Transport is central to economic growth. Transport helps shape greener and healthier places. Promoting sustainable modes of transport can relieve congestion and reduce carbon emissions, making places where people want to live, work and visit. Reliable and efficient transport sits at the heart of some of the most successful and prosperous cities.

Our aim has always been to deliver an integrated and inclusive transport network, and that our policies deliver benefits to all our customers through our promotion of sustainable travel choices, such that transport contributes to the growth and prosperity of our City Region.

Every year we review our performance and the developments in the operating environment to ensure we remain focused on optimising our resources, improving the stability and appeal of the transport network, enhancing infrastructure and connectivity, and ensuring that the right policy frameworks exist to guide long-term transport provision.

In 2017, the Liverpool City Region elected its first Metro Mayor. We have worked closely with Mayor Rotheram to ensure that his vision of closer working to attract global investment, transform education and skills provision, and build on the connectivity and transport links that have always been our strength is at the heart of all we strive to achieve.

2018/19 will be transformational. Through the Bus Services Act, we have the best opportunity ever to take the work of our Bus Alliance forward in such a way we that we deliver a bus network that truly provides and supports the economic growth aspirations of the City Region. Our Long Term Rail Strategy will help us to give people access to a 21st century rail network they deserve, without which the UK will continue to have a heavily imbalanced economy.

The vision for the Liverpool City Region is ambitious, and our plans have to be ambitious to match this while never forgetting the need to ensure that our services deliver value for money for both our customers and the City Region’s taxpayers.
Transport enables the movement of people and goods and is the lifeblood of the economy. Merseytravel is the executive body that provides professional, strategic transport advice to the Liverpool City Region Combined Authority and has responsibility for the delivery and co-ordination of transport operations across the City Region.

Our focus is on supporting the economic growth of the Liverpool City Region, maximising connectivity across the region and beyond. We work with local and national rail and bus operators to ensure that the Liverpool City Region has the best possible transport infrastructure, and work in partnership with a wide spectrum of stakeholders.

Central government’s devolution agenda has been fully embraced by the City Region. This has had a significant impact upon the transport agenda, most notably with the election of a City Region Mayor to exercise powers over a devolved and consolidated local transport budget, including all relevant devolved highways funding, within a multi-year funding package. This will help to deliver a wide range of local transport improvements and will have a significant impact on the service we provide, both to the Combined Authority and in our directly delivered services.

In support of the pan-City Region functions undertaken, Merseytravel is responsible for co-ordinating bus and rail services, maintaining transport infrastructure, providing public transport information and operating the Mersey road tunnels and the Mersey Ferries.

The Liverpool City Region

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Transport Highlights in the Liverpool City Region 2017/18

89% overall satisfaction of Merseyrail users

Journeys made in 2016/17

Mersey Gateway Bridge opened
Benefits include a reduction in journey times, improved reliability and less congestion resulting in lower carbon emissions and improved air quality

Construction of 1.5 miles of new rail track at Halton Curve, the completion of the Wirral Loop Line renewals and the installation of a fourth track between Huyton and Roby

Upgrading the Liverpool Lime Street station will allow an extra three services per hour in and out of Liverpool, including a new direct service to Scotland

Merseyrail
Northern Rail
Supported Bus Services
Kingsway Tunnel
Queensway Tunnel
Mersey Ferries

Refreshed the toll system to reduce waiting times, introduce contactless card payments and launch the new Mersey Tunnels and FastTag website

142% increase in bus journeys by young people in 3 years

Construction of new station buildings and facilities at Ainsdale and Newton-le-Willows rail stations

Construction of Maghull North rail station started

Groundwork started on a new state of the art depot at Kirkdale for the maintenance of the new Merseyrail trains

732 new park and ride spaces in construction at Maghull North, St Helens Junction and Newton-le-Willows rail stations

£3.5m improvements made to relieve congestion, improve bus connectivity and infrastructure

Merseytravel Corporate Plan 2018/19

Merseytravel
Northern Rail
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Merseytravel Corporate Plan 2018/19
Liverpool City Region in Context

Transport is a key theme running through everything that supports living, working, visiting and investing in the City Region. Within a national, regional and sub-regional context, Merseytravel plays a key role in the development and delivery of a sustainable inclusive and accessible transport network.

The figure on page 8 demonstrates Merseytravel’s ‘strategic fit’ helping us to deliver our aspirations for transport as an enabler of growth, fully aligning with national, sub-national and local policy. Sustainable transport is an enabler of growth, addresses air quality, and contributes to carbon reduction targets.
This report has been commissioned by Transport for the North to inform development of its Strategic Transport Plan. Proposals and recommendations in the report are those of Arup. Publication of the report does not imply TfN endorsement of any material in the report.

**JANUARY 2018 to 2050**

**Master Plan**

**Liverpool John Lennon Airport**

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**Regional**

Liverpool City Region Combined Authority; Local Enterprise Partnership.

**Liverpool City Region Freight Strategy**

**Rights of Way Improvement Plan**

**Clean Air Preliminary Options Study*”**

* The outcomes of the study are currently being evaluated.

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**Sub-national**

Transport for North

**Northern Powerhouse Rail**

**Transport for North Corridor Study**

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**Local**

Districts; and other strategic partnerships

**Ticketing Strategy**

**Mersey Tunnels Strategy**

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**National**

Department for Transport; Department for Business, Energy and Industrial Strategy; Ministry for Housing, Communities and Local Government; Highways England
Vision, Mission and Values

Merseytravel’s vision and mission reflect an ambition to provide a transport network that enables the people of the Liverpool City Region to grow and develop, and to maximise their potential.

**Our vision**
A world-class, integrated and sustainable transport network enabling a prosperous, inclusive and growing Liverpool City Region

**Our mission**
To provide professional transport advice and excellent service delivery to the Liverpool City Region

**Collaboration**
- Working together to deliver our priorities, always seeking to do what is best for transport within the Liverpool City Region
- Being open, honest and transparent in all our dealings with our partners and stakeholders
- Appreciating there is more than one viewpoint and listening to learn and understand each other’s perspective

**Ownership**
- Accountability for achieving our goals and for our actions
- Challenging inefficiencies that act as barriers to improvement, and providing solutions
- Delivering the best possible outcomes and value for money for our customers and the Liverpool City Region

Through these values, we will support the Liverpool City Region’s Guiding Principles, as set out in the Growth Strategy, ‘Building our Future’. These principles influence how organisations such as Merseytravel make decisions, and are intended to help the City Region build on its core strengths and capacity for innovation to create a truly global and competitive City Region at the heart of the Northern Powerhouse.

**Meaningful collaboration**
Through partnership working we can overcome issues and maximise opportunities for the greater benefit of the Liverpool City Region.

**Local knows best**
We know better than anyone our area’s challenges and opportunities and how to address them. It is up to us to make the most of this knowledge.

**Form follows function**
We are not prescriptive about models and structures. We do what is best to provide effective leadership and deliver the best results for the City Region.

**Added value**
The constituent parts of the City Region share a common economic geography and by aligning together we are stronger and more innovative.

**Measurable delivery**
Translating the City Region’s needs, and our vision, into tangible activity on the ground is paramount. Delivery needs to be rapid, cost effective, integrated and sustainable.
Looking to 2018/19

This Corporate Plan for 2018/19 outlines three key priorities in support of the Liverpool City Region’s plans for economic growth, and highlights what they will deliver for the City Region.

2017/18 was a year of significant change and achievement for Merseytravel – supporting the Mayoral Combined Authority and the new Mayor, leading, managing and delivering major projects with significant long-term benefits, such as the new rolling stock for the City Region; working with Network Rail to deliver its £340m investment programme; and managing the Sustainable Transport Enhancements Package, a £414m five-year programme of investment in sustainable transport across the City Region.

As we look to 2018/19, we will be aiming to ‘ADD’ value even more as we Advise, Develop and Deliver. Through the enabling provisions of the Bus Services Act, we will continue the development of a business case to assess the full range of options available to the Combined Authority.

This is a transformational opportunity to build on the work of the Bus Alliance and develop a bus network that truly helps support the economic growth aspirations of the City Region. We will also continue to work on the new Merseyrail Rolling Stock throughout the year; the first train is due to be delivered in summer 2019, followed by a period of testing and commissioning. There will be a gradual rollout of the new fleet over 12 months, with the last train expected by the end of 2020.

On this page, we set out our Transport Priorities for the coming year and consider what they will require in terms of service delivery and business support. These have formed the basis of our Service Area Plans for the year ahead.

Our Transport Priorities

**ADVISE**

Provide high-quality, professional advice and support to the Liverpool City Region

- Transport at the heart of the City Region’s potential for economic growth and regeneration
- Support for the Combined Authority to deliver across the City Region through a range of funding streams and with a robust governance framework
- An effective and efficient centrally managed Transport Partnership

- Lead the delivery of the Outline Business Case for the Bus Services Act
- Lead the development of the Outline and Full Business Case proposals for the transfer of railway station ownership
- Lead the development of the City Region’s preferred options for Liverpool to Manchester and Liverpool to London connectivity via HS2 and Northern Powerhouse Rail, leading to passive provision (i.e. future-proofing with respect to providing junctions between the two lines) within the HS2 Hybrid Bill and further commitment by central government
- Develop evidence to support investment in measures to improve bus services on the Liverpool City Region’s Key Route Network
- Identify, lead and co-ordinate bids for Transport Scheme funding on behalf of the City Region transport partners
- Work with the LEP, providing strategic support for the devolved EU Sustainable Urban Development funding and its co-ordination across the City Region

**DEVELOP**

Improving connectivity by leading on the development of strategic transport initiatives for the Liverpool City Region

- A safe, integrated, clean, sustainable and efficient transport network for the Liverpool City Region that maximises the potential for economic growth and regeneration
- A City Region where people want to live, work, visit and invest
- Increased patronage across all public transport modes and a customer experience that is high quality, accessible, convenient, sustainable, clean and efficient

- Complete the development, implementation and commissioning of Maghull North
- Complete the development, implementation and commissioning of Halton Curve
- Complete the development, implementation and commissioning of Newton-le-Willows
- Deliver the approved 2018/19 Joint Business and Investment Plan for the Bus Alliance
- Deliver and implement the Mersey Ferry Strategy
- Deliver and implement the Mersey Tunnels Strategy over the 30 years on behalf of the Combined Authority
- Introduce card payment in the toll lane, enhancing card payments and reducing reliance on cash transactions

**DELIVER**

Manage and develop a range of operational transport assets and services to support the efficient movement of people and goods

- Facilitate the development and promotion of all transport modes across the City Region
- Manage directly delivered services in a safe, customer-focused, value-for-money and sustainable manner
- Manage the Merseyrail concession and working with national rail operators to deliver high-quality rail services
- Champion the City Region bus offer and work with operators to deliver high-quality bus services
- Facilitate the development of integrated, sustainable transport modes
- Provide contemporary and affordable ticketing
- Enhanced organisational and service performance and customer satisfaction

- Deliver a short/medium-term bus plan for Liverpool Waters
- Manage the Merseyrail service delivery through the Concession Agreement, and review the service quality and performance delivery of other regional rail operators with Rail North to identify opportunities to improve the service offer
- Develop and implement the Rolling Stock Programme Infrastructure Works
- Support the development of the SMART ticketing programme for the City Region
- Provide leadership and support on the Major Events Transport Board to co-ordinate major events
Business Management

To ensure Merseytravel can deliver on its priorities in an effective and efficient manner, there are a number of core services required to ensure this can be achieved.

These are brought together through our annual business planning and performance management processes, and ensure the priorities are considered in relation to resource requirements such as staff, budgets and technical requirements as well as risk and project management. A regular, robust data and performance reporting framework is also in place to provide ongoing and effective management of the organisation.

Managing Resources

By encouraging and promoting the management of our people in a strategic and structured way, aligned with the Corporate Plan, HR will support Merseytravel's long-term goals and outcomes to ensure effective delivery of key priorities. Corporate budgets are set against the priorities agreed for the coming year and spending is regularly reported alongside the delivery of the priorities and KPIs.

Our financial strategy continues to be to reduce our operational costs while protecting front-line services. Our gross revenue budget for 2018/19 is shown on page 15. It includes grants from the Combined Authority, foremost among which are the Mersey Tunnels. For 2018/19, there is a planned capital investment of £10m in the Mersey Tunnels, including rewiring and resurfacing schemes, refreshing the tunnel tolls system and work to upgrade the concrete and cladding in the Queensway and Kingsway tunnels respectively.

Managing Risk

Through our risk management strategy, we are committed to developing and maintaining a systematic approach to the identification, evaluation and cost-effective control of the risks that threaten the achievement of Merseytravel’s priorities and objectives. This helps to ensure the organisation’s objectives, defined in this Corporate Plan, are achieved in a manner that promotes the economical, efficient and effective use of resources, and ensures the organisation’s assets and interests are safeguarded.

During 2018/19, it is proposed to invest £203.8m in Merseytravel and City Region transport infrastructure, of which £187m relates to the replacement of the rolling stock. This represents a significant strategic investment in the City Region’s transport infrastructure that will help support the development of a sustainable transport network and promote economic growth across the region. In addition, the three strategic rail schemes funded through Local Growth Fund, Newton-le-Willows, Halton Curve and Maghull North, are scheduled to become operational during the year, which will significantly enhance the local network.

In addition to the investment in rail, capital funding has been allocated to support the delivery of the Mersey Ferries Strategy and the Bus Alliance priorities, aimed at improving punctuality, access and upgrading infrastructure. Merseytravel also manages a range of activities on behalf of the Liverpool City Region Combined Authority, foremost among which are the Mersey Tunnels. For 2018/19, there is a planned capital investment of £10m in the Mersey Tunnels, including rewiring and resurfacing schemes, refreshing the tunnel tolls system and work to upgrade the concrete and cladding in the Queensway and Kingsway tunnels respectively.

Performance Monitoring

Our corporate performance management framework defines the approach we take to monitoring and reporting on the delivery of our Priorities and the delivery activities that underpin them. This is critical to ongoing and strategic decision making and is closely linked to our approach to managing corporate data across the organisation. Output is reported via the Transport Committee of the Combined Authority for wider reference. Major project management is led via our programme management office, which supports effective and efficient use of resources to ensure projects are delivered to plan.

Gross Budget 2018/19 (£m)

- £111.4m – Rail
- £74.9m – Concessionary Travel
- £21.5m – Bus
- £20.5m – Mersey Tunnels
- £13.0m – Asset Management
- £12.2m – Support Services
- £9.5m – Mersey Ferries
- £7.5m – Hubs
- £5.4m – Corporate Costs
- £1.3m – Corporate and Democratic Costs
Corporate Plan 2018/19

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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

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