements to the retailing of tickets and the customer relationship.

The new network in Sheffield was much simplified with eight core high frequency routes that were shared between the two operators allowing a frequency increase for many customers and the promotion of a joint ticketing offer that gave access to the whole network rather than just those services provided by a single operator.

The ticketing offer was revised to ensure that the main product range:

- used a standard geography;
- followed standard time periods (One, Seven, 28 Day and/or Annual); and
- made most tickets available in single and Multi-Operator forms.

The retail offer was aided by a parallel Devolution Deal initiative in November 2014 between the five major UK bus Operators and the Smart Cities Partnership (a cross sector body established to accelerate delivery of smart multi-operator tickets to passengers in nine major cities in England<sup>6</sup>) This was an agreement to align a common range of products to a new retail solution in every Smart Cities Partnership by the end of 2015, which was to deliver the ability to purchase single and multi-operator products online for collection on-vehicle.

The funding, development, management and delivery of this solution was mainly the responsibility of Operators. SYPTE agreed to assist Operators to develop an effective solution, and to make the SYPTE retail channels available for Operator-own products. The range of SYPTE retail channels had been recently expanded to including MyTSY<sup>7</sup> and PayZone outlets across South Yorkshire and ticket machines located at Interchanges. Further smart ticketing developments were scheduled for 2016, including stored travel rights and travel accounts.

Work on a Doncaster Bus Partnership continued through 2015 with a public consultation in November and December. First was the dominant operator: The partnership launched in May 2016, with some reductions to fares and limited changes to the network. Public consultation on a Barnsley Bus Partnership was carried out in June and July 2016 and a partnership was launched in January 2017,

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<sup>4</sup> The organisation for co-ordinating multi-modal and multi-operator travel passes in South Yorkshire

<sup>5</sup> <https://www.gov.uk/government/publications/sheffield-devolution-agreement>

<sup>6</sup> Leicester, MerseyTravel, Nottingham, SYPTE, Transport for Greater Manchester, Tyne and Wear (Nexus), West of England Partnership, West Midlands (Centro) and West Yorkshire Combined Authority

<sup>7</sup> My Travel South Yorkshire – providing personalised travel information and ticketing on various platforms

although it is not yet formalised. Stagecoach is the main Operator in Barnsley, with a good track record of investment and service delivery. One of the smaller operators in the area (Tates Travel) had gone into administration in early 2016, which had necessitated the emergency re-tender of their contracts and procurement of some services which had previously been operated commercially. The bus network was revised with the introduction of the Barnsley Bus Partnership to improve stability and reduce the cost of tendered services.

## 5. Vehicle investment and reduction in emissions

One of the clear impacts of the SBP has been investment in newer buses with lower emissions. Sheffield has benefitted from significant investment in new vehicles since 2011 with over £30 million being spent on 150 new buses, including a significant number of diesel-electric hybrids. Whilst the agreement and timescales meant that much of this occurred ahead of the implementation of Euro VI, operators recognise that they cannot stand still. A recent bid to the Department for Environment, Food and Rural Affairs (DEFRA) resulted in funding to retrofit 117 buses from Euro IV and V standard to Euro VI which will have a positive impact on air quality in the city. This is supported by 44 Euro VI buses being delivered in 2018, as part of the Low Emission Bus Fund.

## 6. Summary Statistics

**Table 1** shows the performance of the SBP against some key metrics. The 2017/18 Projection records the situation in November 2017.

**Table 1: Sheffield Bus Partnership Performance**

SBP Measure	Baseline	2016/17	2017/18 Projection
Punctuality	86.3 % (2016/17)	86.5 %	87%
Reliability	99.1 % (MAA* Oct 12)	99.5 %	98.6%
Fare paying passengers	29.2m (2011/12)	32.9m	32.7m
Average vehicle age	9.6 years (Oct 12)	N/A	8.7 years
Euro V emission standard	9.5 % (Jul 12)	N/A	57.7%

\* MMA = moving annual average

The method for measuring punctuality changed in 2016/17 from sample observation to real time information (across all timing points). A direct comparison with October 2012 figures cannot be made, but the best estimate for punctuality in October 2012 would be 85.1%.

Reliability improved from 2012 to 2016/17, but has reduced in the last year. Significant road works over a prolonged period caused by flood defence work near Meadowhall, in northeast Sheffield, had a significant impact on reliability. In addition, First closed its depot in Rotherham and relocated all of its operations to Sheffield which resulted in a lengthy settling in period.

The average vehicle age has reduced, but missed the initial target of 8 years in October 2017. A key reason for this was a switch in focus to meeting emissions standards, through bids for Clean Bus Technology and Clean Vehicle Technology funding. The number of new buses purchased is less than originally forecast as they have not been required to meet emissions targets. Also the case for further capital investment by the operators is limited in Sheffield, because the margins are low.

## 7. Next steps

The landscape has changed a lot in South Yorkshire in nearly eight years since the initial partnership routes were agreed. Patronage declines are an issue across the United Kingdom, and South Yorkshire has not been immune from this. Environmental concerns are a major issue and the focus on investing in Euro V buses means that further investment in South Yorkshire is challenging.

At the time of the partnership formation, the impact of current air quality concerns was not foreseen. Whilst there was a focus on improving emissions with the staged targets towards Euro V, the speed of change in this respect has been more rapid than expected. Sheffield has pockets of the city where there are significant air quality issues (albeit these are not caused by buses but cars and trains) and it is likely that this will come under further scrutiny through to 2022. The recent awarding of nearly £2m by DEFRA to retrofit 117 Euro IV and Euro V buses to Euro VI standards is welcomed but will not be the step change that is potentially required. Operators continue to be unwilling to make further large scale investments of the kind seen during the early years of the partnership without supporting measures by the local authority. This is likely to be a defining issue of the refreshed partnership during 2018.

The regulatory landscape has changed with the enactment of the Bus Services Act 2017 and increasing calls for political control of bus networks. Capital investment in highways schemes is uncertain following the ending of the Better Bus Area and the reinstatement of BSOG to the operators. Despite this, the partnership continues and these issues are being dealt with in a mature way befitting nearly a decade of working together.

In March 2018, the Buses for Sheffield identity began to be rolled out on buses, on street infrastructure and customer information. This is a move towards a single identity for the network to reduce customer confusion and improve information provision. A more formal launch of this will take place in June 2018 as part of the ongoing refresh of the partnership. Operators are keen to secure an extended five year agreement and whilst the policy of the Combined Authority is to pursue partnerships, this appears feasible. The election of a Sheffield City Region mayor may change the focus however there is still a need to continue to deliver improvements in the interim period.

Further network changes are being planned for September 2018 which will improve the efficiency of operation without detrimentally affecting customers and will help the operators to maintain financial viability.

## 8. Conclusion

The SBP was a radical innovation to improve bus services in Sheffield. Key elements in its initial success were the Better Bus Area pilot status and the SCR Devolution Deal, which delivered funding and political commitment.

The SBP increased bus patronage and most importantly, delivered significant increase in fare-paying passengers; up 17% to over 34 million in 2014 and 2105. Patronage has subsequently declined, a trend which is seen across the country (with minor local exceptions), but the number of fare-paying passengers is still greater than before the SBP was launched. Punctuality improved, as did reliability until the last year or so.

The average age of the bus fleet in Sheffield has decreased and over £30 million has been invested on 150 new buses with lower emissions. Nearly 60% of the fleet now meets the Euro V standard. Funding has been secured to retrofit 117 buses to Euro VI and 44 new Euro VI buses are being delivered in 2018.

The bus network in Sheffield has been revised during the life of the SBP to improve the customer offer, increase efficiency in delivery and to minimise bus congestion and pollution. Ticketing and branding has also been revised to ensure value-for-money and to maximise the opportunities offered by new technology.

This paper has focused on the experience in Sheffield, but the partnership model has also been extended to the rest of South Yorkshire. The authors believe that it remains a model which could be successfully applied elsewhere.

## References

1. Sheffield City Region: <https://sheffieldcityregion.org.uk/>
2. Sheffield Yorkshire Integrated Transport Authority meeting on 2 August 2012, Agenda Item 2 "Delivering Improved Bus Travel in Sheffield"
3. *ibid*, Appendix A, Summary of Key Attributes: Voluntary Partnership and Quality Contract
4. TravelMaster is co-owned by South Yorkshire's private bus, tram and rail operators and provides multi-modal travel tickets and passes for use across South Yorkshire: <http://sytravelmaster.com/>
5. The Sheffield City Region Agreement on Devolution was an agreement between the Coalition Government and the leaders of the Sheffield City Region to devolve a range of powers and responsibilities to the Sheffield City Region Combined Authority and Local Enterprise Partnership.
6. Roll-out of smart ticketing will improve bus, rail and tram journeys for millions: <https://www.gov.uk/government/news/roll-out-of-smart-ticketing-will-improve-bus-rail-and-tram-journeys-for-millions>
7. <https://mytsy.travelsouthyorkshire.com/>