



South Yorkshire Mayoral Combined Authority Corporate Plan 2025—2028

Version 2.0 March 2026

SOUTH YORKSHIRE
SYMCA
MAYORAL
COMBINED
AUTHORITY





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Forewords

Mayor's Foreword

Chief Executive's Foreword

Mayor's Foreword

I'm pleased to introduce this refreshed Corporate Plan, which reflects both what we've delivered over the past year and where we're heading next.

2025 has been a year of turning ambition into action. Across the region, we've taken major steps to bring public transport back into public control – with bus franchising at its heart and a clear direction for a simpler, more reliable network. We've committed over £600 million to improve reliability and extend the life of the tram network, and made a £350 million investment in our buses. We've continued supporting families through the delivery of Beds for Babies, and backed new jobs and skills through the Investment Zone.

In September, we took the huge decision to reopen Doncaster Sheffield Airport, investing £160m of funding. The collaborative effort to restore commercial flights will create a sustainable aviation and advanced manufacturing hub at Gateway East, with a long-term commitment to driving jobs, growth and opportunities in South Yorkshire.

We've embedded new responsibilities following the transfer of the Office of the Police and Crime Commissioner. We've strengthened how the MCA works – improving our engagement with partners, how we use evidence, and how we move from strategy to delivery. These are practical changes, rooted in everyday experience, and they show what we can achieve when we stay focused on outcomes rather than process.

But we're not claiming success and moving on. We're being honest about what we've learned, and we're sharpening our focus for the year ahead.

South Yorkshire still faces deep and persistent challenges. Too many people struggle to get to work, training or healthcare because our transport system isn't functioning right. Poor health continues to limit opportunity and hold back our economy. And too many communities feel that growth happens around them – by people they never meet, in places they never visit. Addressing these issues will take time, consistency and partnership. 2026 must be about progressing these core ambitions.

Over the coming year, our focus will be on building the foundations for long-term change. From April, we'll take ownership of our Integrated Settlement – bringing 24 different funding streams, worth over £1 billion, into a single system controlled here in South Yorkshire. It gives

us flexibility to reallocate funding and respond on the ground, instead of working to rules set elsewhere.

The same approach underpins the emerging South Yorkshire Strategy. The Strategy will bring together plans already in place across the region and focus our collective effort on outcomes people recognise in their own lives. It'll strengthen alignment, shared learning and collaboration, so that we pull in the same direction more often and more effectively.

Transport ties much of our work together. We'll continue rolling out a new, unified brand for public transport – a year in the making, but years in the asking. A single, recognisable system that belongs to the people who rely on it: clearer, fairer and designed around daily lives, not around contracts or the pursuit of profit.

Alongside branding, we will launch our Transport Vision – it's an honest account of the choices, trade-offs and opportunities facing South Yorkshire over the next decade and beyond. Bus franchising will sit at the heart of this vision – a once-in-a-generation opportunity to rethink routes, timetables, and the purpose of the network itself.

We will continue to work with the government on Northern Powerhouse Rail and the White Rose Rail Plan. South Yorkshire must be central to any renewed vision for rail in the North, and we plan to begin delivering the long-term change our region has called for, for far too long. The plan also reflects how we want to work. We've seen the value of involving people directly in shaping decisions – from our engagement on bus franchising to the people-led approach behind our environmental programmes. In 2026, we'll continue making sure those often left out are heard earlier and more meaningfully, and we'll make decisions with communities, not just for them.

I'm proud of what we've delivered in 2025, and clear-eyed about what still needs to be done. Our Corporate Plan sets the direction for the next stage of our work. I look forward to continuing it with you, and to making a tangible difference to people's lives across South Yorkshire.

Oliver





Chief Executive's Foreword

When I joined SYMCA last May, it was a time of change and opportunity, with the Integrated Settlement providing the impetus for maturing our organisation's culture, work and approach. We have taken steps over the last year to refresh our governance, improve our systems, and build our capability.

While those changes have made the organisation - full of highly dedicated people - stronger, our biggest strategic risk remains our capacity. This affects our ability to deliver the scale of change that South Yorkshire needs and deserves, and it's important to be honest about the challenges as well as the progress we are making. With support from the Local Government Association, we are assembling the evidence on what SYMCA should look like to be match fit for the future.

Since joining SYMCA, I have spent time with many new colleagues and with the communities we serve. I have visited all our transport interchanges and learned from staff there about their experiences of working at SYMCA in such important frontline roles. They spoke openly about the pressures they face, the pride they take in their work, and the practical realities of keeping our transport network running every day. Their insight continues to shape the decisions we make.

I have spent time with the voluntary sector, for example visiting the Sheffield and District African Caribbean Community Association where I heard about the important work they do to support communities and promote culture and heritage in our region. Their commitment to supporting and celebrating people of all ages and backgrounds highlighted to me the importance of our organisation's role in promoting equality, diversity, inclusion, and belonging, and the vital work of grassroots groups in our region.

SYMCA's head office is in Sheffield, and I therefore aim to spend one day a month working from the Council offices in Barnsley, Doncaster and Rotherham. I've also used this time to see some more of those places, where I have heard directly from people what they like and don't like and what they would like to see more of from SYMCA and our partners.

Markets play an important role in our region, as thriving and vibrant meeting spaces for many of our communities. In Barnsley, I was blown away by the fantastic Glassworks development and the diversity of businesses and people using the indoor market. I had an impressive

tour of Barnsley's new Health on the High Street health and wellbeing hub which is offering patient diagnostics and out-patient clinics when and where people most need them.

In Rotherham I visited their market which is being redeveloped to provide improved indoor and outdoor stalls and event spaces and saw the fantastic new public realm and flood alleviation works at Forge Island. I talked with one local resident who spoke positively about the improvements to the area which made her journeys to and from the town centre safer and more pleasant.

On the first day I spent in Doncaster, the city centre was buzzing with people eating and drinking in the indoor market. The team was getting ready for the Doncaster Festival of Making where the community would come together to build a life-sized replica of the Corn Exchange out of cardboard. The city centre was unrecognisable thanks to the regenerated public realm with a mix of events and cultural activities, and safe spaces for everyone.

These experiences, together with conversations with core institutions like our fantastic universities, with other MCAs and across our communities, guide our work every day. They reinforce why our efforts to improve public transport, strengthen our economy and deliver better outcomes for residents must be grounded in the real lives of the people we serve.

Thank you for being part of this journey with us. Together, we can continue to show that devolution delivers practical and positive change for our region.

Katharine



Introducing Kilvinder Vigurs

Deputy Mayor for Policing and Crime

Kilvinder Vigurs was recently appointed as South Yorkshire's Deputy Mayor for Policing and Crime. In this role, she works closely with Mayor Oliver Coppard to oversee policing and criminal justice services, tackle crime and anti-social behaviour, and commission support for victims while reducing reoffending. Kilvinder also leads on key priorities, including delivering the Police and Crime Plan, chairing the Local Criminal Justice Board and Safer Roads Partnership, and overseeing the Violence Reduction Unit.

She is driving the development of a Community Confidence Board to strengthen trust in policing and justice across South Yorkshire. Kilvinder has a keen interest in supporting children and young people, ensuring that there are opportunities for them to thrive in South Yorkshire, in line with the Mayor's ambition for a South Yorkshire that provides opportunities for residents to "stay near and go far".

Beyond policing, Kilvinder serves as the Equalities Commissioner, ensuring that voices and experiences from our diverse communities inform policy and practice throughout the Mayoral Combined Authority.

With over 30 years' experience in the criminal justice system, Kilvinder began her career as a probation officer in Oxfordshire before holding senior leadership roles nationally and internationally, including as a director in His Majesty's Prison and Probation Service, and co-chair of the EU De-Radicalisation Network.

Most recently, she served as Regional Probation Director for London, overseeing a large-scale change programme; before returning to her beloved Yorkshire, as the Probation Director for Yorkshire & the Humber. Her expertise and commitment to community safety and fairness makes her a vital part of delivering the Mayor's vision for South Yorkshire.

Thank You to Contributors

This Corporate Plan has been produced by South Yorkshire Mayoral Combined Authority Executive in partnership with the four constituent local authorities of Barnsley Metropolitan Borough Council, City of Doncaster Council, Rotherham Metropolitan Borough Council and Sheffield City Council. Its first iteration, published in March 2025, was also supported by the Reclaiming our Regional Economies (RORE) partnership, comprised of the Centre for Local Economic Strategies, the New Economics Foundation, Co-operatives UK and the Centre for Thriving Places.

Thank you to all those involved for their engagement and input.



Context

About South Yorkshire

About South Yorkshire Mayoral Combined Authority

This year's update to the 2025-28 Corporate Plan

History Of Our Devolution Deals

South Yorkshire Strategy

South Yorkshire's Growth Plan



About South Yorkshire

At the centre of the UK's landmass, South Yorkshire is the place countless world-leading musicians, artists and thinkers call home, with breathtaking landscapes and warm, welcoming, connected communities.

We were the centre of the steel and coal industries and a crucible of the Industrial Revolution; we are the birthplace of football and the host of world snooker.

Our region has its challenges, across health, transport, and productivity. Closing the gap to national average productivity (outside of London) would add £5.9 billion to our economy¹. Currently, 10.2 percent of our working age residents have no formal qualifications². A third of our economic inactivity is due to ill health³. The challenges we face are intersectional, but we are building from a place of strength.

We made the steel that built the modern world and were at the centre of the coal mining industry that fuelled our industrial strength. Advanced manufacturing, engineering and the security sector continue to be a South Yorkshire success story. Manufacturing continues to be South Yorkshire's largest sector: at 12.5% of the economy⁴, growing by 15% between 2015 and 2021⁵. We are a leader in the Green Economy with shares in the UK's Clean Tech economy and our health and wellbeing sector has clusters of globally recognised research assets, including our Advanced Manufacturing Research Centre⁶.

The world is rapidly changing, and South Yorkshire is ready to be the leader once again, sharing our innovations and talents regionally, nationally, and internationally.

¹ SYMCA internal analysis for Plan for Good Growth, 2024

² ONS, Annual Population Survey, RQF Qualifications (December 2024)

³ Office for National Statistics Annual Population Survey, Oct 23-Sept 24

⁴ South Yorkshire Growth Plan 2025

⁵ SYMCA internal analysis for Plan for Good Growth, 2024

⁶ Department for Science, Innovation and Technology, The Data City and Cambridge Econometrics, The Innovation Clusters Map, 2024

About South Yorkshire Mayoral Combined Authority

The South Yorkshire Mayoral Combined Authority (SYMCA) consists of the Mayoral Combined Authority Board (the decision-making body of the organisation comprising the South Yorkshire Mayor and the elected Leaders of Barnsley, Doncaster, Rotherham and Sheffield local authorities) and the SYMCA Executive Team. SYMCA is the transport authority for South Yorkshire and is also responsible for functions including strategic economic development, skills and training (adult education), and housing at a regional level.

Under the South Yorkshire Devolution Deal, SYMCA and the Mayor were granted the following devolved powers from the Government:

- The full devolution of the 19+ Adult Skills Fund for college and training providers
- The ability to borrow against funds
- To improve the supply and quality of housing and secure the development of land or infrastructure
- To create a non-statutory Spatial Framework for South Yorkshire
- The option to establish Mayoral Development Corporations
- To provide grants and make agreements with other bodies on the management of the strategic highway network
- The option to introduce a Mayoral precept
- SYMCA also benefits from a power of general competence that allows it to undertake a broader array of activity

In May 2024, the functions of the Police and Crime Commissioner were transferred to the Mayor. The Mayor's enhanced role includes listening to the needs of communities, securing victim support services, setting the objectives for the police force and holding the chief constable to account. In the same year, SYMCA also took the Supertram light-rail system back under public control after 25 years of operation under a private concession. Tram operations are now managed through a wholly owned SYMCA company – South Yorkshire Future Trams Limited (SYFTL).

This year's update to the 2025-28 Corporate Plan

Our 2025-28 Corporate Plan sets out the vision, mission, objectives, operating model and ways of working of the Mayor and MCA Executive as part of SYMCA. It provides the golden thread for the MCA Executive's operations and is translated into action through the annual business planning and budget setting process.

When we published the Corporate Plan in March 2025, we committed to reviewing it annually. This first refresh is light-touch, focusing on the evolving devolution landscape, the role of the Deputy Mayor and some of our recent achievements and plans for the future.



Devolution in South Yorkshire

South Yorkshire has been on a devolution journey — steadily building the powers, partnerships, and maturity needed to shape our own future. In 2025 the Government published its Devolution White Paper which is expected to become law by the Summer of 2026. That new legislation will build out new powers and functions for the MCA, including enshrining a new duty to work together on tackling health inequalities as well as putting the MCA on a journey to even greater integration of emergency services in South Yorkshire.

In 2025 the Government also confirmed SYMCA as being in line to benefit from a single Integrated Settlement from 2026/27 onwards. This new settlement marks a step-change. It brings together previously fragmented funding streams into a more flexible pot — giving South Yorkshire greater control, certainty, and freedom to invest in what matters most to our communities. It's recognition of our track record, our ambition, and our readiness to deliver at the highest level.

With the Integrated Settlement, we can move beyond piecemeal, short-term funding and instead plan boldly for long-term impact. Underpinning that work will be the agreement of a new South Yorkshire Strategy and the operationalising of our new Local Growth Plan. These strategic frameworks will ensure that our efforts are better targeted and better integrated.

The South Yorkshire Strategy

The South Yorkshire Strategy is being developed through a collaborative process that brings together key stakeholders including local authorities and representatives from the health, education, business and voluntary sectors. Its purpose is to create a shared vision and clear priorities for tackling the region's biggest challenges and unlocking its potential. The strategy will build on existing local area and South Yorkshire plans and align them under key missions.

Development has involved extensive engagement with partners and stakeholders to ensure the strategy reflects the needs and aspirations of South Yorkshire's communities. The strategy will be evidence led, drawing on data about health inequalities, economic performance, and infrastructure gaps, as well as insights from residents and businesses. Progress in delivering the strategy will be transparent by setting out what will be delivered by 2027, what will change by 2030, and the ambitions for 2035. This approach will ensure short-term actions contribute to long-term goals, creating a clear line of sight from immediate impact to lasting transformation. The result will be a strategy that is practical, ambitious, and rooted in partnership.

South Yorkshire's Growth Plan

In September 2025 we published our South Yorkshire Growth Plan vision, a statutory document which sets out the region's economic strategy for the next 10 years. The plan sets out a clear ambition to deliver a bigger, better economy for South Yorkshire. We want those growing up here to believe, with confidence, that in South Yorkshire you can stay near and go far.

Vision	SY 2035: A bigger, better economy South Yorkshire's Vision for Business Growth and Greater Opportunity			
Missions	Our businesses: 2035 – a strong, diverse business base	Our places: 2035 – connected, vibrant places	Our people: 2035 – pathways to stay near and go far	Our future: 2035 – a resilient SY
Strategic Objectives	Our sectors and clusters are driving productivity growth	Our urban areas are better connected, attracting private investment	Our children experience a good start in life	Our networks are more future-proofed
This plan will have worked if...	Our business base is more dynamic, nested in a stronger business and innovation ecosystem	Our residents are proud to call our towns and cities home and people want to visit	Our residents can access more opportunities through skills training and employment support	Our region's nature is more diverse
10 year programme priorities	<ul style="list-style-type: none"> • Trade, investment and promotional support • Connected innovation assets • A pipeline of talent, co-created with business • Cluster leadership 	<ul style="list-style-type: none"> • A reliable, integrated and sustainable transport system • A well-connected region • Housing growth in our urban centres • Commercial development and institutional investment • A strong core city and urban centres working together in a single economy 	<ul style="list-style-type: none"> • A good start for children through early years support • Progression for young people, through strong school, career and transition support 	<ul style="list-style-type: none"> • Energy systems for the future • Digital capacity and inclusion for the future • Flood resilience and water management
To deliver our strategic objectives, we will focus on providing...	<ul style="list-style-type: none"> • Integrated business support and capability building • Finance ecosystem and investment readiness • Skills progression and pathways • Good business, including diverse business models 	<ul style="list-style-type: none"> • A strong cultural, leisure and visitor economy offer • Vibrant high streets, town and city centres • Quality, sustainable and affordable housing • Safe and vibrant neighbourhoods, with strong community bonds 	<ul style="list-style-type: none"> • High-quality, employment-focused basic and technical skills provision • Integrated employment support for those at risk of dropping out, or out of the labour market • Prevention services to reduce ill-health as a barrier to opportunity 	<ul style="list-style-type: none"> • Beautiful, green urban regeneration and development • Enhancing natural habitats and species
Growth Areas	Sheffield City Centre and Innovation Spine	Don Valley	South Yorkshire Airport City	Barnsley Town Centre





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How We Work

[Our Vision](#)

[Our Mission](#)

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Our Vision

A wealthier, healthier, happier and safer South Yorkshire – where everyone has the opportunity to stay near and go far.

Our Mission

We are here to help people in South Yorkshire, working with partners and communities so that we are a wealthier, healthier, happier and safer place – an ambitious region, growing sustainably, that people are proud to call home.

Our Objectives

1. Developing, delivering and commissioning the best possible services for all our communities, thinking first about those who are too often left out or left behind.
2. Securing increasing levels of funding and investment that unlocks opportunities and enables us and our partners to make change happen.
3. Working with and for the people of South Yorkshire, bringing together our communities, stakeholders and partners.
4. Championing South Yorkshire locally, regionally, nationally and internationally.



Our Six Principles

Our Mayor has set out six guiding principles. Above all, we will model a public service ethos that puts people and shared responsibility at the heart of everything we do. This means:

- We actively recognise a stronger sense of community and connections between people as a real and tangible asset. Our work should strengthen and reinforce the bonds between people across our communities.
- People in South Yorkshire genuinely feel wealthier, healthier, happier and safer as a result of the actions we take. If not, we don't do it.
- Those people all too often left out and left behind are our priority in the decisions we make and the things that we do. We think about them first.
- Wherever possible, we will make decisions that impact people with the people who will be most impacted. If people don't engage in that process, that's our fault not theirs.
- We recognise that climate breakdown is both a real and existential threat, and a huge opportunity to transform South Yorkshire for the better. Our decisions should reflect that reality.
- Evidence-led, user-oriented design should be the least people can expect from our services. Our people feel that innovation is worth the risk and beauty is a goal worth striving for.

Embedding these principles is a change journey in how we operate. When we published our Corporate Plan last year, we were at the start of this journey, and we committed to focusing on two of these principles: thinking first about those who are all too often left out and left behind, and making decisions with those who are most impacted.

We are now adding a third principle to focus on for the year ahead: “Evidence-led, user-oriented design should be the least people can expect from our services. Our people feel that innovation is worth the risk and beauty is a goal worth striving for.”

The principles cut across every aspect of our work, and we are working to place them at the heart of every piece of thinking in the MCA. While we are focusing on the above three principles in particular for the year ahead, every principle is equally important, and we are striving to bring all the principles into our work.

Those people all too often left out and left behind are our priority in the decisions we make and the things that we do. We think about them first.

Over the previous year we have taken action to embed this principle in our work and programmes. For example, we've added new metrics to our outcomes framework to make sure that decisions we make are prioritising those too often left out and left behind.

We are currently producing our Public Sector Equality Duty Report and are developing our Equality, Diversity, Inclusion and Belonging (EDIB) plan which will set out how we will embed EDI across the organisation.

The Plan will set out how we'll build an inclusive workplace and culture where all colleagues feel valued, can voice their opinions and shape our future, whilst delivering a workforce that better reflects South Yorkshire.

We will set out how we will deliver inclusive strategies, programmes, and decisions at SYMCA that deliver more inclusive and equitable outcomes from investment to narrow inequalities for the most disadvantaged communities.

For instance, SYMCA will seek through all its procurement activities to deliver proportionate, ethical, socially inclusive, and environmentally sustainable outcomes in addition to the primary purpose for which such procurement is required.

The Plan will also set out how we will ensure our engagement meets the needs of our diverse communities, particularly those that are easiest to ignore yet often the most impacted by public sector decisions, and that they are influential in shaping delivery in South Yorkshire. Finally, we will strengthen our influencing and advocacy role on equality, diversity and inclusion, working with a wide range of regional partners.

Beds for Babies: Safe Space to Sleep Programme

Our Beds for Babies: Safe Space to Sleep Programme has already successfully provided 4,500 items to families to ensure that children have a safe and comfortable place to sleep. We are taking a multi-agency approach, tackling major societal challenges to improve equitable health outcomes. We have undertaken a lessons learned exercise which has highlighted ways in which we can and will work even more collaboratively and effectively with frontline delivery partners and have a greater impact for those who are all too often left out and left behind.



Wherever possible, we will make decisions that impact people with the people who will be most impacted. If people don't engage in that process, that's our fault not theirs.

Better outcomes in South Yorkshire depend on working closely with residents and partners. We often describe this as our approach to "engagement".

Beyond statutory requirements, where the Government requires us to consult on the way we deliver services, we want to hear what people think about particular topics, so that we can take on board a full range of views and make decisions with those who will be most impacted.

Over the last year, we have increased our capacity and resource on engagement and partnerships. We have produced a statement of intent, and this year we will take this further by developing an engagement framework which will guide how we work across the organisation with people and communities.



Engagement.

In our engagement framework we will be clear where staff in SYMCA should go for assistance in engaging various stakeholders, for instance if access to an interpreter is required. We will also encourage SYMCA staff to spend time within our communities to improve their understanding of locale and place, wherever possible.

There are a number of great examples of how SYMCA has engaged to date:

- Our Citizens' Assembly brought together a diverse group of residents to deliberate on tackling climate change in South Yorkshire.
- Our Homelessness Commission conducted a study on the incidence and experiences of, and responses to, homelessness across the region. This included engaging with people with lived experience of homelessness.
- Through our Local Nature Recovery Strategy (LNRS) consultation we have adopted an innovative approach specifically targeting diverse and urban-based communities.
- Community engagement is central to our walking, wheeling and cycling strategy. We're designing our projects with people, not for them, listening to those who are most often left out and left behind.

Evidence-led, user-oriented design should be the least people can expect from our services. Our people feel that innovation is worth the risk and beauty is a goal worth striving for.

We are striving to be at the forefront of public service delivery, taking an evidence-led and user-orientated approach ensuring that the people of South Yorkshire get high quality, innovative services.

We've appointed a Director and Assistant Director for Citizen Experience and are building capability on design and innovation across the organisation to ensure that the design of our major programmes such as bus franchising and mass transit puts people at the centre. The Mayor has also invested in capacity to deliver more sophisticated social research, behavioural insights and distributional analysis. As part of this, this year we have recruited a new behavioural insights specialist to advise us on how to put people's behaviour at the heart of our thinking.

We have begun work to develop a Leadership Framework for our staff and will deliver a programme of staff engagement and learning and development, to build a proud and innovative learning culture.

This year we will be taking a more innovative approach through a number of test and learn projects where we will engage with people and incorporate feedback, iterating ideas and solutions as a result.

Policy Innovation

Two of our local authority partners, Sheffield City Council and Barnsley Metropolitan Borough Council, are working with the Cabinet Office on national Test, Learn and Grow pilots to take more innovative approaches to tackling problems facing local places. In Sheffield, they are taking a multi-disciplinary approach to explore how family hubs can provide more preventative support for children and their families. In Barnsley, their Test, Learn and Grow pilot is looking at how AI technology can be used to improve service design and delivery for children with special educational needs and their families.

We have entered into a strategic partnership with Bloomberg and the Fair Education Alliance to trial people-centred solutions to tackling the challenge of young people not in employment, education or training; working with partners to trial multi-agency and systems-based solutions. Young people will co-design solutions and shape programme evaluation through their lived experience. The learning from this work will be shared across the region and beyond, informing national policy change, investment, and delivery models.

We are in the process of establishing South Yorkshire's Bloomberg i-Team, a dedicated innovation unit funded through Bloomberg Philanthropies' global program to help cities tackle complex challenges using data, design, and collaboration. The team will apply human-centred design and evidence-based approaches to develop and test solutions that improve citizen experience for areas such as public transport and the Every Child a Reader programme.

Every principle is essential to delivering better outcomes for South Yorkshire, and we are embedding all of the principles into our work. We are focusing on the above three principles, but we are also undertaking activity to embed the remaining principles. For example:

- We have partnered with Centre for Thriving Places to design a people-led policy making process for the delivery of the Mayor's commitment to plant 1.4m trees across the region. This programme has seen 256,441 new trees planted from the start of the work in October 2022 to April 2025.
- We have undertaken an internal staff survey to gauge satisfaction and insights into our own working culture. This has given us a stronger understanding of our own people and what matters to them, and we are making changes through a number of people and wellbeing focused workstreams to strengthen the bonds between our people and workplace community.

Climate Breakdown

Climate breakdown is both a real threat and a transformative opportunity for South Yorkshire. The Mayor and SYMCA are committed to addressing the climate breakdown and ensuring our work and decisions reflect both the risks and opportunities it presents.

We will deepen our expertise and capability by recruiting a new director for energy and the environment. We aim to explore a carbon baseline and budget for the organisation, which will inform our strategy work and operations. As part of our corporate transformation programme, we will ensure our services are addressing the climate emergency, for example our procurement and finance processes. Our new director will oversee this work and explore other ways to minimise our impact on the environment.

We are looking into developing carbon management plans as part of our journey to achieving our climate change targets. These plans will initially be focused on our infrastructure investments, particularly transport, but could be widened to cover all our investments.

These carbon management plans are a framework for managing greenhouse gas emissions throughout the lifecycle of a project or asset. A baseline is established, and measurable targets are set. Carbon management is then embedded into decision making processes. We will monitor the impact of projects on carbon emissions as part of the outcomes framework we have agreed with Government for the Integrated Settlement

To ensure we can deliver against these, we will run training and workshops with our delivery partners, so staff are equipped with the tools and skills that they need. We will work closely with all members of the value chain, bringing everyone with us to increase the capacity and capability in the region.

We set out many examples in this plan of how our work contributes to protecting the environment, including holding the first Citizens' Assembly on climate change in the country, our work to promote Active Travel, our investment in clean energy, our active involvement in developing sustainable aviation, and work to improve the energy efficiency of housing in the region. We know there is more we need to do, and we remain committed to addressing the climate breakdown.

Our Values

We are committed to our values and behaviours, which underpin everything we do. Our values and behaviours have been co-created by our colleagues to support our ambitions to be a high performing organisation.

We Collaborate



- We nurture a supportive environment where new ideas are welcomed
- We are stronger when we work together as one team
- We actively engage with colleagues, stakeholders and partners
- We manage expectations and communicate our intentions and needs effectively.

We Are Accountable



- We take pride in our role and are publicly responsible for our results
- We are a community and businesses-focused organisation
- We listen to feedback, working to solve problems
- We offer a safe space to own our successes, mistakes and setbacks.

We Act With Integrity



- We are an ethical, transparent and inclusive organisation
- We endeavour to reduce inequalities in South Yorkshire
- We strive to do the right thing
- We have a respectful environment where unethical behaviour can be challenged.

We Have Ambition



- We aim for innovation, adapting to changing circumstances
- We work together towards common goals, overcoming barriers
- We are passionate and strive to excellence, with a relentless focus on delivery
- We shout about our successes internally and externally.

Our Partnerships

South Yorkshire Mayoral Combined Authority (SYMCA) is rooted in a dynamic ecosystem of partnerships – local, regional, and national – working together to create a fairer, greener, and more prosperous South Yorkshire.

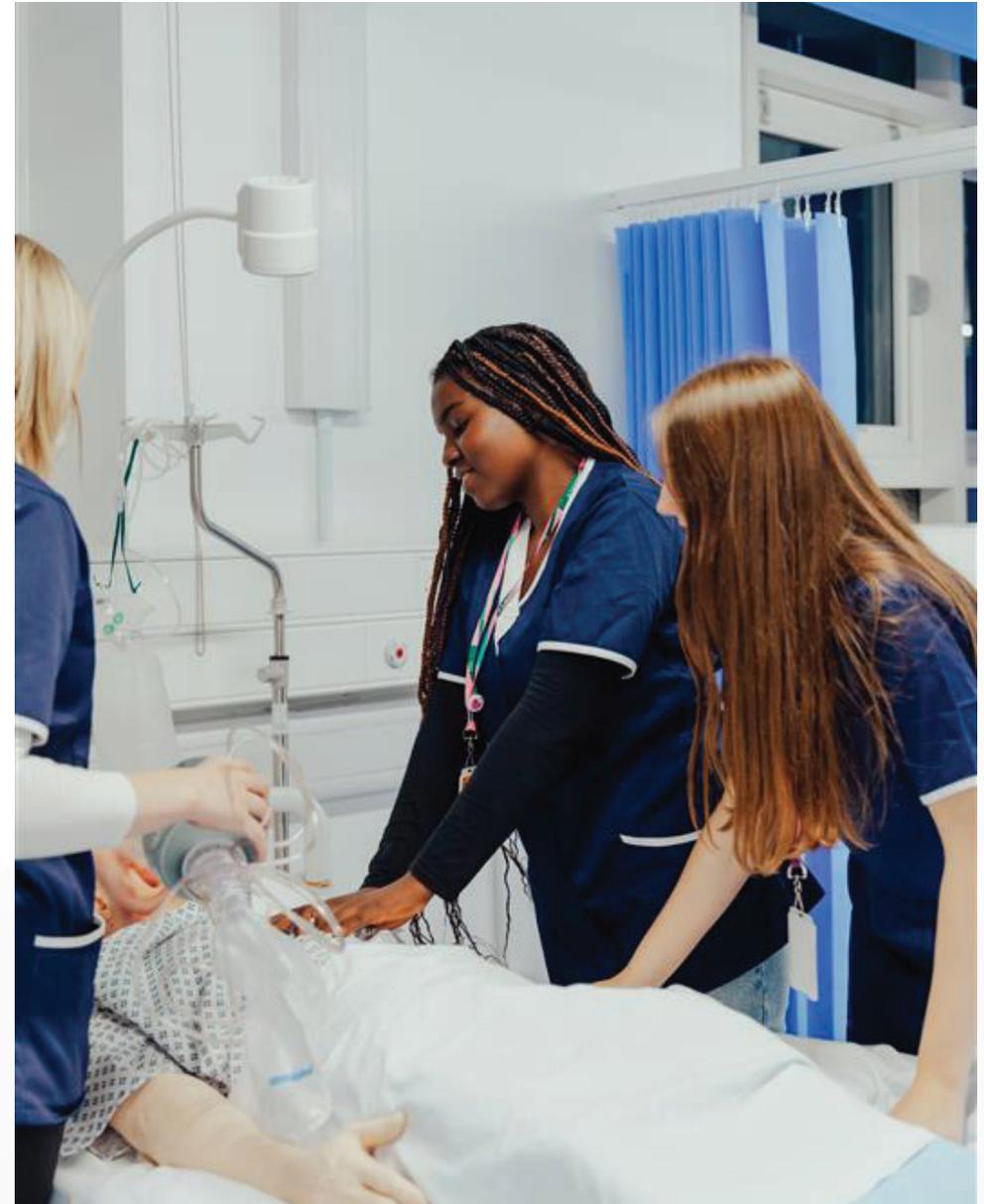
Our four Local Authorities are at the heart of this network, each bringing deep-rooted connections with communities and a shared commitment to long-term local ambitions:

- Barnsley Metropolitan Borough Council
- City of Doncaster Council
- Rotherham Metropolitan Borough Council
- Sheffield City Council

We recognise that meaningful change is only possible through collaboration. SYMCA partners with:

- South Yorkshire Police
- Statutory bodies, health and community safety
- Voluntary, Community, Faith and Social Enterprise sector
- Business and skills, including learning and business representative organisations
- Education and academia
- Public transport and active travel
- Energy networks and environmental organisations
- Housing providers
- Culture and sporting organisations

We value the unique strengths and trusted relationships these partners hold, especially in reaching seldom-heard communities. Our approach is to build on these foundations, not duplicate or displace them; co-designing projects and policies with partners and residents at the centre. As we take on new powers and responsibilities, we are committed to transparent, inclusive engagement, ensuring that decisions are shaped with, and for, the people of South Yorkshire.



Our Structure and Governance

The MCA governance model combines public sector capacity, transparency and accountability with external expertise from two advisory panels. The MCA Board is the only decision-making body in the governance structure. The Mayor and MCA Board are supported by a Business Advisory Board (BAB), the Mayor's Economic Advisory Council (MEAC) and the MCA Executive Team. The MCA Executive Team advises the Mayor and MCA Board on policy and commissions, and manages and monitors the delivery of projects. The team also supports the Mayor in carrying out the functions and responsibilities of the Police and Crime Commissioner.

The MCA Executive Team and Local Authority Chief Executives also support the decision-making process by advising the Mayor and Leaders on eight thematic portfolios. The MCA's Executive Team also take some decisions under delegation from the MCA Board.

Two statutory committees, the Audit, Standards and Risk Committee and the Overview and Scrutiny Committee, ensure that the MCA and Mayor are fulfilling their legal obligations and developing and delivering strategies and public transport services that are in the best interests of local people.

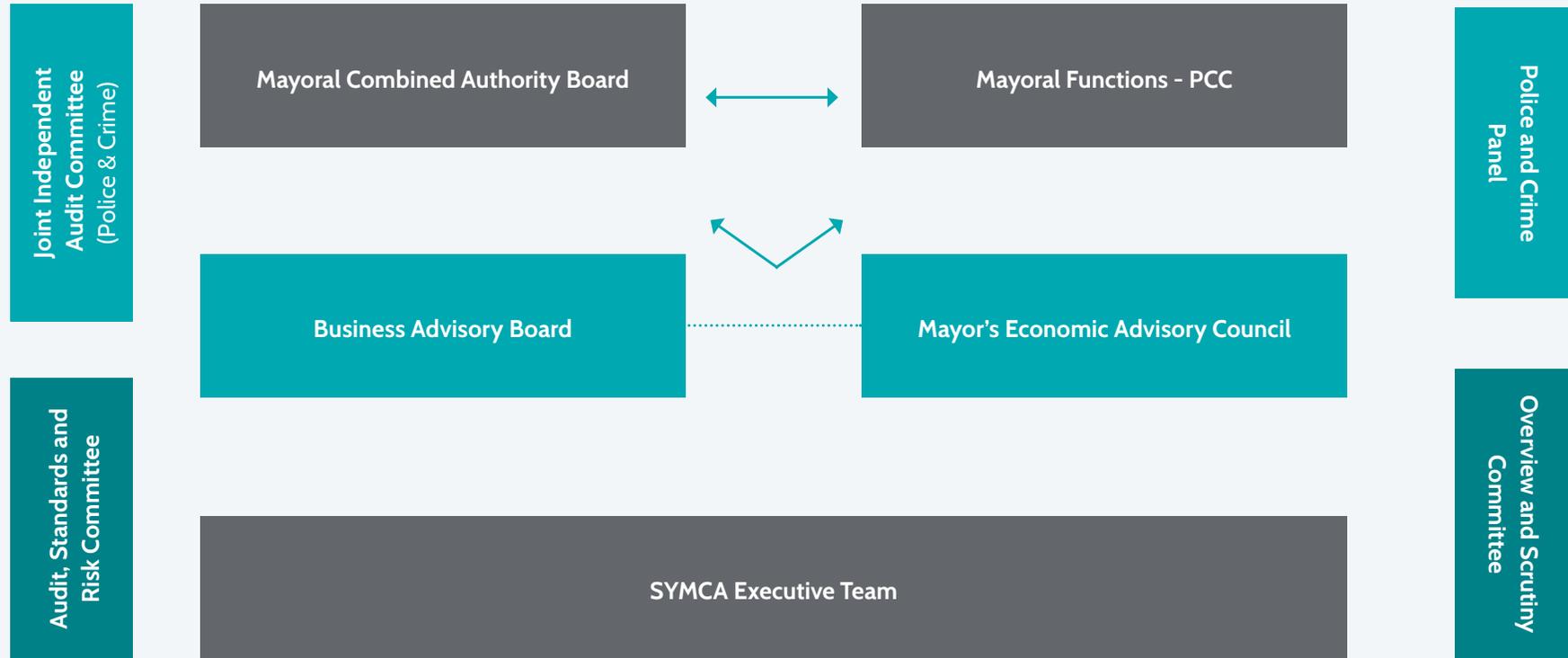
The structure of the governance model is illustrated in the diagram opposite.

The Authority also has in place an Assurance Framework which is updated annually and sets out how public money will be used responsibly, outlining the processes for ensuring openness and accountability for public funds. It outlines the key processes for:

- Ensuring accountability, probity, transparency, legal compliance, and value for money;
- How potential investments will be prioritised, appraised, approved, and delivered; and
- How the progress and impacts of these investments will be monitored and evaluated.

Outcomes Framework

Our outcomes framework is how we measure our success against our ambitions of real, positive and tangible outcomes for people here in South Yorkshire. The Government also requires us to develop our outcomes framework for integrated settlement. In the medium term, we intend to work with partners and communities to agree a set of high-level outcomes for South Yorkshire. Last year, we evolved our existing outcomes framework to reflect our new responsibilities (such as on policing and reform) and our new principles, including a particular focus on those who are often left out or left behind and the way in which we engage with our communities. For this Corporate Plan refresh, we have updated the latest data where new statistics have been released. This year's refresh of the outcomes framework is found in Annex 2. We have also included at Annex 3 the Integrated Settlement Outcomes Framework that we have agreed with Government. We plan to fully refresh our outcomes framework during the year ahead to ensure it is clear and reflects everything that we want to improve in South Yorkshire.





Our Objectives



Our Objectives

Our vision is to build a wealthier, healthier, happier and safer South Yorkshire – where everyone has the opportunity to stay near and go far. We will rebuild the pride in our industrial heritage and pioneering industries, the purpose that defined our place in the world, and the prosperity that allowed our communities to flourish. If we are to deliver the change our communities need, we need to grow a bigger and better economy across South Yorkshire, tackle the poor health which ruins lives, and improve access to opportunities, including through delivering an integrated transport system. All our work must contribute to this ambition, underpinned by our four objectives and reflecting our six principles.

This section highlights some of our achievements to date and plans for the future. Our internal business plans provide further detail.



Objective 1: Developing, delivering and commissioning the best possible services for all our communities, thinking first about those who are too often left out or left behind.

Key Example: Delivering a Free Travel Pilot for Under 18s: Barnsley's MiCard

The Mayor has committed in his manifesto to testing and trialling free public transport for South Yorkshire's young people. We have been working closely with Barnsley Council in running a two-year pilot for free bus travel for under 18s, linked to Barnsley's Great Childhood Ambition Programme. Learning from this pilot is being used to develop wider South Yorkshire proposals that will be brought to the MCA's Board for consideration.

Over 1 million journeys using the MiCard were made in the first seven months of the pilot.





Beds for Babies

The Beds for Babies: Safe Space to Sleep is a flagship programme within the Mayor's wider health strategy for South Yorkshire, tackling bed poverty and supporting early years development. Backed by £2.2 million over four years, the scheme provides Moses baskets, cots, cot beds, toddler beds, mattresses and bedding bundles to any child under five who needs them.

Delivered in partnership with Baby Basics UK and Local Family Hubs, the programme has already supported more than 2,700 children and distributed thousands of essential items. Through 'test and learn' pilots and ongoing evaluation, Beds for Babies is building an evidence base for shifting investment towards prevention and strengthening trusted relationships with communities.



Brownfield Housing

Following funding confirmation in 2020, we have successfully delivered the £65.3m Brownfield Housing Fund. This is projected to enable the development of approximately 4,000 new homes across South Yorkshire's cities, towns and other areas of regeneration. Over 650 of these are projected to be affordable homes, which would not have been developed without SYMCA support. This Programme is due to end in March 2026.

The National Housing Development Fund will replace the Brownfield Housing Fund from 2026 onwards, allowing us to continue our work in this space.



Bus Franchising Delivery

In March 2025, the Mayor took the landmark decision to bring South Yorkshire's buses back into public control by moving to a franchised model. This is important because we need our bus system to help people get into jobs, access education and make the most of what our region has to offer. It will also support our target to move towards net zero carbon emissions and improve accessibility, safety and customer experience as we phase in a fleet of new low and zero emission buses alongside franchising. The franchising scheme will see the first franchised bus services operating in Doncaster and parts of Sheffield in September 2027, with franchising rolled out across the region by the end of 2029.



Co-commissioned funding for BME reoffending programme

Working closely with the Probation Service, SYMCA is looking to provide employment, training and educational advice and guidance to a number of people on probation from ethnic minority groups across South Yorkshire. This group of people is disproportionately over-represented in the criminal justice system. This support will be phased across three years.



Community Energy and Retrofit

SYMCA is enabling community-led housing retrofit and skills development to create warmer homes, tackle fuel poverty and accelerate decarbonisation. We have supported the National Energy Action-led Community Retrofit Hub pilot, launched in Sheffield in October 2024, which embeds dedicated staff to provide hands-on support for householders and simplify access to energy-saving grants.

Alongside this, SYMCA has match-funded the first year of SY Ecofit's Retrofit Skills Task Force, backed by Aviva Community Fund, to build a skilled local workforce, promote inclusive recruitment, and strengthen collaboration across the retrofit sector. Alongside Sheffield City Council, we are also supporting the Sheffield Energy Hub pilot, which provides coordinated advice on energy efficiency and retrofit, and are evaluating its impact to inform future scaling. These initiatives form part of a wider programme to create an effective retrofit ecosystem, combining community engagement, skills development and innovative delivery models.



Every Child A Reader

Children and young people in South Yorkshire face significantly poorer developmental outcomes, including literacy rates, compared to other parts of England. All areas in South Yorkshire, apart from Barnsley, have a lower proportion of children meeting the expected standard in reading than the England average. Every Child a Reader is a flagship programme within the Mayor's Delivery Fund, backed by £2.55 million, to tackle this challenge by focusing on the first 1,000 days of a child's life—the most crucial period for shaping development. Working with Family Hubs, local councils, and early years providers, the programme provides book gifting, parental engagement, and community-based reading activities to ensure every child starts school ready to read. This investment aims to close literacy gaps, improve life chances, and build a lifelong love of reading, with evaluation embedded to measure impact and share best practice regionally and nationally.



Health is Wealth

A panel of experts from the region was convened to collectively consider what is needed to drive the Mayor's manifesto commitment to make South Yorkshire the healthiest region in the country. The outcome from the panel's work is the Health is Wealth report which was published June 2025. This report sets out a blueprint for action, focused on delivering 10 ambitious rights-based aspirations to tackle health inequalities and make South Yorkshire a healthier and wealthier place to live.

The next steps will be to develop a delivery plan, working with partners across South Yorkshire and further embedding health and equity considerations within the work of SYMCA.



Integration of Fire and Rescue

The English Devolution and Community Empowerment Bill that is currently working its way through Parliament will see the existing governance arrangements of the Fire Authority being integrated into SYMCA. These governance changes should provide opportunities to build on existing collaboration between policing and the Fire and Rescue Service and support our work building safer and stronger communities across South Yorkshire.



Parkgate And Magna Tram Train Stop And Park And Ride

Work is almost complete on the new Tram Train stop at Magna, with planned completion in early 2026. This is the first new station to be built on the Tram Train route since first opening in 2018, and the first new stop on the Supertram since the late 1990s. Work is also complete on the Parkgate link road (December 2025) and Park and Ride project, providing a 299 space car park with cycle storage and EV charging facilities for customers. These projects will support increased use of the UK's first Tram Train and relieve congestion and poor air quality within the Lower Don Valley and A6178 corridor.



Pathways to Work

Over the past year we've worked with partners to design, develop and deliver a South Yorkshire approach to helping people find and stay in work. Over the coming year we'll continue building a joined-up system, bringing together employment, health, and skills support under the Pathways to Work banner. We will continue to simplify employer support and to develop employment services that are flexible, bespoke and responsive. We will work with partners on prevention, supporting young people into employment, education or training and working with employers to promote support in the workplace. This work is underpinned by the Get South Yorkshire Working Plan and will contribute to the Government's 80% employment rate target.



Policing and Crime Commissioned Services

Our commissioned services support our Police and Crime Plan priorities and SYMCA's ambitions for prevention, safeguarding and resilient communities. Last year we invested over £10m focused on: early intervention and preventing offending, such as the Northern General A&E Navigator service; violence reduction grants that help local grassroots organisations to deliver services as well as programmes that identify and help young people at risk of committing, or becoming victims of, crime; and support for victims, almost 38,000 people received help through our commissioned multi-crime support service, Restorative Justice Service and services for victims of sexual assault/violence.



Refocusing How We Commission Our Adult Skills Funding

We continue on the journey of refocusing our Adult Skills provision, allowing us to deliver upon the South Yorkshire Skills Strategy. We have developed a methodology based on need at a place level, linked to each of the Skills Strategy Mission Areas. A number of interdependent workstreams will allow us to deliver a more impactful skills solution to South Yorkshire, supporting residents into work, and providing employers with a local talent pipeline.



Skills Bootcamps

As part of the UK Government's Skills for Life strategy, SYMCA has awarded funding to learning organisations across our region to deliver Skills Bootcamps. From July 2024, we have been delivering Skills Bootcamps across Business and Administration, Construction, Green Skills, Creative, and Digital. Skills Bootcamps are flexible short courses for learners aged 19 plus that last up to 16 weeks, delivering sector-specific skills that are in-demand in South Yorkshire and an opportunity for a guaranteed interview with a local employer. Skills Bootcamps offer a free recruitment pipeline solution to employers by providing them with a pool of candidates who have completed intensive, flexible training courses in sector-specific areas.



Walking, Wheeling And Cycling

Our current programme, to 2027 is approximately £210 million, which includes £40 million as part of wider multi-modal projects and £3.7 million for software (up to March 2025). So far, we have delivered over £120 million of investment, and completed 20 schemes including 257 new and improved pedestrian crossings, 88km of cycling routes, 36sq km of better public realm and 19 School Streets. As well as this, we have supported dozens of community walking groups, provided hundreds of e-bike loans, and supported thousands of children and adults to learn to confidently ride a bike.

In September 2025 we launched our new Walking, Wheeling and Cycling Strategy: Safer Neighbourhoods and Routes to Opportunities, which sets out our ambitious plans to support the region's objectives around growth, health and creating better places for our citizens. We were also delighted to be awarded Capability Rating 3 by Active Travel England to recognise the high quality of our schemes and our ambitious local political commitment.

Objective 2: Securing increasing levels of funding and investment that unlocks opportunities and enables us and our partners to make change happen.

Key Example: Investment Zone

South Yorkshire was announced as the first Investment Zone in the UK, securing funding to overcome viability gaps and accelerate the development of strategically important sites in and between Sheffield and Rotherham, and catalyse investment into Opportunity Sites in Doncaster and Barnsley. Our Investment Zone is home to world-class companies and universities and has powerful strengths in high-precision engineering and design, materials, manufacturing, healthcare, digital and creative technologies, future mobility, clean energy and security. We have supported businesses such as Amodo Design and their cutting-edge technologies in AI hardware, neurotechnology, robotics and healthcare innovation, and Aegiq Ltd's work on quantum computing.





Action On Energy And The Environment

Work will continue on activities aimed at addressing climate change and providing residents with secure affordable energy, for instance a series of demonstrators to help upgrade domestic heating and insulation, and a programme to deliver several thousand public electric vehicle charge points across South Yorkshire. Beyond this, the MCA is reviewing the action necessary to deliver on achieving reductions in carbon emissions, securing sustainable energy supply and protecting nature, with the aim of building a strong regional consensus about future priorities. This approach will ensure that the region takes a joined-up approach, brings in the perspectives of researchers and business, and focuses effort on the areas of greatest opportunity.



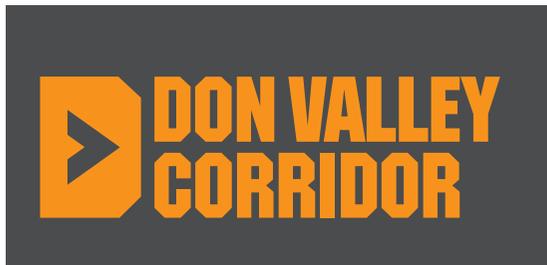
A Tree for Everyone: The Mayor's Million Trees

As part of the Mayor's manifesto commitment to plant 1.4 million trees, we set up our "A Tree For Everyone" campaign, supporting tree planting by communities, individuals, businesses and landowners to increase access to green space. In 2023 we did our first tree giveaway, giving 19,500 trees to community groups. In the 2025/26 planting season we will be supporting over 30 community tree planting initiatives across the region, aiming to plant more than 30,000 trees. We also provide funding to the South Yorkshire Woodland Partnership. Together, between October 2022 and March 2025, we have planted around 256,000 trees.



Clean Energy Industry Investment

The Mayor has set up SY Energy to bring together key local stakeholders in business, local government and academic research to identify the main opportunities and challenges for clean energy industries in the region, and to work together in addressing any issues that could help unlock investment. The board is focusing, for example, on developing opportunities in small modular nuclear reactors, hydrogen and sustainable aviation fuels.



Don Valley Corridor

The Don Valley Corridor is a flagship place-based regeneration programme for South Yorkshire. It will create a unified corridor for innovation, industry and neighbourhood renewal stretching from Sheffield City Centre to Rotherham Gateway. It brings together the UK's largest concentration of industrial research and production capability outside the South East, anchored by the AMRC, Translational Energy Research Centre, Olympic Legacy Park and major firms including Rolls Royce, Boeing, McLaren and ITM Power.

The programme will enable over 18,000 jobs and 10,500 new homes through coordinated development across the Sheffield Innovation Spine, Attercliffe, Templeborough, Rotherham Gateway, Bassingthorpe, Eastwood and Waverley's advanced manufacturing and clean energy cluster. By unlocking brownfield sites and investing in transport, energy and flood resilience infrastructure, the Don Valley Corridor will drive inclusive, sustainable, long-term regional growth.



Enhanced Council House Building Programme

South Yorkshire is unique in that all its four councils are stock owning authorities and have ambitions to deliver more council housing.

The South Yorkshire Strategic Place Partnership with Homes England has identified a key objective to deliver more council homes through pooling resources and skills. The Strategic Place Partnership will deliver and drive forward an Enhanced Council House Building Programme to support the four councils to accelerate delivery.



Forge Island Regeneration

The former footbridge across the River Don between the core town centre and Forge Island was replaced with a high-quality pedestrian bridge. This scheme was part of the works to regenerate Forge Island, the flagship scheme at the heart of the town centre. It provides an improved environment for pedestrian movements between Rotherham Town Centre, and the new mixed use leisure development, with the multi-screen cinema and the hotel that opened in summer 2024.



Integrated Employer Support Service

The Integrated Employer Support Service is South Yorkshire's single front door for all employer-facing skills and workforce development support. Led by SYMCA, it brings together the Apprenticeship Hub and Skills Bank into one coherent service that provides impartial advice, clear navigation and coordinated engagement for businesses across the region.

The service delivers a unified brokerage offer, supporting employers to plan their workforce needs, create apprenticeship opportunities, access apprenticeship levy transfers, and secure high-quality, co-funded training aligned to regional priority sectors. The service operates as a strategic intermediary between employers, providers, and partners, simplifying the system and ensuring consistent, current and high-quality interactions, that are regionally relevant.



Investing In Our Transport Infrastructure

We were awarded £570 million in July 2022 to deliver increased infrastructure capacity and support growth and productivity through the investment and delivery of the five-year City Region Sustainable Transport Settlement (CRSTS). This funding will build on the previous successful Transforming Cities Fund programme to focus on investing in improving the standards of our public transport system to unlock opportunities, drive patronage growth and strengthen the role of public transport in supporting economic growth.

We were also awarded £1.5 billion in June 2025 as part of the Transport for City Regions fund covering the period from 2027 to 2032. The investment in South Yorkshire's transport will fund major improvements to our tram network and enable us to make significant improvements to our bus network.



Investing to Unlock Housing

The National Housing Delivery Fund will replace SYMCA's current Brownfield Housing Fund programme in 2026. SYMCA has developed a South Yorkshire Housing Pipeline in partnership with Homes England to identify sites requiring public investment to deliver housing due to viability gaps. There will be a focus on accelerating social and affordable housing, for market sale and rented, to meet the needs of all our communities across the region and create places where people want to live.



Local Electric Vehicle Infrastructure (LEVI)

The Local Electric Vehicle (LEVI) Scheme will deliver a step change in public electric vehicle charging across South Yorkshire over the next 10 years and will see thousands of new chargepoints installed. The project is particularly focused on those residents who do not have access to off-street parking and are not able to install chargepoints at home. The South Yorkshire LEVI project will unlock the transition to zero emission transport for passenger vehicles, bringing us cleaner air, quieter streets, and reduced carbon emissions.



Local Remediation Acceleration Plan

Following the tragedy of Grenfell Tower and the subsequent public inquiry, mayors across England were given a key role by the Deputy Prime Minister at the end of 2024 in driving progress with the remediation of all buildings over 11 metres tall with unsafe cladding. SYMCA has begun this work for South Yorkshire by publishing a Local Remediation Acceleration Plan and will continue bringing together and coordinating activity between local partners and statutory regulators to address the national objectives of fixing buildings faster, identifying all buildings with unsafe cladding, and supporting residents.



Mayoral Renewables Fund

The Mayoral Renewables Fund will install solar panels on council-owned buildings in Rotherham and Doncaster using grant funding from GB Energy. The buildings include a new library and covered market in Rotherham, and community buildings and schools in Doncaster. The power generated will reduce the operational costs of the buildings and support the decarbonisation of the national electricity supply grid by 2030. SYMCA will continue to work with GB Energy to identify further opportunities for renewable energy projects in South Yorkshire.



New Transport Brand and Vision

Transport isn't just about getting from A to B. It's how opportunities move, how communities connect, and how life in South Yorkshire works. In the Mayor's Vision for Transport we're laying out a clear vision for a transport system that works for everyone across Barnsley, Doncaster, Rotherham, and Sheffield. This vision is for an integrated transport network that is people focussed, affordable, safe and easy to use, built to last and easy to get around. Delivery of this vision will take time and money but we're pushing for bold investment because better connections make a real difference.

We want everyone in South Yorkshire to feel proud of their transport network. This is why we launched the Mayor's Vision for Transport alongside a new brand that will put the needs of people at the heart of the transport network. This vision isn't just about buses, trams, or roads. It's about people. It's about making sure every community feels the benefit of a transport system built for them.



Preparation for Integrated Settlement

From 2026/27, SYMCA will be in line to receive an integrated settlement from Government. This is the most significant change in the MCA's funding environment since its inception in 2014, moving us to a more consolidated, flexible funding structure where we can better target funds to South Yorkshire's priorities. This year we have commissioned several programmes of work to support our transition to operating the integrated settlement. We have developed an Integrated Settlement Outcomes Framework with agreed outcomes, indicators, and targets. We have self-assessed our "readiness" across governance, assurance and corporate systems and laid out an improvement plan for where we need to invest, such as in more modern systems. We have also been developing new working practices to allow us to operationalise and fully maximise the benefits of the integrated settlement, including decision-making processes, working practices and different models of programme management and place-based working.



Reduced Bus Fleet Emissions – Sheffield Clean Air Zone

Alongside bus franchising we will also be working closely with Sheffield City Council, bus operators and Government on the roll out of electric buses onto dedicated routes in Sheffield, linked to additional Clean Air Zone-related local and national funding that has been sourced. While the implementation plan is still being finalised, the deployment of these additional electric buses is expected to align with the first phase of bus franchising at the end of 2027.



Renewing And Extending The Supertram

Renewing and extending the Supertram will secure Sheffield's tram network as a cornerstone of sustainable growth. The tram is one of the most important tools South Yorkshire has for connecting people to jobs and training. For over 30 years, Supertram has connected communities to jobs, education, and leisure, shaped housing and commercial development, and reduced car dependency.

Renewal will deliver a modern fleet of twenty-five trams and seven tram trains, ensuring reliable, frequent services and inclusive access for all. Extensions will unlock even greater benefits, with a focus on linking new developments, tackling transport-related social exclusion, cutting emissions, and widening opportunity across South Yorkshire. This investment safeguards Supertram's vital role and strengthens its future as a driver of economic, social, and environmental progress.



Rotherham Gateway Station

Rotherham Gateway is a transformative investment for South Yorkshire, creating jobs, attracting investment, and connecting communities. Located near Rotherham Town Centre, it will deliver faster, more reliable services - cutting journey times to Leeds by 30 minutes - and act as a key hub in Northern Powerhouse Rail. The scheme supports 1,000 direct jobs, 8,000 jobs across the Investment Zone, and £1.2 billion private investment. Integrated with Station Quarter and the Innovation Campus, it will drive advanced manufacturing, green tech, and digital growth, unlock 3,000 homes, and boost local business. More than a station, Rotherham Gateway is a catalyst for regeneration: delivering £52 million in local economic uplift and long-term opportunity, contributing £10 million in new railway income, and attracting new industries to the borough.



Sheffield City Centre and Innovation Spine

SYMCA has supported and continues to support investment into the delivery of a wide variety of projects across the city centre in Sheffield, our core city. This includes investment into Heart of the City 2 – Leah's Yard and Block A, the redevelopment of Fargate and the Castle Site, cultural investment into Harmony Works and S1 Artspace, as well as support for the mixed-use West Bar scheme. A number of housing, active travel and public transport interventions are also being delivered and are designed to support the wider place regeneration aspirations of the city.



Spatial Development Strategy

Introduced through the Planning and Infrastructure Bill, the Spatial Development Strategy is a planning document that will set out strategic policies for land-use and development in South Yorkshire. It will address cross-boundary issues, guide where new growth should take place, set out how strategic infrastructure will be delivered, and how we protect our natural environment and improve climate resilience. It will give the Mayor and SYMCA a statutory role in the planning system for the first time, with further planning powers due to be made available through the English Devolution and Community Empowerment Bill.



Unlocking Private Investment

By investing in land remediation, improving infrastructure, and promoting co-investment in productivity enhancements, we are driving increased levels of private-sector investment in South Yorkshire. This is essential for the South Yorkshire Investment Zone (IZ). Our goal is to address the viability gaps that hinder business expansion and relocation.

The South Yorkshire Innovation Programme, a partnership between SYMCA, the four local authorities and Sheffield's universities, is designed to help organisations from across the regions to innovate and grow. SYMCA has provided £3m to support the programme and drive economic growth and inward investment into South Yorkshire.



Waverley Station

The Waverley Rail Station will provide a new two-platform facility serving the Advanced Manufacturing Park and Waverley New Community, addressing the lack of public transport links. Strategically located in the Advanced Manufacturing District, next to world leading companies like Boeing, McLaren and Rolls Royce, it will connect the wider Waverley area to Sheffield, Rotherham, Worksop and Lincoln, offering a sustainable alternative to car travel. By unlocking housing and commercial development across fifty sites, the station will boost investor confidence, attract talent, and drive growth in advanced manufacturing and green technology.

Objective 3: Working with and for the people of South Yorkshire, bringing together our communities, stakeholders and partners.

Key Example: Children's Capital of Culture

In 2025, Rotherham became the world's first Children's Capital of Culture, providing every child and young person with a chance to help shape their borough's future, and access training and skills opportunities. The year showcased imagination and community through major events from music, dance, drama, films and food. Kickstarted by the inaugural Rotherham Winter Light Festival, the borough celebrated becoming the world's first Children's Capital of Culture.





Active Travel

Ed Clancy OBE became South Yorkshire's first Active Lives Commissioner in 2025 after serving as Active Travel Commissioner from 2023. His expanded role builds on the Memorandum of Understanding signed between SYMCA, Sport England and the Integrated Care Board with the goal of developing a regional strategy to help people move more for their health and wellbeing.

As Commissioner, Ed promotes a whole system approach; one that recognises we need to join up the 'hardware' we build on the ground, like crossings and better green spaces, with the 'software' that helps people get active every day like parkrun, community sports and helping children be active at school.

We want places where being active feels natural, safe and achievable for everyone. In 2026 Ed will lead work with local authorities, the NHS, major employers and our communities to develop our new regional action plan.



Citizens' Assembly on Climate Change

Between October and December 2023, South Yorkshire convened its first Citizens' Assembly on climate change. One hundred residents were selected by civic lottery from 30,000 invitations to be demographically and geographically representative of the region. Over a series of meetings held across Barnsley, Doncaster, Rotherham and Sheffield, members learned from experts, deliberated and voted on how South Yorkshire should respond to climate change to build a thriving, sustainable future. The Assembly produced a shared vision and 14 priority recommendations spanning transport, skills, places, business decarbonisation and nature recovery.

These recommendations have since been published, with the Mayor confirming his commitment to "do politics differently" by putting residents' voices at the heart of decision-making.



Community Confidence Board

The Mayor is committed to prioritising community voices, especially those from victims of crime. Trust and confidence in policing generally has declined in recent years – and is affected by both national and local issues. In looking to rebuild public trust in policing, the aim will be to provide a platform to understand levels of public trust for concerns to be raised, to influence what should be regarded as local priorities and to co-create solutions.

That platform will be through the establishment of a Community Confidence Board (CCB), which will aim to enhance transparency, accountability, and seek to be inclusive of dialogue on policing, public safety and community confidence. It will seek to actively listen to a diverse range of people who are representative of the communities of South Yorkshire and provide a platform to voice concerns, influence policing priorities, and co-create solutions.



Connected By Water

The flooding in 2019 provided the catalyst for the creation of the Connected by Water partnership - an alliance of seven partners; SYMCA, our four SY local authorities, Environment Agency and Yorkshire Water.

Working with communities and businesses, the partnership looks at ways to build flood resilience, reduce the impact of the climate emergency, and provide solutions to water management issues across the whole South Yorkshire catchment area.

Our mission is to take a catchment-wide approach to managing water, increasing resilience to flooding and climate change, and supporting communities to become more resilient while promoting the value of effective water management that underpins economic growth. We are collaboratively delivering flood risk schemes, developing an Integrated Flood & Water Management Plan, and aiming to secure around £400m to implement integrated, catchment-wide solutions.



Homelessness Prevention

Access to a warm affordable home for all is key to prevention of homelessness. SYMCA has engaged with partners across local authorities, housing providers, health, criminal justice, and the voluntary community and faith sector to understand the challenges and opportunities in tackling homelessness.

Funding has been secured to progress this work, reinforcing our commitment to reducing homelessness and supporting those at risk. This provides capacity to progress the recommendations highlighted through engagement with key stakeholders above, including people with lived experience.

The Homelessness Prevention Programme will develop a region-wide cross agency approach to ensure no one at risk of homelessness falls through the system, and create a South Yorkshire Homelessness Framework aligned with national strategy, improving pathways between services, and strengthening access to housing, employment, and skills.



Health On The High Street

The project will create a health and wellbeing hub within the Alhambra Shopping Centre located immediately adjacent to the Glass Works at the heart of Barnsley town centre. The project will be delivered in phases and will ultimately expand the range of services and facilities available in the town centre, creating a viable and sustainable economic asset for the town. Phase 1 opened in November 2025 with outpatient services for ophthalmology, optometry and retinal screening transferring from Barnsley Hospital to the new hub.



Let Zero

SYMCA is leading innovative approaches to improve energy efficiency in the Private Rented Sector (PRS) and tackle fuel poverty. Through the Innovate UK-funded Let Zero project, we have developed a One Stop Shop service that helps landlords comply with regulations, retain properties in the rental market, and deliver retrofit improvements. This locally designed model, proven through research and market testing and with the support of our local authorities, is attracting national interest as a potential blueprint for PRS decarbonisation. SYMCA has committed feasibility funding to extend the service and assess options for a sustainable commercial model. Let Zero has also strengthened South Yorkshire's retrofit ecosystem by convening supply chain partners and supporting the development of the Sheffield Energy Hub in Sheffield. SYMCA is also contributing to an Microgeneration Certification Scheme Foundation-funded project developing data-led policy proposals for “reluctant landlords” as a targeted consumer segment.



Local Nature Recovery Strategy

A statutory Local Nature Recovery Strategy is being led by SYMCA to enhance and create natural habitats, reverse nature's decline and achieve multiple benefits for communities, from natural flood management to storing carbon. A wide range of stakeholders are engaged – through a public survey we have heard from over 900 members of the public, we've reached out to seldom-heard communities, farmers, and a range of conservation organisations and expert voices. In 2026, we will launch a public consultation to build on this engagement and publish an ambitious strategy for action touching every part of South Yorkshire.



Our Engagement Strategy

SYMCA is committed to transforming how we engage with residents, partners, and stakeholders across the region. Our Engagement Strategy will be co-designed to build on the foundations set out in our Statement of Intent for Engagement and reflects our ambition to “do politics differently” by putting people at the heart of decision-making.

The strategy will embed a culture of meaningful, two-way engagement throughout SYMCA, moving beyond traditional consultation to genuine participation and collaboration. We will work closely with our four local authorities, the voluntary, community, faith and social enterprise sector, businesses, academia, and other partners to ensure that all voices, especially those so often left out, are heard and valued.

There will be a key focus on honesty, transparency, accessibility, and continuous improvement. We are committed to aligning with equality, diversity, and inclusion principles, and to measuring the impact of our engagement activities.



People Led Approach to Nature and Trees (PLANT)

This group is made up of 10-15 stakeholders representing the diversity of voices, interests, skills and perspectives present in South Yorkshire communities. The group was set up to support the Mayor's 1.4 million trees project and have been key in building a community-led approach to the programme by building in local knowledge, needs, and priorities.



Safer Roads Partnership

The number of deaths and serious injuries on South Yorkshire's roads is too high. Our road network must be safe for everyone who uses it. To tackle this, we formally adopted the 'Vision Zero' approach in 2022 to prevent death and serious injury on our roads and work under the Safe Systems approach. Our strong Safer Roads Partnership is made up of partners from across the region, including our councils and South Yorkshire Police. In 2026, we will be publishing a clear evidence-based action plan to reduce the number of people killed and seriously injured on our roads using a whole-systems approach.



Safe, Warm, Healthy Homes

In liaison with the South Yorkshire Housing Partnership, including the four local authorities we are developing a range of South Yorkshire-wide projects and programmes that will help improve existing homes, support better health and wellbeing amongst residents, and help address homelessness across the region. These will support the Mayor's Health is Wealth aspirations on ensuring everyone has access to a warm safe home and preventing homelessness. These projects and focus areas were identified following extensive engagement with health and housing colleagues exploring where greater integration and collaboration at a regional level could result in reduced health inequalities and improved health outcomes.



Strategic Place Partnership

The South Yorkshire Strategic Place Partnership (SPP) with Homes England was launched in 2024 and is chaired by the mayor. The aim of the partnership is to collaborate on the development of integrated and holistic area-based regeneration solutions and place-based housing growth, aligning Government and other funding, investment and support, and enhancing locally-led housing growth and regeneration.

The SPP aims to deliver investment-ready housing proposals, increase high-quality energy-efficient affordable homes including expanded council-built stock, and support local areas to develop regeneration plans that create sustainable neighbourhoods and advance regional growth, inclusivity, and levelling up goals and objectives.



Stops and Shelters Regeneration Programme

Throughout 2026 and subsequent years, we will embark on a rolling programme of stop and shelter regeneration across the integrated transport network. This programme will be shaped by customer feedback, and we have already begun asking users and non-users what they would like to see in these shared spaces. The programme will consist of refresh, revive and reimagine elements and should mean that stops and shelters across the network will feel like cleaner, safer and more enjoyable places to be.

Objective 4: Championing South Yorkshire locally, regionally, nationally, and internationally.

Key Example: South Yorkshire Airport City

A successful airport is crucial to the growth of our economy. It will improve connectivity and build a region where people can stay near and go far. In partnership with City of Doncaster Council we have agreed a comprehensive funding package for reopening the former Doncaster Sheffield Airport (DSA). In September 2025, South Yorkshire's leaders unanimously approved a landmark £160 million investment through SYMCA to back the airport's return. In the past year we have also secured funding contributions from UK Government.

We now move into the delivery phase of the airport reopening as City of Doncaster Council agreed to borrow £57m to get the airport fully operational. South Yorkshire Airport City is a vital pillar of Doncaster and South Yorkshire's economic growth plans. It is one of four South Yorkshire growth areas, a business rate retention area and Investment Zone site.

The vision is to transform the airport site into a broader hub for sustainable aviation and advanced manufacturing. By capitalising on the region's status as the UK's first Advanced Manufacturing Investment Zone, the Airport City programme aims to drive new investment, supply chain growth and thousands of jobs at the Gateway East development and beyond, ensuring the reopened airport becomes a catalyst for wider regional prosperity. The project has been endorsed by the prime minister, the chancellor and local business stakeholders.





Barnsley Principal Towns Programme: Phase 4

The Principal Towns Phase 4 Programme is a £20–21 million place-based regeneration initiative designed to drive economic growth, resilience, and vibrancy across Barnsley's six principal towns through coordinated investment in business support, high streets, commercial development, and specialist housing. Building on earlier phases, it delivers five interconnected sub-programmes that target business start up and resilience, reduction of vacant units, improved public realm, enhanced community assets, and supported housing provision aligned with the All Age Accommodation Strategy. Collectively, these interventions aim to create stronger, more resilient local economies, increase employment opportunities, and ensure long-term, inclusive place-based growth across the borough.



Big Clean

Working in partnership, SYMCA will use some of the monies confiscated from criminals to undertake a Big Clean initiative across South Yorkshire. This initiative will look to tackle graffiti, general untidiness and fly-tipping across our most loved public spaces. It will call upon some offenders to give back to our local communities through 'Community Payback'.



Bloomberg i-Team

South Yorkshire's Bloomberg i-Team is a dedicated innovation unit funded through Bloomberg Philanthropies' global programme to help cities tackle complex challenges using data, design, and collaboration. We are in the process of establishing a team to apply human-centred design and evidence-based approaches to develop and test solutions that improve citizen experience for areas such as public transport and the Every Child a Reader Programme.



Business Advisory Board

The South Yorkshire Business Advisory Board is committed to growing South Yorkshire's economy and driving business growth. It is made up of some of the region's brightest and best business leaders, who work together with the Mayor to challenge, champion success and ensure the business voice is heard loud and clear.

The Board is co-chaired by Louisa Harrison-Walker OBE, representing the three South Yorkshire Chambers of Commerce, and Tariq Shah OBE, director of the Vigo Group – a leading, sustainability-driven, transformational property enterprise. The Board will deep dive into the urgent and important issues facing our region. It will provide much-needed insight to help shape and design innovative policies and programmes and positively challenge SYMCA and partners to ensure local support really works for businesses and communities.



Castlegate

Using a combination of Levelling Up funding from central Government, and a SYMCA Gainshare contribution, The Castle Project will deliver the regeneration of the Castle Site – the former site of Castle Market at Exchange Street in Sheffield city centre, which had remained derelict since the demolition of the markets in 2015.

The transformation includes a new public realm, open space and events space, and the opening up of the River Sheaf, whilst preserving the site's archaeology that is vital to a full understanding of Sheffield's history. Careful archaeological excavations have revealed key areas of the castle ruins, which will be on display within the public space; the scheme also includes the creation of six development-ready land plots.

The completed scheme will encourage visitors to the area and re-establish Castlegate as a key destination and provide opportunities for commercial development and economic regeneration.



Clean Energy Investment Into AMRC

Rolls-Royce SMR is setting up a multi-million pound facility in Sheffield, UK, to manufacture and test prototype modules for its small modular reactors (SMRs). The Rolls-Royce SMR Module Development Facility - housed within University of Sheffield's Advanced Manufacturing Research Centre's existing Factory 2050 facilities - will produce working prototypes of the individual modules that will be assembled into Rolls-Royce SMR power plants. The first phase is worth £2.7 million and will be part of a wider package of work that will further de-risk and underpin the Rolls-Royce SMR programme. The modular approach is unique within the nuclear industry but is widely used and well proven across the oil and gas and renewables sectors.



Clean Energy and Low Carbon Solutions

We are driving forward clean energy and low carbon solutions through innovation and collaboration. As a region, we are establishing ourselves as a leader in low carbon, resilient energy and are well positioned to deliver the Government's Industrial Strategy ambitions for 'affordable energy and clean growth'.

We are leading by example and have already established collaborative partnerships between academic institutions and businesses, including major research programmes leading to innovative low carbon technologies. Our position within the Northern Powerhouse, which generates 27 per cent of UK electricity, is backed by unique assets and a committed approach to renewables.

South Yorkshire is home to The University of Sheffield Energy Institute, including the Translational Energy Research Centre, a new national scale facility for low carbon energy, Clean Power Hydrogen based in Doncaster, and the ITM Power gigafactory, to name just some clean energy businesses and research activities in the region.



Crossed Wires: The Podcast Festival

Crossed Wires: The Podcast Festival launched in summer 2024, bringing the UK's biggest names in podcasting to Sheffield's most iconic venues. As regional partner and host sponsor, SYMCA helped establish the festival with a three-year funding commitment, ensuring its growth and sustainability. Now an annual event, Crossed Wires has quickly become a cornerstone of South Yorkshire's cultural offer, attracting national audiences and global attention. The festival combines blockbuster live shows, a buzzing fringe, and partnerships with major platforms like BBC Sounds and Amazon Music, showcasing our commitment to championing South Yorkshire's creative industries on the national and international stage.



Investment Focused Events Programme

UKREiiF, held in Leeds, brings together SYMCA and our four local authorities to showcase the investable propositions for South Yorkshire on an international stage. The three-day event attracts over 16,000 delegates from across the globe. Attended by the Mayor and political and business leaders, it covers a range of engaging discussions and panel sessions looking at how housing, health, transport and inward investment all encourage inclusive good growth across our region.



Making South Yorkshire The Healthiest Region

The Integrated Care Partnership, chaired by the Mayor and made up of experts from across the region, is a key forum to deliver our ambition to make South Yorkshire the healthiest region in the country. We will continue to support its work with a focus on the importance of everyday physical activity, better integration of health and housing and greater integration between work and health systems. We will continue our work with partners to develop a cancer strategy and support the establishment of a South Yorkshire Digital Health Innovation Hub, using cutting-edge technology to solve health problems. We will work with our local authorities and our NHS to improve hospitals, healthcare facilities and access and bring healthcare closer to our communities.



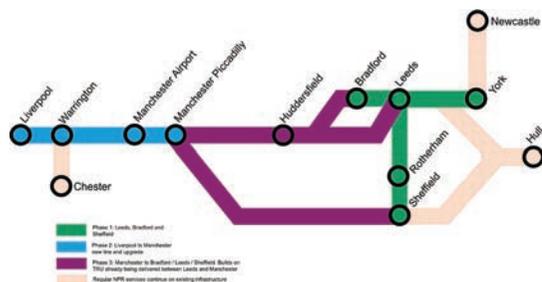
Mayoral Economic Advisory Council (MEAC)

The MEAC aims to strengthen South Yorkshire's position as a thriving business hub by advising on our growth strategy and championing our economic potential. Members include national and international experts such as Andy Haldane, Dame Kate Barker, Bruce Katz and Sir Martin Donnelly.



The Mayor's International Trade Visits Programme

Part of the Mayor's ambition is to grow the South Yorkshire economy in terms of investment and higher value jobs. Our Local Growth Plan sets out sectors and focuses for that growth. The Mayor's involvement in the International Trade Visits Programme means we have a high-profile political figure to open doors in international markets where we would otherwise struggle to do so. In partnership with the Great North and other metro Mayors and central government, Oliver will be showcasing South Yorkshire in USA, India and China over the next 12 months.



Northern Powerhouse Rail

The Government's announcement in January 2026 of £45 billion of investment in Northern Powerhouse Rail (NPR) reflects the hard work and collaboration of SYMCA colleagues to champion South Yorkshire. People across South Yorkshire will benefit from better connected, faster and more reliable train journeys as part of these plans.

The first phase of the NPR programme will focus on connecting Sheffield and Leeds with more frequent services running on electrified lines - building Rotherham Gateway rail station by 2031 is included in this phase, pending the approval of a business case. As set out in the White Rose Plan for Rail, the aim is to deliver up to four fast trains an hour between Sheffield and Leeds, with a 30 minute connection which will help unlock over a million extra journeys a year. In phase 3 of NPR, the focus will be on improving Transpennine connections between Sheffield and Manchester.



The Seam Digital Campus

Barnsley Council and partners have a long-term ambition to establish the town as a magnet for high-value talent and businesses within the creative and digital technologies sector, whilst accelerating the adoption of digital technologies and skills across our business base, anchor institutions and residents. Becoming a leading digital town will deliver good jobs, healthier and inclusive communities, and a resilient economy and labour market.

Learning from a European digital and technology strategy programme was translated into development plans for the Seam Digital Campus, which includes business development programmes, an enhanced public realm and plans for a new National Centre for Digital Technologies.



South Yorkshire Narrative

SYMCA will work with communities across South Yorkshire to co-develop a shared story for the region which resonates positively and generates a sense of pride. This work will create a new brand for South Yorkshire and also an extensive activation programme of cultural and community moments over following years to unite the people of South Yorkshire and also market the region globally to support our significant growth ambition.





Our Resources, People and How We Are Funded

Our People

Information Management, Data and Digital

How We Are Funded

Our People

SYMCA employs approximately 400 people, led by the Chief Executive and supported by the Executive Leadership Board, with responsibility for delivering the Mayor's and MCA's priorities.

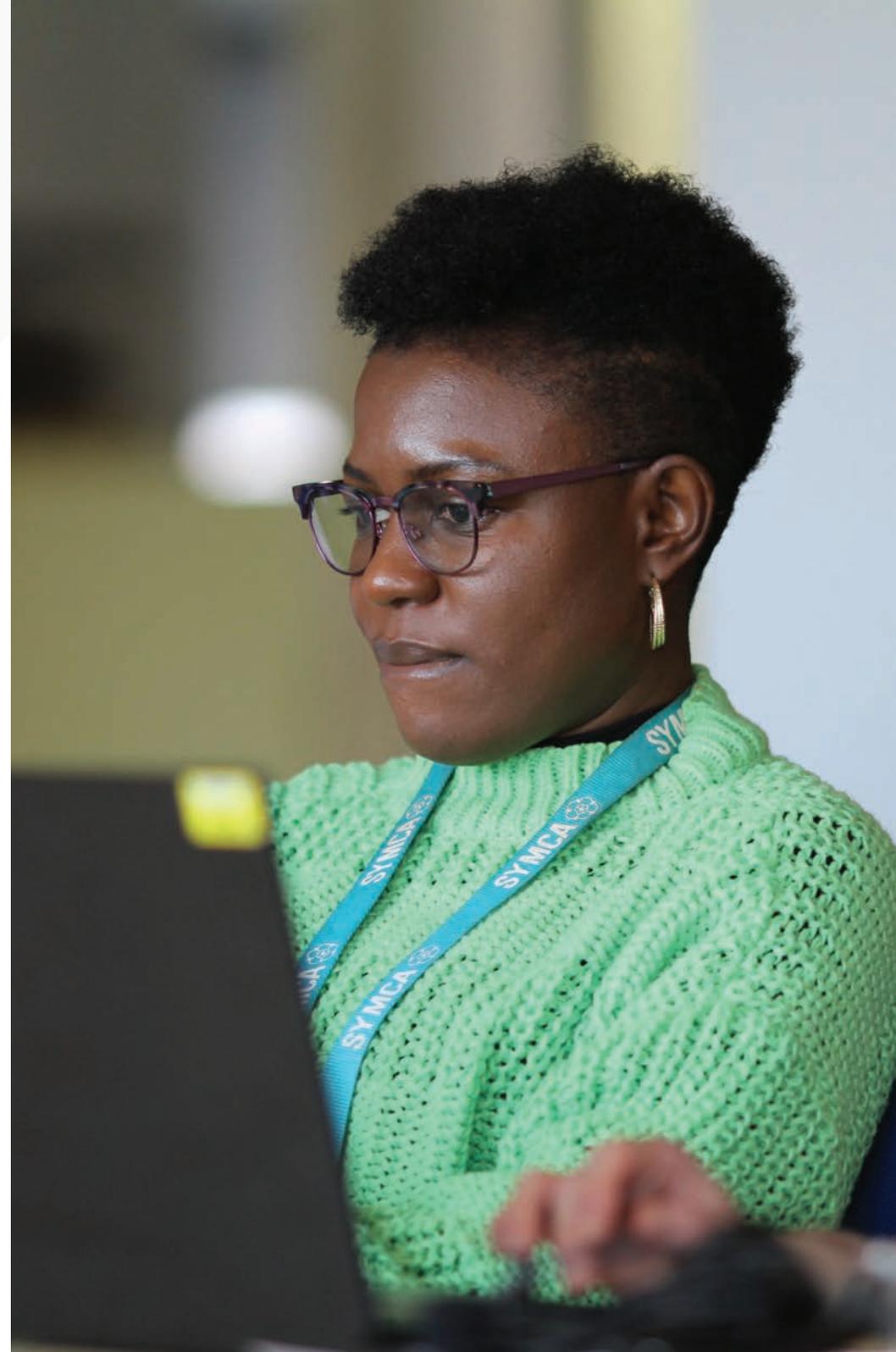
On our journey to be a high performing organisation, our People Plan focuses on:

- Building capability and capacity so we have the right skills and resources to deliver our ambitions.
- Supporting and caring for our colleagues with a strong emphasis on wellbeing and creating an environment where everyone can thrive.
- Learning and development, ensuring colleagues have access to opportunities that help them grow and succeed. We are also investing in leadership development, introducing a leadership framework and programmes designed to equip leaders to manage change effectively and deliver our ambitions.
- Inclusion and diversity, reinforcing our commitment to creating diverse, inclusive teams where every colleague feels valued and encouraged to contribute.
- Listening and acting, using feedback from our employee survey to shape improvements and strengthen engagement.

All our colleagues participate in our Valuing Individual Performance (VIP) process which sets clear objectives, recognises achievements and supports development so colleagues can excel in their roles today and in the future.

This year, alongside the People Plan, we are undertaking a workforce planning and capacity review to ensure we have the right skills, resources, and structures to deliver on our priorities both now and in the future.

Our biggest strategic risk is our capacity. SYMCA is significantly smaller than other MCAs with similar remits. While our staff are highly skilled and dedicated, our size affects our ability to deliver the scale of change South Yorkshire needs. We are working with the Local Government Association to assemble the evidence on what our capacity needs to look like. Alongside this, we are undertaking a workforce planning exercise to ensure we have the right skills, resources and structures to deliver our priorities both now and in the future.



Information Management, Data and Digital

Information management sits at the centre of the organisation's work. Information, data and systems are treated as shared assets that support better decisions, safe services and clear accountability. This work underpins the corporate plan by giving the organisation the systems, insight and security needed to deliver its wider ambitions.

Over the life of this plan the organisation will:

- Deliver the digital strategy and transformation roadmap
 - Move towards a joined-up set of core systems so information is consistent, secure and easy to use
 - Design systems and integrations that can adapt as organisational needs change
 - Build self-service tools that reduce manual work and improve access to information
- Strengthen information management and data governance
 - Set clear standards for how information is created, stored, shared and retained
 - Improve data quality so there is one trusted source for figures used in planning, performance and finance
 - Develop a consistent approach to records management that supports legal duties and improves access to information
- Build a shared data platform as the north star for insight
 - Bring together organisational data into a secure and well-governed platform
 - Use common data models and shared metrics to give a clear and consistent view of performance and impact
 - Open appropriate data for partners and communities while protecting sensitive information
- Mature cyber security
 - Treat cyber risk as a core organisational risk with clear accountability and regular reporting
 - Strengthen monitoring, response and recovery with specialist capability where needed
 - Align controls with national standards and prepare for future security requirements
- Use data and digital tools responsibly
 - Apply clear principles for AI, automation and analytics with strong oversight
 - Be transparent about how data is used and the value it brings

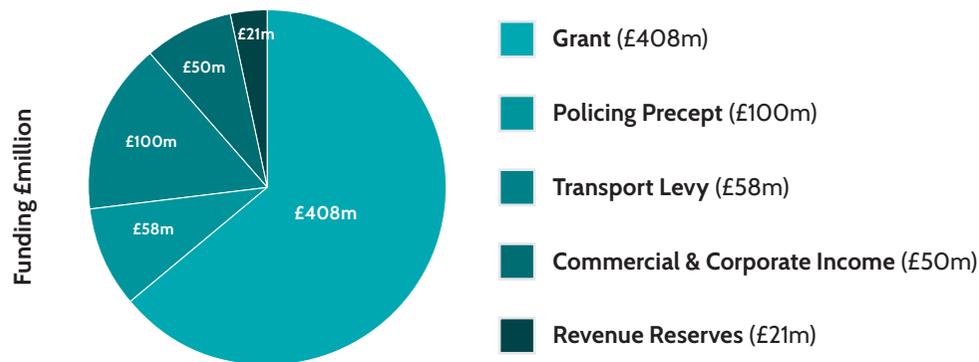
How We Are Funded

In the last full financial year, 2024/25, we had the highest ever levels of MCA-led investment into South Yorkshire through the capital programme and revenue budget. Key achievements included:

- At c. £215 million, the MCA has recorded its highest ever levels of revenue expenditure, boosted by exceptional treasury income performance which alongside MCA Gainshare funding has also allowed the MCA to fund a three-year investment programme designed to support the delivery of the Mayor’s manifesto commitments across several MCA portfolio areas.
- At c. £149 million, the MCA has recorded one of its highest levels of capital expenditure.

The revenue budget for 2025/26 was approved by the MCA Board on 18th March 2025. This now includes Policing and Reform (former OPCC) and South Yorkshire Police.

As shown in the chart below, about two thirds of the budget is funded by Government grant. The second largest funding source is the Policing precept followed by the transport levy, which is paid by the four constituent member authorities in proportion to their populations. Commercial and corporate income includes funding generated from treasury management activities, income generated from the MCA estate, retained business rates from the Enterprise Zone, and income generated from concession and ticketing activity.



As shown in the table below, budgeted expenditure is recorded by portfolio to reflect the MCA’s governance changes implemented in 2023/24. Policing and Reform includes the budgeted expenditure for South Yorkshire Police. Corporate items include debt charges and capital financing costs.

Revenue Expenditure by Area	Budget Revision 2 2025/26 £k
Travel & Transport	£87,985
Growth & Skills	£99,993
Housing & Infrastructure	£909
Net Zero & Environment	£823
Creative, Culture & Digital	£1,155
Best Start in Life	£695
Health Inequalities	£257
	£191,816
Corporate Items	£13,323
Mayoral Office	£563
Policing and Reform	£398,282
Other MCA Executive	£8,559
Revenue Gainshare	£12,000
Expenditure before Appropriations	£624,543
Appropriations to MCA Reserves	£9,600
Appropriations to Police Fund Res.	£2,378
Total Revenue Expenditure	£636,522

The complexion of the chart and table above is likely to vary considerably in the future, as the MCA adopts the Integrated Settlement. This will see the consolidation of various funding streams into a single pot, with longer term certainty and greater flexibility in the deployment of funding.

The table below shows the forecast capital delivery at the end of quarter 2 2025/26. The capital programme is expected to grow significantly over the next few years as the Tram Asset Renewal and Bus Franchising projects ramp up and we support the development of key economic investment sites. The MCA capital programme is fully funded by grant and capital receipts. The Police capital programme represents the replacement of essential equipment to deliver policing services and is funded by borrowing.

Capital Programme	Budget Revision 2 2025/26 £k
Transport Programme:	
Transforming Cities Fund	£18,779
City Region Sustainable Transport	£63,686
Active Travel	£5,556
Mayor's Sustainable Transport Fund	£1,791
Network North funding	£364
Local Highway Maintenance	£5,627
TSOG & Green Light Funding	£0
	£95,803
Gainshare Programme	£21,612
Brownfield Housing	£19,362
Investment Zone	£2,315
Local Electric Vehicle Infrastructure	£0
Shared Prosperity Fund	£5,743
Recycled Local Growth Fund	£121
Digital Programme	£301
Policing and Reform	£12,922
Corporate ICT and Asset Investment	£4,403
Total Capital Expenditure	£162,583





Our Strategic Risks and Risk Management Plans

Glossary



Our Strategic Risks And Risk Management Plans

Effective risk management is a key principle of good governance and decision making. It enables SYMCA to pursue its ambitions and priorities in the most effective and efficient way, bringing about better outcomes for residents and businesses in South Yorkshire.

We embed effective risk management throughout the organisation by:

- Ensuring we have a structured and consistent approach, and roles and responsibilities are built into the organisational structure and reporting lines
- Using the approach to facilitate effective prioritisation of resource
- Using data and management information to build up a full picture of risks to facilitate good decision making and continuous improvement
- Ensuring continuous review of risks and mitigations and risk management is reported on regularly
- Ensuring that all risks are managed at the most effective and practical level and escalation takes place appropriately
- Commissioning further reviews, as required, to ensure arrangements remain fit for purpose and risks are managed effectively
- Providing user friendly risk management guidance and support based on good practice

Through effective management of risk, we are able to prioritise and manage both threats and opportunities to the delivery of our objectives. By implementing and embedding a continuous and standardised approach to risk management we are able to prioritise resources and implement effective and proportionate controls to manage threats and exploit opportunities. Consequently, risk management is a fundamental and demonstrable factor of all decisions taken by SYMCA.

Glossary

Adult Skills Fund

Devolved funding to support adult learners in devolved areas to gain skills which will lead them to employment, or enable them to progress to further learning which will deliver that outcome.

Brownfield Housing

The construction of housing on brownfield land, which refers to land that is, or was previously, occupied by a permanent structure. This could include empty buildings, former car parks and industrial land.

Bus Franchising

Under a bus franchising model, SYMCA will take control of the bus network including depots, bus fleets, routes, timetables, service standards, tickets and fares, starting in Doncaster and parts of Sheffield in 2027.

City Region Sustainable Transport Settlement (CRSTS)

The City Region Sustainable Transport Settlements (CRSTS) programme is a £5.7 billion investment from central government in local transport networks. It provides consolidated, long-term capital funding to eight city regions across England through five-year settlements from tax year 2022/23 to 2026/27.

From 2027 onwards a new phase of funding will take effect, the Transport for City Regions (TCR). In June 2025, the UK Government confirmed an additional £15.6 billion of funding as part of the TCR scheme for the years 2027-2032.

Co-Benefits

Co-benefits describe the wider impact on society that delivering a policy or project will have. For example, a project which installs solar panels and insulation in older houses in deprived areas will improve the energy efficiency of those homes and make them cheaper to heat and power, but it will also deliver the co-benefits of reducing fuel poverty, reducing carbon emissions and improving public health in South Yorkshire.

Devolution

Devolution is the transfer of powers and funding by central Government to local or regional Government. Devolved areas, such as South Yorkshire, have greater decision-making power over how money is spent on issues such as transport, housing and skills and employment.

Gainshare Funding

Gainshare funding refers to the money committed to South Yorkshire through the Devolution Deal agreed by the MCA, South Yorkshire local authorities and Government. The fund commits £30 million per annum for a period of 30 years.

Integrated Funding Settlement

Previously known as a single funding settlement, this will see the consolidation of various funding streams into a single pot, with longer-term certainty and greater flexibility in the deployment of funding.

Investment Zone

Investment Zones are located in areas with existing local strengths and significant untapped potential, where central and local government will work with business and local partners to create the conditions for investment and innovation.

Let Zero

A SYMCA-led scheme which works with private landlords and tenants to make energy efficiency improvements to their homes, addressing some of the poorest housing in the region and helping to reduce high levels of fuel poverty.

Mayoral Development Corporations

Mayoral Development Corporations are statutory bodies which can deliver regeneration schemes, set up by elected mayors in devolved authorities in England.

Mayoral Precept

A charge that can be added onto council tax bills to fund activities for Mayoral functions such as transport.

Outcomes Framework

A framework to measure success against our ambitions of real, positive and tangible outcomes for people here in South Yorkshire.

Strategic Authority

The 2024 English Devolution White Paper outlined the development of strategic authorities, defined as a number of councils working together across a wider recognised area. South Yorkshire is considered an 'Established Mayoral Strategic Authority', which is the highest level of strategic authority and will therefore receive the most far-reaching powers.

UK Shared Prosperity Fund

UKSPF is funding for local investment. Allocations are received via a funding formula rather than competition to help places across the country deliver outcomes in relation to: building pride in place, supporting high quality skills training, supporting pay, employment and productivity growth and increasing life chances. The funding is set to end in March 2026.

Viability Gaps

Viability gap refers to where a project is not financially viable to the private sector but has public benefit due to changing business behaviour (e.g. encouraging expansion or relocation).



Annex 1: Plan On A Page



Pride, Purpose and Prosperity.

Our Vision

A wealthier, healthier, happier and safer South Yorkshire – where everyone has the opportunity to stay near and go far.

Our Mission

We are here to help people in South Yorkshire, working with partners and communities so that we are a wealthier, healthier, happier and safer place – an ambitious region, growing sustainably, that people are proud to call home.

Our Objectives

1. Developing, delivering and commissioning the best possible services for all our communities, thinking first about those who are too often left out or left behind.

2. Securing increasing levels of funding and investment that unlocks opportunities and enables us and our partners to make change happen.

3. Working with and for the people of South Yorkshire, bringing together our communities, stakeholders and partners.

4. Championing South Yorkshire locally, regionally, nationally and internationally.

Our Principles

We will role model a public service ethos putting people and a sense of responsibility for each other across South Yorkshire at the centre of everything we do. This means:

We actively recognise a stronger sense of community and connections between people as a real and tangible asset. Our work should strengthen and reinforce the bonds between people across our communities.

Those people all too often left out and left behind are our priority in the decisions we make and the things that we do. We think about them first.

We recognise that climate breakdown is both a real and existential threat, and a huge opportunity to transform South Yorkshire for the better. Our decisions should reflect that reality.

Wherever possible, we will make decisions that impact people with the people who will be most impacted. If people don't engage in that process, that's our fault not theirs.

People in South Yorkshire genuinely feel wealthier, healthier, happier and safer as a result of the actions we take. If not, we don't do it.

Evidence-led, user-oriented design should be the least people can expect from our services. Our people feel that innovation is worth the risk and beauty is a goal worth striving for.

Our Values

Collaboration

Accountability

Integrity

Ambition



ITM POWER
Irradiation | Storage | Clean Fuel
ADAM HAWKSLEY



AMS
100

PETZL

Annex 2: Outcomes Indicators and Reporting Framework



Outcomes Indicators and Reporting Framework

This Outcomes Framework is published alongside SYMCA's Assurance Framework, most recently in April 2024. It has been updated for the latest data where possible, with 7 new indicators added to reflect our new responsibilities on policing and reform and our new principles, including a particular focus on those who are often left out or left behind and the way in which we engage with our communities.

The Performance Management columns are from the existing Outcomes Framework or are newly added at the end of this Annex for new indicators. The Reporting columns are the updates for this Corporate Plan. Targets are carried over from the existing Outcomes Framework.

Stronger

Performance Management						
Title	Outcome	Data Source	Indicator	Baseline	2040 Target	Latest Data
Productivity per hour worked	A higher productivity workforce	ONS - Labour productivity indices by UK ITL2 and ITL3 subregions - Table A3	Current price (smoothed) GVA per hour worked (£)	SY = £30.20 UK = £38.00 (2020)	Match UK Average	SY = £33.77 UK = £41.87 (2023)
High growth businesses	A larger proportion of high growth businesses	ONS - Business demography, UK - Tables 7.1 and 7.3	Percentage of active enterprises with 10+ employees defined as high growth enterprises	SY = 3.9% UK = 4.4% (2020)	Match UK Average	SY = 4.3% UK = 4.9% (2024)
Business density	Higher density business base	ONS - UK business: activity, size and location - Table 1	Number of businesses per 10,000 people aged 16 to 64 (working age)	SY = 456 UK = 655 (2020)	Match UK Average	SY = 454 UK = 628 (2025)
Higher-level occupations	Higher proportion of employees in managerial, technical and professional occupations	NOMIS - Annual Population Survey - % of all in employment who are SOC2020 groups 1, 2 & 3	Percentage of employees in managerial, technical and professional occupations (SOC2020 groups 1, 2 and 3)	SY = 42.2% UK = 50.0% (2021)	Match UK Average	SY = 45.8% UK = 52.8% (2025)

Supporting Indicators						
Title	Outcome	Data Source	Indicator	Baseline	2040 Target	Latest Data
Economic output per worker	The size of our economy relative to our workforce (and population) will increase	ONS - Subregional productivity: labour productivity indices by UK ITL2 and ITL3 subregions - Table B3	Current Price (smoothed) GVA per filled job (£)	SY = £46,060 UK = £58,465 (2020)	Match UK Average	SY = £53,222 UK = £66,402 (2023)
Employment	More working-age people are in employment	NOMIS - Annual Population Survey - Table T08 (All People, Aged 16-64)	Percentage of working age (16 to 64) people employed	SY = 71.7% UK = 75.0% (2020)	Match UK Average	SY = 72.8% UK = 75.2% (2025)
Enterprise birth rate	Higher density and growing business base	ONS - Business demography, UK - Tables 1.1 and 3.1	Number of new enterprise births as a percentage of active enterprises	SY = 13.4% UK = 11.5% (2020)	Exceed UK Average	SY = 12.1% UK = 11.1% (2024)
Enterprise survival rate	Higher density and growing business base	ONS - Business demography, UK - Table 5.1	Percentage of newly born enterprises that survived for 1+ years	SY = 91.9% UK = 92.9% (2020)	Exceed UK Average	SY = 91.9% UK = 93.4% (2023)
Research and Development expenditure	A greater investment in R and D and a more innovative economy	ONS - Business enterprise research and development, UK - Table 18 ONS - Regional economic activity by gross domestic product - Table 5	R and D expenditure as a % of economic output	SY=1.4% UK=1.7% (2019)	2.4% of GDP	SY=1.4% UK=1.7% (2019)
Digital connectivity	A higher proportion of South Yorkshire is covered by gigabit capable broadband services	OFCOM - Connected Nations Report - Fixed broadband coverage and full fibre take-up for local and unitary authorities	Percentage of premises with available gigabit capable download speeds	SY = 60.0% UK = 58.0% (2020)	Match UK Average	SY = 92.7% UK = 86.0% (2025)
Urban centres	Consistent or improving levels of footfall in town and city centres	Local authority data	Total reported footfall at consistent locations across the region	110.9 (2020)	Consistent or increasing footfall	181.1 (2024)

Greener (more sustainable)

Performance Management						
Title	Outcome	Data Source	Indicator	Baseline	2040 Target	Latest Data
Flooding	Residents and businesses are more resilient to flooding	Environment Agency - National assessment of flood and coastal erosion risk in England 2024	Number of households at risk of flooding	13,910 (2024)	17,000 additional homes and businesses protected from flooding	13,910 (2024)
Carbon Emissions	Reduce carbon emissions	Gov.uk - UK local authority and regional greenhouse gas emissions statistics	Local Authority CO2 emissions per person (kt CO2e)	SY = 4.5 England=2.2 (2020)	Net Zero	SY = 4.6 England = 4.8 (2023)
Modal Shift	Car usage and motor traffic falls, indicating mode share and lower pollution due to transport	Gov.uk - Road traffic estimates	Cars and Taxis million vehicle miles	5,183 (2019)	Additional 29,000 workers using public transport to commute and 14,000 using active travel modes to commute	5,079 (2024)
Supporting Indicators						
Bus Patronage	Increase bus patronage	BUS01 passengers on local bus services	Total number of passengers on local bus services in millions	80.9 (2020)	tbc	62.4 (2025)
Bus Time	More buses on time	Bus operator data	Cumulative journey times for an agreed set of frequent services	+5.1% (2023)	-4.0%	+7.7% (2024)
Reliability	More scheduled bus services that actually run	Bus operator data	Percentage of bus services that run as planned	98.8% (2020)	99.5%	98.0% (2023/24)
Bus Satisfaction	More satisfied users	Transport Focus survey	Percentage of bus passengers satisfied with their journey	89.0% (2020)	92.0%	79.0% (2024)
Ecosystem Services	The value of total ecosystem services flows increases	Natural Capital Solutions - South Yorkshire natural capital and biodiversity mapping (2021)	Value of ecosystem service provision relative to 2021	£519m (2021)	Increasing value of ecosystem service provision relative to 2021 benchmark	£519m (2021)

Title	Outcome	Data Source	Indicator	Baseline	2040 Target	Latest Data
Commuting Mode of Travel	More people use public transport and active travel	ONS Census – Method of Travel to Work - (QS701EW)	% of those who commute by foot, bike, or bus	SY = 14.1% England = 14.0% (2021)	Higher % of people walk or bike or bus	SY = 14.1% England = 14.0% (2021)
Renewable energy generation	More renewable energy is generated	Gov.uk - Regional Renewable Statistics	Annual generation (MWh per home)	SY = 1.3 England = 2.4 (2020)	Increase in MWh per home generation	SY = 1.4 England = 1.9 (2024)
Net Zero Carbon Emissions (Scope 1 and 2) for the region	Reduction in carbon emissions	Gov.uk - UK local authority and regional greenhouse gas emissions statistics	Local Authority industry total emissions (kt CO2e)	1129.6 (2020)	Net Zero	1107.5 (2022)
Air quality	Air quality is improved	ONS – Air emissions Nitrous Oxide (N2O) CO2e	Nitrous Oxide emissions total (N2O)	167.8 (2020)	Reduction in Nitrous Oxide emissions	162.7 (2022)
Carbon intensity	Reduced carbon emissions	ONS - Local authority territorial greenhouse gas emissions 2005-2022	Carbon emissions per km2 (kt CO2e)	SY=4.55 UK=1.52 (2020)	Reduction in carbon emissions	SY=4.48 UK= 1.51 (2022)
Woodland coverage	Increased woodland coverage	Friends of the Earth - Existing woodland coverage	% coverage – Natural Capital Mapping	SY= 10.6% UK= 13.0% (2020)	tbc	SY= 10.6% UK= 13.0% (2020)
Housing stock energy efficiency	All new homes in South Yorkshire are built to Energy Performance Certificate Grade C standard and above	Gov.uk - Live tables on Energy Performance of Buildings Certificates - Table NB1_by_LA	% of new domestic properties by energy rating C and above	SY = 92.8% England = 95.2% (2019)	tbc	SY = 96.1% England = 97.2% (2024)
Walking, wheeling and cycling	Increase in active modes of travel	ONS - Walking and Cycling Statistics England	% using 'active' modes of travel	SY= 65.8 England= 69.3 (2020)	tbc	SY=66.8 England= 70.9 (2023)

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Performance Management						
Title	Outcome	Data Source	Indicator	Baseline	2040 Target	Latest Data
Economic inactivity	Fewer people are economically inactive	Nomis - Annual Population Survey	% who are economically inactive - aged 16-64	SY= 24.4% UK=20.9% (2020)	Match UK Average	SY=24.8% UK= 20.8% (2024)
Qualifications & skills	Delivering a local workforce for future growth	Nomis - Annual Population Survey	Proportion of working-age population (16-64) possessing NVQ Level 3+	SY= 58.1% UK = 61.3 (2020)	Match UK Average	SY= 59.7% UK= 67.5% (2024)
Wage levels	A lower proportion of employees on low earnings	Nomis - Annual Survey of Hours and Earnings	Median hourly pay (gross) of all workers	SY= £13.68 UK = £15.15 (2020)	Match UK Average	SY=£18.18 UK= £19.74 (2025)
Personal wellbeing	Our population live increasingly long, healthy lives	ONS - Annual personal well-being estimates	Percentage of people reporting high anxiety	SY= 22.3% England =21.9% (2020)	Match England Average	SY=23.3% England = 23.3% (2023)
Supporting Indicators						
NVQ – all levels	Increase in % of working age people with NVQ Level 3 and above	Nomis - Annual Population Survey	Proportion of working-age population (16-64) possessing NVQ Level 3+	SY= 58.1% UK = 61.3% (2020)	Match UK Average	SY= 59.7% UK= 67.5% (2024)
Health	Our population live increasingly long, healthy lives	ONS - Health State Life Expectancy - All Ages	Healthy life expectancy at birth	SY = 58.9 (Male), 59.3 (Female) UK = 63.2 (Male), 63.7 (Female) (2017-2019)	Match UK Average	SY = 56.1 (Male), 56.0 (Female) UK = 61.5 (Male), 61.9 (Female) (2021-2023)
Housing costs	The housing system and wider economy means that earning power is not being eroded by inflating house prices	ONS - House price (existing dwellings) to residence-based earnings ratio	House price to residence-based earnings ratio	SY = 5.05 UK= 7.61 (2020)	Net decrease in relative housing costs	SY= 4.98 UK= 7.58 (2024)

Title	Outcome	Data Source	Indicator	Baseline	2040 Target	Latest Data
Education & schools	More children leave secondary school with better attainment to boost their prospects in FE and employment	GOV.UK – Explore Education Statistics	Percentage of pupils achieving grades 4 or above in English and mathematics GCSEs	SY=64.8% UK= 69.0% (2021)	Match UK average	SY= 61.3% UK= 64.5% (2024)
Higher-level occupations	Higher proportion of employees in managerial, technical and professional occupations	NOMIS - Annual Population Survey - % of all in employment who are SOC2020 Groups 1, 2 & 3	Percentage of employees in managerial, technical and professional occupations (SOC2020 groups 1, 2 and 3)	SY = 42.2% UK = 50.0% (2021)	Match UK Average	SY = 45.8% UK = 52.8% (2025)
Fuel poverty	Fewer households living in fuel poverty	GOV.UK - Annual fuel poverty statistics report	Percentage of households living in fuel poverty	SY = 17.7% UK= 13.4% (2019)	Match UK average	SY= 15.0% UK = 11.4% (2023)
Child poverty	Lower proportion of children living in poverty	GOV.UK - Children in low income families: local area statistics	Percentage of Children (aged under 16) living in Absolute low-income families	SY= 22.0% UK=15.7% (2020)	Match UK Average	SY=19.4% UK = 15.9% (2023)
Cultural participation	People spend more time doing cultural and creative activities	GOV.UK - DCMS Surveys	Proportion of spent time doing a creative, artistic, theatrical or music activity or a craft	SY=69.7% UK= 76.1% (2021)	Match UK Average	SY=69.7% UK= 76.1% (2021)
Deprivation	Lower share of local areas in deprivation	MHCLG Index of Multiple Deprivation - Proportion of LSOAs in most deprived 10% nationally	Proportion of LSOAs in most deprived 10% nationally	SY= 18.6% UK= 10.0% (2019)	Match UK average	SY=22.0% UK= 9.4% (2025)
Out-of-work benefit claimant rate	Lower percentage of people claiming out-of-work benefits	ONS - Claimant Count by Local Authority - Table CCO1	Percentage of people claiming out of work benefits	SY= 3.3% UK= 2.9% (2020)	Match UK Average	SY= 4.5% UK= 4.1% (2025)
Connect to jobs	Improved journey times to employment centres	GOV.UK - Modal comparisons - Table tsgb0111	Average time taken to travel to work by region of workplace and usual method of travel	25 minutes (2020)	Reducing journey times	23 minutes (2024)

Title	Outcome	Data Source	Indicator	Baseline	2040 Target	Latest Data
Affordable housing delivery	Increasing number of affordable housing completions	GOV.UK - Affordable Housing Supply - Table 1008S	Number of additional affordable dwellings	SY = 884 (2020/21)	Increase on 2020 level	SY = 695 (2023/24)
Net additional dwellings	Increasing number of net new dwellings	GOV.UK - Affordable Housing Supply - Table 122S	Total number of net additional dwellings	SY = 5403 (2020/21)	Increase on 2020 level	SY = 5277 (2023/24)
Avoidable mortality	Reduction in preventable mortality	ONS - Premature preventable deaths	Age-standardised preventable mortality rate per 100,000	189.8 (2018 – 2020)	tbc	198.5 (2021 – 2023)
Common mental health disorders	Reduction in prevalence of common mental health disorders	DHSC - Common mental health disorders profile	Estimated prevalence of common mental disorders: % of population 16 and over	18.7% (2017)	tbc	18.7% (2017)
Gross disposable household income	Increase in gross disposable household income	ONS - Regional gross disposable household income: all International Territorial Level (ITL) regions - Table 3	Regional gross disposable household income per head of population	£16,873 (2020)	tbc	£19,795 (2023)
Key stage 4 destination measures	Higher % in sustained education, apprenticeship or employment	GOV.UK (Explore Education Statistics) - Sustained education, apprenticeship or employment for '16-18' local authorities	Proportion of 16-18 year olds in sustained education, apprenticeships or employment	78.3% (2020 - 2021)	tbc	75.9% (2022 - 2023)
Apprenticeships and trainees	More apprenticeships as % of working age population	GOV.UK (Explore Education Statistics) - Apprenticeships	Number of apprenticeship starts as a percentage of working age population	0.88% (2020/21)	tbc	0.98% (2024/25)
NEET	A smaller proportion of 16–17 year olds are not in education, employment or training	GOV.UK (Explore Education Statistics) - NEET and participation: local authority figures	Proportion of 16–17-year-olds not in education, employment or training	3.4% (2020)	tbc	4.8% (2024)

New Metrics – Police and Crime (added March 2025)

Title	Outcome	Data Source	Indicator	Baseline	2040 Target	Latest Data
Police	tbc	ONS - Perception and experience of police and criminal justice system, England and Wales - Worksheet 18 Table S18a	Proportion of people rating Police do an excellent or good job	44% (2024)	Trajectory to be identified and agreed	44% (2024)
Police	tbc	ONS - Perception and experience of police and criminal justice system, England and Wales - Worksheet 18 Table S18c	Proportion of people strongly or tend to agree Police work in partnership	37% (2024)	Trajectory to be identified and agreed	37% (2024)
Police	tbc	SYP - Victim Satisfaction Survey	Victim satisfaction with service provision	71% (2024)	Trajectory to be identified and agreed	71% (2024)

New Metrics – Inclusion and Engagement (March 2025)

Title	Outcome	Data Source	Indicator	Baseline	2040 Target	Latest Data
Inclusion	tbc	NHS – Fingertips, Child and Maternal Health - Early Years	Percentage of children achieving a good level of development) at 2 to 2 and a half years	Barnsley = 84.9% Doncaster = 80.8% Rotherham = 89.3% Sheffield = 85.7% (2022/23)	Trajectory to be identified and agreed	Barnsley = 84.7% Doncaster = 87.3% Rotherham = 88.9% Sheffield = 84.0% (2024/25)
Housing Inequality	tbc	MHCLG – English Housing Survey	Proportion of non-decent homes	Barnsley = 16.5% Doncaster = 16.6% Rotherham = 15.2% Sheffield = 19.0% (2024)	Trajectory to be identified and agreed	Barnsley = 16.5% Doncaster = 16.6% Rotherham = 15.2% Sheffield = 19.0% (2024)
Health Inequality	Our population live increasingly long, healthy lives.	NHS – Fingertips, Child and Maternal Health – School-age children	Health inequality - Child obesity; Reception (4-5 years) prevalence overweight (inc. obesity)	Barnsley = 11.6% Doncaster = 12.9% Rotherham = 12.0% Sheffield = 11.0% (2021/22)	Trajectory to be identified and agreed	Barnsley = 12.5% Doncaster = 13.0% Rotherham = 13.6% Sheffield = 11.6% (2024/25)
Engagement	tbc	tbc	Number of statutory consultations undertaken by SYMCA	To be established	Trajectory to be identified and agreed	tbc

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Annex 3: Integrated Settlement Outcomes Framework

South Yorkshire Mayoral Combined Authority Integrated Settlement Outcomes Framework

The Integrated Settlement Outcomes Framework represents the outcomes, indicators and targets agreed with Government for the period from April 2026 to March 2029. The outcomes, indicators and targets are aligned to the funding streams available through the Integrated Settlement.

Outcome	Outcome Indicators	Baseline	Target (March 2029)	Data Source	
1	Strengthening the local economy through improved business productivity	1.1 Number of supported businesses that have increased productivity	134	402	MCA programme Reporting
		1.2 Number of supported businesses demonstrating improved practice:	75	250	MCA programme Reporting
		i. Total (target) ii. Engaged in new market iii. Adopting new to firm technologies / processes / management innovations iv. Scaling v. With new to market products / services vi. Accessing better finance and funding			
	1.3 Number of jobs created in local priority sectors	120	400	MCA programme Reporting	
2	Deliver infrastructure to support local growth	2.1 Additional floorspace unlocked because of MSA interventions	390	1,170	MCA programme Reporting
3	Improving transport for people	3.1 Mode share of trips made by public transport	5.8%	5.8%	National Travel Survey
		3.2 Bus Patronage – millions of boardings per year	62.4	64.3	DfT Bus Stats
		3.3 Tram Patronage – millions of boardings per year	9.1	10	DfT Light Rail & Trams Stats
		3.4 Buses departing no more than one minute earlier and no more than five minutes and 59 seconds late (across all routes)	83.14%	87%	DfT Bus Open Data Service
		3.5 % of all bus journey km cancelled	1%	1%	DfT Bus Open Data Service
		3.6 Bus passengers very and fairly satisfied with journey	79%	85%	Your Bus Journey

Outcome	Outcome Indicators	Baseline	Target (March 2029)	Data Source	
3	Improving transport for people	3.7 % satisfaction of passengers with personal security on the bus	78%	85%	Your Bus Journey
		3.8 % total of disabled passengers very and fairly satisfied with bus journey	83%	87%	Your Bus Journey
4	Greener, safer, and healthier transport	4.1 % of bus fleet that is zero tailpipe emission	10.8%	40.2%	DfT Bus Stats
		4.2 Road Casualties – killed or seriously injured (KSI)	818	20% reduction	DfT Road Casualty Statistics
		4.3 Road Casualties – killed or seriously injured (KSI) - child only	106	20% reduction	DfT Road Casualty Statistics
		4.4 Active travel stages taken by walking and cycling	To be agreed following the publication of the third national cycling and walking investment strategy (CWIS3)		National Travel Survey
		4.5 No. of government subsidised Electric Vehicle Supply Equipment and charging devices, including pavement channels	285	1,043	LTA & MCA reporting
		4.6 Public transport, walking and cycling connectivity score to key destinations (education, leisure and community, health, shopping, residential and workplaces)	66.3	Increase	DfT connectivity tool
		4.7 Miles of compliant new / improved active travel network delivered	To be agreed following the publication of the third national cycling and walking investment strategy (CWIS3)		LTA Reporting through Active Travel Update Your Capital Scheme (UYCS)
		4.8 Number of Nitrogen Dioxide (NO2) roadside monitoring sites in exceedance of the annual statutory concentration limit	n/a	0	Local Authority Monitoring Data and DEFRA National Monitoring Network
		4.9 Estimated annual transport carbon impacts up to 2050 from user emissions	n/a	No increase	LTA Reporting (using Local Transport Quantifiable Carbon Guidance)
		4.10 Estimated annual transport carbon impacts up to 2050 from infrastructure carbon emissions	n/a	Reporting only	LTA Reporting (using Local Transport Quantifiable Carbon Guidance)
5	Well maintained and managed transport infrastructure	5.1 Proportion of A Roads and motorways that should be considered for maintenance	To be agreed following the publication of PAS2161 (due in Autumn 2027).		DfT Road Condition Stats
		5.2 Proportion of B & C Roads that should be considered for maintenance	To be agreed following the publication of PAS2161 (due in Autumn 2027).		DfT Road Condition Stats
		5.3 Proportion of unclassified roads that should be considered for maintenance	12%	12%	DfT Road Condition Stats
		5.4 The number of transport capital schemes in development / delivery / completed	n/a	No target	MCA programme reporting
		5.5 The percentage of transport capital spend in development / delivery / completed	n/a	No target	MCA programme reporting

Outcome	Outcome Indicators	Baseline	Target (March 2029)	Data Source	
6	Increase in the proportion of residents with the skills and learning they need for life, further learning, and good work	6.1 Number of MCA-funded achievements at a level 1 qualification	9,422	27,890	DfE data/ILR
		6.2 Number of MCA-funded achievements at a level 2 qualification	9,603	29,100	DfE data/ILR
		6.3 Number of MCA-funded achievements at a level 3 or higher qualification	893	2,730	DfE data/ILR
7	A skilled construction workforce, sufficient to build the housing and support the wider economic growth needed in the region	7.1 Number of construction course achievements	761	2,790	Further Education and Skills statistics publication
		7.2 Number of additional construction places taken up (enrolments) [output]	883	3,270	Further Education and Skills statistics publication
		7.3 Number of teaching days delivered by industry professionals within FE settings [output]	10	150	MSA Reporting
		7.4 Number of industry placements completed [output]	n/a	3,260	ILR
8	Disabled residents, residents with long-term health conditions, and other agreed disadvantaged groups with complex barriers are supported to sustain work through delivery of supported employment	8.1 Share of total programme starts to achieve first earnings	n/a	42.7% (3,496)	HMRC RTE data (PRaP)
		8.2 Share of out of work participant starts to achieve a higher threshold job outcome	n/a	31.7% (2,598)	HMRC RTE data (PRaP)
		8.3 Share of in work participants to sustain employment in line with a higher threshold job outcome	n/a	21.8% (1,789)	HMRC RTE data (PRaP)
		8.4 Share of in work participants to sustain employment in line with a higher threshold job outcome	n/a	71.2% (1,029)	HMRC RTE data (PRaP)
		8.5 Supported employment programme starts [output]	n/a	9,632	PRaP
		8.6 Provision of supported employment [output]	n/a	Completion of annual fidelity assessment	External assessment (completed or booked)
9	The right amount of land for housing and economic development will be available and required infrastructure delivered to support our inclusive growth ambitions	9.1 Unlocked Housing Capacity	n/a	2,600	MCA data
		9.2 Number of new homes started	n/a	800	MCA data
		9.3 Number of additional new homes completed	n/a	260	MCA data
10	Effective local leadership of local nature recovery strategy	10.1 Leadership of local nature recovery strategy	n/a	On track	MCA Reporting
11	Get back on track to ending homelessness and rough sleeping through strong regional leadership and convening local partners	11.1 More coordinated strategic approaches to tackle homelessness across the region	n/a	On track	MCA Reporting



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