

# Blackpool Council

31 March 2018

To: Councillors Clapham, Critchley, Matthews and I Taylor

The above members are requested to attend the:

## **SHAREHOLDER'S ADVISORY BOARD**

Thursday, 5 April 2018 at 10.00 am  
in Committee Room B

## **A G E N D A**

### **ADMISSION OF THE PUBLIC TO COMMITTEE MEETINGS**

The Head of Democratic Governance has marked with an asterisk (\*) those items where the Committee may need to consider whether the public should be excluded from the meeting as the items are likely to disclose exempt information.

The nature of the exempt information is shown in brackets after the item.

#### **1 DECLARATIONS OF INTEREST**

Members are asked to declare any interests in the items under consideration and in doing so state:

(1) the type of interest concerned either a

- (a) personal interest
- (b) prejudicial interest
- (c) disclosable pecuniary interest (DPI)

and

(2) the nature of the interest concerned

If any member requires advice on declarations of interests, they are advised to contact the Head of Democratic Governance in advance of the meeting.

#### **2 (\*) MINUTES OF THE LAST MEETING HELD ON 1 MARCH 2018**

(Pages 1 - 8)

To agree the public and restricted minutes of the last meeting held on 1 March 2018 as a true and correct record.

(This item contains commercially sensitive information which is exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

**3 BLACKPOOL TRANSPORT SERVICES** (Pages 9 - 28)

To receive an overview of Blackpool Transport Services from Jane Cole, Managing Director.

**4 (\*) BLACKPOOL OPERATING COMPANY**

To discuss the financial position and options regarding expansion of the Sandcastle Waterpark.

(This item contains commercially sensitive information which is exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

**5 CULTURE RELATED SERVICE DELIVERY OPTIONS** (Pages 29 - 32)

To update Board members on the appraisal of various options for the delivery of cultural related services including Illuminations, Arts Service, Visitor Services, Events and Marketing together with the LeftCoast arts participation team.

**6 DATE AND TIME OF NEXT MEETING**

To note the date and time of the next meeting as Thursday, 17 May 2018, commencing at 2.00pm.

**Venue information:**

First floor meeting room (lift available), accessible toilets (ground floor), no-smoking building.

**Other information:**

For queries regarding this agenda please contact Sharon Davis, Scrutiny Manager, Tel: 01253 477213, e-mail [Sharon.Davis@blackpool.gov.uk](mailto:Sharon.Davis@blackpool.gov.uk)

Copies of agendas and minutes of Council and committee meetings are available on the Council's website at [www.blackpool.gov.uk](http://www.blackpool.gov.uk).

### **Present:**

Councillor I Taylor (in the Chair)

Councillors

Clapham

Critchley

Matthews

### **In Attendance:**

Mr Antony Lockley, Director of Strategy and Assistant Chief Executive

Councillor Graham Cain, Chairman, Blackpool Operating Company (Item 4 only)

Mr John Child, Managing Director, Blackpool Operating Company (Item 4 only)

Mrs Lorraine Hurst, on behalf of Company Secretary

Mrs Sharon Davis, Scrutiny Manager

### **1 DECLARATIONS OF INTEREST**

There were no declarations of interest on this occasion.

### **2 MINUTES OF THE LAST MEETING HELD ON 8 FEBRUARY 2018**

The Advisory Board agreed that the minutes of the last meeting held on 8 February 2018 be signed by the Chairman as a true and correct record.

### **3 NON-EXECUTIVE DIRECTOR AGREEMENTS**

Mrs Lorraine Hurst on behalf of the Company Secretary, presented a report seeking endorsement of the principle of Non-Executive Director Agreements for wholly-owned companies. She advised that it was good practice to have in place agreements relating to the tenure of non-executive directors stating the standards and commitment expected of them.

It was noted that the agreements, which were currently being proposed for independent non-executive directors, would provide consistency across the companies within the Council Group, with the exception of Blackpool Coastal Housing Ltd and it was proposed that as that company Board held an Annual General Meeting that set the tenure of the tenant directors, then a further report would be provided at a future meeting of the Advisory Board for that company. Mrs Hurst also reported that a review would be undertaken after the 2019 local elections to introduce a similar agreement for Councillor non-executive directors.

#### **The Advisory Board agreed:**

1. To endorse the principle of Non-Executive Director Agreements for wholly-owned companies.
2. That the Assistant Chief Executive / Director of Strategy invites the independent non-executive directors appointed for Blackpool Transport Services and the two longest serving independent non-executive directors for Blackpool Entertainment

## MINUTES OF SHAREHOLDER'S ADVISORY BOARD MEETING - THURSDAY, 1 MARCH 2018

Company to reapply for their roles as they are into their third year of office and should they be successful then they be asked to sign the agreement.

3. To request that all other independent non-executive directors sign up to the agreement and any newly appointed in the future.
4. That an agreement for Councillor non-executive director posts be considered following the 2019 local elections and a further report be brought back regarding Blackpool Coastal Housing Ltd and the independent Board Directors who serve on that Board.

### 4 EXCLUSION OF PUBLIC

**Resolved:** That under Section 100 (A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the financial projections and future objectives of Blackpool Operating Company on the grounds that it would involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

### 5 BLACKPOOL OPERATING COMPANY

Mr John Child, Managing Director, Blackpool Operating Company Limited provided an overview of the work of the Company to the Advisory Board. He reported that the vision of the Sandcastle Waterpark was to be the number one waterpark in the world in delivering guest service excellence and inclusive tourism for all and highlighted the values of the company.

Mr Child reported that the Sandcastle had been a wholly-owned company of Blackpool Council since 2003 and had steadily increased total revenue, spend per head and total guest numbers since then. A large proportion of total income was from admissions and approximately 50% of costs related to staffing.

The Advisory Board was informed that the Sandcastle had won a number of awards relating to guest service excellence and had a number of strong business partnerships both locally and nationally. In addition, the company continued to provide support to the local community and had worked with a large number of local groups including Trinity Hospice and Blackpool Carers.

Councillor Graham Cain, Chairman, Blackpool Operating Company Limited highlighted the work undertaken with North West Ambulance Services to provide 10 defibrillators in Blackpool and sought the Shareholders' support in encouraging the other wholly-owned companies to participate in the scheme. Members agreed to receive a report on the matter to a future meeting.

The Advisory Board went on to consider the future objectives of the Waterpark in detail and agreed to invite Mr Steve Thompson, Director of Resources to a future meeting to discuss potential financing of the objectives.

Members also discussed performance indicators and Mr Lockley advised that the Advisory Board sought to identify a small number of headline indicators to enable Members to ensure the companies were working towards achieving the Council's vision for Blackpool. It was noted that work would be undertaken to develop the indicators with input from

## **MINUTES OF SHAREHOLDER'S ADVISORY BOARD MEETING - THURSDAY, 1 MARCH 2018**

the companies by Mr Scott Butterfield, Transformation Manager.

### **The Advisory Board agreed:**

1. To receive a report on the North West Ambulance Service defibrillator scheme at a future meeting.
2. To invite Mr Steve Thompson, Director of Resources to the next meeting of the Advisory Board to discuss potential financing of Blackpool Operating Company Limited's future objectives.

### **6 DATE AND TIME OF FUTURE MEETINGS**

The Advisory Board agreed to note the date of the next meeting as Thursday 5 April 2018 commencing at 10.00am.

### **Chairman**

(The meeting ended at 3.02 pm)

Any queries regarding these minutes, please contact:  
Sharon Davis, Scrutiny Manager  
Tel: 01253 477213  
E-mail: Sharon.Davis@blackpool.gov.uk

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<b>Report to:</b>	<b>SHAREHOLDERS ADVISORY BOARD</b>
<b>Relevant Officer:</b>	Jane Cole, Managing Director, Blackpool Transport Services
<b>Date of Meeting:</b>	5 April 2018

## BLACKPOOL TRANSPORT SERVICES

### 1.0 Purpose of the report:

1.1 To receive an overview of Blackpool Transport Services from Jane Cole, Managing Director.

### 2.0 Recommendation:

2.1 To note the report and identify any issues for further consideration.

### 3.0 Reasons for recommendation:

3.1 To ensure the Advisory Board is fully informed about the work of Blackpool Transport Services.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

Not applicable.

### 4.0 Council Priority:

4.1 The relevant Council Priority is both

- "The economy: Maximising growth and opportunity across Blackpool"
- "Communities: Creating stronger communities and increasing resilience"

### 5.0 Background Information

5.1 Jane Cole, Managing Director, Blackpool Transport Services and Councillor Mrs Wright, Chairman, Blackpool Transport Services will be in attendance at the meeting

to speak to the papers provided and answer any questions.

5.2 A series of appendices have been provided to give an overview of the work and performance of the company.

Does the information submitted include any exempt information?

No

**List of Appendices:**

Appendix 3(a): Introduction to Blackpool Transport

Appendix 3(b): Financial Position

Appendix 3(c): Performance Culture and Data Dashboards

**6.0 Legal considerations:**

6.1 None.

**7.0 Human Resources considerations:**

7.1 None.

**8.0 Equalities considerations:**

8.1 None.

**9.0 Financial considerations:**

9.1 None.

**10.0 Risk management considerations:**

10.1 None.

**11.0 Ethical considerations:**

11.1 None.

**12.0 Internal/ External Consultation undertaken:**

12.1 None.

**13.0 Background papers:**

13.1 None.



## **Introduction to Blackpool Transport**

**Blackpool Transport is a diverse transport company which runs three modes of transport.**

### **Bus**

We are a municipal bus company with a fleet of approximately 150 buses. Municipal means we have Blackpool Borough Council as our shareholder and we pay a dividend back to the council out of our profits. We have a turnover of £23m.

We have three operational bases located at Market Street, Rigby Road and Starr Gate.

### **Flexity Trams**

We run a fleet of 18 trams between Fleetwood and Starr Gate on behalf of Blackpool Borough Council. We maintain the overhead equipment and the Council maintain the track.

### **Heritage Trams**

The iconic Heritage trams have been revived over the last three years and add splendour and a very popular tourism attraction to the resort.

We have approximately 40 trams and up to 20 in operation at any one time.

### **People**

We employ up to 650 people at the height of the season and have a team of 70 volunteers.

The Executive Team is made up of:

Managing Director	Jane Cole
Director of People and Stakeholders	Sally Shaw
Finance and Commercial Director	James Carney

Heads of Department:

Bus Operations	Mandy Davies
Bus Engineering	Chris Pannell
Tram Operations and Engineering	Ian Middlemiss
Customer Experience, Marketing and Training	Karen Cooper
Health Safety and Environment	Chris Davies

We have teams of:

Service Delivery Managers

Bus and Tram Drivers

Tram Conductors

Engineers

Administration for HR, Finance and support

Heritage Tram Volunteers

Front of House Customer Experience Team

### **Our Business Context for 2018 to 2023**

The resorts' main rail artery will not be restored fully for the 2018 season. There will be continued rail blockades on the Wigan/Bolton/Manchester corridor particular at weekend until August /September 2018.

The road works in Blackpool will continue for up for another 12 to 18 months at least.

The Tramway extension is running at least 12 months behind schedule.

Being reactive and sitting back to wait for the environment to change without attempting to predict its behaviour and react to change is not an option. We cannot constantly firefight problems.

We must keep our transformation plan on course and our trailblazer status together with an impeccable brand at the top of the Transport League.

We will:

- Identify and foresee changes in the environment and plan responses to change before these changes happen.
- Not suppose that the future will be a continuation of the past, which is: to make money for 7 months of the year and lose money for 5 months.
- Recognise that we have a turbulent environment and we need to be aggressively ready to change.
- Be dynamic and think about some scenario building. i.e. what if visitor numbers are depleted, what if people don't choose to use the trams and buses?? We have to force them.
- Learn to live with Chaos
- Be clear what we need to do to take the business back into a level of profit that supports paying £1m to the Shareholder and increase money in the bank for cash flow.
- Think outside the norms for the bus and tram industry and realise that "**Blackpool**" is what **we do.**

The Executive Team at BTS is in the process of updating the five year business plan and expect that it will drive:

- Delivery of the Transformation Plan
- A continuation of the Bus Fleet replacement programme
- The implementation of a system CRM to drive data analytics on demographics and bus route realignments
- Infiltration of the Coach and, Hotel Market using the App and paper tickets if necessary to increase patronage and revenue.
- Trial/Test and Learn park and Ride
- Tentatively continue with Rail Replacement
- Hold a Disability conference to promote the power of the Purple Pound
- Embrace joint working opportunities with all council owned companies.
- Revenue Growth plan built on seamless travel opportunities with the Rail companies in readiness for the tramway extension.
- Put forward proposals to vacate Rigby Road Bus depot and move to new premises.

The Executive Team has produced seven strategies together with the why, how, and strategic improvement measures needed to drive the output.

The next steps will be to present these strategies to the Board on the 16 May 2019 for review and Board members input.

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### **Financial Position**

The underlying financial position of the company is strong, having Net Assets of £8.5 million.

In 2016/2017 £8.9 million cash was generated from operating activities, of which £8.5 million was spent in investing in the Bus fleet and the premises at Rigby Road, more of which later.

### **Current Year Trading**

Trading has been difficult in 2017/18 due to disruption in the town caused by road works, the Rail Blockade and the changes to town centre bus stops to facilitate utility works. All these, combined with a poor summer weather-wise, meant that fewer people, in particular Concessionary Pass holders, used buses and trams. The situation is expected to improve in the coming year.

One benefit derived from the Rail Blockade is that we won the tender to operate Rail Replacement Buses between Blackpool North and Preston for the duration of the blockade. This brought in an extra £1.5 million turnover, compensating for the shortfall in town operations. Further, Arriva Trains were so impressed by our performance, and the quality of our vehicles, that they have invited us to do further work in the coming year on the Bolton/Wigan/Manchester blockade.

### **Investment Program**

We are part way through an investment/modernisation program for the Bus fleet, costing £23million over 4 years, of which £16m has already been invested. The use of some of the new vehicles on the Rail Replacement work was part of the reason for the good impression made.

The financing of this has been by way of long term (10 year) loans from the Borough Council at commercial interest rates.

Unfortunately, prior to the current Directors being in place, investment in the fleet, and the maintenance of the premises had not been maintained. Repair costs for both vehicles and premises were escalating at an alarming rate. An investment plan to replace 103 buses over 4 years, out of a fleet of 130 was agreed by the Board and Shareholder in 2015.

To date 55 vehicles have been replaced and a further 18 are due to arrive in April and May this year. A fixed price parts contract has been taken up with the manufacturer, and this, together with the disposal of old vehicles has resulted in a 19% reduction in repair costs over 3 years.

The premises at Rigby Road are still a cause for concern, and the Directors are also mindful that the Starr Gate buildings are in need of maintenance. There are potential Health and Safety issues with both premises that need to be investigated and addressed.

### **Longer Term Expectations**

The company are determined not to repeat the past mistakes, and intends to continually invest in its assets.

Once the initial investment in the fleet is complete, and the premises are regularly maintained, the company is well equipped to deal with the challenges of the future. It will be offering a very attractive integrated local transport network, modern, comfortable Bus and Tram services with close links to the Railway services. As the town becomes more attractive to visitors, demand for our services will increase.

Work is already under way to match our offering to the changing market – App, Disabled, working with Schools/Colleges, Park & Ride Sites

We are therefore confident of a return to good profitability in the longer term.

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## SHAREHOLDER REPORT MARCH 2018

### PERFORMANCE CULTURE AND DATA DASHBOARDS

#### OVERVIEW

As a whole, the company lacks a performance culture – therefore the company’s overall approach to capturing, collating, reporting and using performance data is inconsistent. There has been significant investment over recent years in ICT systems to seek to improve data collection and reporting - but further work is needed in this area to be able to present a robust dashboard of data for the company.

Data in the following areas is reported at Executive level on a regular basis but the data is not particularly analysed or used as an improvement enabler:

- Operations
- Engineering
- Tramway
- Health and Safety
- Heritage
- Customer Experience
- Finance

Some of these areas have well established performance indicators and their own performance reporting using a variety of mechanisms such as EP Morris, Cintra and Excel based systems. A lack of interface currently between the systems is problematic. Executive members have a very good understanding of the key issues in their own service areas but little resource to undertake performance reporting or collation – therefore performance and data reporting is driven in a SILO framework.

The new approach to develop a joint dashboard will therefore be of real value with the senior Executive Team members having a more focused understanding of the key performance issues across all areas of the company’s performance and enable them to provide the appropriate balance of support and challenge. The Executive Team are currently developing the dashboard through Power BI to bring some of these data sets together and produce a joint reporting tool – this will ensure better co-ordination for capturing, collating and reporting performance information across the company.

Targets are not set against performance measures – this is an area of development for the company moving forward. The development of an appraisal system for the company will help with this.

## Financial planning

Financial indicators will be incorporated into the data dashboard. Bringing performance and financial data together will enable the company to better align financial resources to a clear set of priorities and assist with decision making and whilst understanding the impact on policy issues. This will include aligning the monthly budget reports to the Strategic Achievement Measures (SAMs) of the business plan in a more meaningful way.

## Developing Insight

The company invests in 'Transport Focus' which delivers an annual report of performance data and includes national comparisons on bus and tram use. Tram survey results have been published this week and a summary feature at **Appendix One**.

## CURRENT DATA REPORTING

**Appendix Two** summarises the key indicators currently in progress. The company will seek to refine these ahead of the next Shareholders Panel to create a dashboard of performance for future meetings.

We would welcome the Shareholders to feedback on the list of indicators.

There are a number of measures reported by the company where targets are set around our performance.

### 1. Traffic Commissioner Window of Tolerance

There is a 6 minute window of tolerance set by the Traffic Commissioner (no service is to be >1 minute early and no more than <5 minutes late). The target set for this is 95%, the table below summarises our performance against these targets.

2017/2018														
Service	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12	Period 13	Year Average
1	97.5	97	99.2	95.1	90.5	90.8	94.2	87.8	91.7	98	98.9	96.8		94.79
2	98.2	97.8	91.1	96.5	95.1	96.6	98.9	92.2	94.7	93.1	99.3	98.5		96.00
2C	98.7	99	94.2	93.8	96.7	97	94.7	93.8	96.2	94.8	98.6	98.1		96.30
3	97.6	97.2	98.4	98.9	99.5	97.5	97.4	97.6	85.2	88.2	97.2	97.5		96.02
4	97.1	98.6	98.7	98.1	98	95.5	100	97.3	90	91.7	98.7	98.7		96.87
5	97.9	98.5	98.8	97	98.2	96.8	97.4	92.6	95.5	95.3	98.3	98.9		97.10
6	96.1	98	97	97.5	96.9	95.3	92.6	93.4	96.7	96.8	98.5	99.2		96.50
7	96	97.7	96.9	93.1	90.3	89	91.4	90.8	97.4	97.8	99.8	99.7		94.99
9	99.6	100	98.9	99	98.3	98.2	97.6	99.4	91.1	94.6	99.7	99		97.95
11	96.3	99	97.7	94	88.9	89.7	96.3	91.7	98.4	100	98.8	99.6		95.87
14	98.4	98.3	99.5	98.6	98.2	97.3	93.8	97.8	92.4	95.5	98.4	99.1		97.28
15	96.4	94.4	97.9	100	91.1	79.3	95.3	94.8						93.65
16	99	100	98.1	100	87.9	87.1	87.8	91.2						93.89
17	94.7	90.2	98.2	90.8	82.5	85.9	92.6	89.9	100	100	100	99.3		93.68
18									95.9	97.1	100	98.1		97.78
19									100	100	100	97.1		99.28
20	50		100	100	100	100	100	80						90.00
Date	23/04/2016	21/05/2016	18/06/2016	16/07/2016	13/08/2016	10/09/2016	08/10/2016	05/11/2016	03/12/2016	31/12/2016	28/01/2017	25/02/2017	25/03/2017	
Bus	94.23	97.55	97.64	96.83	94.14	93.07	95.33	92.69	94.66	95.92	99.01	98.54	#DIV/0!	95.76



Notes	
Period 1	UU works at St Annes Road. Crossley Bridge one lane. Bus Hub Market St closed.
Period 2	UU works at Highfield Road. Crossley Bridge one lane. Bus Hub Market St closed
Period 3	Temp lights Staining Rd end affecting 2. Bus Hub Market Street closed. UU works Highfield Road
Period 4	Temp lights on Queensway affecting 7, 11 and 17. UU works on Highfield Road.
Period 5	Airshow, Waterloo Road bridge closure, Lytham Festival, Temp lights on Clifton Drive
Period 6	Temp lights Clifton Drive, Harrowside Bridge closed. Temp lights on Queensway, Airshow, Livewire, Ride the Lights
Period 7	Illuminations, Fireworks events, Harrowside Bridge closed, Temp lights on Queensway & Clifton Drive
Period 8	UU Works Highfield Road, half term 28/10 - 05/11. Illuminations
Period 9	Phase 2 of town centre service works for tramway extension, Squires Gate bridge closed, Harrowside Bridge closed.
Period 10	Phase 2 of town centre service works for tramway extension, Squires Gate bridge closed, Harrowside Bridge closed.
Period 11	Phase 3 of town centre works. Highfield Rd UU works. Squires Gate bridge closed. Harrowside Bridge closed
Period 12	Phase 4 of town centre works. Highfield Rd UU works. Squires Gate bridge closed. Harrowside Bridge closed
Period 13	

## 2. Operator Compliance Risk Score (OCRS)

The OCRS is regulated and monitored by the Department of Transport, this is a system which measures our performance and compliance against a set of standards we must comply with to maintain our operator's licence. The O.C.R.S system collates a range of data such as MOT pass rate, roadside vehicle checks, paperwork and system checks.

The D.V.S.A use a traffic light system RED non-compliant operators, AMBER operators who are compliant but need to improve and GREEN fully compliant operators who currently meet all the requirements, we are currently at GREEN ZERO and have been for the last 4 years.

Year	OCRS Score
2014/15	Green ZERO
2015/16	Green ZERO
2016/17	Green ZERO
2017/18	Green ZERO

## 3. Lost Milage

The current target set by the Department of Transport. The table below shows the amount of mileage operated against a schedule, before taking into account mileage lost due to traffic and congestion. The target set by the D.O.T is 0.50%, currently BTS is performing well at below target 0.35%. This can be seen at **Appendix Three**.

## 4. Gender Pay Gap

March has seen Blackpool Transport report for the first time on Gender Pay Gap. This is reported at **Appendix Four**.

The gender split at Blackpool Transport is reflective of the broader transport industry which is traditionally a male dominated one with 526 male members of staff and 120 female members of staff. Whilst we have seen increases in female representation at all levels across the business in recent years, there is still significant differences in the male/female split.

Where we are different to the industry however is in the calculation of mean pay – with female pay being 5.01% higher than male. This is due to two thirds of the Executive Director Team being female. Despite this we still have a higher proportion of staff who are female paid more within the lower pay bands. The spread across the pay bands for both male and female is fairly even.

We will continue to monitor our gender pay gap and activity. We will provide and publish data for the next 3 years as required in order to make comparisons. We will continue to develop initiatives to increase female participation in the business and development into senior roles. We will review how effective our recruitment processes are in generating female applicants. We will ensure gender balance when recruiting apprenticeships and develop training programmes for all staff and introduce a mentoring scheme. We will also support and promote family-focused options such as flexible working.

## **FUTURE DATA REPORTING**

### Strengthening the governance arrangements around performance issues

There is much the company can do to build in more scrutiny of performance internally at Executive level and also through the Board and Shareholder Panel.

1. In depth work to be undertaken over the next three months to understand the complete picture of performance and work towards helping Executive members manage their own areas of the business through consistent data reporting.
2. Executive members to engage in the development of a quarterly 'health check' and update on the progress of delivery on Business Plan SAM's. This will be a short and concise report against the agreed milestones and will provide an overview and update on current performance targets through the new data dashboard.
3. The Board is an excellent opportunity to provide constructive challenge and drive improving performance. At the moment, constructive challenge is limited due to the lack of data presented through the board - therefore the data reported is providing little added value. In addition to this, the Board can provide a proactive role in examining issues raised through the reporting of the new data dashboard and make clear recommendations and track performance.
4. The Shareholders Panel will receive a quarterly performance dashboard focussed on the health of the business, together with quarterly themed reports on bus, tram and further insight data to be developed in 2018.

## **PROPOSED ACTIONS**

For the next Shareholders Advisory Board, BTS will;

- Have a developed data dashboard for consideration.

- Present a timeline / forward plan for themed performance reporting for the year to sit alongside quarterly data reports.

Highlights are given below but a key headline from this year's findings is that overall journey satisfaction on the Blackpool tramway is very high, and **higher than all other tram networks covered in the Tram Passenger Survey**.

- 97 per cent of passengers are satisfied, with 80 per cent saying they are 'very satisfied' with their journey overall. This is considerably higher than the same measure on the Bus Passenger Survey (87 per cent satisfied)
- There is not a great deal of variation in overall journey satisfaction across different passenger groups. Those aged 16-34 tend to be less satisfied, with 91 per cent satisfied. Blackpool residents are very slightly less satisfied with the tramway than visitors to Blackpool (97 per cent satisfied compared to 99 per cent)
- The key factor which makes journeys satisfactory on the Blackpool tramway is access to the tram stop. Attributes relating to this have remained relatively consistent compared to 2016. Satisfaction with the distance of the tram stop from the journey start is a little lower (91 per cent satisfied) than the convenience/accessibility of the location of the tram stop (94 per cent satisfied)
- The factor which makes journeys great on the Blackpool tramway is the on board environment and comfort. The amount of personal space on board is the lowest rated aspect (84 per cent satisfied), especially amongst Blackpool residents (81 per cent satisfied). Satisfaction with the amount of space on board to sit or stand is also a little lower, with 85 per cent of passengers satisfied
- 88 per cent of fare-paying passengers are satisfied with the value for money of their journey, a slight increase since last year (86 per cent). Similar to overall journey satisfaction, those aged 16-34 are less satisfied with value for money, with 80 per cent satisfied (2016: 78 per cent)
- When evaluating value for money, the most important factor is the cost of the tram for the distance travelled
- 91 per cent of passengers were satisfied with the punctuality of the tram, which has decreased slightly since last year (94 per cent). Only 3 per cent experienced a delay on their journey, with the average length of delay lasting 18 minutes
- 21 per cent of passengers spontaneously mention an improvement that could have been made to their journey (27 per cent in 2016).
- The most common improvements mentioned relate to either tram staff, the design/comfort/condition of the tram or the seating and capacity on board
- Other improvements relate to tram stops and the fares/tickets
- The majority of passengers (72 per cent) are using the Blackpool tramway for leisure reasons (2016: 75 per cent). Around a quarter (27 per cent) use it to commute
- The vast majority of passengers (72 per cent) use a paper ticket. Only 4 per cent currently use an m-ticket, but this has increased significantly since 2016 (0 per cent)
- Two thirds of passengers (64 per cent) purchase their ticket from the conductor (2016: 64 per cent)
- The profile of passengers travelling on the tramway is relatively old, with 39 per cent aged 60 or over (2016: 37 per cent)

2018 will see the company develop its approach to insight further with work to refocus the Bus User Panel to a wider model seeking to gain views of both bus and tram, the company

will compliment this with a wider programme of surveys using the captive audience at bus stops to gain feedback an insight into our services.

We will also continue the work around youth engagement and our 'Customers and Employees of the Future' as we can gain great insight via engagement activity with local schools, colleges and youth summits.

**CUSTOMER EXPERIENCE**

Number of complaints received  
Number of founded complaints  
Average response time to dealing with complaints  
Downloads of the BTS App  
Social media growth  
% of drivers passing test  
Number of recorded incidents of ASB  
Social media reach  
Engagement reach  
% of customers satisfied

**HEALTH AND SAFETY**

Number of Road Traffic collisions  
Number of pedestrian incidents  
Number of incidents involving a customer  
Number of accidents at work  
Lost time due to accidents at work  
Number of staff assaults  
Number of RIDDOR reportable incidents  
% of staff screened through occupational health  
Number of toolbox talks delivered  
% of equipment and machinery tested and compliant  
Near miss reports received  
% of employees engaged in safety and up to date with training

**OPERATIONS**

Patronage  
Revenue growth  
Schedule adherence  
  
Lost mileage  
Driver conduct  
Defect reporting

**HERITAGE**

Revenue generated  
Tram  
Private Hire  
Merchandise  
Expenditure  
Tram fleet availability  
Engineering performance  
Critical breakdowns and lost time  
Number of safety incidents reported  
Customer satisfaction - % customers satisfied  
Staff satisfaction - % staff satisfied

**ENGINEERING**

DVSA Compliance Rating  
MOT Pass Rate  
Breakdown against operated mileage  
Peak Vehicle Requirements met

**TRAMWAY**

Patronage  
Revenue growth  
Lost mileage  
Average mileage between service affecting behaviour

Appendix Three

WEEK NO.	WEEK ENDING	Scheduled Kms	Planned Variations	Standard Kms	Bad Weather	Mechanical Failure	No Driver	Staff Failure/Sick	No Vehicle	RTA	Road Works/ Closed/Blocked	Late Running (Meal Breaks)	Traffic/Heavy Loading	Other Reasons	Total Lost Kms	Lost Kms %	Comments
01	01-Apr-17	135,165	-48	135,117	0.0	171.0	13.3	0.0	10.3	26.9	87.3	0.0	47.7	7.0	363.6	0.27%	
02	08-Apr-17	146,576	-5	146,570	0.0	103.8	2.5	0.0	9.6	0.0	5.5	16.6	57.0	48.0	242.9	0.17%	
03	15-Apr-17	133,927	0	133,927	0.0	92.0	0.0	0.0	0.0	0.0	0.0	0.0	200.9	5.3	296.3	0.22%	
04	22-Apr-17	133,675	0	133,675	0.0	53.5	0.0	0.0	14.4	0.0	12.8	3.9	101.2	13.0	188.8	0.15%	Easter Weekend
05	29-Apr-17	145,195	375	145,570	0.0	81.6	0.0	0.0	0.0	9.2	26.8	9.6	29.6	19.7	176.3	0.12%	
06	06-May-17	133,544	352	133,895	0.0	184.3	45.6	0.0	0.0	0.0	21.3	0.0	43.9	31.0	326.1	0.24%	
07	13-May-17	145,195	389	145,584	0.0	259.4	0.0	0.0	4.9	5.5	73.2	0.0	54.1	29.1	426.1	0.29%	
08	20-May-17	145,195	412	145,607	0.0	168.3	16.4	0.0	17.1	29.3	7.8	0.0	0.0	6.8	245.6	0.17%	
09	27-May-17	145,195	393	145,588	0.0	362.4	8.2	0.0	41.7	13.4	0.0	24.3	47.4	14.7	512.1	0.35%	
10	03-Jun-17	133,427	353	133,780	0.0	191.4	19.6	0.0	0.0	13.6	0.0	0.0	160.0	72.2	456.8	0.34%	
11	10-Jun-17	145,195	386	145,581	0.0	114.3	5.4	23.6	18.3	62.4	7.0	4.6	19.3	93.0	347.8	0.24%	
12	17-Jun-17	145,195	400	145,595	0.0	199.6	42.8	10.2	0.0	0.0	1.9	0.0	80.3	0.0	334.8	0.23%	
13	24-Jun-17	145,195	543	145,738	0.0	299.2	10.2	0.0	26.2	46.9	0.0	0.0	38.7	41.2	483.9	0.32%	Various carnivals
14	01-Jul-17	145,195	802	145,997	0.0	241.5	0.0	0.0	0.0	28.0	0.0	0.0	200.4	23.9	511.7	0.35%	
15	08-Jul-17	145,195	435	145,629	0.0	273.4	16.2	0.0	0.0	0.0	16.3	0.0	87.6	26.9	420.4	0.29%	
16	15-Jul-17	145,195	14	145,209	0.0	244.3	23.0	20.5	7.4	16.4	56.8	0.0	126.5	0.0	494.8	0.34%	Temporary lights queensway
17	22-Jul-17	145,195	473	145,668	0.0	370.2	61.3	0.0	19.4	10.0	255.3	8.0	239.6	55.4	1019.1	0.70%	Temp lights Clifton Drive
18	29-Jul-17	145,050	1552	146,601	0.0	207.0	39.3	0.0	0.0	21.0	28.7	0.0	80.9	49.5	426.4	0.29%	Temp lights Clifton Drive
19	05-Aug-17	145,050	2296	147,345	0.0	278.5	10.2	0.0	0.0	0.0	31.3	0.0	941.8	6.1	1279.8	0.87%	Lytham Proms
20	12-Aug-17	145,050	1023	146,072	0.0	215.6	5.3	0.0	7.8	0.0	15.8	5.8	866.1	42.0	1158.3	0.79%	Airshow
21	19-Aug-17	145,050	677	145,726	0.0	223.5	5.9	0.0	9.8	26.8	0.0	0.0	480.8	26.2	772.9	0.53%	Livewire
22	26-Aug-17	141,796	704	142,501	0.0	337.9	19.3	0.0	10.2	0.0	26.5	40.8	706.3	34.8	1175.6	0.83%	Switch On, Ride the Lights, Many Diversions
23	02-Sep-17	129,123	258	129,381	0.0	268.4	0.0	0.0	11.3	14.7	483.5	14.5	569.6	22.6	1374.7	1.06%	illuminations
24	09-Sep-17	141,957	653	142,610	0.0	324.3	5.9	0.0	0.0	13.4	11.4	0.0	75.5	52.9	483.3	0.34%	illuminations
25	16-Sep-17	141,731	658	142,388	0.0	246.7	4.4	0.0	21.6	0.0	0.0	0.0	192.8	26.8	492.0	0.35%	illuminations
26	23-Sep-17	142,183	653	142,836	0.0	123.3	26.4	0.0	5.5	16.7	0.0	3.9	25.4	17.5	216.7	0.15%	illuminations
27	30-Sep-17	142,183	653	142,836	0.0	268.3	0.0	26.9	8.2	12.8	2.3	0.0	70.3	16.0	404.8	0.28%	illuminations
28	07-Oct-17	141,731	653	142,384	0.0	191.2	52.4	0.0	41.1	39.1	0.0	0.0	34.8	17.7	376.3	0.26%	illuminations
29	14-Oct-17	142,183	1104	143,286	0.0	179.6	9.6	0.0	0.0	6.5	24.9	0.0	106.6	21.6	348.7	0.24%	illuminations
30	21-Oct-17	142,183	1159	143,341	0.0	208.6	0.0	0.0	33.0	10.2	11.9	0.0	172.3	64.9	501.0	0.35%	illuminations
31	28-Oct-17	143,170	607	143,777	0.0	232.0	12.9	0.0	39.3	44.6	359.6	0.0	1006.7	49.3	1744.4	1.21%	Half term week
32	04-Nov-17	141,596	612	142,208	0.0	92.0	14.6	0.0	0.0	10.0	369.4	0.0	58.4	53.8	596.2	0.42%	illuminations
33	11-Nov-17	138,315	-139	138,176	0.0	116.3	0.0	0.0	0.0	29.3	0.2	0.0	34.4	44.5	224.7	0.16%	Squires Gate Bridge Closures, Highfield Rd UU works
34	18-Nov-17	183,411	380	183,791	0.0	211.7	27.8	0.0	4.4	32.9	4.9	0.0	636.3	34.7	952.7	0.52%	Town Centre utility diversions phase 2
35	25-Nov-17	183,431	325	183,756	0.0	155.5	15.4	34.7	21.7	14.2	144.0	0.0	495.2	57.6	936.2	0.51%	Town Centre utility diversions phase 2
36	02-Dec-17	183,431	348	183,778	0.0	173.5	39.4	0.0	0.0	4.1	39.1	6.8	334.6	16.9	575.7	0.31%	Town Centre utility diversions phase 2
37	09-Dec-17	183,431	290	183,721	0.0	146.1	67.3	0.0	1.3	31.1	7.8	0.0	180.8	22.2	456.6	0.25%	All as period 9
38	16-Dec-17	183,431	455	183,886	0.0	87.7	0.0	43.4	49.8	11.0	0.0	0.0	183.1	72.9	447.9	0.24%	
39	23-Dec-17	183,099	249	183,348	0.0	259.9	2.5	0.0	0.0	17.3	0.0	9.7	540.7	43.2	873.2	0.48%	
40	30-Dec-17	123,950	0	117,720	0.0	86.3	0.0	0.0	0.0	0.0	2.6	0.0	19.1	12.4	129.3	0.10%	
41	06-Jan-18	162,833	536	163,368	0.0	63.8	0.0	153.4	14.8	2.6	30.7	7.8	0.0	0.0	272.8	0.17%	All as period 10
42	13-Jan-18	171,835	892	172,726	0.0	87.9	0.0	0.0	4.1	41.3	25.4	0.0	5.5	53.8	218.0	0.13%	
43	20-Jan-18	179,778	611	180,389	0.0	83.4	0.0	0.0	23.4	42.5	0.0	0.0	0.0	6.0	155.3	0.09%	
44	27-Jan-18	170,386	226	170,612	0.0	367.9	0.0	0.0	11.2	32.0	26.1	5.0	9.0	32.4	473.7	0.28%	
45	03-Feb-18	170,386	568	170,954	0.0	362.1	0.0	0.0	11.2	32.0	26.1	5.0	9.0	32.4	477.9	0.28%	Phase 4 of town centre roadworks
46	10-Feb-18	168,150	148	168,298	0.0	86.0	4.6	14.0	0.0	27.6	1.3	0.0	6.4	30.4	170.4	0.10%	
47	17-Feb-18	167,764	281	168,044	0.0	209.0	8.3	41.4	0.0	73.0	30.3	0.0	8.8	62.0	432.7	0.26%	
48	24-Feb-18	167,940	245	168,188	0.0	239.6	0.0	0.0	16.9	29.0	16.9	0.0	18.2	58.0	378.6	0.23%	
<b>Total Kms</b>		<b>7,264,757</b>	<b>23753</b>	<b>7,282,280</b>	<b>0.0</b>	<b>9523.5</b>	<b>627.0</b>	<b>368.1</b>	<b>517.4</b>	<b>896.3</b>	<b>2310.1</b>	<b>178.2</b>	<b>9374.1</b>	<b>1567.9</b>	<b>25362.4</b>	<b>0.35%</b>	

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# Gender Pay Gap Extract Report

Snapshot Date : 05/04/2017

Description: Private Sector GPG Report V2

Payrolls: Engineering, Monthly, Operations

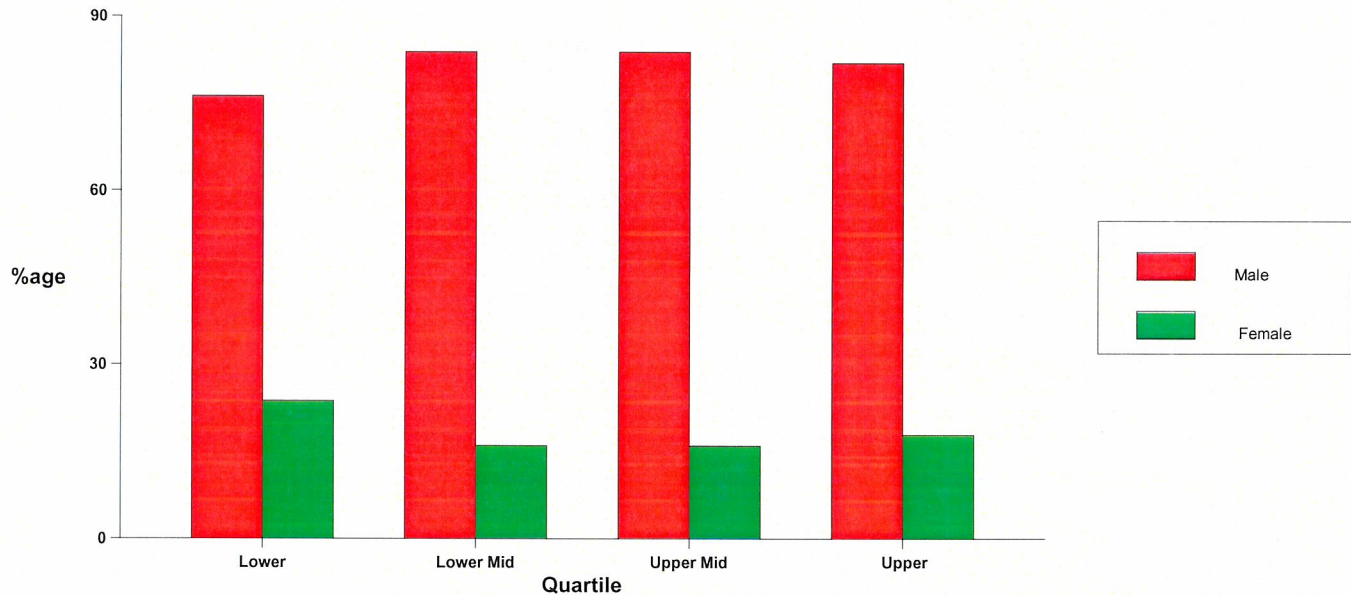
## Hourly Rate Gaps

	Male	Female	Percentage Difference
Mean	10.57	11.10	-5.01%
Median	9.70	9.40	3.09%

## Hourly Rate Quartiles

Gender	Lower (160)	Lower Middle (161)	Upper Middle (161)	Upper (161)
Male	122	76.25%	135	83.85%
Female	38	23.75%	26	16.15%

Proportion of male and female employees per quartile



## Bonus Gaps

	Male	Female	Percentage Difference
Mean	108.14	106.69	1.34%
Median	100.00	100.00	0.00%

## Bonus Proportions

Number of Males receiving bonus:	419 / 526
Proportion of Males receiving bonus:	79.66%
Number of Females receiving bonus:	86 / 120
Proportion of Females receiving bonus:	71.67%

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<b>Report to:</b>	<b>SHAREHOLDER’S ADVISORY BOARD</b>
<b>Relevant Officer:</b>	Alan Cavill, Director of Place
<b>Date of Meeting:</b>	5 April 2018

## CULTURE RELATED SERVICE DELIVERY OPTIONS

### 1.0 Purpose of the report:

- 1.1 To update Board members on the appraisal of various options for the delivery of cultural related services including Illuminations, Arts Service, Visitor Services, Events and Marketing together with the LeftCoast arts participation team.

### 2.0 Recommendation(s):

- 2.1 To consider the report and make any comments as necessary.

### 3.0 Reasons for recommendation(s):

- 3.1 To consider the views of the Advisory Board before any further consideration is undertaken.

- 3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? **No**

- 3.2b Is the recommendation in accordance with the Council’s approved budget? **Yes**

- 3.3 Other alternative options to be considered: The current situation is to look at all the options and the reason for this report is to seek the views of the Advisory Board.

### 4.0 Council Priorities:

- 4.1 This contributes to both Council Priorities:
- Economy – maximise growth and opportunity across Blackpool
  - Communities – create stronger communities and increase resilience

### 5.0 Background Information

- 5.1 The creation of a company covering the Illuminations, Arts Service, Visitor Services, Events and Marketing together with the LeftCoast arts participation team (“Newco”) was first mooted as part of savings proposals for 2016/17. The context, drivers, potential scope, and rationale for creating Newco have been explored since this time, with an appraisal now being undertaken to help establish a clear way forward for the proposals.

- 5.2 The primary drivers behind the Newco proposal were to:

- Provide efficiency savings for the Council;
- Guarantee the future of the Illuminations, Arts Service, and Grundy Art Gallery;
- Provide a suitable organisational structure for LeftCoast to develop, in particular, to ensure a suitable vehicle exists to continue the delivery of future grants from Arts Council England - such as further funding for the existing Creative People and Places Programme and a potential bid for National Portfolio Organisation status.

5.3 Further opportunities and benefits would include:

- The development of a unique visitor offer which integrates arts, culture and mass events, which broadens our appeal to new types of visitor;
- The potential to modernise aspects of service delivery;
- Further integration of service delivery to develop a coherent visitor offer;
- Enhanced work in the community to encourage arts participation.

5.4 In this way, the model would essentially support the delivery of the Council's vision and both of its priorities, whilst safeguarding the services involved and assisting with the Council's ongoing financial sustainability. Feedback from other UK cities suggests that developing an extra dimension to the town's entertainment offer would be crucial in broadening the appeal of the new Winter Gardens conference centre to markets not usually attracted to the town.

5.5 The initial financial model developed was based on the award of Great Places funding to the Council, with the funding bid also incorporating receipts from the Council's car parks, minus the cost of service delivery which would remain in-house. Despite ongoing support and positive feedback from the Arts Council, which also suggested including the Schools Music Service in the proposal, the bid was not successful. Without this additional source of funding, the appraisal has identified that making the financial model sustainable would require the generation of further income.

5.6 An alternative option could instead use the establishment of a town-wide Business Improvement District as the primary vehicle, into which services could be incorporated. The current BID covers the town centre and raises money from a precept of 1% of business rates which is spent on promotion, environmental measures and town centre events. Extending the BID to cover the whole town would significantly increase the BID's income. Potential support from this could come from Business In The Community as part of its Pride in Blackpool project.

5.6 The synergies between the BID's aims and the original aims of the Newco means that a structure based around the BID could potentially deliver a sustainable business plan. However, such a structure would involve a ballot of the businesses affected and inevitably carries a degree of risk.

5.7 In addition to the development of a sustainable budget proposal, both a Newco and an evolution of the BID would be subject to further work understanding the implications for staff, the treatment of assets, suitable monitoring and evaluation arrangements, confirmation of the degree of autonomy afforded for decisions on car parking policy and approval from external funders (principally the Arts Council). Further discussions would also be held with stakeholders to discuss the practical implementation of the new arrangements.

- 5.8 The final option likely to emerge from the report is to continue with current arrangements for service delivery. However, given the financial position of the Council over the next few years as described in the Medium Term Financial Sustainability Strategy, the Council would inevitably be faced with questions over how it could continue to support non-statutory services whilst the need to deliver statutory services to at least a minimum level remain.
- 5.9 Does the information submitted include any exempt information? **No**
- 6.0 Legal considerations:**
- 6.1 None
- 7.0 Human Resources considerations:**
- 7.1 None
- 8.0 Equalities considerations:**
- 8.1 None
- 9.0 Financial considerations:**
- 9.1 None
- 10.0 Risk management considerations:**
- 10.1 None
- 11.0 Ethical considerations:**
- 11.1 None
- 12.0 Internal/ External Consultation undertaken:**
- 12.1 Not applicable
- 13.0 Background papers:**
- 13.1 N/A

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