



# Corporate Plan

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## Foreword

This Corporate Plan details the work that Metro will undertake between now and 2014 as its contribution to the first three years of the new West Yorkshire Local Transport Plan (LTP). This document also explains how Metro, which has overall responsibility for the LTP, will oversee and manage its implementation.

It sets out Metro's values and aims, as well as a summary of our activities and achievements over the past 12 months and describes how Metro is finding further efficiencies.

It is widely acknowledged by organisations such as the CBI and the British Chambers of Commerce that investment in good transport networks is key to economic growth and improvements in employment, education, health, inclusion and prosperity.

By implementing and managing the Local Transport Plan, Metro and its partners are working to achieve that growth and all its consequent benefits across West Yorkshire and the Leeds City Region. Key local transport developments include the planned NGT trolleybus network, a high-speed rail link, new rail stations and more trains, the Leeds station southern entrance development, better bus services that meet passenger needs and smartcard ticketing.

**Kieran Preston**

**Director General  
Metro**

## About Metro ( [www.wymetro.com](http://www.wymetro.com) )

Metro, the name used by both the West Yorkshire Integrated Transport Authority and the West Yorkshire Passenger Transport Executive, is the Local Transport Authority for West Yorkshire with sole responsibility for the Local Transport Plan. Metro has other specific responsibilities for local passenger transport services and information, freight movement, concessionary travel arrangements and mitigating the environmental impacts of transport.

Metro is proud of its successes as a highly cost effective organisation, achieving high customer satisfaction scores for its services, as well as for its IIP Champion status and its peer recognition (including four times 'National Transport Authority of the Year' winner)

### **In 2010/11 Metro:**

- spent over £20m funding socially and economically necessary bus services considered non-commercial by bus operating companies;
- specified and funded local rail services that have seen passenger numbers double in 10 years;
- provided high-quality passenger facilities and travel information, on-line, through our MetroLine call centre, at Bus Station Travel Centres and through our yournextbus real-time service.
- managed a £50 million concessionary fares scheme for more than 300,000 senior, blind, disabled, and young permit holders who make around 80 million journeys annually,
- administered a £27m MetroCard pre-paid tickets scheme on behalf of West Yorkshire transport operators;
- managed 23 bus stations and almost 14,000 bus stops and shelters across the county;
- opened a new bus station at Pudsey;
- procured the AccessBus service, which allows people who are unable to use conventional bus services to make 550,000 journeys each year.
- successfully lobbied for the Leeds City Region to be included as part of future plans for high speed rail and for additional rail carriages for West Yorkshire
- put forward the strongest possible case for investment in the Leeds City Region, including major schemes such as the planned Leeds NGT trolleybus network and Leeds Station Southern Entrance.
- encouraged the use of sustainable transport through our work with businesses, schools and other marketing activities
- led the development of the third West Yorkshire Local Transport Plan.

## **Metro's successes and culture is rooted in its values of:**

- delivering excellence through the development of our people
- putting customers first
- respecting colleagues
- valuing diversity and equality of access and opportunity
- promoting a 'can-do' attitude among colleagues
- developing our managers as leaders of people

## **The West Yorkshire Local Transport Plan 2011-2026**

The statutory third West Yorkshire Local Transport Plan (LTP), branded MyJourney, sets out a 15-year strategy for managing and developing West Yorkshire's transport system.

Metro has overall responsibility for developing and overseeing implementation of the new Plan, which was developed in partnership with the five West Yorkshire District Councils and through extensive consultation with the public, transport providers and representative bodies.

The Plan builds upon the successes achieved through the second West Yorkshire LTP, which included improved road safety and road condition, reductions in traffic congestion, additional rail carriages, the 'yournextbus' real-time information service, new MetroLocal, City and Town bus services, a programme of bus station enhancements and the completion of important highway schemes.

The Plan recognises the importance of transport to the economy, environment and wellbeing in its three objectives:

- **Economy:** To improve connectivity to support economic activity and growth in West Yorkshire and the Leeds City Region;
- **Low Carbon:** To make substantial progress towards a low carbon, sustainable transport system for West Yorkshire, while recognising transport's contribution to national carbon reduction plans;
- **Quality of Life:** To enhance the quality of life of people living in, working in and visiting West Yorkshire.

The Plan aims to prepare for the predicted, post-recession growth in employment, population and housing and their impact on the capacity and performance of the transport network. The strategy is set out through four themes of:

- **Transport Assets** - focusing on effective management of the existing components of the transport network such as roads, street lighting, bus stations, shelters and stops and traffic lights to ensure we are getting the most value out of them;
- **Travel choices** - enabling customers to make the most sustainable choices about when and how they travel, including walking and cycling;

- **Connectivity** - ensuring people can make integrated and safe journeys using a transport network on which they can rely;
- **Enhancements** - improving the overall network to make it more fit for journeys in the future.

The Plan also sets out the six transformational 'big ideas' of:

1. Enhanced travel information
2. Fully integrated ticketing
3. Investment in low carbon modes of travel
4. A new approach to buses
5. Phasing in stronger demand management
6. New approach to network management.

The Local Transport Plan partners have developed Implementation Plans covering the first three years of the third West Yorkshire Local Transport Plan, setting out their contributions for that period. Metro's implementation activities are set out in this Corporate Plan.

Further information on the third West Yorkshire Local Transport Plan can be found at [www.wyltp.com](http://www.wyltp.com)

## **Local Transport Plan – Metro’s Implementation Plan**

### **Context**

Metro’s Implementation Plan (Corporate Plan) is set out in relation to the four Local Transport Plan strategy themes (transport assets, travel choices, connectivity and enhancements). This Corporate Plan also includes a fifth theme covering essential supporting activities such as performance and financial management, governance and staff development.

The programme of activities over the next three years reflects a 40% reduction in capital funding for investment programmes and the need to achieve a £10 million saving in revenue expenditure per annum by 2013/14. The revenue budget for 2011/12 is £175m and covers the costs of rail franchising, concessionary travel, subsidising bus services and all other ongoing activities.

Metro has the lowest levy of all the Integrated Transport Authorities. Metro also employs fewer staff than the other ITAs, with the staffing budget representing a very small percentage of total spend. It is therefore difficult to make savings without affecting front-line services.

Metro’s budget for 2010/11 was a challenging one, requiring savings to be achieved through a combination of an increase in the senior rail concession, savings on tendered services, staffing reductions and a number of smaller efficiencies. The relocation of Metro’s CCTV control centre to the new facility at Middleton has also reduced accommodation costs.

The future required savings for the period 2011/12 to 2013/14 will be achieved through a combination of on-going efficiency measures, reduced expenditure on concessionary travel (though the scope is limited in view of the nationally mandated scheme for senior citizens and disabled persons) and a reduction in support for bus services that meet social needs but are not commercially viable.

## Transport Assets

Effective management of **Transport Assets** is vital to ensure maximum value for money and to meet the Plan's objectives. Over the next 15 years, this means working towards a well-managed and maintained range of transport assets which meets the needs of its users. This will be delivered by embracing new technology and management practices, and preventative maintenance prioritised according to use and condition.

Metro will implement a £4.25 million three year programme to complement its reactive maintenance activities. This three year programme will include structural maintenance of the carriageways at Bradford Interchange, a vehicle replacement programme as well as a reduced programme of replacement of life expired bus shelter. The programme also includes design work for a refurbishment of Dewsbury Bus Station. Fixed cameras and screens will also be trialled as driver reversing aids at Leeds Bus Station.

Metro will also invest in associated work technology and IT systems to support efficiency measures.

The programme supports essential support for Metro's yournextbus real-time information service and the booking system for AccessBus services, which enable people who have difficulty travelling on conventional public transport to make around 550,000 journeys each year.

Metro's Local Transport Plan funded capital programme is set out below. This programme will be complemented by on-going re-active maintenance, annual Health and Safety and Fire risk assessments, electrical testing programme and five year programme of asset condition surveys.

<b>Network Management</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/2014</b>	<b>Total</b>
<b>Freight Strategy</b>	50	50	0	100
<b>Public Transport Assets</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/2014</b>	<b>Total</b>
<b>Work Technology</b> Records management, document management and collaborative working systems to support public transport assets.	77	0	0	77
<b>Urban Shelters</b> Bus shelter improvement programme in urban areas across West Yorkshire.	854	427	43	1,323
<b>Rural Shelters</b>	0	0	128	128
<b>Dewsbury Bus Station</b> Design work for Dewsbury Bus Station refurbishment.	0	0	43	43
<b>RTPI core system</b> Upgrade of core elements of the Real-Time Passenger Information system.	128	128	128	384

<b>Hardstanding at rural stops</b>				
Hardstanding improvement programme at rural bus stops across West Yorkshire.	0	0	43	43
<b>Metro Local / CityBus</b>				
Replacement of life expired vehicles for Metro Local and CityBus services.	0	256	256	512
<b>Metro vehicles</b>				
Replacement of life expired vehicles to support maintenance of public transport assets across West Yorkshire.	128	0	0	128
<b>MyBus repairs</b>				
	0	17	17	34
<b>ICT programme</b>				
ICT programme to support public transport assets.	60	154	102	316
<b>Bus Services timetable software upgrade (COSA)</b>				
Upgrade of the main Bus Services Timetable software which holds all West Yorkshire's service information.	77	137	60	273
<b>Bradford Interchange carriageways</b>				
Repairs to carriageway at Bradford Interchange.	38	342	0	380
<b>Bus Station Equipment</b>				
Maintenance equipment for Metro bus stations across West Yorkshire.	31	8	13	51
<b>AccessBus Booking System</b>				
AccessBus Booking System with full demand responsive transport capacity.	51	0	0	51
<b>Reversing Cameras</b>				
Provision of fixed cameras and screens at stands at Leeds bus station to assist bus drivers when reversing.	171	85	0	256
<b>Roadside Information Improvements</b>	90	0	0	90
<b>ICT Single Platform Project</b>	60	0	0	60
<b>ICT Core Infrastructure</b>	104	0	0	104
	<b>1,869</b>	<b>1,553</b>	<b>832</b>	<b>4,254</b>

## Travel Choices

The Travel Choices element of the Plan is to support customers in making choices that are more sustainable. Wherever possible, the approach is to reduce the frequency and length of trips and to provide better targeted information on all modes of transport, at home, at work and on the move, to enable customers to make informed travel choices.

Metro's three year programme will focus on multi-modal information, enhancing disruption information and providing customers with choices about how they access information and on-line ticket sales. The programme will support expansion of real-time information displays as well as enhancements to Metro's current work to provide information on disruptions to the transport network.

Integrated SmartCard ticketing is key to making using the transport network a simpler, and therefore more attractive, choice. Metro will continue to work with South Yorkshire PTE (SYPTTE), through YorCard, and other partners to implement smartmedia ticketing. The first steps, following a pilot project in Sheffield, have been the procurement of a shared back office facility and a test centre in Sheffield.

The LTP programme will support the roll-out of smart ticketing through the development of a retail network, including an on-line outlet, equipping Metro owned buses with smartcard readers and working with Northern to commission smartcard operation of the gates at Leeds rail station and at Bradford Interchange.

The development of 'self service' information channels and smart-media ticketing will change the function and role of front line staff to dealing with more complex enquiries.

Metro's Local Transport Plan funded capital programme is set out below. This programme will be complemented by a range of information services, such as Metroline and the web-based journey planner, work with businesses and schools and development of the use of Metro's Customer Relationship Management system and the MetroMessenger e-mail update service, as well as Twitter and Facebook social media.

Information	2011/12	2012/13	2013/14	Total
<b>Multi-modal information</b> Expanding public transport journey planning websites and other sources to include provision of walking, cycling and other travel information.	50	250	100	400
<b>Customer database development</b> Bringing together current knowledge of West Yorkshire citizens and their travel needs to enable personalisation of information and ticketing provision.	50	100	100	250
<b>Web development and personalisation</b> Enabling customers to develop website information to	50	50	100	200

suit their personal needs.				
<b>Disruption information</b>				
Enhancing real time passenger information on anything that might disrupt normal running of transport networks and services, and providing alternative ways to travel.	75	75	75	225
<b>Mobile phone applications</b>				
Ensuring information is available on the move to phone-based internet services.	50	50	50	150
<b>Real-time information expansion</b>				
Enabling the benefits of real time public transport information to be rolled out more widely e.g. to employers, shopping centres, GP surgeries.	100	200	200	500
<b>Info kiosks</b>				
Enabling provision of on-street information at key interchanges when travel centres are not available.	50	100	150	300
<b>Minor works to support revenue measures</b>				
Minor measures to encourage sustainable travel	100	100	100	300
	<b>525</b>	<b>925</b>	<b>875</b>	<b>2,325</b>
<b>Integrated ticketing</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>Total</b>
<b>Smartcard vending machines</b>				
Public Transport ticket vending machines / smartcard top up points, possibly in conjunction with information kiosk provision.	85	507	507	1,099
<b>Smartcard Issue</b>				
Issue of Smartcards to young people, MetroCard holders and pay as you go.	85	84	85	254
<b>Top up points at school</b>				
Smart-enabled devices in schools to enable young people to pick up ticketing products.	17	51	51	119
<b>Integration with other smart products</b>				
Development of non-transport smart products on ITSO cards such as library or leisure cards.	0	63	42	105

<b>Major Rail Station Gates</b>				
Upgrade of gates to accept Smartcards at Leeds, Bradford and other rail stations as they are gated.	85	84	42	211
<b>On Bus Equipment</b>				
Smartcard equipment for AccessBus, MyBus and other LTP funded vehicles.	0	127	85	212
	<b>272</b>	<b>916</b>	<b>812</b>	<b>2,000</b>
<b>Demand Management</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>Total</b>
<b>Business case for Demand Management Measures</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>50</b>

## Connectivity

The focus of the Connectivity theme is on delivering an integrated, financially sustainable, reliable transport system, which enables people and goods to move around as efficiently and safely as possible.

Metro's three year programme will be undertaken in the context of reduced public support for local bus services and the need to ensure a financially sustainable bus and rail network. The Local Transport Plan strategy over this period is to focus on a commercially strong core network, with the potential for growth, and re-focus Metro's support to meet local accessibility needs as far as possible within financial constraints. This will involve a review, with input from District Councils and public consultations, of all local bus networks as well as a review of home-to-school travel arrangements. The focus upon a core and supporting networks will be reinforced through the improvement of transport interchange and integration including through the development of transport hubs

Transport hubs would be located at key points on the core network and provide comfortable waiting areas with real-time information, help and taxi call point, cycle parking and a ticketing kiosk.

This strategy work requires an integrated transport network and a new approach to the planning and operation of local bus services and an enhanced role for Metro in the local rail franchising process (the Northern Franchise will be re-let in 2013). In addition, the Competition Commission's interim report concluded that the current de-regulated system was not working well in all areas and identified a lack of competition in many of the main urban areas.

Metro is therefore developing proposals for a Bus Quality Contract that would introduce franchising for local bus services in line with the practice in London and cities throughout Europe. Whilst Local Transport Plan consultations showed strong support for this approach, many bus operators are opposed to a franchising-based system. There are risks associated with its implementation. Metro will therefore be considering whether partnership approaches could achieve the same outcomes.

Metro's Local Transport Plan funded capital programme is set out below. This programme will be complemented by Metro's ongoing revenue support for local bus services, as well as lobbying for an enhanced role in local rail franchising (the Northern Franchise will be re-let in 2013).

<b>Bus QC / Partnership</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>Total</b>
<b>Develop scheme</b> Develop Bus Quality Contract / Bus Partnership Scheme	100	100	100	300
<b>Hubs</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>Total</b>
<b>Hubs definition and development</b>  Hubs implementation: define and agree locations; branding; define key components of a hub; develop schemes.	200	0	0	200
<b>Corn Exchange Leeds</b>  Develop Corn Exchange, Leeds as an interchange hub.	0	0	75	75
<b>Castleford</b>  Develop and deliver partnership scheme with other funders to deliver a single interchange hub at Castleford.	0	500	370	870
<b>Information Points</b>  Information Points, passenger shelters, seats and other street furniture at each hub.	0	750	750	1,500
<b>Bus Station Programme</b>  Programme of Bus Station development	850	0	0	850
	<b>1,050</b>	<b>1,250</b>	<b>1,195</b>	<b>3,495</b>

## Enhancements

West Yorkshire has suffered from a legacy of under-investment in transport infrastructure by successive governments, which has resulted in congestion and overcrowding on rail services into Leeds.

The Leeds City Region Transport Strategy sets out interventions that will help West Yorkshire fulfil its full economic potential, while moving to a lower carbon economy. These include:

- a new high-Speed rail link with London preceded by improvements to the East Coast Main Line and other strategic rail routes;
- stage 1 of the Leeds NGT trolleybus network (through the DfT's major scheme process);
- stage 2 extension of the NGT trolleybus network;

- a tram-train network including a fixed track link to Leeds Bradford International Airport;
- support for the proposed Northern Hub for rail with supporting measures including:
  - improvements to the Caldervale Line;
  - progressive electrification of the heavy rail network;
  - development of strategic Park and Ride (e.g. linked to main rail lines or the motorway network);
  - reduced journey times on the two North trans-Pennine (Manchester-Leeds via Huddersfield) and Leeds-Sheffield rail routes.

Over the life of the Local Transport Plan, the aspiration is to deliver the priorities in the Leeds City Region Transport Strategy together with other targeted enhancements to the network, despite reduced funding in its early years.

The LTP Partnership will work closely with the Leeds City Region and the new Local Enterprise Partnership to ensure that investment is focused where it can have the greatest impact.

Metro's work on Enhancements will focus upon developing the new Southern Entrance for Leeds Rail Station, new rail stations with car parks, at Kirkstall Forge (Leeds) and Apperley Bridge & Low Moor (Bradford) and replacing Castleford's bus station.

Traffic Light Priority, made possible by Metro's yournextbus real-time service's satellite tracking equipment will be introduced at up to 200 traffic signal locations throughout West Yorkshire to speed buses through junctions and improve punctuality.

Metro and Leeds City Council are also leading the development of the proposed NGT Leeds trolleybus network, which achieved Programme Entry in early 2010 but which has been delayed by the coalition's Comprehensive Spending Review (CSR). NGT is forecast to increase the annual GDP of Leeds City Centre by £176m or almost three per-cent, create 4,000 additional city centre jobs plus a further 250 operating and maintaining the network and support housing growth.

A Best and Final Bid (BAFB) focusing on detailed exploration of alternative funding sources and enhancement of the scheme's economic case is being prepared as required for autumn 2011.

Metro will work with Northern to secure other rail industry funding for improvements to information and accessibility, as well as working to extend rail station car parks.

Metro will also be contributing to National Station Improvement Programme work at Huddersfield and Dewsbury rail stations and strategic rail infrastructure and service development planning, including support for the Northern Hub.

Metro's Local Transport Plan funded capital programme is set out below

<b>WYSPS &amp; Major schemes</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>Total</b>
<b>Leeds Station Southern Entrance</b>  Contribution to the new pedestrian entrance for the south side of Leeds Rail Station, reducing pedestrian congestion and providing a quicker, easier route to the south of Leeds.	259	1,003	280	1,542
<b>Leeds Rail Growth Package</b>  New Rail Stations with car parking at Kirkstall Forge (Leeds) and Apperley Bridge (Bradford).	0	163	91	254
<b>Castleford Interchange</b>  New combined bus and rail interchange for Castleford town centre.	400	400	67	867
<b>Low Moor Rail Station</b>  New Rail Station and car park at Low Moor, Bradford.	389	1,897	2,012	4,297
<b>Traffic Light Priority</b>  Introduce Traffic Light Priority for buses at up to 200 traffic signal locations throughout West Yorkshire.	479	88	0	566
<b>LTP3 Development</b>  Further Development of LTP3	392	0	0	392
<b>NGT &amp; other major scheme development</b>  Development of NGT (a Trolleybus system for Leeds) & other major schemes to support Jobs and housing growth.	1,500	0	0	1,500
	<b>3,418</b>	<b>3,550</b>	<b>2,450</b>	<b>9,418</b>
<b>Rail</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>Total</b>
<b>Safety &amp; Security at stations</b>  Safety & Security improvements including CCTV & better lighting at 10 locations across West Yorkshire.	100	100	100	300
<b>Low cost Passenger Information</b>  Customer Information Screens at 42 stations (5 in Calderdale, 8 in Leeds, 15 in Kirklees, 14 in Wakefield).	419	500	0	919
<b>General Station Improvements</b>  General improvements to passenger facilities at rail stations, including Pontefract Monk Hill and a number of other stations.	205	200	200	605
<b>Accessibility Improvements</b>	150	150	150	450

Improvements at various locations to assist access to rail stations, including better signage and walking routes to and from stations and improved access to platforms.				
<b>Station Car Park Expansion and Enhancement</b> Car park Enhancements and expansion at Crossflatts, Sowerby Bridge, Pontefract Monkhill, Mirfield and Todmorden Rail Stations	636	1002	425	2063
<b>Huddersfield and Dewsbury NSIP</b> Contribution to National Station Improvement Programme at Huddersfield and Dewsbury rail stations	50	0	0	50
<b>Rail Depot Facilities (LTP2 commitment)</b> Contribution towards additional rail depot facilities for rolling stock	500	0	0	500
<b>Service/capacity enhancements (e.g. Northern Hub)</b> Strategic rail infrastructure and service development planning including the Northern Hub	225	135	45	405
<b>Tram Train Development</b> Development of proposals for Tram Train on the Harrogate Line	50	50	50	150
	<b>2,335</b>	<b>2,137</b>	<b>970</b>	<b>5,442</b>

### Other LTP3 Activities

				<b>Total</b>
<b>Development of schemes for delivery from 2014 onwards</b>	75	75	100	250
<b>Management and monitoring of LTP3</b>	156	156	148	460
<b>Development of funding bids as required to access additional support for transport projects</b>	30	30	30	90

## Supporting Activities

Metro's business planning process integrates the fifteen-year Local Transport Plan with the three-year Corporate Plan and annual MetroPlan process. The business planning process aims to create a clear 'golden thread' or 'line of sight' from the top level LTP down to an individual's actions and job description.

Metro's business plans are the basis of our performance management regime based upon a clear understanding and management of output and outcome indicators, actions, inputs and risks.

A focus on continuous improvement, applied consistently to all our processes, will ensure that Metro remains an organisation that is efficient, effective and fit for purpose. This approach has resulted in Metro delivering the best value-for-money, achieving the same high standards as the other Passenger Transport Executives (PTEs) at a lower cost with fewer staff. This focus is underpinned by the day to day activities carried out by the Finance, IT, Legal and Human Resources teams whose work behind the scenes ensure that Metro's corporate governance is robust .

Metro's Business Improvement Team will also support delivery of the Local Transport Plan by driving the use and availability of robust data to inform management decisions and the re-engineering of business processes.

In addition there are specific projects and services, such as the Work Technology project that will support business efficiency and collaboration.

Metro's PR team also has a vital role in explaining what Metro does and maintaining a high profile for the importance of transport.

## **Managing progress**

The Local Transport Plan will be managed by Metro, working in partnership with the West Yorkshire District Councils.

The aim is to apply consistent project management, risk management techniques and regular reviews of progress to ensure that projects and programmes and projects are effectively managed and implemented. This process will also inform periodic reviews of Plan implementation.

Market research and public satisfaction surveys will be used to give insight into people's perceptions and experiences. Key indicators and targets that will provide a framework for monitoring performance are being developed, using Department for Transport guidance and previous experience. There will be further consultation on these key headline indicators.

## Summary

In this Corporate Plan we have set out how Metro intends to achieve its aims and those set out in the Local Transport Plan.

Metro will be reviewing its Corporate Plan annually as part of the management of the Local Transport Plan and its implementation. You can use this Plan and future updated editions to monitor how we are achieving our goals and check that we are doing what we have said we will do.

You can find further details of Metro's work on our website at [www.wymetro.com](http://www.wymetro.com)

If you would like any further information about this Corporate Plan and Metro, please contact our Business Improvement team on 0113 2517 228.