

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.