

# LIVERPOOL CITY REGION COMBINED AUTHORITY

To: The Chair and Members of the Transport Committee

Meeting: 7 March 2019

Authority/Authorities Affected: All

EXEMPT/CONFIDENTIAL ITEM: No

## REPORT OF MERSEYTRAVEL

### QUARTER 3 MERSEYTRAVEL CORPORATE PLAN PERFORMANCE AND FINANCIAL MONITORING REPORT 2018/19

#### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present an overview of financial, corporate and operational performance of Merseytravel for Quarter 3 (October to December) 2018/19, and provide an indicator to identify any key risks to future performance during the last quarter of the financial year.
- 1.2 The Quarterly Performance Monitoring Report includes the following elements:
  - (a) provides an overview of results of financial monitoring for Quarter 3 2018/19;
  - (b) performance against the Corporate Plan Priorities for Quarter 3 2018/19; and
  - (c) report performance against the 8 Corporate Key Performance Indicators (KPIs) for Quarter 3 2018/19.

#### 2. RECOMMENDATIONS

Members are recommended to note the contents of this report and request further information as appropriate.

#### 3. BACKGROUND

- 3.1 The 2018/19 Corporate Plan summarises the strategic direction for Merseytravel based on requirements of the Combined Authority, Liverpool City Region priorities and the needs of our stakeholders and customers.
- 3.2 This report focuses on the third quarter of 2018/19 and summarises delivery and performance against corporate KPIs.

- 3.3 Merseytravel applies a RAG rating system for the corporate performance reporting processes and an amended rating system has been applied for 2018/19 to add a degree of sophistication. The definition of **RAG** is: –

<b>RED</b>	Highly Problematic – Delivery at significant risk <b>OR</b> abandoned
<b>AMBER / RED</b>	Problematic – Delivery at risk but not significant
<b>AMBER / GREEN</b>	Manageable – Delivery at marginal risk
<b>GREEN</b>	Well Managed – No risk to delivery <b>OR</b> complete
<b>Not Started</b>	Not Commenced – No risk to delivery

- 3.4 For 2018/19, a RAG rating of ‘Not Yet Started’ is being used. This is for service level activities that have either yet to commence, are scheduled to commence later in the year, are supporting activities to operational undertakings which have not yet been initiated or where support has yet to be requested but for KPIs and Priorities.
- 3.5 A brief narrative is provided along with each rating to provide clarity and justification for the rating, and support management decision-making in any action necessary to improve overall performance.
- 3.6 Further detail on the corporate KPIs and performance against these is attached as an Appendix to this report. The table within Section 5 of this report gives a headline of that data. Where there is more than 1 measure or activity, the average RAG rating (either over 50% or the midpoint between the extremes) has been applied.

## 4. FINANCIAL PERFORMANCE

### Revenue Budget 2018/19

- 4.1 A budget of £105.85m was approved by Merseytravel in February 2018 with a grant provided from the Combined Authority of £92m for the operation of Transport services and a £13.83m contribution from reserves. Of the budgeted contribution from reserves, £1.88m was required to balance the budget and £11.96m to support the Rolling Stock project team costs.
- 4.2 A separate grant of £28.47m was approved to cover the operational costs associated with the Mersey Tunnels.
- 4.3 The table below details the revenue position for Merseytravel for the period to the end of December 2018 showing the variances against phased budgets as well as a projected outturn for each service area:

	<b>Annual Budget</b>	<b>Budget to Date</b>	<b>Spend to Date</b>	<b>Favourable/ (Unfavourable) Variance</b>	<b>Projection 2018/19</b>	<b>Favourable/ (Unfavourable) Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Bus Services	16,654	12,400	11,896	504	16,297	357
Rail Services	1,546	1,337	3,582	(2,245)	4,548	(3,002)
Rolling Stock	11,959	8,969	5,192	3,777	8,979	2,980
Mersey Ferries	2,606	1,860	550	1,310	1,515	1,091
The Beatles Story	(1,060)	(1,092)	(831)	(261)	(1,060)	-
Mersey Tunnels	28,470	21,353	21,353	-	28,470	-
Customer Delivery	6,710	4,620	4,215	405	6,532	178
Concessionary Travel	53,865	39,632	39,632	-	53,865	-
Corporate Management	2,607	1,976	1,752	224	2,198	409
Policy & LTP Development	2,019	1,513	1,575	(62)	2,019	-
People & Customer Development	3,667	2,657	2,545	112	3,527	140
IT	0	387	389	(2)	(60)	60
Asset Management	0	6	(391)	397	(766)	766
Programme Management Office	0	0	(77)	77	(101)	101
Resources	0	17	(89)	106	(98)	98
Corporate Costs	5,281	3,882	2,922	960	4,754	527
<b>Total Net Cost of Service</b>	<b>134,324</b>	<b>99,517</b>	<b>94,215</b>	<b>5,302</b>	<b>130,619</b>	<b>3,705</b>
Funded by:						
Merseytravel Operational Grant	(92,020)	(69,015)	(69,015)	-	(92,020)	-
Tunnels Operational Grant	(28,470)	(21,353)	(21,353)	-	(28,470)	-
Application of Reserves	(13,834)	(10,375)	(6,598)	(3,777)	(10,129)	(3,705)
<b>Total Income</b>	<b>(134,324)</b>	<b>(100,743)</b>	<b>(96,966)</b>	<b>(3,777)</b>	<b>(130,619)</b>	<b>(3,705)</b>
<b>Total Net (Income)/ Expenditure</b>	<b>0</b>	<b>(1,226)</b>	<b>(2,751)</b>	<b>(1,525)</b>	<b>-</b>	

- 4.4 The current outturn projections suggests a projected underspend of £3.7m for Merseytravel. This represents the net position on services and does not fully reflect some significant under and overspends in key areas. The key variances are detailed below.
- (a) Underspend on Bus arising from rephrasing of spend in respect of alternative service delivery. Spend planned in the current year will now take place in 2019/20; Overspend on Rail relates to the reduction in Special Rail Grant from Government which we pass to Merseyrail. We are working with Merseyrail to find ways in which the operation of the concession can be changed in order to accommodate this reduction. The introduction of the new state-of-the-art fleet should give us both the opportunity to do this
  - (b) Underspend on Rolling Stock due to a rephrasing of expenditure. Spend planned for the current year will now take place in 2019/20;
  - (c) Underspend on Mersey Ferries is the result of a one off dividend from the Beatles Story to the Ferries group, which reduces the requirement for funding from Merseytravel in the current year and;
  - (d) Underspends arising from vacant posts within Customer Delivery, Asset Management and People and Customer Delivery have contributed to service underspends.
- 4.5 Taking account of the above, in balancing the budget for 2018/19 there will be an application of reserves of £11.98m to fund Rolling Stock and the reduction in SRG. After allowing for these specific items there is a net reduction in the use of Merseytravel reserves of £3.7m; however, the initial budget assumed a utilisation of £1.8m to support the revenue budget and in effect this is avoidance of utilisation. It is therefore proposed that the £1m from the TBS dividend is earmarked for the Ferries capital programme in future years and the remaining £0.9m is transferred to the modernisation reserve.
- 4.6 A more detailed analysis of service budgets is provided at Appendix A.

## Capital Programme

- 4.7 The table below summarises Merseytravel's capital programme for 2018/19. A detailed capital programme is included at Appendix B.

	<b>Approved Budget £'000</b>	<b>Revised Budget £'000</b>	<b>Expenditure to Date £'000</b>	<b>Forecast Outturn £'000</b>
Bus	2,630	2,703	551	1,519
Smart Ticketing	170	223	53	623
Ferries	640	640	346	491
Corporate Strategy	6,745	7,552	636	7,552
ICT	480	480	286	463
Support Services	450	465	11	465
Rail	15,565	16,385	10,012	13,247
Tunnels	10,200	10,605	1,638	3,322
Rolling Stock	167,000	169,781	80,263	143,267
<b>Total Capital Spend</b>	<b>203,880</b>	<b>208,834</b>	<b>93,796</b>	<b>170,949</b>

- 4.8 Spend in the first three quarters of 2018/19 represent 45% of the overall capital programme for Merseytravel. Whilst spend levels are low, the profile of capital spend is such that this tends to build gradually throughout the year with a greater proportion of spend occurring in the last quarter of the year.

### Financial Risks and Balances

- 4.9 The table below details the anticipated position in respect of Merseytravel's balances as at the 31 March 2019, based on the assumed utilisation of reserves for the purpose of supporting the revenue and capital budgets for 2018/19.

	<b>Balance as at 1 April 2018 £'000</b>	<b>Utilisation in Year £'000</b>	<b>Balance at 31 March 2019 £'000</b>
Capital Reserves	5,749	(5,749)	0
Earmarked Reserves	55,290	(12,788)	42,502
Revenue/ Working Balances	1,739	0	1,739
<b>Total</b>	<b>62,778</b>	<b>(18,537)</b>	<b>44,241</b>

- 4.10 Whilst for the reasons identified at 4.4 to 4.6 the utilisation of reserves during the year is less than anticipated at budget setting, there is still a significant reliance on reserves to balance both the revenue and capital budget. The overall level of reserves is predicted to reduce further during 2019/20 due to a continued reliance on reserves to bridge the gap in funding from the SRG reduction and other budget pressures.

## 5. PERFORMANCE AGAINST 2018/19 CORPORATE KPIs

- 5.1 Full details of the data that contributes to the overall progress ratings of the KPIs can be found in Appendix C attached to this report. The term "Monitoring Purposes" means data is gathered for comparison or noting, as it cannot readily be influenced on a quarterly basis, requiring wider strategic intervention to improve beyond direct Merseytravel control and influence. However, a RAG rating is provided (where appropriate) based on historic data or industry standards to give an indication of the current position.

5.2 The following table sets out the Corporate Plan Key Performance Indicators (KPIs) for 2018/19:

Key Performance Indicator	Overall Status Q3	Comments
<p><b>KPI 1</b> Affordability</p>	<p><b>AMBER/ GREEN</b> </p>	<p><b>Monitoring purposes</b></p> <p>This data has been rebased to 2012 for the performance cycle and is reported annually. The Benchmark is RPI +1%. Tunnels tolls are based on class 1 vehicles only. Motoring costs have been taken from the RAC website for a 2L petrol engine vehicle with an average mileage of 10k miles.</p>
<p><b>KPI 2</b> Patronage</p>	<p><b>AMBER/ GREEN</b> </p>	<p>Commercial Bus is at 29.0m which is a slight reduction from 29.8m, which the Bus Service Area will observe closely.</p> <p>Rail data is unavailable for this quarter due to a failed IT legacy system. Data has been collated but extraction and analysis has not yet been possible.</p> <p>Data processes for Walking and Cycling are being developed.</p> <p>Queensway and Kingsway Tunnels have consistent patronage.</p> <p>Mersey Ferries are showing a slight increase in Commuter Patronage.</p>
<p><b>KPI 3</b> Reliability</p>	<p><b>AMBER/ GREEN</b> </p>	<p>Based on the estimated figure for Supported Bus reliability, an improvement is seen for Q3, moving from an Amber/Green rating in Q2 to a Green.</p> <p>Merseyrail figures continue to be on target.</p> <p>Northern remains with a Red rating for Reliability, Performance dropped to 66.2% in Q3. The ongoing RMT industrial dispute continued to impact on Northern significantly and resulted in a greatly reduced service level, in particular hindering the provision of train services after 1700 hours, on strike days.</p> <p>Ferries continue to be above target.</p> <p>Both Tunnels remain as Green as both exceeded their targets.</p>

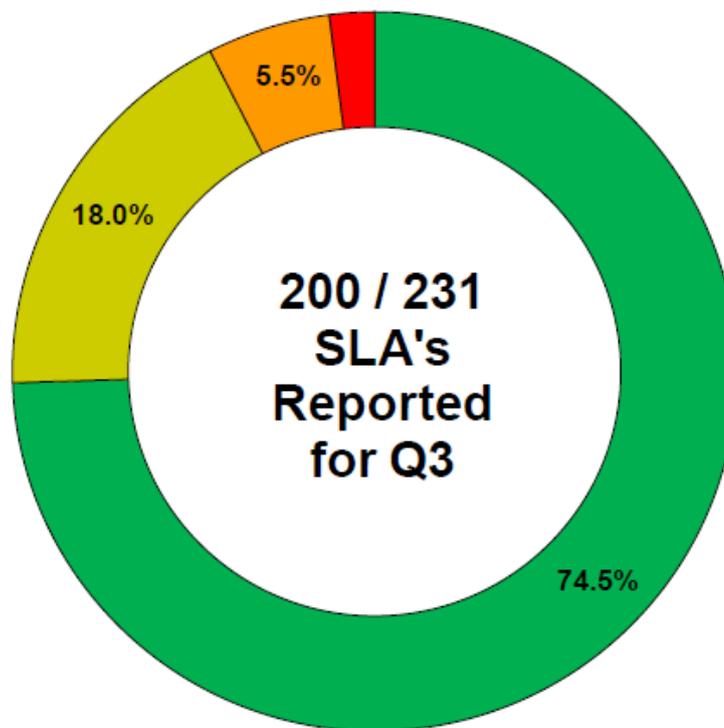
Key Performance Indicator	Overall Status Q3	Comments
<p><b>KPI 4</b> Punctuality</p>	<p><b>AMBER/ RED</b> </p>	<p>Merseytravel is working closely with bus operators to improve performance on Commercial Bus punctuality. The 2018/19 Bus alliance joint Business and Investment plan oversees the delivery of a number of infrastructure schemes and studies and in partnership with the other local authorities the Bus Alliance intends to bid for Transforming Cities Funds to implement a package of improvements designed to transform busy commuter bus corridors.</p> <p>Supported Bus punctuality remains on target.</p> <p>Merseyrail continue to be slightly above target and Northern operated an extremely poor and challenging Q3 due to reasons outlined above.</p> <p>Mersey Ferries Commuter is slightly below target but Leisure is higher.</p> <p>Mersey Tunnels journey times are quicker than the benchmark.</p>
<p><b>KPI 5</b> Safety</p>	<p><b>GREEN</b> </p>	<p><b>Monitoring purposes</b></p> <p>The National Rail Passenger and the National Bus Passenger surveys were in the field during Q3 with the results expected to be released Q4.</p> <p>On Bus Incidents remain in the Green zone for Q3.</p>
<p><b>KPI 6</b> Customer Comments</p>	<p><b>AMBER / GREEN</b> </p>	<p>Departments when responding to customer comments are mostly performing well.</p> <p>The Summer Wave of Mystery Shopper Surveys was completed during July and August 2018 across the bus and rail network.</p>
<p><b>KPI 7</b> Connectivity to and within the City Region</p>	<p><b>AMBER / GREEN</b> </p>	<p><b>Monitoring purposes – All figures and comments as Q2.</b></p> <p>Rail engineering work at Lime Street from 2 June to 29 July has seen fewer routes serving the city; during the full blockade at Lime Street this decreased further to 30.1% but is now at 35.3%.</p> <p>Overall connectivity was slightly down due</p>

Key Performance Indicator	Overall Status Q3	Comments
		<p>to the timetable change meaning that the service from Preston to South Parkway no longer runs.</p> <p>Combined connectivity is slightly up owing to marginally better interchange options via other routes.</p> <p>External connectivity was expected to change with the December 2018 timetable but this is now subject to change.</p>
<p><b>KPI 8</b> Key Strategic Projects</p>	<p><b>AMBER /GREEN</b></p> 	<p>The Newton-Le-Willows project continues to be constructed and practical completion is expected in January 2019.</p>

## Performance against 2018/19 Corporate Priorities

- 5.3 For 2018/19, 3 Transport Priorities have been developed (Advise, Develop and Deliver). This report has grouped the Service Level Activities (SLAs) into those 3 areas.
- 5.4 Directors are accountable for overall delivery of the Priorities. Where there is more than 1 activity supporting the delivery of the Priority, the average RAG rating (either over 50% or the midpoint between the extremes) has been applied. Discussion during the preparation of the quarterly report may also influence the final RAG decision to add a qualitative input. The chart below summarises overall performance against the 3 priorities. The priorities are delivered as a result of the performance of 231 Service Level Activities (SLA). There are 15 SLAs are at a Red or Amber/Red status.

### Priorities 1 to 3 Quarter 3 2018-19

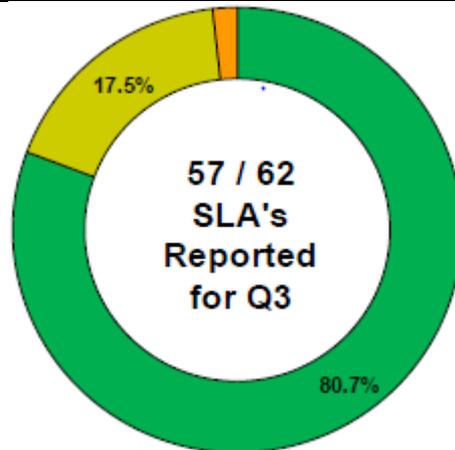


Green	149	Amber / Red	11
Amber / Green	36	Red	4
Not Started			31

## Priority 1 - Advise

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

62 strategic activities: 46 Green, 10 Amber/Green, 1 Amber/Red, 5 Not Started



Green



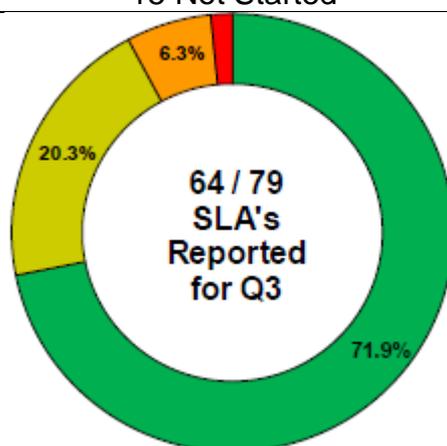
Strategic Activities	RAG	Updates
<p><b>1a</b> Transport at the heart of the City Region's potential for economic growth and regeneration</p>	<p><b>Green</b></p>	<p>This Strategic Activity is delivering, with the majority of Service Level Activities being reported as Green, including activities:</p> <ul style="list-style-type: none"> <li>• supporting the development of the Tunnels Long Term Strategy;</li> <li>• On-going support for TfN business case development work on Northern Powerhouse Rail with the CA Evidence &amp; Intelligence team heavily involved on data and evidential working groups.</li> </ul> <p>The development of the Mayoral Transport Plan has moved from an Amber/Red rating in Q2 to an Amber/Green in Q3, with the scope being agreed and presented to Transport Committee on 10 January 2019. The aim is to complete a non-statutory Mayoral Transport Plan by April 2019.</p>
<p><b>1b</b> Support for the Combined Authority to deliver across the City Region through a range of funding streams and with a robust governance framework</p>	<p><b>Green</b></p>	<p>Merseytravel continues to support the CA to deliver its priorities. For example, by improving bus services on the LCR's Key Route Network, Merseytravel continues the development of an evidence base for investment through the LCR Bus Alliance. A Green Routes steering group has been set up to develop proposals to support bus improvements on 5 key bus corridors.</p> <p>Service Level Activity 'Advise the CA on taking advantage of the transport opportunities presented through the LCR Devolution agreement with central</p>

Strategic Activities	RAG	Updates
		<p>government' moved to an Amber/Red rating in Q3. Delivery continues on the current LCR Devo Deal commitments - principally alternative bus delivery models business case, Key Route Network and devolved transport budgets. KRN development and implementation work did not progress at the desired pace as CA is not currently in a position to manage the KRN in a practical sense.</p>
<p><b>1c</b> An effective and efficient centrally managed Transport Partnership</p>	<p><b>Green</b></p>	<p>This Strategic Activity seen improvement in Q3, with all activities on target or being delivered.</p> <p>For example, leading the development of robust resilience arrangements for Rail through integration with other services and transport partners in the LCR. METB continues to operate as the key transport conduit for cross partner sharing and planning for major events/activities with the potential to disrupt or put strain on the public transport network. TCC process employed as and when required as seen for the Giant Spectacular in October.</p>

## Priority 2 - Develop

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

79 strategic activities: 46 Green, 13 Amber/Green, 4 Amber/Red, 1 Red  
15 Not Started



Green



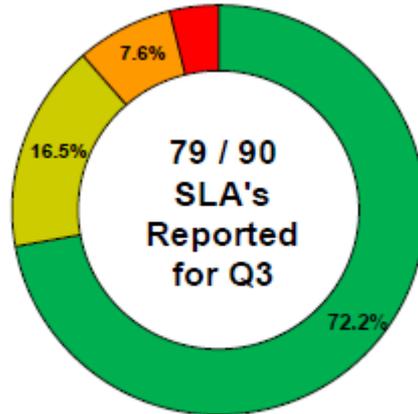
Strategic Activities	RAG	Updates
<p><b>2a</b> A safe, integrated, clean, sustainable and efficient transport network for the Liverpool City Region that maximises the potential for economic growth and regeneration</p>	<b>Green</b>	<p>The development of a Tunnels Strategy for the LCR moved from an Amber/Red rating in Q2 to an Amber/Green in Q3, this was down to significant work being undertaken in Q3. Completion is planned for the end of 2018/19.</p> <p>The Service Level Activity 'Co-Chair the LCR Airport Transport Forum' did not happen this quarter due to resource issues; therefore, it received an Amber/Red rating. Support to the forum continues now and will do going-forward.</p>
<p><b>2b</b> A City Region where people want to live, work, visit and invest</p>	<b>Green</b>	<p>All Service Level Activities are on target or being delivered within this Strategic Activity.</p> <p>An example of this delivery is the development of multi-model schemes to increase the opportunity for all to travel reducing the reliance on private cars and a number of low cost schemes have been delivered throughout 2018 which have been very effective in reducing congestion and improving efficiency. Formby Roundabout relining and Breck Road are two of the projects to benefit.</p>
<p><b>2c</b> Increased patronage across all public transport modes and a customer experience that is high quality, accessible; convenient; sustainable, clean and efficient</p>	<b>Amber /Green</b>	<p>This Strategic Activity has improved in Q3, moving to an Amber/Green rating from Amber/Red in Q2.</p> <p>The large majority of activities are delivering, three activities are rated as</p>

Strategic Activities	RAG	Updates
		<p>Amber/Red, these are:</p> <ul style="list-style-type: none"> <li>• 'Making recommendations on how to improve the online digital journey planning experience for customers';</li> <li>• 'Subject to funding proposal approvals support Customer Development to develop and introduce a replacement for the Customer Comments System that maximises opportunities to incorporate sales and marketing CRM';</li> <li>• 'Complete development, implementation and commissioning of Newton Le Willows'.</li> </ul> <p>Appropriate mitigating actions are stated against these activities in order to get them back on track.</p> <p>Development of an intuitive customer centric website to enhances the Merseytravel brand and better integrate the products, service and information offering, has been reported as a Red for the second quarter this year, as budget is not available to progress this work.</p>

## Priority 3 - Deliver

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

90 strategic activities: 57 Green, 13 Amber/Green, 6 Amber/Red, 3 Red, 11 Not Started



Amber/  
Green



Strategic Activities	RAG	Updates
<p><b>3a</b> Facilitating development and the promotion of all transport modes across the LCR</p>	<p><b>Amber /Green</b></p>	<p>Five of the Service Level Activities that make up this Strategic Activity remain on track for delivery.</p> <p>There is one activity rated as an Amber/Red and this is the M53 Gorelink resurfacing project delivery. £3M committed scheme with Merseytravel's 10% contribution. Start on site June 18 with approximately 4 months duration. Mitigating actions are in place to progress this, but the original deadline will not be met.</p>
<p><b>3b</b> Ensuring directly delivered services are managed in a safe, customer focused, value for money and sustainable manner</p>	<p><b>Amber /Red</b></p>	<p>This Strategic Activity has the highest number (5) of Amber/Red or Red RAG ratings.</p> <p>Service Level Activities rated as Amber/Red are:</p> <ul style="list-style-type: none"> <li>• Continue to develop an improving safety culture in Asset Management. Ensure AM's H&amp;S Plan is in line with CDM 2015 and is developed and implemented and all appointed posts in place.</li> <li>• Support Customer Delivery to review and conclude future usage of the Royal Daffodil</li> <li>• Identify strategy for future usage of Woodside Terminal in line with Mersey Ferries Long Term Strategy and the wider Local Authority aspirations</li> </ul>

Strategic Activities	RAG	Updates
		<p>Mitigating actions are stipulated against each of these Service Level Activities, deadlines have been reviewed to reflect these changes.</p> <p>The two Service Level Activities rated Red are:</p> <ul style="list-style-type: none"> <li>• Ensure effective and efficient delivery of allocated projects within Merseytravel's Capital Programme. Ensure delivery of approved capital budgets with target of 90%. Develop effective progress reporting with clear budget and expenditure timeline profiles.</li> <li>• Refresh the Seacombe Ferry terminal site to reflect the Mersey Ferries Long Term Strategy, including work on the landing stage.</li> </ul> <p>Challenges that resulted in the Red rating for delivery of the Capital Programme included both internal and external influences on resource availability, despite these challenges the schemes have commenced with timescales extended.</p> <p>To address the Seacombe Ferry terminal refresh, a request has been made to enable part of the existing Capital Programme to be diverted.</p>
<p><b>3c</b> Management of the Merseyrail concession and working with national rail operators to deliver high quality rail services</p>	<p><b>Green</b></p>	<p>All Service Level Activities remain within the Green zone for this Strategic Activity.</p> <p>Delivery continues on the management of the Merseyrail service through the Concession Agreement. This is done through the Merseyrail performance and concessions obligations – reviewed daily and discussed with Merseyrail every period both on an officer and directorate level.</p>
<p><b>3d</b> Championing the LCR Bus Offer and working with operators to deliver high quality bus services</p>	<p><b>Amber /Green</b></p>	<p>This Strategic Activity has improved in Q3, with the majority of Service Level Activities on target or are being delivered satisfactorily.</p> <p>There are two Service Level Activities rated as Amber/Red:</p> <ul style="list-style-type: none"> <li>• Assisting the development of the Old Haymarket Bus Hub – work cannot</li> </ul>

Strategic Activities	RAG	Updates
		<p>commence in Q3 due to planning delays;</p> <ul style="list-style-type: none"> <li>Support Customer Delivery in the removal of "Head of Queue" displays at all Liverpool 1 and Queens Square bus stations and develop proposals for RTI/Variable message screens – The scope has been reduced to Queens Square only and procurement exercise will begin in January 2019.</li> </ul>
<p><b>3e</b> Contemporary and affordable ticketing</p>	<p><b>Green</b></p>	<p>The RAG rating for this Strategic Activity remains Green, as the three Service Level Activities that sit within this remain in the Green zone.</p> <p>The activities are:</p> <ul style="list-style-type: none"> <li>Look at the feasibility of implementing barrier ticket operation in the Mersey Ferries terminals – In Q3 the analysis identified that there is no immediate requirement for ticket barriers to be put into operation, whilst current procedures will be reviewed to ensure compliance;</li> <li>Provide legal advices on proposed ticketing solutions;</li> <li>Support the development of the SMART ticketing programme for the City Region with a focus upon development and delivery of the SMART on Rail elements – Railpass has now been enabled as a SMART product and a rollout to stations has been underway since December 2018.</li> </ul>
<p><b>3f</b> Enhanced organisational and service performance and customer satisfaction</p>	<p><b>Amber /Green</b></p>	<p>This Strategic Activity remains Amber/Green in Q3. All but one of the 12 Service Level Activities are rated as Green, delivering to target.</p> <p>‘Carry out a wider staff review as a Service Area restructure. Develop and implement restructure to maximise operational efficiencies and provide clear guidelines in roles and responsibilities was the Service Level Activity rated as Red. Mitigating actions have been clearly stated, along with a timeline to address the challenges faced.</p>

Strategic Activities	RAG	Updates
<b>3g</b> Facilitating the development of integrated, sustainable transport modes	<b>Green</b>	<p>There are four Service Level Activities within this Strategic Activity that have commenced and are delivering on target, hence all are rated Green.</p> <p>They are:</p> <ul style="list-style-type: none"> <li>• New developments and events reviewed for transport implications;</li> <li>• Investments identified or secured to improve the transport network;</li> <li>• Provide lead and support on Major Events Transport Board to co-ordinate major events;</li> <li>• Represent Merseytravel at TAG as the delivery partner (alongside the 6 other Districts in that capacity).</li> </ul>

## 6. HUMAN RESOURCES

6.1 Whilst there may be HR issues as a result of the delivery of the Corporate Plan and its Priorities, there are no direct HR implications as a consequence of the delivery of this performance report.

6.2 However, depending on the feedback received, there may be HR issues that may need to be resolved to improve performance.

### 6.3 Physical Assets

Whilst there may be Physical Asset issues as a result of the delivery of the Corporate Plan and its Priorities, there are no direct Physical Asset implications as a consequence of the delivery of this performance report.

### 6.4 Information Technology

Whilst there may be IT issues as a result of the delivery of the Corporate Plan and its Priorities, there are no direct IT implications as a consequence of the delivery of this performance report.

## 7. RISKS AND MITIGATION

7.1 While the report identifies a number of emerging risks to individual service performance, these are being managed within the 2018/19 current budget, service planning process and risk management process.

7.2 There were no identified emerging risks that would require changes to overall budgets for 2018/19 or needed further consideration by the Primary Assurance and Risk Group or Audit and Risk Management Board.

## **8. EQUALITY AND DIVERSITY IMPLICATIONS**

There are no adverse implications arising directly from this report. Any decisions and policies adopted or changed in the discharge of these priorities or activities will each be subject to an Equality Impact Assessment (EIA).

## **9. COMMUNICATION ISSUES**

Communications and Stakeholder issues will be considered as part of the delivery of each of the Corporate Priorities.

## **10. CONCLUSION**

- 10.1 This report summarises performance in Quarter 3 of 2018/19 against the Corporate Plan Priorities and Key Performance Indicator supporting the application of effective evidence-based management of resources and increased focus on the delivery of corporate priorities.
- 10.2 Overall, progress is well on track or has been completed during the year, but it should be noted that comparison with previous quarterly performance data shows some areas of delivery taking a slight downward trajectory despite still maintaining good overall performance. Attention to the detailed delivery across all Service Areas is crucial to prevent any slippage.
- 10.3 Where there have been areas of underperformance against key strategic activities, actions have been put in place to address this and are summarised in the responses.
- 10.4 Financial performance against revenue spending is currently showing a favourable variance. There are no indications at this juncture that there will be significant slippage in capital spend during the year. However, this will be monitored and details of any slippage reported back through to Merseytravel in due course.

FRANK ROGERS  
Director General: Merseytravel

### Contact Officer(s): -

Sarah Johnston – Head of Finance (330 1015)  
Stephen Littler – Corporate Performance Manager (330 1184)  
Katriona Lloyd – Performance Co-ordinator (330 1148)  
Jason Roberts – Implementation Officer (330 1364)  
Liz Storey- Corporate Communications Manager, Merseytravel (330 1430)

### Appendices:

Appendix A – Detailed Revenue Spend Quarter 2  
Appendix B – Capital spend against the capital programme in 2018/19  
Appendix C – Corporate Plan Key Performance Indicators

### Background Documents:

Merseytravel Corporate Plan 2018-19