

## 5 DELIVERY CHAIN AND COMMUNICATIONS

### 5.1 Stakeholders

There are a number of organisations and groups that will have a role (whether they are aware of it or not) on delivering the target. Without them it would not be possible to deliver the target.

The key stakeholder organisations and the main communication routes are identified in Table 5.1.

**Table 5.1 Key stakeholders**

Stakeholder	Responsibilities	Communication routes
Bus operators	Provision of bus services and information	<ul style="list-style-type: none"> <li>Bus Partnership Groups (WY and District Based) e.g. Yorkshire Bus and Performance Improvement Partnerships</li> <li>Monthly/quarterly meetings within partnership groups</li> <li>Ad-hoc/ planned meetings on individual projects</li> <li>Regular liaison meetings with Metro</li> </ul>
Rail operators	Provision of rail services and information	<ul style="list-style-type: none"> <li>Regular liaison meetings with Metro</li> </ul>
Schools	Delivering school travel plans Travel and environmental awareness education	<ul style="list-style-type: none"> <li>LA School travel plan officers</li> <li>LA Road Safety Training Officers</li> </ul>
Developers	Travel planning	<ul style="list-style-type: none"> <li>Discussions on planning applications and with LA Travel Plan Officers</li> <li>WY Travel Plan Network</li> </ul>
Local Strategic Partnerships (LSPs)	Delivery of improvements in quality of life of local residents.	<ul style="list-style-type: none"> <li>Liaison re delivery of Local Area Agreements (LAAs), particularly NI167 which is included in all 5 LAAs in West Yorkshire</li> </ul>

The key stakeholders and WY Authorities are not the only organisations that need to be involved there is also a role for other organisations. These groups are identified in Table 5.2

**Table 5.2 Other stakeholders**

Stakeholder	Responsibilities	Communication routes
Statutory Undertakers	<ul style="list-style-type: none"> <li>Minimising the disruption from road works</li> </ul>	<ul style="list-style-type: none"> <li>LA NRASWA officers</li> <li>Road works co-ordination systems (electronic)</li> </ul>
Highways Agency	<ul style="list-style-type: none"> <li>Traffic management on the motorways and trunk roads</li> <li>Incident management</li> <li>Travel planning</li> </ul>	<ul style="list-style-type: none"> <li>City Region Congestion Partnership</li> <li>Ad-hoc meetings on individual projects</li> </ul>

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Stakeholder	Responsibilities	Communication routes
Police	<ul style="list-style-type: none"> <li>Incident management</li> <li>Assessment of highway schemes and TROs</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly liaison meetings</li> <li>Ad-hoc meetings and correspondence on individual projects</li> </ul>
Existing businesses	<ul style="list-style-type: none"> <li>Travel planning</li> </ul>	<ul style="list-style-type: none"> <li>WY Travel Plan Network</li> <li>LA Travel Plan Officers</li> </ul>
Department for Transport	<ul style="list-style-type: none"> <li>National campaigns</li> <li>Facilitating sharing of best practice</li> <li>Finance, support and monitoring data</li> </ul>	<ul style="list-style-type: none"> <li>DfT Liaison Officers</li> </ul>

For all the stakeholders there is considerable ongoing officer to officer contact on a wide range of issues and in the development of individual projects. This is usually informal one to one contact in addition to the more formal partnership/ liaison meetings.

### 5.1.1 Awareness and responsibility for delivery

The public transport operators are aware of the need to reduce congestion but do not necessarily have priorities aligned with LTP targets or specific proposals to contribute to them.

Most developers, existing businesses and individual schools will not be aware of the target but there is general support for reducing congestion.

The Lead Members through the LTP Steering Group are ultimately responsible for the delivery of the action plan. Within each authority the Lead Member is responsible for delivery of that authority's schemes. In practice each project has a project manager who will report to a programme manager and they will jointly be responsible for ensuring the delivery of the project.

We have a partnership approach both between the authorities and with the key stakeholders

### 5.1.2 Stakeholder dependencies

Success in delivering the Plan will be influenced by a number of important stakeholders. Table 5.3 summarises, for the different major stakeholders who have an influential role to play, the expectations and assumptions made about the level of their input and support, and the measures and the risk mitigation associated with those inputs.

**Table 5.3 Stakeholder contributions and influences**

Stakeholder Group	Potential contributions and influences	Ways to influence the delivery of these contributions	Ways to mitigate against the risk of under delivery
Bus operators	<p>Increasing bus patronage and accommodating growth on buses will be a key part of the plan delivery. Modal transfer from cars, and attracting new patronage, will be influenced by three major factors:</p> <ul style="list-style-type: none"> <li>Reliability of services in terms of cancellations and punctuality</li> <li>Fare levels on public transport, and</li> <li>The quality of vehicles, driving standards and waiting facilities</li> </ul>	<p>The development of Performance Improvement Plans (PIPs) in partnership between Metro, Operators and District Councils.</p> <p>Through the development of revised partnership working (see section 5.3) individual route based objectives outcomes will include the ongoing renewal of the bus fleet and the reduction of the average fleet age, timetable reviews to improve punctuality and a range of measures by the partners to provide bus priority through bus lanes, HOV lanes bus gates and signal priorities based on the real time system.</p> <p>Driver standards are being tackled through the West Yorkshire Transport and Education Skills Alliance, which is a cross sector partnership to improve driver training and consequent passenger experiences.</p>	<p>The current framework does not give Local authorities power over commercial operators in setting fare levels.</p> <p>The promotion of reliability and partnership working to promote patronage increases will reduce the need for operators to consider fare increase as a means of maintaining profit levels.</p> <p>Real Time data will be used to identify locations where congestion is affecting bus performance and provide evidence of the need for improvements.</p> <p>Having the appropriate partnership mechanisms will allow direct action to be identified, planned and implemented effectively. This will be achieved through the new Bus Partnership Group arrangements.</p>
Rail operators	<p>Providing alternatives with the required capacity on some corridors.</p> <p>Influencing drivers to change modes.</p>	<p>This will take place via the Franchise Agreement (to which Metro is a co-signatory).</p> <p>Through the adoption of a joint 'Partnership Development Plan'</p>	<p>Through the monitoring of the performance regime in the franchise agreement.</p> <p>Through specific contracts for the provision of capacity in West Yorkshire.</p>
Enforcement agencies, Highway Authorities and the Police	<p>Ensuring traffic flows freely will be influenced by a number of issues, including:</p> <ul style="list-style-type: none"> <li>Illegal/obstructive parking</li> <li>Abuse of bus priority facilities</li> <li>Road traffic accidents</li> </ul>	<p>All five West Yorkshire Authorities have decriminalised parking enforcement powers; this was achieved during 2009. Partners have developed a consistent approach to bus stop design including the roll out of Clearways and consistent design for priority bus lane facilities which will reduce 'unintentional abuse'. Local enforcement powers allow quick and effective responses to abuse and evidence shows abuse is being reduced.</p> <p>Leeds City Council is developing the application of CCTV technology to be applied to moving vehicle offences,</p>	<p>District Councils are part of the overall governance and delivery arrangements.</p> <p>A West Yorkshire Members Liaison Group oversees the development of consistent and effective policies to support congestion mitigation policies in line with the LTP objectives.</p>

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Stakeholder Group	Potential contributions and influences	Ways to influence the delivery of these contributions	Ways to mitigate against the risk of under delivery
		focussing initially on bus lane abuse.	
Planning Authorities and Developers	Encouraging sustainable travel for new developments will be influenced by a number of factors including: <ul style="list-style-type: none"> <li>• Appropriate planning conditions</li> <li>• Adoption of effective travel plans</li> <li>• Allocation of land use activities appropriate to the location and road layout</li> </ul>	The West Yorkshire LTP Partners are working together to influence Planning Authorities consistently in a way that can deliver sustainable developments. The LDF process, and new Transport Assessment process, will improve the way planning conditions are set and the level and nature of planning gain.  The development of Supplementary Planning Guidance on public transport contribution promotes public transport usage. Travel Plan initiatives, such as the discounted MetroCard scheme, will promote public transport and other sustainable modes as a means of access to/from new developments.	The Member Highways and Planning Liaison Group oversee the development of consistent and effective policies to support congestion mitigation policies in line with the LTP objectives.  Evaluation of the effectiveness of these measures will inform the nature of future obligations set for future planning conditions.
Utility companies	Ensuring traffic flows freely and the minimisation of adverse impacts associated with any temporary reduction in capacity will be affected by: <ul style="list-style-type: none"> <li>• Road works</li> <li>• Utility works</li> </ul>	Traffic Managers will play a key part in controlling the impact of road works and highway maintenance on congestion across West Yorkshires roads.  Clearer design and specifications for works on the highway is being promoted to minimise adverse impacts and ensure delays are minimised.	Effective dialogue between the Traffic Manager, Metro and the operators will allow the public to be kept informed of changes to services and timetable. The real time system will keep bus passengers up to date with bus times.
Business sector	Large businesses can generate large volumes of traffic and this can be crucial at either specific locations or across a whole network.	The newly created Travel Plan Network, resourced through Yorkshire Forward funding will provide individualised inputs to major employees to support sustainable travel choices for employees, business travel and good servicing.  Working with Chambers of Commerce through the Congestion (Connectivity) Partnership for example.	Ongoing snap shot surveys on business mode splits will allow the effectiveness of Travel Plan interventions to be monitored , and updated or prioritised as appropriate
Local Strategic Partnerships (LSPs)	Responsible for the delivery of improvements in the quality of life of local residents; including reduction in congestion	Local Authorities, Local business sector and the community work together on the delivery of measures tackling key local issues.  Each of the 5 LAAs agreed in West Yorkshire includes NI 167 as a specific target for comprehensive assessment.	On-going programme and performance management to ensure that under delivery is not happening at the time of the regular comprehensive area assessment.

### **5.1.3 Influencing Stakeholders through effective partnership**

It is worth noting that the current legal framework for delivering bus services in West Yorkshire does not give Local Transport Authorities any significant powers to control or regulate many of the activities of commercial bus operators. Therefore important factors such as fare levels, bus frequency and bus quality (which have an impact on patronage, modal share and therefore congestion) cannot be controlled by the Authorities responsible for delivering the Congestion Plan.

It is therefore essential that the current working arrangement to promote partnership working are developed and enhanced to ensure the Urban Congestion Delivery Plan is supported by the commercial bus operators.

The LTP Partnership has established working relationships with a range of stakeholders and these mechanisms have been used in the development and delivery of the LTP. Given the timing of the Urban Congestion Delivery Plan, it is recognised that further work may be required to achieve the necessary buy-in to the outcome of the Plan and to try and influence stakeholders to act accordingly.

The Plan identifies a substantial role for bus services in assisting with the achievement of the target. A long-established West Yorkshire Operators Group has been the mechanism for formal liaison with the bus (and rail) operators of West Yorkshire. From April 2007 a new Bus Partnership Group (a sub-group of the main operators group, building on a former Yorkshire Bus Initiative group) has been established to oversee delivery of bus infrastructure across West Yorkshire.

Members of the group include senior representatives from Metro, bus operators and the district councils. The Police will also attend to deal with safety and enforcement issues as appropriate. This Group will be an appropriate mechanism for securing buy-in to the Urban Congestion Delivery Plan at a West Yorkshire level. There will be regular progress reports (on the LTP and specifically on the Urban Congestion Delivery Plan). There are also individual partnership groups within each of the five West Yorkshire districts where progress on individual corridors within the Plan will be monitored.

Formal 'buy-in' for the bus operators will be through quality partnerships (where applicable – for example a partnership agreement for Route 4 in Leeds came into effect in August 2008), Performance Improvement Plans (which are under development for all operators and all operating areas within West Yorkshire). Commitment to delivering wider aspects of the LTP (including bus strategy) has been previously sought, and has not been forthcoming, but the bus strategy sets out the alternative approaches, including Quality Contracts, that may need to be facilitate the introduction of these.

The Highways Agency is a member of the LTP 'Overview Group' (see section on governance arrangements) and this Group will be monitoring delivery of the plan on a regular basis.

The partnership has also established a 'Congestion' Partnership (now re-named the Connectivity Partnership). This covers the wider Leeds City Region area and includes representatives from Metro, the 11 authorities within the City Region, Businesses, Yorkshire Forward, government representatives and bus/rail operators. This partnership will be an appropriate forum for ensuring wider stakeholder buy-in to the Plan. This Partnership also draws in the respective Chambers of Commerce within West Yorkshire. At a high level, they support the delivery of the Plan through being informed and disseminating information. At a more widespread level, and with the aid of Yorkshire Forward grants, the Travel Plan Network is being expanded.

The Travel Plan Network, which will benefit from additional staff resources, provides a direct service to employers and employees on promoting sustainable travel choices for commuters, business travel and customers. Excellent partnership relationships with major employees in West Yorkshire, including many along the corridors in the Plan, have already been established

(HBOS on the A629 for example). Using the established model, with the benefit of additional resources, co-ordinated at a West Yorkshire level will allow targeted activity to promote sustainable travel choices in combination with the improvements to services and infrastructure identified. The focus of the Travel Plan Network will be on softer measures such as information, car sharing and the promotion of ticketing.

Issues identified through the Travel Plan Network and following consultation with the business sector has shown the need for more flexible ticketing products, and the opportunities for enhanced/more flexible MetroCard ticketing products will be explored with bus and train operators. In the short term this will include a focus on developing transferable MetroCards aimed at the 'business related travel' sector.

## **5.2 Public communications**

The public needs to be kept involved in and informed of what is being undertaken to reduce congestion. The communications will also help the public to get the best out of new facilities and how people can contribute to reducing congestion.

This is being undertaken via a mixture of:

- consultation on outline ideas and firmer proposals for individual projects/ corridors;
- press releases and other promotion for individual projects;
- promotion campaigns for using alternatives to the car – mainly in conjunction with the Yorkshire Forward funded Travel for Work project;
- consultation with interest and community groups; and
- the West Yorkshire LTP website ([www.wyltp.com](http://www.wyltp.com)).

In addition work has commenced on a consultation and Communications Strategy for engaging with the public on the West Yorkshire Urban Congestion Target and related interventions. This strategy is being developed in parallel with, and informed by, a number of other work strands currently under way including a review of previous WYLTP and other LTP authority "best practice" approaches to communications and consultations.

This review and development of a new approach involves assessment of key markets, messages and media with an expectation to develop more innovative, targeted techniques for engaging with the public. A task group has been established consisting of Transportation and Public Relations Officers from the LTP partners. Developing a closer working relationship with the local press is also envisaged.

In addition the partnership is trialling more sophisticated and targeted marketing of public transport focussed on communities and individual users.

## **5.3 West Yorkshire Partnership communications and responsibilities**

Communication within the LTP Partnership is as important as communication with external groups and the public. The partners have complementary roles to play and need to jointly manage programmes of interventions and to coordinate activities. Table 5.4 shows the main responsibilities and communication routes appropriate for the tackling congestion. In addition to these formal communications there are frequent ad-hoc communications between officers of all levels.

**Table 5.4 Partnership roles and communications**

Authority	Responsibilities	Communication routes
The 5 West Yorkshire District Councils	<ul style="list-style-type: none"> <li>• Project/ programme management</li> <li>• Traffic management (including role of Traffic Managers)</li> <li>• Cycle and pedestrian planning</li> <li>• Urban traffic control</li> <li>• Highway maintenance and co-ordination of road works</li> <li>• Parking</li> <li>• Travel planning</li> <li>• Land use policy and control</li> <li>• Transport policy</li> <li>• Promotion and publicity</li> <li>• Local Area Agreements</li> </ul>	<ul style="list-style-type: none"> <li>• LTP Steering Group</li> <li>• LTP Overview Group</li> <li>• Transportation Officers Group</li> <li>• City Region Congestion Partnership</li> <li>• Traffic Managers Network concentrating esp. on coordination of works, developing the elements required by the TM Act</li> <li>• WY Travel Plan Network</li> <li>• Regular coordination meetings e.g. on land use planning, UTC</li> <li>• Progress reports to LSP Meetings</li> </ul>
Metro (WYITA/PTE)	<ul style="list-style-type: none"> <li>• Facilitating and encouraging travel by public transport</li> <li>• Provision of information on public transport</li> <li>• Co-ordinating public transport across West Yorkshire</li> <li>• Funding rail services and non-commercial bus services</li> <li>• Providing and maintaining bus stations, stops and shelters</li> <li>• Administrating pre-paid tickets</li> </ul>	<ul style="list-style-type: none"> <li>• LTP Steering Group</li> <li>• LTP Overview Group</li> <li>• Transportation Officers Group</li> <li>• City Region Congestion Partnership</li> <li>• WY Travel Plan Network</li> <li>• Yorkshire Forward</li> </ul>