

THE WEST YORKSHIRE KEY ROUTE NETWORK GROUP

MEMORANDUM OF UNDERSTANDING

The West Yorkshire Key Route Network Group ('WYKRN Group')

This understanding is between the members of the WYKRN Group (individually referred to as a 'Party' or collectively as the 'Parties').

The members of the WYKRN Group are: -

- The West Yorkshire Combined Authority
- The Council of the Borough of Kirklees Council
- City of Bradford Metropolitan District Council
- The Borough of Calderdale Council
- Leeds City Council
- City of Wakefield Metropolitan District Council

Reference to the '**WYKRN Group**' is intended purely as a reference to the Parties when they are acting in relation to the WYKRN Operating Model.

The Understanding

The understanding recorded in this memorandum between the Parties is not intended to be legally binding. Each Party agrees that this memorandum contains no promise or representation upon which any other Party or person may rely. Each Party undertakes to every other Party not to (and not to attempt to) sue, commence, voluntarily aid in any way, prosecute or cause to be commenced or prosecuted against any other Party or its Related Parties any action, suit or other proceeding concerning anything contained in this memorandum (in this jurisdiction or any other). A '**Related Party**' is a Party's parent, subsidiaries, assigns, transferees, representatives, principals, agents, officers or directors.

The Parties' informal understanding is set out below.

The West Yorkshire Key Route Network

The proposed West Yorkshire Key Route Network (the '**WYKRN**') includes over 661km of predominately 'A roads' (which are about 7% of all West Yorkshire roads). The WYKRN has been designed to include roads based on the following criteria (which are consistent with the criteria and terminology of the Greater Manchester and South Yorkshire regions):

1. the core network where traffic flows exceed 20,000 vehicles per day; **and**
2. roads that perform strategic functions by:-
 - connecting the five West Yorkshire Core and the West Yorkshire Key Centres together; or by

- connecting these centres to District Core Centres within other areas of the Leeds City Region and other adjacent City Regions; or
- connecting these centres to the National Strategic Network and its emergency diversion route; or
- connecting these centres to Leeds-Bradford International Airport; or
- performing ring road / bypass functions around these centres and other primary Urban Areas in West Yorkshire.

A plan showing the extent of the agreed WYKRN is attached in Schedule 1. It is intended that regional co-operation over Key Route Network criteria and terminology will mean that the ends of the WYKRN at the West Yorkshire County border as mapped out in Schedule 1 will join with the Key Route Networks and the developing Major Road Network being promoted by Transport for the North in the adjacent Counties.

Background

There is a need to improve the management of the WYKRN, building on current partnership activities, to adopt a consistent and strategic approach at a County level that is beneficial for business and supporting future growth. The importance of a WYKRN is recognised in the West Yorkshire Transport Strategy. There is also the potential for increased efficiency through collaborative working practices and for drawing down further devolved powers from central government whilst maintaining accountability of the relevant Local Authorities.

Establishing the WYKRN underpins the discussions with the Treasury and other parts of the UK Government on further devolution of transport powers and provides a foundation for developing pan regional connectivity across the North of England.

It has been agreed that the operating arrangements for managing the WYKRN would initially comprise of a West Yorkshire wide collaborative approach. Other options could be explored at a later date when sufficient time has elapsed and there is greater clarity concerning the devolution agenda.

It is also confirmed that the WYKRN Group are **only** collaborating on standards relating to highway maintenance assessments / surveys and performance. Maintenance budgets and / or grant is **NOT** included within the current WYKRN Operating Model (The '**WYKRN Operating Model**' contains the objectives of the WYKRN Group; see schedule 2).

Consequently, it is initially proposed that the WYKRN Group will collaborate on their approach to managing the WYKRN but individual local authorities will continue to manage their full highway network, although the Parties will informally recognise the strategic importance of the WYKRN through this memorandum. It is also recognised that this memorandum may need to be changed, which is described in the section on 'change' below.

General Aspirations of the WYKRN Group

The anticipated benefits of the WYKRN are that it should facilitate:

- development and economic growth,
- support the delivery of the West Yorkshire low emissions strategy and sustainable modes
- reduce and provide more consistent journey times, reduce congestion on the busiest roads across West Yorkshire regardless of boundaries (fitting with Sir David Higgins' report title recommendations to Government);
- assist in the development of the WY+ transport fund schemes;
- enable closer working with Highways England, other combined authorities in the North of England and Transport for the North;
- local authorities moving to a more strategic management approach at a later date subject to the outcome of devolution discussions and political agreement;
- improved efficiency and effectiveness in delivery (although, always being mindful of the impact on future resources), including where possible working collaboratively together to avoid duplication of effort.
- delivery of travel information to users

The WYKRN Group Philosophy

When acting in relation to the WYKRN, the Parties aim to act in ways which tend to:

- A. reflect teamwork, trust and openness;
- B. appropriately share resources to achieve mutual goals;
- C. share knowledge and experience to achieve best practice;
- D. involve consideration of the greatest benefit to West Yorkshire as a whole;
- E. promote high quality services;
- F. keep people informed of progress.

The WYKRN Project Board

A WYKRN Project Board involving representatives from each member of the WYKRN Group is to be established to plan and promote the ongoing WYKRN Group work. An initial basis for this board is set out in Schedule 3, which may be amended or supplemented as appropriate.

The WYKRN Implementation Plan

The initial WYKRN Implementation Plan is set out in Schedule 4.

WYKRN Group Operational Model

The WYKRN Group Operating Model describes the activities which the WYKRN Group could undertake and is set out in Schedule 2. Proposals relating to such things will be drawn up by the WYKRN Board and reported to the West Yorkshire Districts' Heads of Transport / Chief Highway

Officers and WYCA. However, insofar as anything requires formal commitment from any of the Parties, this will require a separate binding agreement.

Resources

All Parties in principle foresee themselves providing resources to help deliver the WYKRN Implementation Plan and in particular anticipate making appropriate staff available for WYKRN Group work. However this memorandum does not oblige any Party to provide resources.

Change

This memorandum is not legally binding and may be altered by agreement of the parties at any time. However, the Parties will endeavour to record any changes in writing and keep a record with this memorandum. Any future operating model beyond this informal collaboration (if appropriate) will be subject to agreement and is outside the scope of this memorandum.

This memorandum will initially be subject to an annual review and thereafter by agreement.

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THIS MEMORANDUM IS ACKNOWLEDGED BY THE FOLLOWING PARTIES: -

Signed by or on behalf of [NAME OF INDIVIDUAL PARTY]

.....

[SIGNATURE / ON BEHALF OF PARTY]

.....

[NAME AND TITLE OF OFFICER SIGNING ON BEHALF OF PARTY]

Date

Signed by or on behalf of [NAME OF INDIVIDUAL PARTY]

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[SIGNATURE / ON BEHALF OF PARTY]

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[NAME AND TITLE OF OFFICER SIGNING ON BEHALF OF PARTY]

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[SIGNATURE / ON BEHALF OF PARTY]

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[NAME AND TITLE OF OFFICER SIGNING ON BEHALF OF PARTY]

Date

Signed by or on behalf of [NAME OF INDIVIDUAL PARTY]

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[SIGNATURE / ON BEHALF OF PARTY]

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[NAME AND TITLE OF OFFICER SIGNING ON BEHALF OF PARTY]

Date

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-- Schedule 2 --

The WYKRN Group Operating Model

The initial objectives of the WYKRN Group are to be:

- Cooperation and collaboration at a strategic level to develop priorities for WYKRN investment, strategies and performance improvement; a key policy within the West Yorkshire Transport Strategy.
- Assisting the delivery of WYKRN related projects which facilitate the provision of jobs and growth across West Yorkshire including the WY+ transport fund.
- Collaboration on the management of WYKRN traffic models, forecasting and performance data collection and reporting.
- Helping to manage the duty to cooperate across regional boundaries, with partners including Highways England and Transport for the North to maximise the influence and investment in the regions roads.
- Collaboration on operational management including managing activities, events and unplanned incidents on the WYKRN (taking into account highways, traffic management and street-works legislation).
- Assisting local authorities working together to align and adopt the same strategies, protocols, standards and arrangements with due regard to the impact on the local road network across West Yorkshire.
- Collaboration on and assisting with the management of the urban traffic signal control system and common data base,
- Collection and provision of traffic data and information, and its dissemination to stakeholders.
- Collaboration on road safety and highway maintenance including assessment, surveys, performance, standards and delivery.
- Assisting in implementation of the West Yorkshire Transport Strategy.
- Consultation with key stakeholders and users to help inform development and operation of the WYKRN
- To check whether Milestones and tasks continue to be strategically aligned to WYCA vision, WY Transport Strategy policy and objectives and the devolution agenda
- Promote appropriate engagement with key stakeholders
- Encourage ownership and sponsorship at a senior management and elected Member level, as appropriate.
- Promote building on existing good practice and that lessons learnt from experience are taken into account.
- Maximise funding opportunities.

Please note that highway maintenance assessment/surveys/performance, standards **and not** maintenance budgets/grant is included within the current operating model.

The WYKRN Project Board

The WYKRN Project Board's Purpose is to:

- Support the West Yorkshire Heads of Transport/Chief Highway Officers (which is made up of senior managers from each West Yorkshire District Local Authorities) and WYCA, in the delivery of the WYKRN Implementation Plan through recommendation or advice prior to each decision (ensuring that appropriate methodology, assurance and governance is contained in the recommendations and that they represent the Parties' financial, legal and user interests).
- Support any WYKRN Group teams responsible for delivery of specific WYKRN Group Operating Model objective(s).
- Keep the Local Transport Plan task group informed of developments in the WYKRN.
- Establishing any groups of WYKRN Group members' officers as appropriate to assist the WYKRN Project Board or otherwise to undertake work in relation to the WYKRN Group Operating Model.
- Provide support and challenge for the effectiveness, efficient delivery of the WYKRN Implementation Plan to the milestones described, across West Yorkshire, and in particular:-
 - Highlighting risks, issues, opportunities and budgets
 - Reviewing documents and reports prior to publication and review by the West Yorkshire Heads of Transport/Chief Highway Officers and WYCA
 - Seeking to help the aims of the WYKRN Implementation Plan to continue to be aligned with/informed by evolving business needs, other West Yorkshire work streams (e.g. CIP, HNEP) and provides tangible benefits.
 - Identifying any impediments to progress and delivery and help resolve them, making the most of any opportunities that may arise
- To have oversight of work streams that impact on the WYKRN, providing comments and recommendations to relevant bodies on their implementation

Statement of principles

- Full engagement/commitment.
- Follow the WYKRN Group Philosophy.
- Any course of action will be by consensus, **but decisions shall not be binding on any Party without a written contract.**
- Disputes will be referred to the West Yorkshire Heads of Transport/Chief Highway Officers and WYCA

Decision making: The WYKRN Project Board has no ability to make decisions.

Frequency of meetings: The WYKRN Project Board aims to meet on a two monthly basis, although the Chair has the ability to make recommendations to change the frequency.

WYKN Project Board membership and Role: -

Chair: Member of the West Yorkshire group of Heads of Transport / Chief Highway Officers.

Role: to chair meetings and to accept proposals from the WYKRN Project Board to report to other West Yorkshire Heads of Transport / Chief Highway Officers and WYCA.

WYKRN Project Board members: Nominated Senior Officers (including traffic managers) from the Parties.

Role:

- Delivery of objectives and
- Helping to allocate / provide resources to work streams to meet deadlines.
- Determination of membership and targets for task and finish groups.

Work-streams to be led by board members include:

- Operational model
- Strategy and network improvement
- Network management
- Highway maintenance
- Communications
- Delivery of objectives within each work-stream area and advice the WYKRN Project Board of current best practice and changes in legislation.
- Act as liaison between the board and their authority

Ad-hoc advisors and guests may be invited by the Chair subject to appropriate confidentiality restrictions being in place.

Review and updating of the WYKRN Implementation Plan (see Schedule 4). The WYKRN Project Board will prioritise and assign updating tasks in relation to the WYKRN Implementation Plan and ensure they are fulfilled by appropriate people.

The WYKRN Implementation Plan (Schedule 4)

[as approved at West Yorkshire Chief Executives in November 2015 with updated indicative milestones]

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| Area | Task | Milestones (indicative) | Comments |
|----------------------------------|--|-------------------------|--|
| Operational model | <ul style="list-style-type: none"> Consider the implications of any devolution outcome on this programme | Ongoing | |
| | <ul style="list-style-type: none"> Political agreement to initial WYKRN proposals achieved. | March 2016 | Incorporated into the WY transport strategy. Complete |
| | <ul style="list-style-type: none"> MOU defining the collaboration arrangements agreed and signed. | Sept 2017 | |
| | <ul style="list-style-type: none"> Consider future WYKRN proposals and future operating model beyond collaboration if appropriate. | Ongoing | Dependencies include devolution. Eg. a) fully delegated to a central Traffic Manager team within Combined Authority, or b) - fully delegated to a single Highway Authority to manage on behalf of the other authorities with Combined Authority having a commissioning role, c) WY local authorities to jointly exercise functions through a joint committee. |
| Strategy and network improvement | <ul style="list-style-type: none"> A WY strategic road network strategy which sets out priorities, strategies and investment priorities. | Dec 2017 | WY transport strategy approved August 2017 has high level strategy and will include performance indicators. |
| | <ul style="list-style-type: none"> Programme management service to provide a comprehensive consistent view of delivery, specifications and benefits. | TBC | |
| | <ul style="list-style-type: none"> Agree Standards and specifications for implementation of highways schemes. | TBC | Local authority driven. |
| | <ul style="list-style-type: none"> Cooperation on management of the traffic models, forecasting, collection, scheme assessment reporting of performance data. | Ongoing | Individual transport models (of varying scope and detail) with some interaction across boundaries. Also WYCA urban dynamic model at a strategic level. Suit of performance measures for WYKRN required. Highways England has commissioned region wide traffic models. |
| | <ul style="list-style-type: none"> Manage the duty to cooperate across regional boundaries; priority is Highways England to maximise influence and investment in the regions roads. | Jan 2018 | Highways England as a priority, then other Combined authorities, traffic authorities to follow in Phase 2 and with Transport for the North work being taken into account as it develops. |
| | <ul style="list-style-type: none"> Cooperation on planning and development issues that impact on the WYKRN in place. | TBC | Collaboration on the scope and specification of the highways improvements for planning applications impacting on the highway. |

| Area | Task | Milestones (indicative) | Comments |
|--------------------|--|-------------------------|--|
| Network management | <ul style="list-style-type: none"> Highways Act administration and enforcement (such as skips and scaffold permits). | Sept 2017 | Agree standard protocol and operational arrangements. Further enhancement to follow. |
| | <ul style="list-style-type: none"> Temporary traffic orders such as road closures to enable effective management of events, incidents and planned work. | Sept 2018 | Agree standard protocol and operational arrangements. Later phases will include enhanced standards in the protocol arrangements. |
| | <ul style="list-style-type: none"> Coordination and management of street works and highways works on the WYKRN to minimise disruption and journey time delays whilst ensuring that vital services and schemes can be completed. Those WYSRN roads could be managed through the WY common permit scheme. | Sept 2018 | Agree standard protocol and operational arrangements. Later phases will include enhanced standards in the protocol arrangements including central management (common or combined permit scheme approach). |
| | <ul style="list-style-type: none"> Co-ordination (roadworks and streetworks), inspections on site duration monitoring and fixed penalty notices as tools to ensure compliance, manage and coordinate the above. | Sept 2018 | Agree standard protocol and operational arrangements first phase completed Sept 2017. Later phases will include enhanced standards in the protocol arrangements (Follows from function above.) |
| | <ul style="list-style-type: none"> UTMC-assessment design, maintenance and implementation of traffic signals and UTMC systems. | ongoing | Use of standard protocols, operational arrangements and specifications with WY contracts procured completed. Align to highways network efficiency and corridor improvement programmes. (WYTF) to enable facilitation of further integration. |
| | <ul style="list-style-type: none"> Identification and implementation of interventions to improve WYKRN efficiency | TBC | Aligned to Highways network efficiency programme(WYTF) |
| | | | |

| Area | Task | Milestones (indicative) | Comments |
|---------------------------|---|-------------------------|---|
| Network management (Cont) | <ul style="list-style-type: none"> Real time monitoring of the network WYKRN to minimise delay and disruption. | TBC | Aligned to Highways network efficiency programme (WYTF) |
| | <ul style="list-style-type: none"> Events (planned) Policy and protocol for managing planned events to minimise delay and disruption, returning the network to efficient operation as soon as possible. | Jan 2018 | Agree standard protocol and operational arrangements. Later phases will include enhanced standards in the protocol arrangements |
| | <ul style="list-style-type: none"> Incidents and unplanned events. Policy and protocol for managing incidents and unplanned events to minimise delay and disruption, returning the network to efficient operation as soon as possible. | Jan 2018 | Agree standard protocol and operational arrangements. Later phases will include enhanced standards in the protocol arrangements |
| | <ul style="list-style-type: none"> Management of a common database, variable message signs (VMS) and provision of data for customer/partner use. | April 2018 | Highways network efficiency programme (WYTF). VMS signs installation programme underway. Trial underway web based travel data. |
| | <ul style="list-style-type: none"> Front facing customer travel information to inform journey choice. | September 2018 | Follows Highway network efficiency programme. (WYTF) |
| | <ul style="list-style-type: none"> Collaboration on Road safety – accident investigation, interventions to mitigate identified issues. | Jan 2018 | |
| Highway maintenance | <ul style="list-style-type: none"> Collaboration on Assessment/surveys/performance, standards, prioritisation and works. | TBC | Agree standard protocol and arrangements. Later phases will include closer collaboration. Part of the highway maintenance efficiency programme and new code of practise. This does not include roads maintenance budgets/grants allocated to district level. |