

# Merseytravel

# Corporate Plan

2016/17

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# Introduction

**The Merseytravel Corporate Plan for 2016/17 supports the Liverpool City Region's transport priorities. More importantly, it demonstrates how we will deliver and how we will deploy the resources we have to achieve the best outcomes for those of us who live, work or visit the City Region.**

Our priorities underline the importance of connectivity to the economic wellbeing of the City Region and our ambitious plans for growth. This connectivity is represented through affordable local bus services that put customers' needs first. It means smart, affordable and integrated tickets that allow easy travel through the region and beyond.

It also means better connectivity between the City Region and the other key cities of the North. We will be ensuring that the City Region's voice is heard and working closely with the government and Transport for the North to deliver our long-term rail strategy and ensure that the City Region benefits fully from HS2, for both passengers and freight, as well as maximising potential for growth which may arise through the rebalancing of the national economy.

Connectivity includes sustainable transport and we will continue to actively promote healthy choices that reduce the impact of travel on the environment, whether through walking, cycling or through the provision of electric vehicle charging points and the promotion of low emission buses.

We also recognise our responsibilities as a major direct provider of transport services. We will continue to put safety first in the operation of the Mersey Ferries and the Mersey Tunnels and ensure that our services deliver value for money, both for our customers and for the City Region's council tax payers.

The vision for the Liverpool City Region is ambitious, and our plans have to be ambitious to match this. This document sets out how we intend to deliver our ambitions and how we will measure, monitor and report our progress through our comprehensive performance management, risk management and financial management arrangements.



Cllr Liam Robinson  
**Chair of the  
Liverpool City Region's  
Merseytravel Committee**



Frank Rogers  
**Interim Chief Executive and  
Lead Officer for Transport  
in the Liverpool City Region**

# What we do

**Merseytravel is the transport delivery body for the Liverpool City Region Combined Authority, providing transport services across Liverpool, Knowsley, St Helens, Sefton and the Wirral and providing strategic transport advice across Halton.**

We have a strategic role within the City Region, and advise the Combined Authority on transport matters in support of the delivery of the City Region's Transport Plan for Growth. We also have a very significant role in the direct provision of transport services. These include:

- Operation of the Mersey Tunnels on behalf of the Liverpool City Region Combined Authority
- Responsibility for letting and monitoring the Merseyrail concession, allowing both organisations to work closely together to respond to local demands and needs
- Responsibility for resourcing, administering and advising on the Merseyside Concessionary Travel scheme
- Responsibility for funding additional bus services in areas and at times that are not served by the commercial network and where a social need has been identified
- Operation of the world famous Mersey Ferries
- Provision of a number of services which aid the operation of local bus services, including a pre-paid ticketing scheme, maintenance of bus infrastructure and the operation of travel centres across the City Region
- Fostering collaborative working via strategic and operational relationships with stakeholders and partners e.g. in relation to safety on the network; transport planning for major events; and in taking forward infrastructure developments

## The Liverpool City Region



### Key

- |   |           |
|---|-----------|
| ● | Sefton    |
| ● | Wirral    |
| ● | Liverpool |
| ● | Knowsley  |
| ● | St Helens |
| ● | Halton    |

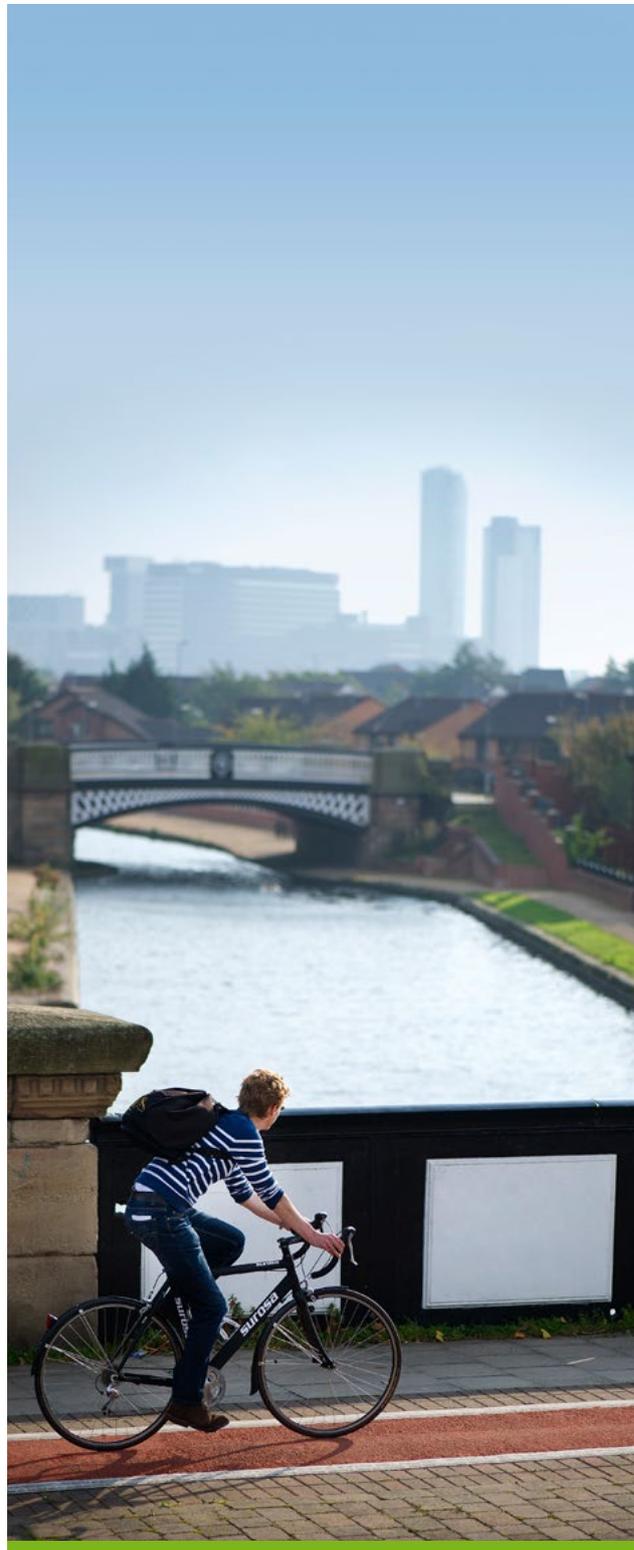
# Our approach

**This plan refreshes our priorities for the 2016/17 period and takes into consideration our developing role within the Liverpool City Region.**

We employ a tiered strategic framework:

1. The **Vision and Mission** which embraces the sub-regional approach to transport which has taken into account national and local requirements
2. The **Corporate Plan** which sets the short and medium to long-term strategic priorities for the organisation
3. The **Key Priorities** which are set each year to identify and ensure focus on the key priorities or outcomes for each year
4. Set of **Key Performance Measures** which offers a method of monitoring measurable, deliverable outcomes for the organisation in delivering our Key Priorities

All of these work together to ensure we deliver the Merseytravel elements of the higher level Liverpool City Region Transport Plan for Growth and Growth Deal and contribute to the achievement of their Key Performance Indicators.



# Strategic Framework

## Our Vision

A World Class integrated and sustainable transport system enabling a prosperous, inclusive and growing Liverpool City Region

## Our Mission

To provide the very best transport advice and service delivery to the Liverpool City Region through collaboration with partners



# Our vision, mission and values

**Our vision and mission reflect our ambitions to provide a transport network, which the Liverpool City Region deserves to enable it to grow and develop as a region, that is competing and progressing with the rest of the country and beyond.**

## Our Vision

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## Our Values

Our core values are what support our vision and mission, shaping the culture of how Merseytravel operates and delivers its corporate priorities.

### Ownership

- We are accountable for achieving our goals and for our actions; we do what we say we will
- We approach each day with enthusiasm, passion, determination and persistence
- We focus on delivering the best possible outcomes and value for money for our customers and Liverpool City Region at all times
- We challenge and provide solutions to inefficient processes and inappropriate behaviours which act as barriers to improvement

### Professionalism

- We champion Merseytravel and the Liverpool City Region
- We act with integrity, providing quality customer focussed service, being reliable and responsible
- We treat everyone with professional and personal respect, promoting fairness and recognising the value of difference and diversity
- We value learning, feedback, coaching and mentoring, so that we can improve our performance as individuals and as an organisation
- We seek to continuously improve and actively find innovative ways to deliver

### Collaboration

- We work together to deliver our priorities, taking into account the corporate vision and realising this through planning and development of each job role, always seeking to do what is best for transport within Liverpool City Region
- We are open, honest and transparent in all our dealings with our partners and stakeholders
- We appreciate there is more than one viewpoint. We listen to learn and understand each other's perspective; ensuring concerns are aired constructively with considered solutions offered

# Our priorities

We have identified five Key Priorities for 2016/17 in support of the Liverpool City Region's plans for economic growth. We have also identified a number of activities that we will need to deliver in order to meet our objectives:

## Priority 1

### Our objective

**Improving connectivity through leading and developing strategic transport initiatives linked to the Liverpool City Region Growth Plan and wider regional and national transport strategies**

### What we will do

- Lead and support development of Transport for North (incl. road, rail, freight, airports, ticketing)
- Manage the delivery of the Transport Plan for Growth on behalf of the Liverpool City Region
- Continue to develop the Long Term Rail Strategy and progress further elements of the strategy towards delivery
- Delivery of rail capital schemes in support of the long-term Rail Strategy at Maghull, Newton-le-Willows and Halton Curve
- Develop interoperability proposals with the Mersey Gateway crossing and Mersey Tunnels

### What this will achieve

A safe, integrated, sustainable and efficient transport network for the Liverpool City Region that maximises the potential for economic growth and regeneration, helping to make the City Region somewhere people want to live, work, visit and invest.

## Priority 2

### Our objective

**Deliver a comprehensive Bus Strategy for the City Region as part of a multi-modal transport approach**

### What we will do

- Deliver a customer focussed "Alliance" with commercial operators with all parties working together to deliver improvements to the network to support Liverpool City Region economic growth and an increase in fare paying passenger numbers
- Work with bus operators within the Alliance to ensure that the network supports the City Region's current and future requirements
- Deliver financial savings within the supported bus network by increasing the number of services that can be provided on a commercial basis
- Production of an outline business case in relation to bus franchising

### What this will achieve

A customer focussed, cost effective, affordable, best in class bus offer for the City Region leading to an increase in commercial bus patronage and revenue, delivered through collaboration with operators and partners.

## Priority 3

### Our objective

**Manage and develop a range of transport assets and services including infrastructure, information, the Merseyrail concession, Mersey Tunnels and Ferries**

### What we will do

- Maintain the safe operation of the Mersey Tunnels to ensure and continue to improve tunnels operation and infrastructure
- Maintain the bus infrastructure assets in support of the wider Bus Strategy
- Maintain the safe operation of the Mersey Ferries
- Develop and deliver a long-term strategy for the Mersey Ferries
- Identify financial and commercial opportunities associated with Merseyrail network station assets
- Comprehensively evaluate bids for the provision of replacement rolling stock for the Merseyrail network
- Observe the highest standards of project management, programme management and project governance for the key rolling stock replacement programme
- Continue to develop effective strategic and operational relationships with Network Rail to ensure joint delivery of rail schemes
- Work with Merseyrail Electrics (MEL) to ensure that all changes to the operation of the MEL network are considered within an effective commercial framework
- Develop and deliver changes to tolling facilities to ensure that the collection of tolls is undertaken in a safe, effective environment that provides value for money and promotes the smooth flow of traffic through the tunnels
- Develop a range of tolling initiatives that work within the Tunnels legislation to support the City Region's wider aims and objectives for the Mersey Tunnels

### What this will achieve

Our directly delivered services will be managed in a safe, customer focused, value for money and sustainable manner leading to enhanced performance and customer satisfaction.

## Priority 4

### Our objective

**Develop innovative, inclusive, contemporary and affordable travel initiatives that significantly improve customer experience, including Smart and integrated ticketing within the City Region**

### What we will do

- Develop an affordable and sustainable concessionary travel scheme for the Liverpool City Region Combined Authority
- Continued development and delivery of an affordable ambitious Smarter Ticketing programme with operators and alongside Transport for the North that provides greater convenience, flexibility and value for money for customers
- Use customer satisfaction and insight information (alongside other sources of information) to ensure that our marketing and engagement activities facilitate organisational product and service development. Promote opportunities for passenger growth and evaluate the effectiveness of travel initiatives and target our interventions accordingly
- Improve and modernise customer interactions and information provision to enhance the customer experience and enable customer data capture
- Work with operators to evaluate the benefit of MyTicket products and other fare initiatives for young people
- Develop an appropriate business case approach to investment in smarter ticketing and customer information that promotes economic growth and sustainability

### What this will achieve

Increased patronage across all public transport modes and a customer experience that is:

- high quality
- accessible
- convenient
- sustainable
- affordable

Reduction in the cost of concessionary travel to Merseytravel without compromising the social benefits of the scheme across the City Region

## Priority 5

### Our objective

**Provide high quality, independent and professional advice to the Liverpool City Region Combined Authority as both its transport delivery executive and in fulfilment of its Accountable Body functions**

### What we will do

- Ensuring that the Combined Authority has effective programme management for Local Growth Fund schemes, and for other funding programmes delivered across the City Region
- Supporting the development of appropriate capacity for the Combined Authority to take advantage of the opportunities presented through the City Region's devolution agreement with government, both for transport and in other areas of Combined Authority activity
- Supporting the development and delivery of effective governance and accountability for the Combined Authority through Merseytravel's role as Accountable Body and in preparation for changes in governance in 2017
- Ensuring that Merseytravel and the Combined Authority has an effective prioritisation framework for allocating resources across transport and other priority areas, including those services provided on behalf of the Combined Authority by Merseytravel
- Continue to provide effective leadership and management of the Liverpool City Region Transport Partnership through the Transport Advisory Group and the Transport Plan for Growth

### What this will achieve

Transport at the heart of the Liverpool City Region's potential for economic growth and regeneration

Merseytravel supporting the Combined Authority to deliver across the City Region through a range of funding streams through a robust governance framework

# Our customers

**Merseytravel has a very diverse customer base. It encompasses people who directly use our products and services, such as the Mersey Tunnels, Mersey Ferries, Travel Centres and those receiving transport information from us – be it through paper, digital means, by phone or in person and customers who purchase our multi-operator and multi-mode tickets.**

As the facilitators of customer transport experience our indirect customers also include existing and potential users of bus, rail and those to whom we promote cycling and walking. Helping get customers from A to B and ensuring their experience is easy and as convenient as possible, is a key focus for our organisation.

We will therefore continue to champion the delivery of a world-class customer focussed integrated transport system. Our priorities and work plans reflect the changing needs of existing and future customers and the need to tailor, develop and market products and services to suit the way in which they want to access, obtain or experience them, as well as how they want us to provide feedback.



# Our stakeholders and partners

Merseytravel cannot succeed in taking forward its priorities without close collaboration with its stakeholders and partners. Primary stakeholders include the Liverpool City Region districts and its Local Enterprise Partnership, the Department for Transport and other government departments, Network Rail, Highways England, the business sector and the visitor economy. Our customers, including the council tax payers of the Liverpool City Region and our staff are also critical stakeholders.

Many of our services are provided alongside those of our district partners, which means that understanding their priorities and challenges is key to our own success. The formation and evolution of the Combined Authority – now with devolution clearly on the horizon – makes collaborative working the norm rather than the exception.

The role of the private sector transport operators remains vital to our ability to deliver services. For this reason we seek to work together in partnership with our bus and rail operators so that we can focus our resources on the customer. We are working to deliver clear benefits for the travelling public whether this be from ensuring that people can get to and from un-ticketed major events safely and conveniently, to the creation of the 'Bus Alliance' to make bus a mode of choice in the Liverpool City Region.

## Our Stakeholders



### Liverpool City Region

Local Enterprise Partnership, District Councils, Combined Authority



### Customers

Residents and visitors



### Our Staff

Including front-line/customer facing staff



### Central Government

Department for Transport and other agencies



### Transport Providers

Bus and rail operators, cycle hire providers



### Private Sector

Businesses



### District Delivery Partners

Local Authorities and other local delivery organisations

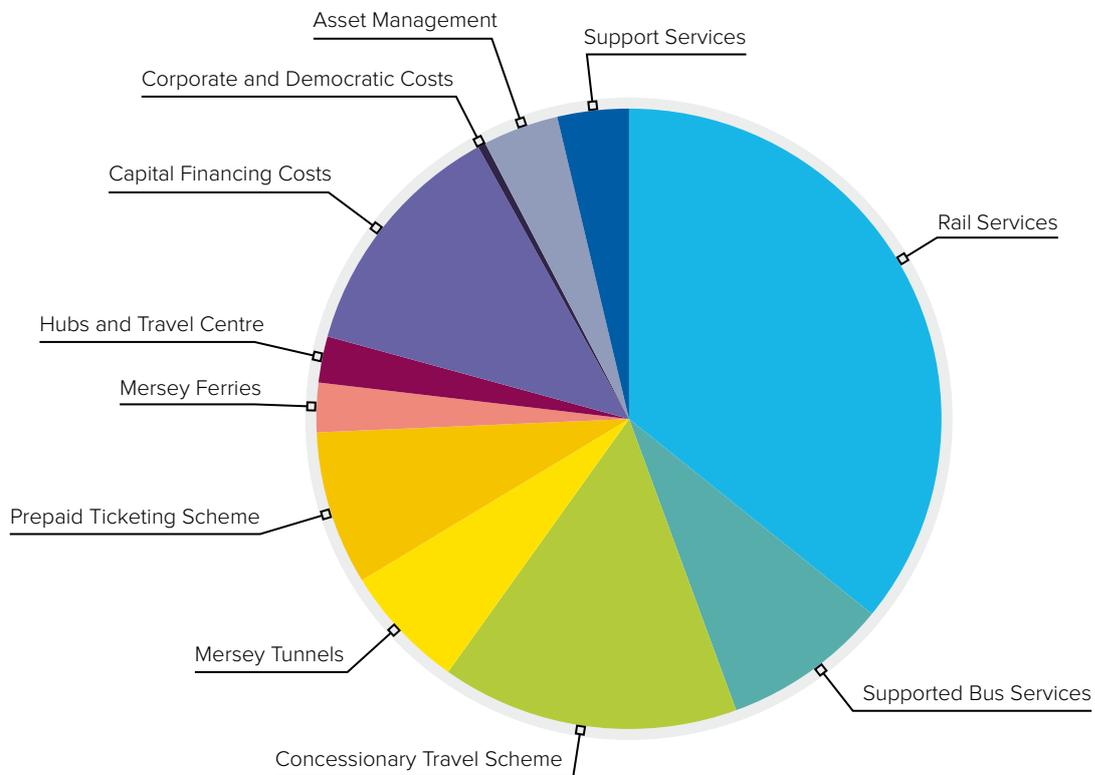
# Finance and risk

## Managing resources

We are funded by the Liverpool City Region Combined Authority for our main transport activities and from the Department for Transport in respect of the Merseyrail concession. The Combined Authority also receives significant resources from tunnel tolls, which are used to fund operation of, and investment in, the Mersey Tunnels.

## Managing budgets

In 2015/16, the gross revenue budget was £320 million. The chart below shows how this was split between various service areas. This Corporate Plan will inform the budget setting for 2016/17.



Key			
£114.5m	Rail Services	£7.7m	Hubs and Travel Centre
£27.5m	Supported Bus Services	£40.6m	Capital Financing Costs
£49.2m	Concessionary Travel Scheme	£1.3m	Corporate and Democratic Costs
£20.7m	Mersey Tunnels	£12.5m	Asset Management
£25.6m	Prepaid Ticketing Scheme	£11.8m	Support Services
£8.2m	Mersey Ferries		

## The Capital Programme

The Capital Programme for 2015/16 delivered over £30m in investment across Merseytravel's assets and more significantly, in the wider City Region transport infrastructure.

This investment was funded through capital reserves, through Mersey Tunnel tolls and also from central and European government funding. As well as collaborative working and joint funding, external funding is increasingly important, and a number of key schemes will commence this year including the strategically important Halton Curve rail development and major developments at Maghull, Birkenhead North and Newton-le-Willows, all funded through the City Region's devolved Local Growth Fund award.

## Risk management

While resources are prioritised towards our corporate priorities, this can only be undertaken after proper consideration of corporate risks. We have a Corporate Risk Register that recognises both the strategic importance of transport to the City Region and our direct involvement in the provision of transport services.

We recognise the need to manage these risks in a robust, responsible manner as failure to effectively manage these risks will mean that we will be unable to meet our Key Priorities for 2016/17.

We endeavour, through our risk management systems, to ensure that the likelihood of these risks materialising is low. Where we have less control over the likelihood of a risk arising, our risk management arrangements focus on minimising the impact.

Merseytravel manage a range of assets on behalf of the Liverpool City Region Combined Authority and foremost among these assets are the Mersey Tunnels. Significant current schemes include a major re-wiring of the Mersey Tunnels to replace 30 year old lighting and wiring in the tunnels with a more modern, appropriate and environmentally considerate infrastructure.

## Monitoring and evaluation

We have a Performance Management framework that measures the outcomes of our activities and how well our resources are being deployed in support of our corporate objectives.

At a corporate level, a suite of indicators includes measurement of affordability of travel, reliability, punctuality, safety and connectivity. These factors directly influence the two key measures of customer satisfaction and patronage levels across the network.

# Corporate Plan

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We welcome your comments and feedback  
which will help us improve our future planning.

For more information visit  
**[www.merseytravel.gov.uk](http://www.merseytravel.gov.uk)**

We can provide this information in other formats. Please contact us to discuss your requirements.

