

Blackpool Council

12 January 2023

To: Councillors Clapham, Taylor and L Williams

The above members are requested to attend the:

SHAREHOLDER COMMITTEE

Friday, 20 January 2023 at 10.00 am
in Conference Room 3A and 3B, Bickerstaffe House

A G E N D A

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 19 DECEMBER 2022 (Pages 1 - 14)

To agree the minutes of the last meeting held on 19 December 2022 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 SHAREHOLDER COMMITTEE ACTION TRACKER (Pages 15 - 20)

To consider the Committee's updated action tracker.

(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).

4 SHAREHOLDER UPDATE

To receive a verbal update on the Council's wholly-owned companies provided by the Shareholder representatives.

(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 WHOLLY-OWNED COMPANY FINANCIAL PERFORMANCE AS AT MONTH 8 2022/23 (Pages 21 - 30)

To report detailed information on the financial performance of each of the Council wholly-owned companies to the Shareholder Committee in line with decision EX26/2021.

(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).

6 RECOGNITION OF CONTINUOUS SERVICE BETWEEN COMPANIES (Pages 31 - 34)

To consider whether to ask the Boards of wholly owned companies to consider recognition of employee service between and across all wholly owned companies and the Council.

7 TRAMWAY ASSET MANAGEMENT PLAN (Pages 35 - 172)

To consider for approval and adoption of the Tramway Asset Management Strategy (TAMS), which provides the overarching framework as to how Blackpool Council and Blackpool Transport Services (BTS) jointly and collaboratively manage the tramway system to the highest standards in relation to governance, strategic planning, communication, health and safety, planned maintenance and investment.

8 COMPLIANCE WITH RECOMMENDATION 4 OF RAIL ACCIDENT INVESTIGATION BOARD'S REPORT (Pages 173 - 176)

To consider compliance with Recommendation 4 of the Rail Accident Investigation Board's (RAIB) report into the 2016 Croydon tram accident, by proceeding with modification to the traction brake controller, strengthening the driver vigilance device

system.

9 BLACKPOOL AIRPORT OPERATIONS LIMITED UPDATE

(Pages 177 - 210)

To update the Shareholder Committee on Blackpool Airport Operations Limited (BAOL) Key Performance Indicators, updated Ten Year Plan, Financial Position (including Loans Summary), Commercial Opportunities and Current Projects.

(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).

10 DATE AND TIME OF THE NEXT MEETING

To note the date and time of the next meeting as Monday 20 February 2023, commencing at 9.30am.

Venue information:

Third 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

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Agenda Item 2

MINUTES OF SHAREHOLDER COMMITTEE MEETING - MONDAY, 19 DECEMBER 2022

Present:

Councillor Taylor (in the Chair)

Councillors

Clapham (Co-opted)

L Williams

In Attendance:

Lennox Beattie, Executive and Regulatory Manager

Alan Cavill, Director of Communications and Regeneration (Items 10, 11, 12 and 13 only)

Antony Lockley, Director of Strategy and Assistant Chief Executive

Vikki Piper, Head of Housing

Steve Thompson, Director of Resources

Mark Towers, Director of Governance and Partnerships and Group Company Secretary

Kirsten Whyatt, Finance Manager

John Donnellon, Chief Executive, Blackpool Coastal Housing Limited (BCH) (Items 7, 8 and 9 only)

Stephen Dunstan, Director of Resources, BCH (Items 7, 8 and 9 only)

Paul Whitehead, Director of Finance and Resources, Blackpool Housing Company Limited (BHC) (Item 10 only)

Councillor Brookes, Chair of BCH and BHC (Items 7, 8, 9 and 10 only)

James Carney, Finance and Commercial Director, Blackpool Transport Services Limited (Items 11 and 12 only)

Jane Cole, Managing Director, BTS (Items 11 and 12 only)

James Clough, Business Analyst Manager, BTS (Items 11 and 12 only)

Councillor Galley, Chair of BTS (Items 11 and 12 only)

1 DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

2 EXCLUSION OF THE PRESS AND PUBLIC

The Shareholder Committee agreed that under Section 100A of the Local Government Act 1972, the public be excluded from the meeting during consideration of Item 3 'Minutes of the last meeting held on 14 October 2022' (restricted minutes only), Item 4 'Shareholder Committee Action Tracker', Item 5 'Wholly-Owned Company Financial Performance as at Month 7 2022/23', Item 6 'Shareholder Committee Update', Item 7 'Blackpool Coastal Housing Annual Audit Report and Strategic Risk Register', Item 8 'Blackpool Coastal Housing Update', Item 9 'Blackpool Coastal Housing Performance Report', Item 10 'Blackpool Housing Company Limited KPI and Financial Performance at Period 6 2021/22', Item 11 'Business Case and Loan Report Update for the ZEBRA Programme' and Item 12 'Concessionary Fares – Budget 2023/24' on the grounds that they would involve the likely

MINUTES OF SHAREHOLDER COMMITTEE MEETING - MONDAY, 19 DECEMBER 2022

disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

3 MINUTES OF THE LAST MEETING HELD ON 14 OCTOBER 2022

(The press and public were excluded from the consideration of the restricted minute part of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

The Committee considered the minutes of the last meeting held on 14 October 2022, noting that there was a public and restricted version.

The Committee agreed the minutes of the meeting as a true and correct record.

4 SHAREHOLDER COMMITTEE ACTION TRACKER

(The press and public were excluded prior to the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

The Committee considered its action tracker and agreed to note the updates.

5 WHOLLY-OWNED COMPANY FINANCIAL PERFORMANCE AS AT MONTH 7 (2022/2023)

(The press and public were excluded prior to the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

Mr Steve Thompson, Director of Resources provided an overview of the financial performance of the Council's Wholly-Owned Companies as at Month 7 2022/2023.

The Committee noted the update provided.

6 SHAREHOLDER UPDATE

(The press and public were excluded prior to the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

Mr Antony Lockley, Director of Strategy and Assistant Chief Executive and Mr Steve Thompson, Director of Resources were invited to provide an update on the Council Wholly-Owned Companies on behalf of the Shareholder.

The Committee noted the updates provided.

7 BLACKPOOL COASTAL HOUSING ANNUAL AUDIT REPORT AND STRATEGIC RISK REGISTER

John Donnellon, Chief Executive, Mr Stephen Dunstan, Chief Financial Officer and Councillor Neal Brookes, Chair of Blackpool Coastal Housing Limited joined the meeting at this point.

(The press and public were excluded prior to the consideration of this item as defined in

MINUTES OF SHAREHOLDER COMMITTEE MEETING - MONDAY, 19 DECEMBER 2022

Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

The Committee noted that the item would normally have been presented by Mr Andrei Szatkowski as the Chair of Blackpool Coastal Housing Audit Committee but he had unfortunately been unable to attend due to illness.

The Committee noted the Blackpool Coastal Housing Annual Audit Report and Strategic Risk Register.

8 BLACKPOOL COASTAL HOUSING UPDATE

(The press and public were excluded prior to the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

John Donnellon, Chief Executive and Councillor Neal Brookes, Chair of Blackpool Coastal Housing presented an update on key emerging issues for the company and the social landlord sector more generally.

The Committee noted the update provided.

9 BLACKPOOL COASTAL HOUSING PERFORMANCE REPORT

(The press and public were excluded prior to the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

Mr John Donnellon, Chief Executive, presented the key performance indicators to the Committee and the business plan for approval. The Committee noted that key performance indicators were broadly positive and noted the benchmarking data which provided comparative information with other social landlords. The Committee noted as explained at the May meeting in respect of voids where performance had been lower than anticipated a task and finish group had created to further investigate the issues and its report was anticipated shortly.

Mr John Donnellon, Chief Executive and Mr Stephen Dunstan, Director of Resources, Blackpool Coastal Housing Limited left the meeting at the conclusion of this item.

Councillor Neal Brookes as Chair of Blackpool Housing Company Limited remained in the meeting for the following item.

10 BLACKPOOL HOUSING COMPANY LIMITED KPI AND FINANCIAL PERFORMANCE AT PERIOD 6 2021/22

(The press and public were excluded prior to the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

Mr Paul Whitehead, Director of Finance and Resources - Blackpool Housing Company Limited joined the meeting at this point.

Mr Paul Whitehead, Director of Finance and Resources provided an update on financial performance and key performance indicators for the period to September 2022. The

MINUTES OF SHAREHOLDER COMMITTEE MEETING - MONDAY, 19 DECEMBER 2022

information included was in respect of Blackpool Housing Company Limited and its subsidiary, Lumen Housing Limited.

The Committee noted the update provided.

11 BUSINESS CASE AND LOAN REPORT UPDATE FOR THE ZEBRA PROGRAMME

(The press and public were excluded prior to the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

Mr James Carney, Finance Director, Blackpool Transport Services Limited (BTS), Ms Jane Cole, Managing Director, BTS, Councillor Paul Galley, Chair, BTS and Mr James Clough, Business Analyst, BTS joined the meeting at this point.

The Committee considered a report on the Zebra programme and an associated loan request. It noted that the loan request had been recommended for approval by the Council's Loans Panel.

Shareholder Committee decision:

1. To formally endorse the ZEBRA programme as part of a joint initiative between the Council and Blackpool Transport Services Ltd for the conversion of the BTS bus fleet to zero emission electric power.
2. To agree the recommendations from the ZEBRA Programme Board and BTS Board for the procurement of 115 vehicles and charging points on the basis of an operating lease for 105 vehicles over two initial procurement tranches and to decide upon the further 10 vehicles once operating conditions become clearer.
3. To endorse the recommendation from the Council's Loans Panel and approve BTS's application to the Council for a loan of £8.0m for development of the Rigby Road depot site and electrical infrastructure purchase and installation as an enabling project for the fleet conversion.
4. To note the financial implications for the company set out in the report and potential impact upon profitability and dividend to the Council.

Reason for the decision:

The decision to proceed with the overall business case was supported for the following reasons:

- a) Increasing diesel costs and the freezing of the subsidy on this fuel type.
- b) The decision currently being taken by many main manufacturers of buses to reduce or cease the manufacture of diesel engines in the next 5 years.
- c) The real potential of an increase in demand for public transport due to various regeneration schemes in the town centre in particular the relocation of office workers to the centre.
- d) The climate emergency policy of the council to achieve net zero CO2 by 2030.
- e) The availability of a grant to support the purchase (which may not be available once diesel vehicles are no longer available).

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the Council's Loans Panel and that the application met the criteria outlined in the Council's Business Loans Fund.

Other options considered:

Paragraphs 5.7 to 5.29 of Appendix 10a to the agenda of the Shareholder Committee set out an analysis of the alternative options in terms of retention of the fleet and alternative procurement streams.

Date of decision:

19 December 2022.

12 CONCESSIONARY FARES - BUDGET 2023/2024

(The press and public were excluded prior to the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

The Committee considered a report on treatment of payments for concessionary travel and the Department for Transport's guidance.

Shareholder Committee decision:

That consideration of the item on Concessionary Fares be deferred to a future meeting.

Reason for the decision:

The Committee considered that it would be useful to further analyse potential options and consider the impact on the overall budget both of the Council and Blackpool Transport Limited in greater depth.

Other options considered:

The Committee considered that while it could make a decision at this meeting, it would not be appropriate to make a decision without exploring the full range of potential options and their implications for the Council and its companies.

Date of decision:

19 December 2022.

13 DATE AND TIME OF NEXT MEETING

To note the date and time of the next meeting as Friday 20 January 2023, commencing at 10.00am.

MINUTES OF SHAREHOLDER COMMITTEE MEETING - MONDAY, 19 DECEMBER 2022

(The meeting ended at 3.45 pm)

Any queries regarding these minutes, please contact:
Lennox Beattie, Executive and Regulatory Manager
Tel: 01253 477157
E-mail: lennox.beattie@blackpool.gov.uk

Report to:	SHAREHOLDER COMMITTEE
Relevant Officer:	Steve Thompson, Director of Resources
Relevant Cabinet Member:	Councillor Ivan Taylor, Deputy Leader of the Council and Cabinet Member for Partnerships and Performance
Date of Meeting:	20 January 2023

WHOLLY-OWNED COMPANY FINANCIAL PERFORMANCE AS AT MONTH 8 2022/23

1.0 Purpose of the report:

- 1.1 To report detailed information on the financial performance of each of the Council wholly-owned companies to the Shareholder Committee in line with decision EX26/2021.

2.0 Recommendation(s):

- 2.1 For the Shareholder Committee to consider and receive the report and to provide any feedback/ comments, as appropriate.

3.0 Reasons for recommendation(s):

- 3.1 To ensure financial performance of the Council's wholly-owned companies is kept under timely review by members.

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

- 3.3 Is the recommendation in accordance with the Council's approved budget? Yes

4.0 Other alternative options to be considered:

None.

5.0 Council Priority:

- 5.1 The relevant Council Priority is: "The economy: Maximising growth and opportunity across Blackpool".

6.0 Background Information

6.1 See appendices.

6.2 Does the information submitted include any exempt information?

Yes

The appendices attached to this report contain 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.

7.0 List of Appendices:

Appendix 5(a): Financial Monitoring Report (exempt from publication).
Appendix 5(b): Financial Position by Company (exempt from publication).

8.0 Financial considerations:

8.1 See appendices (exempt from publication).

9.0 Legal considerations:

9.1 None.

10.0 Risk management considerations:

10.1 Impact of financial performance against approved Revenue budgets and upon Council reserves and balances.

11.0 Equalities considerations:

11.1 An Equalities Impact Assessment was produced as a part of the budget-setting process and remains relevant.

12.0 Sustainability, climate change and environmental considerations:

12.1 None directly from this report.

13.0 Internal/ External Consultation undertaken:

13.1 None.

14.0 Background papers:

14.1 None.

15.0 Key decision information:

15.1 Is this a key decision? No

15.2 If so, Forward Plan reference number:

15.3 If a key decision, is the decision required in less than five days? N/A

15.4 If **yes**, please describe the reason for urgency:

16.0 Call-in information:

16.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No

16.2 If **yes**, please give reason:

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Report to:	SHAREHOLDER COMMITTEE
Relevant Council Officer:	Linda Dutton, Head of HR and Workforce Development
Relevant Cabinet Member:	Cllr Taylor, Deputy Leader of the Council and Cabinet Member for Performance and Partnerships
Date of Meeting:	20 January 2023

RECOGNITION OF CONTINUOUS SERVICE BETWEEN COMPANIES

1.0 Purpose of the report:

1.1 To consider whether to ask the Boards of wholly owned companies to consider recognition of employee service between and across all wholly owned companies and the Council.

2.0 Recommendation(s):

2.1 To agree that for any employee of a wholly owned council company that any previous service with a wholly owned council company be recognised and counts as continuous service when they commence or re-commence employment with the Council.

2.2 That all Company Boards be asked to consider recognising employee service between and across all wholly owned companies and the Council with any employee who commences or re-commences employment with them.

3.0 Reasons for recommendation(s):

3.1 To ensure continuous service is recognised across the Council's companies to support free movement. This enables employees to develop their careers across organisational boundaries without suffering a detriment due to loss of continuous service.

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

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

4.0 Other alternative options to be considered:

4.1 To keep the status quo where continuous service is not recognised.

5.0 Council priority:

5.1 The relevant Council priorities are:

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

6.0 Background information

6.1 There is clearly a benefit for our employees but also for the Council and wholly owned companies as benefits could include:

- Supporting recruitment opportunities across the group particularly with hard to fill roles.
- Helping to retain talent by providing a wider range of career opportunities.
- Facilitating/enabling movement of employees leading to sharing of best practice approaches.
- Retaining skills and experience within Blackpool.
- Increased loyalty and improved morale.

6.2 If this was approved by the Company Boards it would not change the terms and conditions or pension scheme of that Company. What it changes is the employee's entitlement to any Company terms and conditions which are related to length of continuous service e.g. leave entitlement, sick pay, redundancy payments and those benefits linked to family related policies such as maternity and adoption leave.

6.3 Given the disparity in role types across wholly owned companies and the Council this is unlikely to create a significant cost due to minimal movement between companies outside of any TUPE process.

6.4 If this was agreed by both the Shareholder and the Company Boards, each company would be required to put in place a system to verify any requests for previous continuous service. Any backdated requests for continuous service would be considered on a case by case basis by the relevant employer.

6.5 Summary

The Shareholder is asked to decide if it wishes to ask the Company Boards to consider recognition of employee service between and across all wholly owned companies and the Council.

6.6 Does the information submitted include any exempt information? No

7.0 List of Appendices:

7.1 None.

8.0 Financial considerations:

8.1 As set out in paragraph 6.3: Potential Costs.

9.0 Legal considerations:

9.1 As set out in the report.

10.0 Risk management considerations:

10.1 As this was initially raised by the Trade Unions should it not be approved the Trade Union may progress this further through a legal route which could result in additional risks/complexities.

11.0 Equalities considerations:

11.1 None as a result of this report.

12.0 Sustainability, climate change and environmental considerations:

12.1 None as a result of this report.

13.0 Internal/external consultation undertaken:

13.1 None in relation to this report.

14.0 Background papers:

14.1 None.

15.0 Key decision information:

15.1 Is this a key decision? No

15.2 If so, Forward Plan reference number: N/A

15.3 If a key decision, is the decision required in less than five days? N/A

15.4 If **yes**, please describe the reason for urgency: N/A

16.0 Call-in information:

16.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No

16.2 If **yes**, please give reason:

N/A

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Report to:	SHAREHOLDER COMMITTEE
Relevant Officer:	John Blackledge, Director of Community and Environmental Services Jane Cole, Managing Director Blackpool Transport Services
Relevant Cabinet Member:	Councillor Ivan Taylor, Deputy Leader of the Council and Cabinet Member for Partnerships and Performance
Date of Decision/ Meeting:	20 January 2023

TRAMWAY ASSET MANAGEMENT STRATEGY

1.0 Purpose of the report:

1.1 To consider for approval and adoption of the Tramway Asset Management Strategy (TAMS), which provides the overarching framework as to how Blackpool Council and Blackpool Transport Services (BTS) jointly and collaboratively manage the tramway system to the highest standards in relation to governance, strategic planning, communication, health and safety, planned maintenance and investment.

2.0 Recommendation(s):

2.1 To agree to approve and adopt the Tramway Asset Management Strategy.

3.0 Reasons for recommendation(s):

3.1 The refurbished Tramway is now 10 years old so it has become essential to review the operation and maintenance of the tramway infrastructure. The assets have been strategically reviewed in terms of the Council and BTS's role and responsibility around how day-to-day and planned maintenance activities are carried out. The TAMS demonstrates how Blackpool Council and BTS will work in collaboration to ensure the highest possible levels of health and safety standards and compliance to legislation and guidance are delivered.

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

3.3 Is the recommendation in accordance with the Council's approved budget? Yes/No

4.0 Other alternative options to be considered:

4.1 The status quo was not an option. The only way forward was to produce a Tramway Asset

Management Strategy which ensures that we strengthen our governance arrangements and comply to Health and Safety and Legislative requirements.

5.0 Council priority:

5.1 The relevant Council priority is

- “The economy: Maximising growth and opportunity across Blackpool”

6.0 Background information

6.1 Health and safety has always been a top priority in relation to the management and maintenance of the tramway. However as a result of working with UK Tram and the Light Rail Safety Standards Board the Director of Community and Environmental Services and the Managing Director of BTS agreed that the framework for managing the Tramway needed to be reviewed. This has resulted in a more robust and collaborative framework being established which compliments the unique requirements of a Tramway which operates Light Rail and Heritage trams. This decision had also been influenced by joint discussions that have been taking place with the Office of Road and Rail (ORR) and their observations in relation to how the tramway was being managed.

6.2 The focus was in part also due to the fact that consideration was being given to the Croydon incident, where a tram overturned in November 2016 and recommendations related included installing suitable measures to automatically reduce tram speeds as they approached high risk locations. In relation to this, the Shareholder Committee agreed the purchase of the Bombardier Overspeed and Collision Avoidance system on 11th February 2022.

6.3 In conjunction with Lancashire County Council, who are not responsible for carrying out maintenance but contributing to it, with the line being owned by Blackpool Council, it was agreed to develop a Tramway Asset Management Strategy.

6.4 The proposed strategy is available at Appendix ‘A’ and contains three documents:

- Tramway Asset Management Strategy – An Overview 2022
- Tramway Asset Management Strategy – Part 1
- Tramway Asset Management Strategy – Part 2

6.5 Part 1 is about strategy and Part 2 operational delivery of maintenance and our approach to planned maintenance. These documents are comprehensive and have been shared and consulted on with the ORR whose response is as follows:

‘The documents are well thought out and presented and demonstrates Blackpool Council’s commitment to effective management of the tramway from a number of perspectives including health and safety.

The Tramway Asset Management Strategy 2022 document section on managing safety and

risk on the tramway covers the main areas of concern which ORR had previously. Namely, co-operation and coordination between Blackpool Council and Blackpool Transport, an effective arrangement to deliver suitable and sufficient risk assessments and a clear process for inspection and monitoring of both the safety management arrangements of both organisations and the practical control measures in place to manage risk on a day to day basis’.

6.6 The four strategic objectives are as follows:

- To manage and operate an accessible, reliable and sustainable tramway network;
- To optimise investment and funding outcomes for the tramway network to mitigate deterioration;
- To maintain the tramway so it continues to be safe to operate and use;
- To ensure we inform and communicate with key stakeholders to optimise the tramway’s social and economic value.

6.7 Part 2 is about delivery, with seven key themes as follows:

- Data Management
- Communications
- Performance Management
- Maintenance Methods
- Safety and Risk Management
- Resource Management
- Lifecycle Planning and Forward Works Planning

6.8 As part of the process a review of the tramway governance structure has taken place, the framework of which can be found in the Part 1 document on page 39. A new Tramway Infrastructure Improvement Committee has been formed to oversee all elements tramway and associated facilities/premises. Three sub-groups report to this committee, which are Property (Depot)/Tram Sub-Group, Infrastructure/Health and Safety Sub-Group and Line Development Sub-Group.

6.9 Does the information submitted include any exempt information? No

7.0 List of Appendices:

7.1 Appendix 7(a): Tramway Asset Management Strategy – An Overview 2022
Appendix 7(b): Tramway Asset Management Strategy – Part 1
Appendix 7(c): Tramway Asset Management Strategy – Part 2

8.0 Financial considerations:

8.1 The document details the revenue input from Blackpool Council and Lancashire County

Council and the current prudential borrowing, which is funding the five-year maintenance programme.

9.0 Legal considerations:

9.1 The Tramway Asset Management Strategy takes account of all legislation and guidance in relation to the operation of the Tramway.

10.0 Risk management considerations:

10.1 The production of this TAMS strategy and proposed way forward mitigates any legal risk to Blackpool Council and BTS.

11.0 Equalities considerations:

11.1 The aim is to ensure a sustainable, accessible and reliable service for all.

12.0 Sustainability, climate change and environmental considerations:

12.1 The services aim to apply best practice in relation to all elements of works taking a climate friendly and environment awareness approach.

13.0 Internal/external consultation undertaken:

13.1 Lancashire County Council, Office for Road and Rail and the Rail Accident Investigation Board.

14.0 Background papers:

14.1 None.

15.0 Key decision information:

15.1 Is this a key decision? Yes

15.2 If so, Forward Plan reference number: 3/2023

15.3 If a key decision, is the decision required in less than five days? No

15.4 If **yes**, please describe the reason for urgency: N/A

16.0 Call-in information:

16.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process?

Yes/ No

16.2 If **yes**, please give reason:

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BLACKPOOL TRAMWAY

Appendix 7(a)

Tramway Asset Management Strategy

AN OVERVIEW 2022



Blackpool Council

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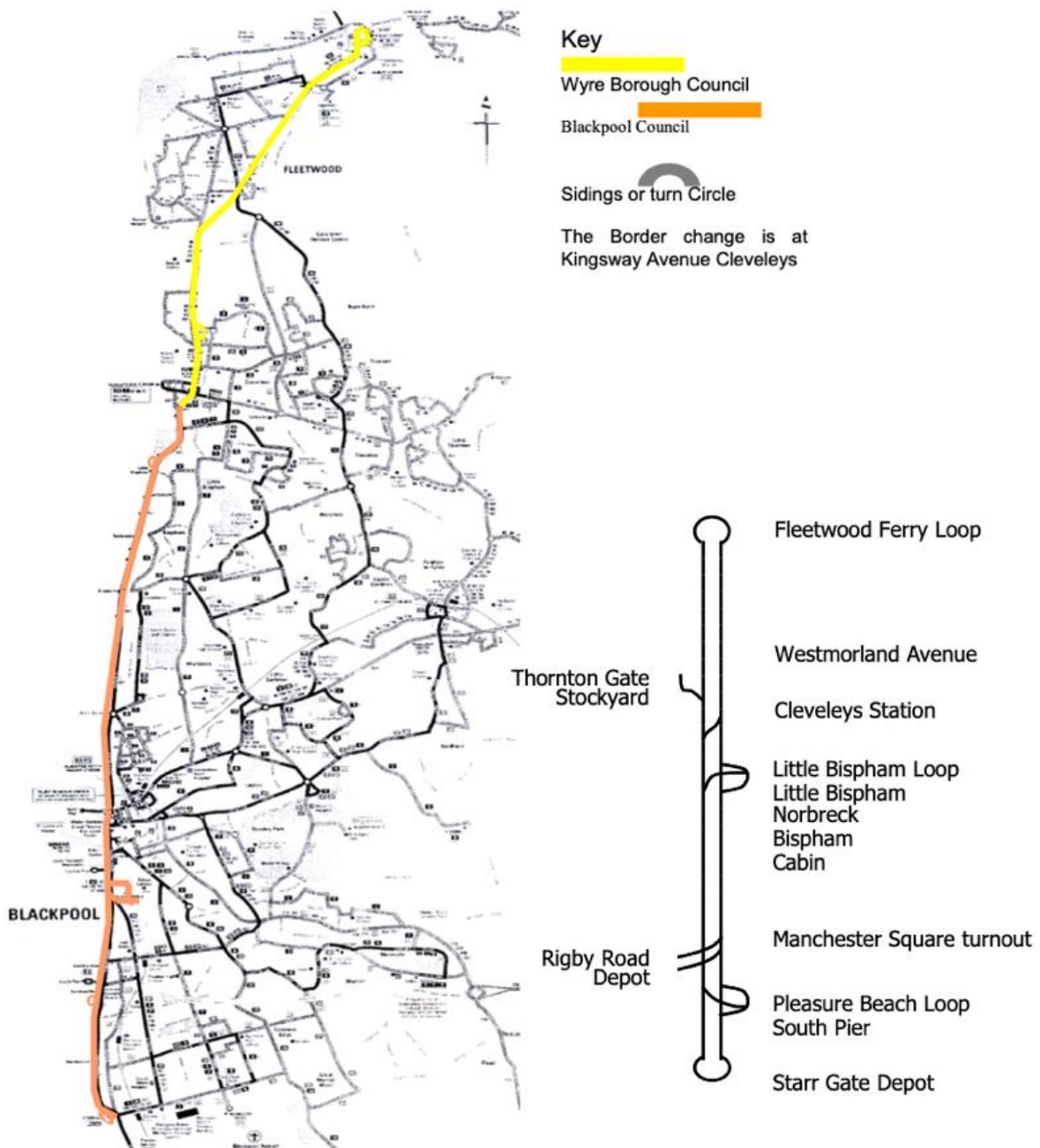
07 Our Programmes of Work

08 What we plan to do

01

A Brief Description of the Tramway

Blackpool and Fleetwood Tramway runs along the Fylde coastline from Blackpool Starr Gate in the south to Fleetwood Ferry in the north and will soon include a branch to North Station. It is located within the boundaries of two local authorities, namely Blackpool Council and Wyre Council in Lancashire.



The Tramway is wholly owned by Blackpool Council and operated by Blackpool Transport Services. They work to ensure the continued safe delivery of a unique and iconic tram experience.

The network operates on a combined service pattern using the modern LRT fleet at varied intervals, supplemented by a B-Fleet and the Heritage Fleet during busier periods. This delivers a 5-minute service headway during periods of greatest passenger demand. It also features excellent accessibility features enabling it's use by all members of our community.



The Tramway is an iconic feature of the Fylde coastline and the heritage trams are a major tourist attraction which enables Blackpool to maintain its status as the UK's busiest seaside resort. In total the Tramway annually currently carries more than 5.5 million passengers. It also provides employment to approximately 230 people. This modernised light rail system provides accessible, reliable and affordable transport to local residents, school children, commuters, local businesses and visitors. It is integral to the economy and lives of the people of Blackpool enhancing social value.

The Tramway is differentiated from other transportation assets in many ways. These include:

- Safety of users of the Tramway. This is different from other transportation assets such as highways since, on the Tramway, the public have minimal input into the safe operation of the Tramway.
- The Tramway is a tourist attraction. People visit Blackpool with the sole purpose of traveling on the Heritage Fleet.
- Split management of the assets and the assigned maintenance responsibilities.
- Aggressive environmental conditions due to the Tramway proximity to the coastline. These include a high-water table, corrosive effects of the sea, abrasive effects of the sand and bleaching properties of the sun.

02

Our Objectives

Strategic Objective 1 **To manage and operate an accessible, reliable and sustainable Tramway Network**

We will address the needs for an accessible, reliable and sustainable network across a range of our maintenance and operational activities, including but not limited to:

- Assessing all ticketing, access and passenger safety facilities to ensure that they meet the needs of all users of the Tramway.
- Ensure that the Tramway operations and maintenance activities are integrated with other local modes of transport.
- Undertaking regular safety and condition inspections to ensure all assets continue to be operable and safe.
- Maintaining a robust schedule of preventative and routine maintenance with an undertaking to provide reactive and emergency maintenance to mitigate any risk to safety and reliability.
- Being aware of predicted environmental conditions and other factors that could disrupt the operation of the Tramway to ensure that the network remains resilient.

Strategic Objective 2 **To optimise investment and funding outcomes for the Tramway network to mitigate deterioration**

We believe that the Tramway can operate within its means through good asset management practices and will not leave a financial legacy for the next generation. In order to optimise the required investment funding of the Tramway, we are committed to minimising the deterioration of the condition of Tramway assets or, where considered cost effective, to improving the condition of assets.

Building on the significant investment and improvement that Blackpool have made in the Tramway in the previous decade, the Tramway permanent way and fleet services teams will further expand the level of preventive maintenance works where appropriate, in order to ensure the life of critical assets is extended. This preventive approach will be delivered hand-in-hand with ongoing capital renewal and improvement works.

Subject to funding availability, the Tramways teams will ensure that we maximise value for money so that the condition of the Tramway is 'fit for purpose' and is optimised.

Strategic Objective 3 To maintain the Tramway so it continues to be safe to operate and use

It is imperative that the Tramway must be safe. Safety considerations will therefore pervade every aspect of the planning and implementation of design, maintenance and operation of the Tramway. This will manifest itself in many ways including the following:

- Conducting rigorous safety reviews in the design and maintenance planning processes
- Providing safety protocols and materials that are easily accessible when required and easy to understand and implement
- Training all staff in the importance of safety
- Ensuring we undertake safety repairs promptly and 'fixing it first time' where practicable
- Promote safety on the network amongst the travelling public, our workers and supply chain partners

Strategic Objective 4 To ensure we inform and communicate with key stakeholders to optimise the Tramway's social and economic value

We will provide communication systems that:

- Ensures that the Tramway is responsive to the views and needs of residents, schools, businesses, commuters, visitors and other stakeholders.
- Informs Tramway users of the services offered and any disruption to those services and encourage feedback from those users
- Proactively uses all feedback from tramway users and surveys to promote the continuous improvement of the Tramway
- Identifies the need to interact with highways for planned road works so that other modes of transport i.e. links to bus services and national rail services are maintained.

03

Safety First

Safety is the first and foremost consideration in the Operation and Maintenance of the Tramway. To ensure effective safety and risk management, we:

- Align with corporate policy on risk and safety
- Ensure key or critical Tramway-related safety issues and risks are recorded and managed / mitigated as needed
- Establish clear roles and responsibilities for safety and risk management within the respective Tramways areas
- Take safety and risk management considerations into account during management decision making processes
- Reinforce the importance of effective management of safety and risk through training and provision of opportunities for shared learning
- Monitor our safety and risk management arrangements on a regular basis



The modern fleet of trams, B-fleet and Heritage fleet are operated and maintained to the highest standards. It is also planned to fit the trams with state-of-the-art obstacle detection systems to add another layer of safety to the tram environment.

Our record on health and safety has been excellent. We undertake regular safety inspections to ensure the Tramway is safe to operate and use. All aspects of Tramway management and maintenance are subject to external audit by the governments Office of Road and Rail (ORR) and their various offices with a focus on safety. Tragically there was a fatality at the Fleetwood Road crossing in 2021 for which investigations are still ongoing.

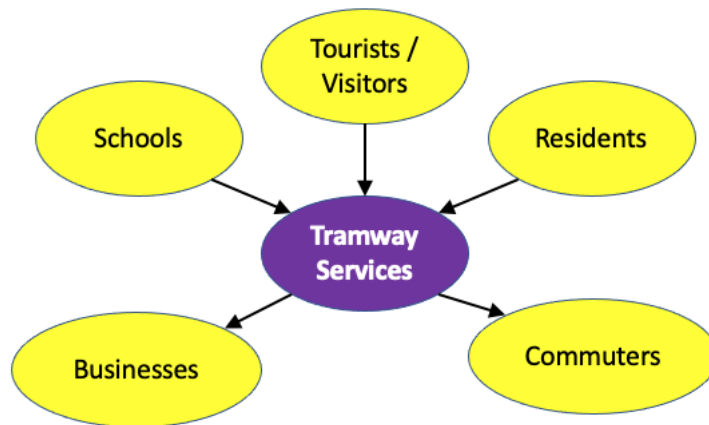
The management of safety of the Tramway is fully described within our Safety Management System documents.

04

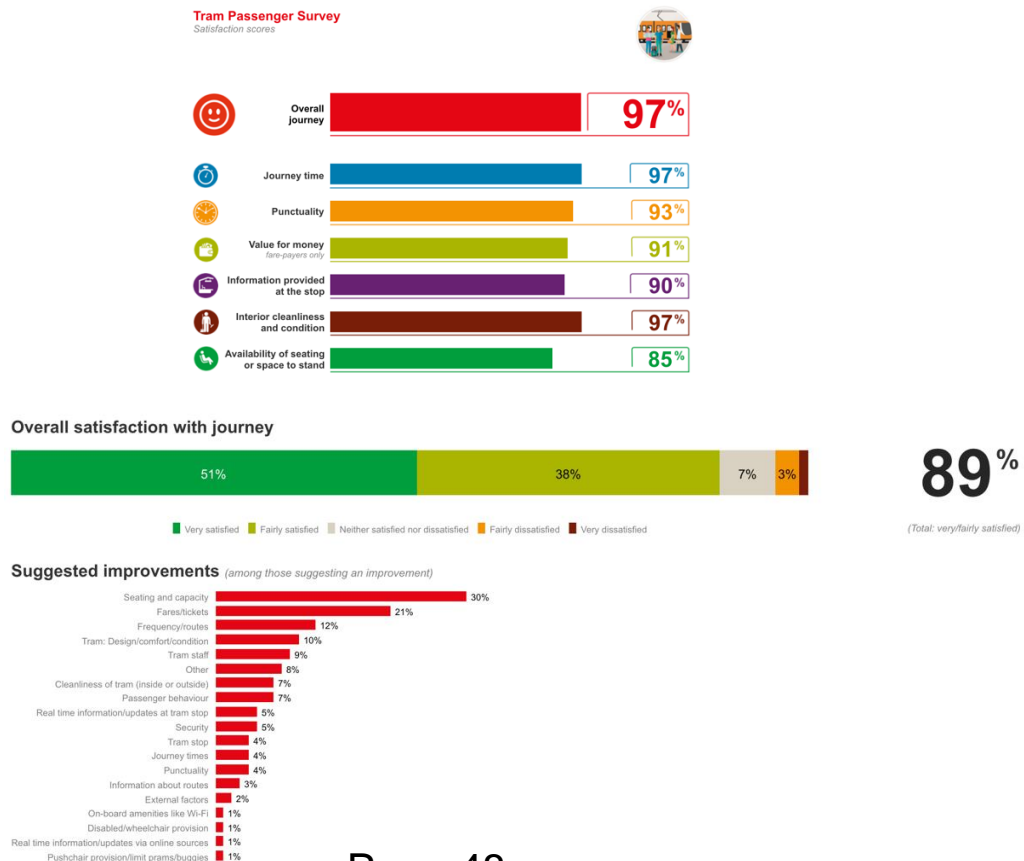
Our Customers

The Tramway is a key element of the integrated transport infrastructure within Blackpool and the wider Fylde coast carrying 5.5million passengers a year, made even more accessible by the extension to North Station to be opened in 2023.

The Tramway the serves many sections of the community:



We aim to be recognised as a service that listens and reacts accordingly to the views of our customers and earn their trust and build relationships with them. Here are what our customers think of our services:



05

Our Assets



18 No. modern LRT trams
9 No. B-fleet trams
16 No. Heritage Trams

Starr Gate Depot
Rigby Road Depot



18.2 km of tramway track and Overhead
Line Equipment (OLE)

82 switches and points



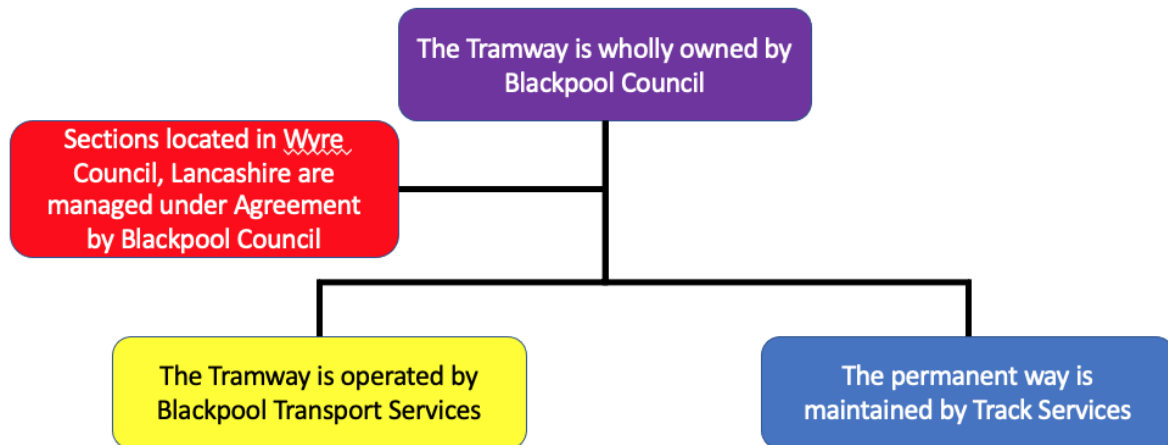
74 No. LRT tram stops (37 in each direction)
12 No. Heritage tram stops

240 staff dedicated to the tramway



06

How we Operate and Maintain the Tramway



BTS Responsibilities

Operation of the trams
Timetable schedule
Starr Gate & Rigby Road Depots
Routine maintenance of the Fleet (LRT, B & Heritage) OLE, SCADA, Signal, Traction Power & TDS
Planning and agreement with the Council capital works associated with BTS managed assets (all funded by the Council)

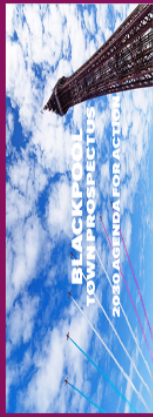
Track Services Responsibilities

Routine and Capital Maintenance for:

- Permanent Way - Plain Line (including sleepers and ballast)
- Permanent Way – Points, switches and crossings
- Platforms and associated furniture
- Drainage systems
- Signs & fencing
- Overhead Line support poles

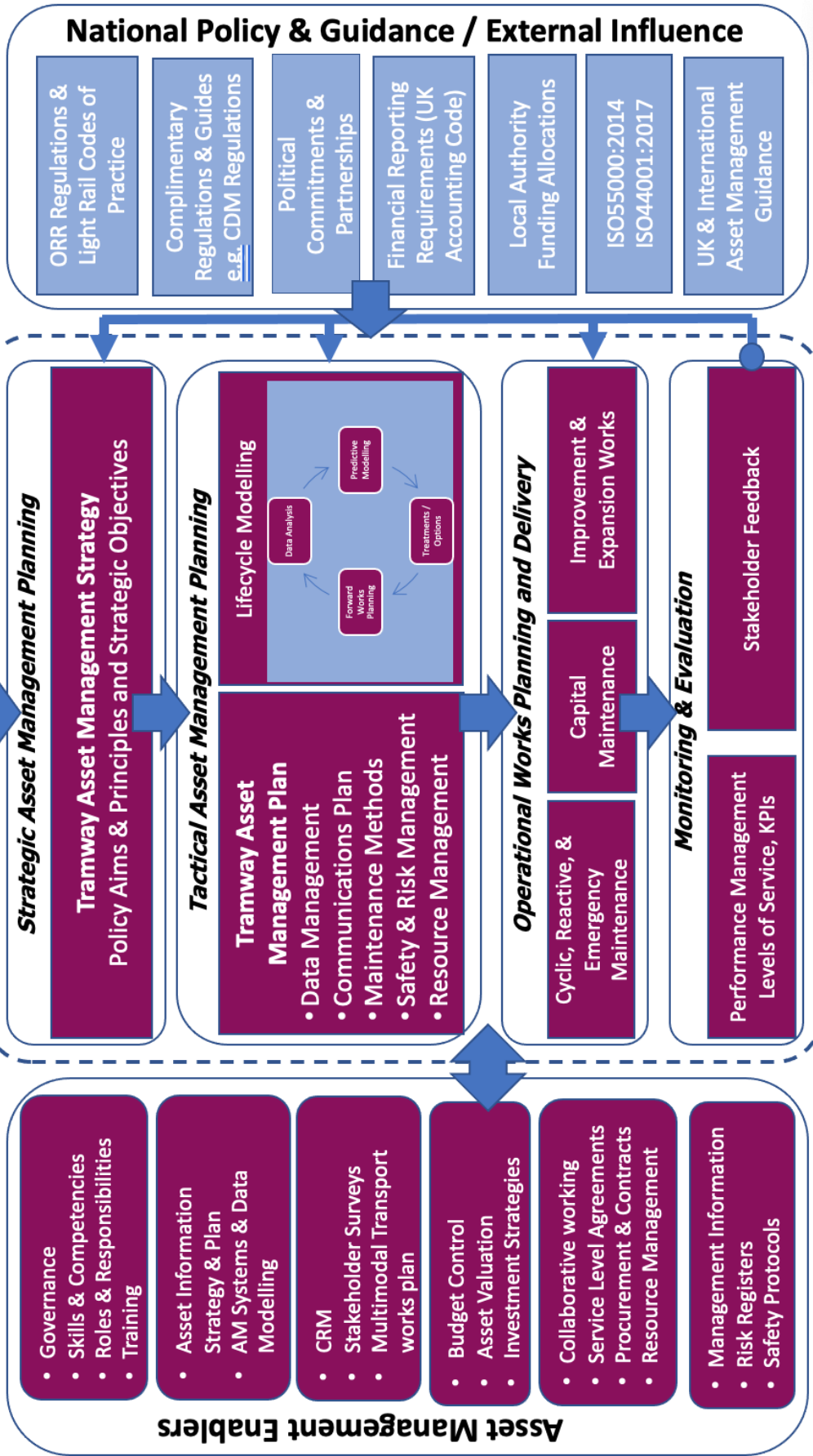
-
1. Lancashire County Council make an annual financial contribution to the O&M of the Tramway in the order of 37% of the ongoing costs.
 2. Routine maintenance is defined as preventative maintenance associated with emergency, reactive or minor cyclic works planned on an annual basis. Capital maintenance is defined as major replacement or renewal works planned on a lifecycle based forward programme of works but occasionally unplanned.
 3. BTS is funded through Tramway ticket sales and an annual contribution in the order of £312,000 from Blackpool Council for maintenance of the OLE.
 4. Track Services is a division of the Department of Highways and Traffic Management within the Community and Environmental Services Directorate of Blackpool Council

The **Tramway Asset Management Framework** diagram on the next page shows the hierarchy of the various aspects of maintenance and how these relate to each other.



Blackpool Council

Corporate Vision and Plans



07

Our Programmes of Work

There is an ongoing programme of routine work required to allow the Tramway to operate safely on a day-to-day basis and to mitigate against deterioration.

Track Services routine works, funded by the Council at a cost of approximately £450k per annum. include:

- Track Inspection and Geometric Surveys
- Rails & ancillary component repair due to wear, fracture and breakage
- Sleeper alignment, repair or replacement
- General rail welding & grinding
- Ballast Tamping
- Solum failure repairs
- Fish Plate lubrication
- Concrete Nibs (section concrete road/rail)
- Switches & Crossing (including blades) repairs
- Points (motorised and manual) cleaning and greasing
- Signals cleaning
- OLE pole cleaning, painting and replacement
- Repair / replacement fences
- Gates and shelters
- Litter clearance
- Weed Spraying
- Sand and gravel maintenance
- Groove cleaning.
- Platform datum plates checks
- Platform furniture cleaning, painting and repairs
- Street paved track repairs
- Cleaning and jetting of Tramway drains

BTS routine works, funded by a contribution of approximately £300k from the Council for OLE works and through funds from ticket sales, include:

- Inspections
- Maintenance of the Overhead Line and associated Equipment (OLE)
- Maintenance of the SCADA System
- Sub stations and associated traction (power) maintenance
- Maintenance of the Signalling Systems
- Maintenance of the rolling stock (including wheel shafing)
- Tram Depots (Rigby Road and Starr Gate) maintenance and repair works

The Council has a well-planned programme of capital maintenance designed to extend the usable life of our infrastructure assets. Typically the programme will be repeated every five years and includes:

- Corrugation
- Tamping
- Sub-arch Welding
- Turn-out Replacement
- Rail Replacement

Planned Mtce Funding	2019/20	2020/21	2021/22	2022/23	2024/25	2025/26	2026/27	Totals	
Corrugation	£550,000					£550,000		£1,100,000	5 Year Programme
Tamping		£80,000	£80,000	£80,000	£80,000	£80,000		£400,000	
Sub Arch Welding		£70,000	£70,000	£70,000	£70,000	£70,000		£350,000	5 Year Programme
Turn Out replacement		£20,000	£20,000	£20,000	£20,000	£20,000		£100,000	5 Year Programme
Rail Replacement		£85,000	£85,000	£85,000	£85,000	£85,000	£85,000	£510,000	6 year programme
Preventative Total	£550,000	£255,000	£255,000	£255,000	£255,000	£805,000	£85,000	£2,460,000	

Since all Tramway assets are owned by the Council, the Council is responsible for the funding of capital works managed by BTS. The scope and timing of capital works is therefore subject to agreement between BTS and the Council. Since the assets maintained by BTS are only approximately 10 years old (i.e. installed in 2012), no major maintenance on the system has yet been undertaken and none has been planned.

Lancashire County Council (LCC) contributes to the funding of works on the Tramway on the basis of a formal agreement that has been in place since 2013. The agreement allocates funds based on quarterly expenditure split between Blackpool Council and LCC on the basis of the length of the permanent way located within each authority. This split currently stands as 63% for BC and 37% for LCC.

The iconic Heritage Fleet is subject to unique funding arrangements. The maintenance work is undertaken by volunteers who also raise the funds necessary for the maintenance from the public and from private donors.

08

What we plan to do

There are a number of issues that we need to take forward in the near future. These include:

1. Implementing the recommendations made as a result of the investigations into the fatality at Fleetwood Road
2. Completing, issuing and implementing the Tramway Asset Management Strategy (TAMS)
3. Completing, issuing and implementing the Tramway Asset Management Plan (TAMP)
4. Completing all items within the TAMP action plan
5. Reviewing, updating and signing the Tramway Operating and Maintenance Agreement
6. Reviewing, updating and signing the agreement between Blackpool Council and Lancashire County Council
7. Fully establishing and empowering the recently established Tramway Infrastructure Improvement Committee
8. Receive and start operating trams on the North Station extension
9. Fulfilling BTS values and delivering on their key messages
10. Delivering our routine and capital works programmes

TRAMWAY ASSET MANAGEMENT STRATEGY Part 1



Tramway Asset Management Strategy

Part 1

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Introduction

Scope

This document relates to the Blackpool and Fleetwood Tramway – referred to herein as the Tramway. In order to ensure that the Tramway system continues to operate into the future, its ongoing maintenance and renewal requirements need to be placed on a sustainable footing. Although having a relatively new system provides a head start, maintenance issues are emerging and a strategy and plan to deal with these is required.

Drafted in the spring of 2022, this document sets out the Council's policy and strategic approach for management and maintenance of the Tramway's infrastructure assets. The document will neither be a static nor an isolated document. It will form a link between the corporate goals and objectives in the Council Strategy and the Tramway Asset Management Plan controlling the actual delivery of Tramway maintenance services. It will provide a framework which can be reviewed continuously to take into account changes in legislation, funding and the expectations of the Tramway network users.

This Tramway Asset Management Strategy (TAMS) sits within a defined Tramway Asset Management Framework, which is described in full in Section 6 of this document.

This document is subject to annual review and update as required.

A Brief Description of the Tramway

The Tramway runs from Blackpool Starr Gate to Fleetwood Ferry and will soon include a branch to North Station. It is located within the boundaries of two local authorities, namely Blackpool Council, referred to herein as the Council, and Wyre Council. By agreement with Lancashire County Council, the authority responsible for transport services within Wyre Council, Blackpool Council's department of Highways and Traffic Management Track Services Division (herein called Track Services (TS)) undertake the maintenance of the entire Tramway permanent way, including that located within Wyre Council.

Blackpool & Fleetwood Tramway is owned by Blackpool Council (BC) and operated under licence by Blackpool Transport Services (BTS). BC and BTS work in close partnership to ensure the continued safe delivery of a unique tram experience that conveys an annual patronage of circa 5.5 million passengers.

The network operates on a combined service pattern of the LRT Bombardier Flexity2 Fleet at varied intervals, supplemented by a B-Fleet and the Heritage Fleet during busier periods. This delivers a 5-minute service headway during periods of greatest passenger demand. All regular service trams are compliant to Rail Vehicle Accessibility Regulations 1998 including some of the heritage stock that have been modified to provide inclusive access for mobility impaired customers.

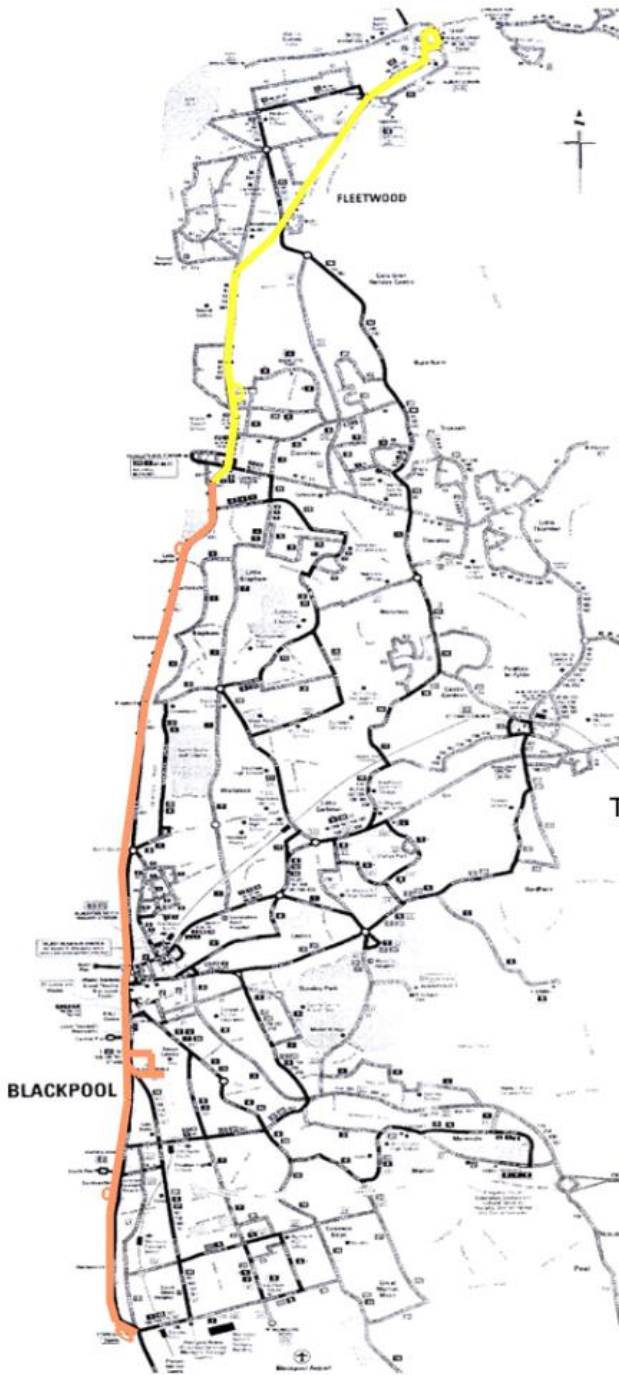
History of the Tramway

The Tramway is an iconic feature of the Fylde coastline and the heritage trams are a major tourist attraction which enables Blackpool to maintain its status as the UK's busiest seaside resort. Opened in 1885 and modernised in 1920's, 1930's and 2010's, it is one of the oldest electric tramways in the world and the only remaining first generation tramway in the UK.



The Tramway has been a transport asset for the Fylde Coast since local networks were amalgamated in 1926. Following the demise of all British light rail and trolley bus systems by the 1970s, the system effectively became a tourist attraction in its own right, as well as a mass transit resource, and something of a mecca for public transport enthusiasts. The ingenuity of the various maintenance teams kept this system viable and operating into the 2000s, at which point it became clear that it was becoming unsustainable and, without major works, would be forced to close.

In 2012, a £100 million pound upgrade of the system was completed which saw the replacement of 11 miles of track and introduction of a fleet of 16 state-of-the-art (Bombardier Flexity2's) trams. The work also included refurbishment of the Rigby Road Depot and creation of a new eco-depot at Starr Gate. The new trams had level boarding and step-free interiors and designated disabled/pushchair areas making them accessible to all. The upgraded system provided faster journey times along the Fylde coast, with easy access and integrated Blackpool1 tickets.



Key

Wyre Borough Council

Blackpool Council

Sidings or turn Circle

The Border change is at Kingsway Avenue Cleveleys

Thornton Gate Stockyard

Rigby Road Depot



Future of the Tramway

The branch to North Station will be reintroduced to the Tramway network in 2023.

The Tramway still retains a number of the original Heritage Fleet which provide a major attraction benefiting the economy of the area to the tune of £1.6bN. In total the Tramway annually currently carries more than 5.5 million passengers. It also provides employment to approximately 230 people. This modernised light rail system provides accessible, reliable and affordable transport to local residents, school children, commuters, local businesses and visitors. It is integral to the economy and lives of the people of Blackpool enhancing the social value of the Town.

The sustainable future of the Tramway is entirely dependent on funding. As such any plans, both to maintain the existing Tramway network and to expand the network, are provisional.

All parties contributing to the running of the Tramway are fortunate in having expert tramway maintenance teams with many years' experience in their respective roles. These teams need to be secured with training and apprenticeship schemes.



Future expansion plans for the Tramway potentially include the spurs associated with the Blackpool central development and the Fylde Coast Tram Loop. It is noted however that the latter is more likely to be heavy rail rather than light rail due to a reluctance to invest in light rail by LCC. Any extensions to the existing network should take into account the requirements of this Strategy and follow the processes established within the Tramway Asset Management Plan.

1. What is Infrastructure Asset Management?

General

Infrastructure Asset Management can be considered as a way of managing and maintaining assets that make best use of the funding available by optimising the timing and nature of maintenance and repairs. It promotes an understanding of the value of the assets and the costs associated with maintaining those assets to avoid further deterioration in their condition. Applying the principles of asset management to the Tramway helps achieve a more structured, evidence based, long-term approach to maintaining the Tramway and to resist expensive, short-term actions.

A key aspect of asset management is customer focus, and an effective asset management programme should focus on the service provided by the asset (compared against customer expectations) rather than simply on its technical condition. Technical condition can often be measured and evaluated in a straightforward manner by standardised scoring, but it may not necessarily reflect how the public actually view or interact with the asset.

The principles of asset management can be summarised as follows:

- Complying with statutory obligations
- Meeting users' needs in terms of accessibility, usability, comfort and safety
- Ensuring availability, especially during severe weather
- Maintaining reliability due to day-to-day wear
- Enhancing condition
- Minimising cost over time
- Reducing the impact on the environment

The potential benefits of adopting asset management practices include:

- Enable maintenance works to be undertaken to ensure the infrastructure is safe to be used
- Recording an inventory of assets and what condition they are in
- Understanding the risks associated with aged infrastructure
- Providing an audit trail of asset condition
- Allowing informed financial decisions to be made
- Assisting with managing public expectations
- Formalising document standards, leading to consistency of practices

The Asset Management Hierarchy

An important focal point for delivering improved asset management is to give clarity and definition to organisational management levels. The management processes in organisations such as Blackpool Council can be broadly categorised into three levels, namely strategic, tactical and operational. An idealised hierarchy of these management levels is presented below.



Asset management should align with integrated planning and decision-making at the strategic, tactical and operational levels. The broad scope of asset management functions in the three levels can be summarised as follows:

- **Strategic - Where are we going and why?** At the strategic level, the Council and BTS promote their overall long-term direction for the Tramway e.g. policy, goals and objectives, and targets. These are agreed in consultation with Council Members and the Executive and other partners and take into account any necessary internal/external requirements and/or constraints. The Tramway Asset Management Policy & Strategy (TAMS) are key outputs at this level.
- **Tactical - What is worth doing and when?** At the tactical level, the Tramway asset managers translate the strategic goals and objectives into plans and performance targets for individual asset types. The development and deployment of the Tramway Asset Management Plan (TAMP) is a tactical activity.
- **Operational - How to do the right things?** At the operational level, the Tramway asset managers, engineers, technicians and operatives develop and implement detailed work plans and schedules that have a short-term outlook but take account of the work volumes and phasing arising from the TAMP. Engineering processes include inspection, routine maintenance, scheme design, work scheduling and implementation. The focus is on choosing the right techniques, the right materials and carrying out the work in the most efficient way. Forward Works Programme Delivery activities are key outputs from this process.

2. Key Drivers for an Asset Management Approach

Political Commitment

The Council, as a corporate body and individual elected members, will set high level targets and work standards. To realise these targets in an effective and efficient manner, a structured approach such as that provided by best practice Asset Management is needed.

Legislation, Technical Standards & Codes of Practice

The Tramway is classified as a light rail system. As such is it subject to oversight and regulation by the UK Office of Rail and Road (ORR). ORR is supported by the Light Rail Safety and Standards Board (LRSSB) and HM Safety Inspectorate. The Legislation, Technical Standards and Codes of Practice covering operation and maintenance of the Tramway are published on ORR's and LRSSB's websites.

Useful information on Tramway operation and maintenance can also be found on the website for UKTram, the organisation that represents the Light Rail and Tramway industry.

There are too many documents governing legislation and technical standards related to trams to list them herein and reference should be made to the above referenced websites. However, there are also a number of legislative requirements and guidance documents that have a direct and mandatory impact on the way maintenance and operations are undertaken but which in themselves are not directly related to trams. These include, but are not limited, to the following:

- **The Railways and Transport Safety Act 2003:** This Act adds a duty to ensure, so far as is reasonably practicable, that safe passage is not endangered by snow or ice.
- The **Road Traffic Act 1988** provides powers for the highway authority to promote road safety.
- **Health & Safety: The Construction (Design & Management) Regulations 2003 (CDM2003)** aims to integrate health and safety with project management.
- **Local Government Act 1999:** The Council has a duty to deliver best value in its services and to consult with users of those services on the approach to delivering best value.
- **Civil Contingencies Act 2004:** The Council has a duty as Category 1 responder to assess major risks and plan for emergencies including those associated with transport infrastructure. This may include preventative actions to reduce or mitigate those risks.
- **Flood and Water Management Act 2010:** The Council has a duty as Lead Flood Authority to investigate the causes of flooding and to undertake measures to reduce flood risk.

Operating Agreements and Manuals – Development & Review

The operation and maintenance of the Tramway is split between two parties, namely BTS and TS, with financial input from LCC on whose land the Tramway is operated, with the whole system subject to close audit by ORR. It is therefore crucial that all Agreements, Manuals and the like, including this TAMS, relating to the Tramway are in place, signed as appropriate, up-to-date and consistent. At the time of issue of Version 1.0 of this TAMS, this is not the case. For example, the Blackpool and Fleetwood Tramways Operating and Maintenance Agreement is unsigned and refers to EU legislation. An asset management approach, with good governance, will help ensure that any actions related such documents are cleared recorded and actions assigned as appropriate.

Financial: Budget constraints, efficiencies & investment prioritisation

Good asset management practices, based on LEAN principles, have become essential to ensure that maintenance is achieved with the reductions in maintenance budgets, and the requirement to make sure that any diminishing funds are invested effectively on a prioritised, risk-based approach. Blackpool Council must balance its budget, and Highway & Transportation Services must provide Value for Money to ensure that the maximum value is achieved from the Tramway in the Council.

Best Practice

By looking out for articles, research and other means of exploring good practice, and in analysing actions taken at national, regional and local levels, the Council is committed to learning from best practice outcomes in order to embed a continuous improvement approach.

This includes developing this TAMS and the TAMP to align as appropriate with ISO 5500 (Asset Management) and the International Union of Railways Guidelines of the Application of Asset Management in Railway Infrastructure Organisations.

Sustainable Environment

Adopting a best practice Infrastructure Asset Management approach will assist the Council and BTS to be environmentally sustainable. This includes the following issues:

- Procurement of contractors using the Council's corporate forms of contract and tender award procedure which encourage Social Value.
- Where practical, waste materials will be recycled and use will be made of recycled material, both in the office and on site.

The need for Infrastructure Asset Management in Blackpool

• Long-term approach to managing Tramway assets

Tramway infrastructure assets typically have long lifespans or service lives. However, those service lives do come to an end and whilst it is possible to continue

for some time to manage them with short term treatments, all assets will eventually require some form of major maintenance involving either preventative measures or partial or full replacement. This can lead to variable levels of funding over time. Good asset management provides the opportunity to undertake planned preventative actions that will substantially reduce long term costs. This is a very different view of maintenance to the traditional focus on reactive repairs.

- **Continued reductions in Central Government funding**

Like many other local authorities, Blackpool Council and Lancashire County Council face a formidable challenge with continued reductions in Central Government funding and growing pressures from across all portfolios. In this context the TAMS is needed more than ever to provide the Council with a long-term view that will clearly define the expectations from the Tramway infrastructure. Such an approach will enable levels of capital investment in different maintenance activities to be quantified and ensure medium and long-term costs are minimised.

- **Addressing long-term threats to the sustainability of the Tramway infrastructure**

Without a long-term strategy, underlying risks and threats to the sustainability of the Tramway will reach a critical level in the next 10-20 year period and will have significant and measurable impacts on economic growth prospects and in particular the tourism industry in Blackpool. Key amongst these are the cumulative effects of underinvestment in routine and preventative maintenance on many parts of the Tramway infrastructure, the likely continued trend of higher construction price inflation and instability and the effects of climate change and its growing uncertainty over the vulnerability of the Tramway with key coastal transport infrastructure.

- **Opportunities for cheaper finance for infrastructure investments**

There are growing opportunities for funding through lower cost financing mechanisms, in particular through the new Municipal Bonds Agency (Local Capital Finance Company) which may provide an alternative route for prudential borrowing to the traditional Public Works Loan Board. A robust asset management strategy is a vital prerequisite to accessing these mechanisms.

- **Demonstrating the economic benefits of infrastructure maintenance**

Investments in capital maintenance very often yield much higher value for money than investments in new transport infrastructure. It is important that the TAMS can provide the evidence base for prioritisation of investments through engagement with regional partners such as through the Lancashire Local Enterprise Partnership (LEP). This link has already been successfully demonstrated in securing the £100m investments in the Tramway in the 2010's using the Governments Webtag protocols.

- **Future Demands on the Tramway**

The operation and maintenance of the Tramway will take into account future demands on the network, including:

- Continued operation of the Heritage Fleet.
- Continued operation of the B-Fleet during the “high” season and major events in Blackpool.
- Restoration of the depot at Rigby Road.
- Increased usage of the LRT Fleet due to the opening of the North Station branch.

3. Blackpool Council Corporate Plan

The 2021 Blackpool Town Prospectus sets the Council's clear strategy for a way ahead, to form the foundation for an improved and integrated approach. Its purpose is to articulate a collective vision and agenda for Blackpool, leveraging the full force of its resources to develop the many strengths and address its complex pattern of deprivation in a strategic and cohesive way.



OUR HEADLINE OUTCOMES BY 2030

Create and safeguard at least 10,000 jobs and grow the economy by £1bn through turbocharging tourism, building on our other existing and emerging economic strengths and innovating

Tackle the concentration of deprivation in the inner area (the worst in England), raising it out of the bottom decile and creating 3,000 new quality homes

Achieve top quartile employment rates for our 16-24 year olds compared to Lancashire authorities through a particular focus on health and wellbeing and work readiness

Improve national perception of Blackpool as a 'can do' place with a buzz, attracting graduates, families and business visitors, recognised as an established and credible business investment location, with increased local pride

The Blackpool Town Prospectus confirms the direction of travel for the Town as set out in the Blackpool Council Plan (2019-2024) and, in particular, the two key priorities from the Plan as set out below.

Priority One - The economy: Maximising growth and opportunity across Blackpool

Visitor experience: Tourism and culture

- *A new conference centre at the Winter Gardens and increase the number of conferences coming to Blackpool*
- *Create a new model of funding to help keep the illuminations and events going*
- *Finalise design and funding, and then deliver, the new Blackpool Museum*
- *£300 million investment into Blackpool Central, to include great visitor attractions including the UK's first flying theatre*

Enterprise, skills and economic inclusion

- *Help to get hundreds of people back into work*
- *Work with schools to help young people reach their goals*

Infrastructure and regeneration

- *Complete the tram extension and the new 4* hotel at Blackpool North station*
- *Make the most of what Blackpool has to offer by helping to grow the energy, aviation and food sectors*
- *Put more money into improving our roads and pavements*
- *Deliver extensions to the Central Business District at Talbot Gateway*

Improving housing

- *Build more affordable homes, including more homes at Grange Park and Foxhall Village*
- *Enable My Blackpool Home to deliver at least an extra 455 new quality affordable homes for rent*
- *Give greater help to housing developers to allow them to build more affordable houses in our area*

Priority two - Communities: Creating stronger communities and increasing resilience

Health and social care

- *A new approach to delivering stop smoking services in the town*
- *Plant more trees and make more green, open spaces where we can*
- *Continue to help people to access drug and alcohol services as soon as possible to help bring about more positive outcomes*

Safeguarding

- *Reduce the numbers of children in foster care by improving the social care system*
- *Work with lots of different services across Blackpool to help keep children and adults safe by giving more support to families that need it*

Young people

- *Continue to run the Better Start services which improve the life chances for 0-3 year olds.*
- *Improve the experiences of young people in our services by working more closely with other services such as the NHS and schools*
- *Have family hubs in the local neighbourhoods to help people come together, make new friends and support each other*
- *Help schools to bring about changes that will lead to better GCSE results*

Increasing resilience

- *Continue to support the HeadStart Resilience Revolution which is helping to improve young people's mental health*
- *Improving the coordination of volunteers across the town*
- *More work with private landlords to make sure that rented homes are of a good quality*
- *Bring together charities and local services such as the NHS, police and council to help build better community services in people's local area*

4. Blackpool Transport Services Values

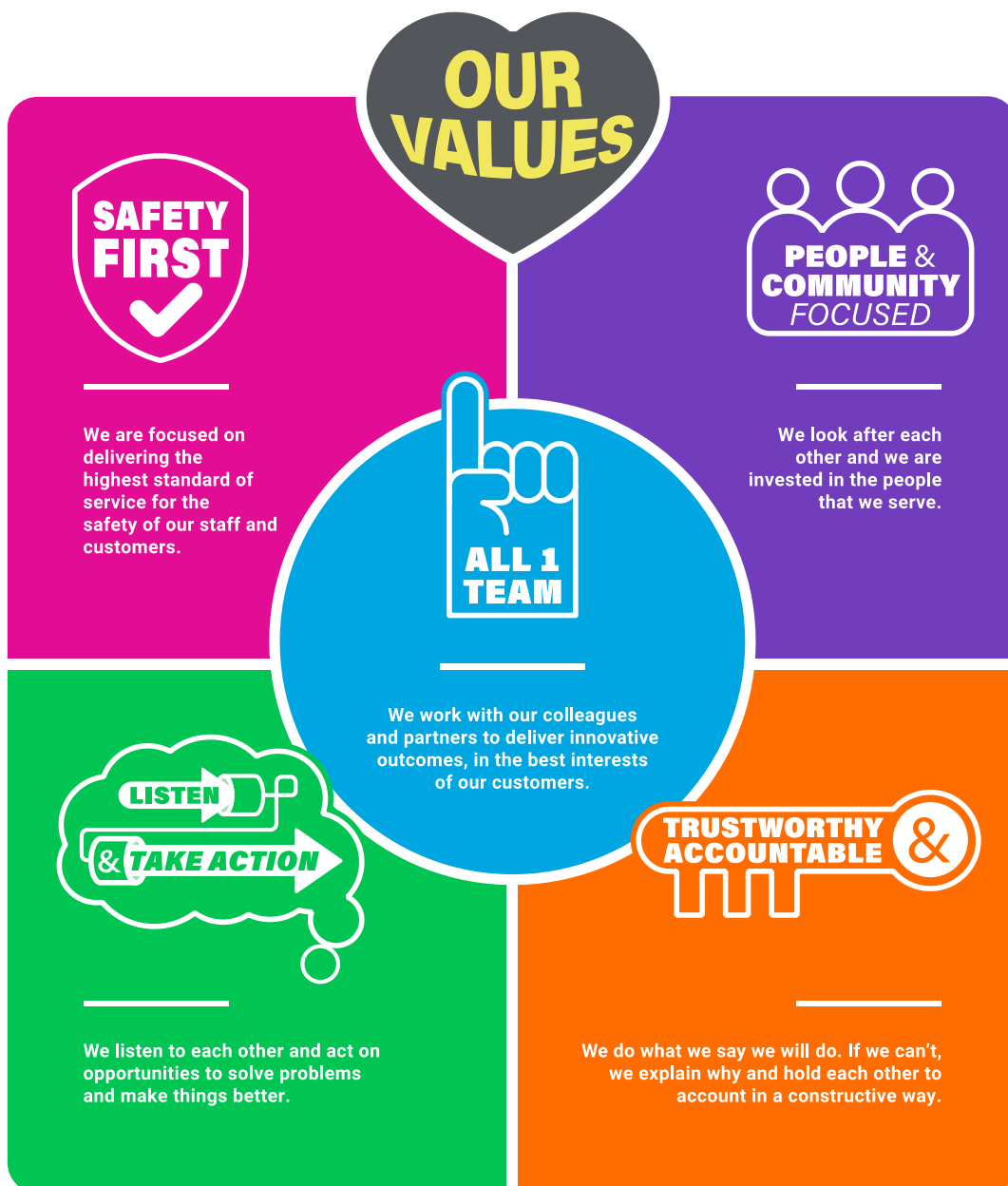
BTS have undertaken a major review of their values. Their mission, vision and values are reproduced below.



To connect people, businesses, and communities to a better future – through sustainable public transport



By 2025 Blackpool Transport will be the most reliable and sustainable mode of travel on the Fylde Coast

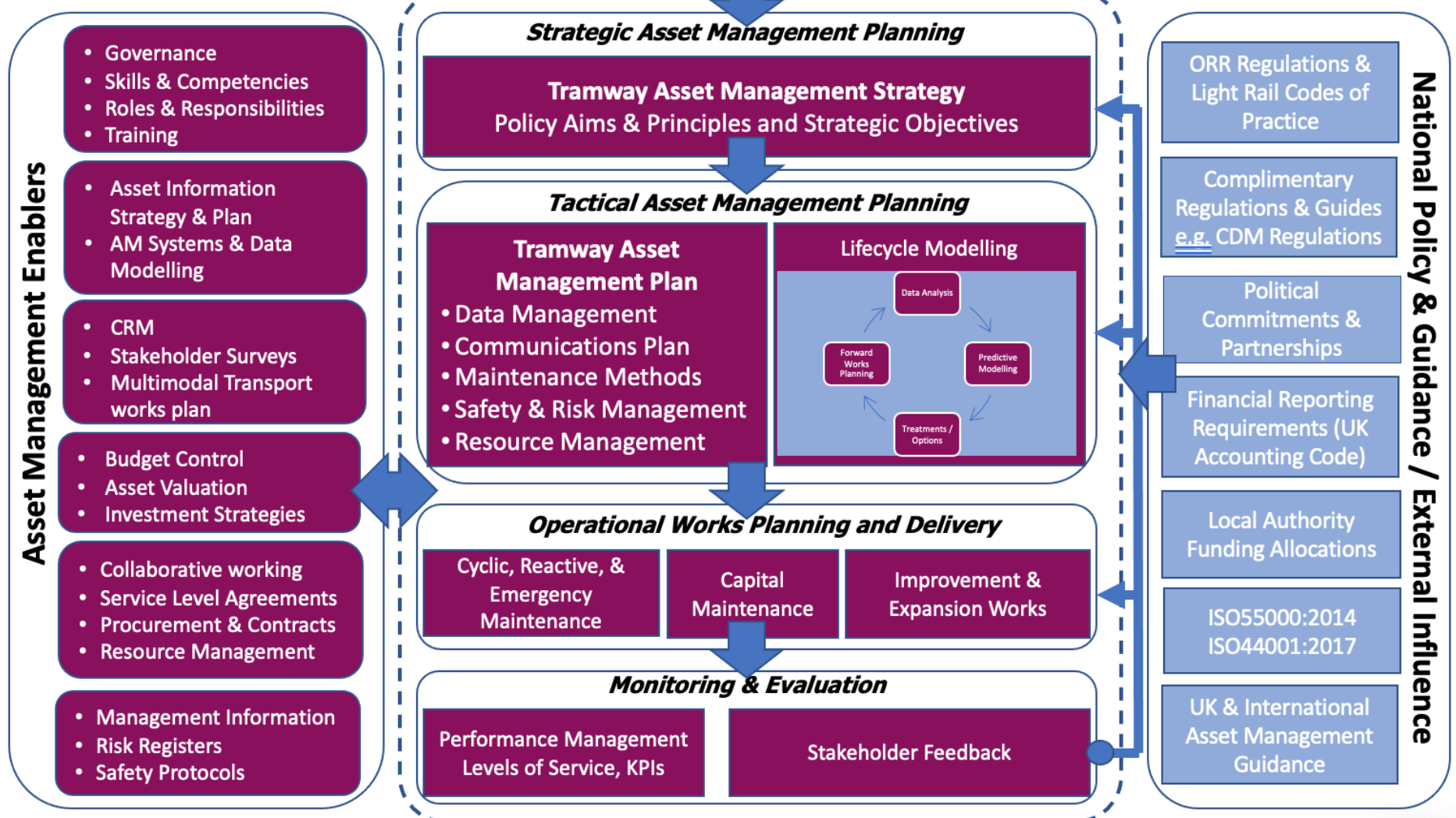


The BTS key messages for 2022 are:

1. The company is recovering at a pace in line with other Bus and Tram Operators.
2. We are supported by Blackpool Borough Council & will be repaying our Covid loans until 2025.
3. We intend to invest in the redevelopment of the South Garage because the engineering team need improvements to their environment. We hope to be successful in our bid for ZEBRA which will enable us to build infrastructure for electric buses and invest in our first batch electric bus.
4. The Tramway extension will be completed in summer 2023. This will provide integrated bus, tram and rail connections from Blackpool North Station.
5. We have an ongoing Organisational Development project which will be implemented by our new OD Director. We will continue to train, develop & encourage our staff to learn new skills.
6. We have taken the feedback from the employee staff survey and recent forums very seriously and we will be communicating with staff on a regular basis to put in place some of the changes needed to make staff feel more engaged.
7. We will continue to implement changes and improvements to the pricing and retailing of products and services to meet customer expectations and increase revenue.
8. The Heritage Trams will continue to operate with our team of volunteers subject to the restoration of the heritage Tram Shed by June 2023.
9. We will continue to improve our approach to digital and IT which will enable us to integrate our products/services and ticketing with other transport modes and attractions in the region.
10. We will consistently engage with customers, employees, stakeholders, and industry partners to ensure BTS stays relevant, pioneering, and entrepreneurial in delivering a transport service which underpins the needs of the region.

5. Blackpool's Tramway Asset Management Framework





Key Components of the Tramway Asset Management Framework

The Tramway Asset Management Framework sets out the overall structured approach adopted in the ongoing long-term management of the Tramway's infrastructure assets. This Framework also demonstrates the alignment of the Council's Tramway service with the objectives and approach set out in the Council's Plan and BTS Values.

The purpose of this Framework is to provide a structured, hierarchical approach to ensure all of the key ingredients are developed and implemented to deliver a professional Tramway service. To anchor our improvement of Asset Management practices, we have developed process and guidance documentation that gives a consistent approach to the key elements of the following management processes:

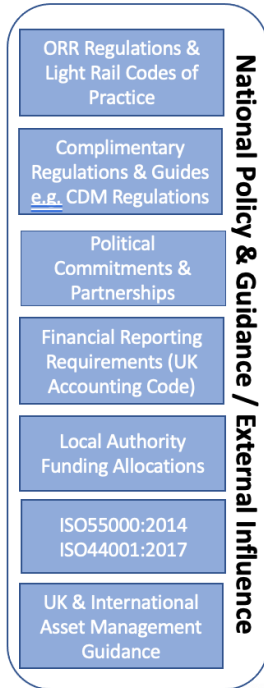
- Blackpool Council Corporate Vision & Plans
- National Policy & Guidance / External Influence and Organisational Context
- Strategic Asset Management Planning
- Tactical Asset Management Planning
- Operational Works Planning & Delivery
- Monitoring & Evaluation
- Asst Management Enablers

Blackpool Council Corporate Vision and Plans



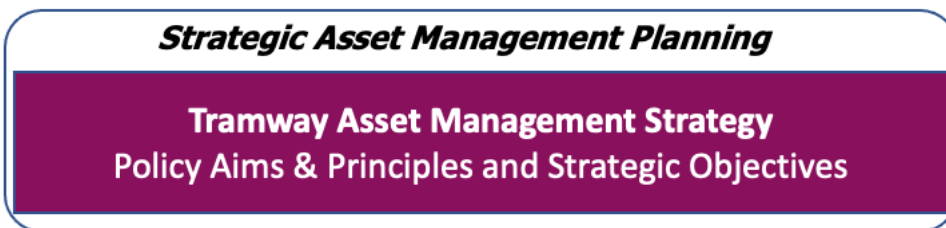
In terms of developing a strategic approach to managing the Tramway, it is vital that the wider organisational objectives and priorities are considered and form part of the decision-making process for scheme selection, maintenance treatments and service levels for different parts of the network. A highly effective transport service aligns their asset management strategies and plans to support Council goals and priorities, and these are considered further in the Tramway Asset Management Strategy section of the document.

National Policy & Guidance / External Influence and Organisational Context



This establishes the context for asset management in Blackpool. The context links the service's vision and objectives with the key asset management drivers.

Strategic Asset Management Planning

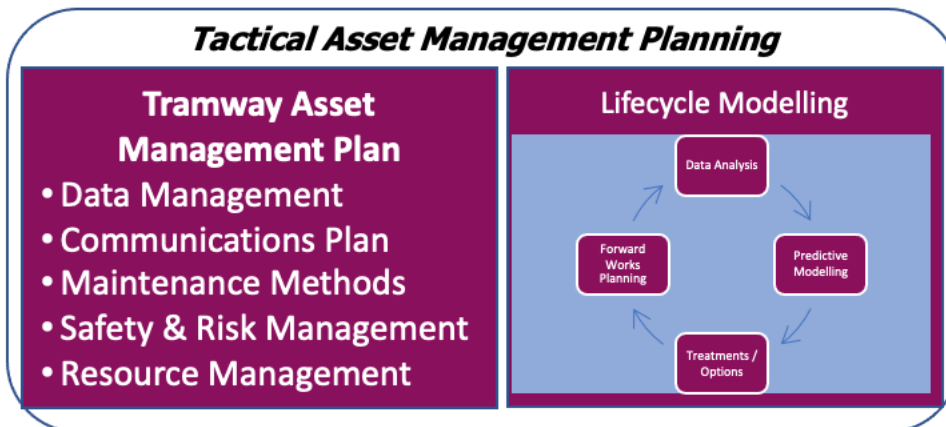


The Tramway Asset Management Strategy is a high-level document that describes the approach to Tramway management and maintenance and demonstrates how an Asset Management approach aligns with the corporate vision and plans and government objectives.

The Policy establishes sound rules and principles against which the Tramway will be managed. The Strategic Objectives translate the principles set out in the Policy and high-level commitments into simple aims which enable a long-term direction of travel for the service to be adopted.

The Tramway Asset Management Strategy will also define Levels of Service related to achievement of our stated objectives. These Levels of Service are the threshold values below which the performance of activities or condition of assets is considered to be unacceptable and need interventions.

Tactical Asset Management Planning



The planning of the Tramway infrastructure assets links “Policy and Strategy” to “Works Planning and Delivery” by identifying the tactical processes and procedures necessary for implementation. This aspect of the Framework utilises asset data to better understand and predict the behaviour of our various asset groups over their respective lifecycles. This evidence based, whole-of-life approach to asset management enables plans to be better informed by accurate and current asset performance and condition data.

Operational Works Planning and Delivery



Operational service delivery is where work is done, this stage sees the implementation of the strategic and tactical planning processes, producing tangible and measurable outputs for the Tramway. This is manifest in aspects such as routine maintenance activities, safety and serviceability inspections and surveys and funded capital programmes of work.

Monitoring & Evaluation

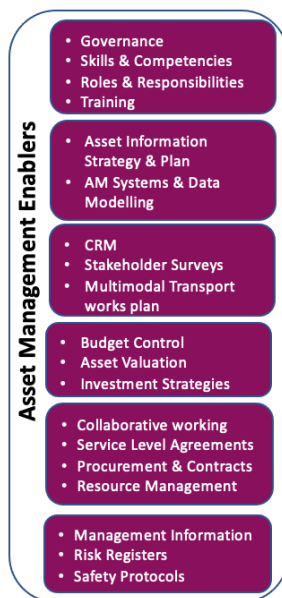


This aspect of the Framework addresses the measurement, analysis and reporting of performance of the Tramway maintenance service. It will deal with a wide range of performance metrics related to the strategic objectives and sets out how we generate

corrective actions to non-conforming or satisfactory performance and drives continuous improvement as a culture.

A key platform for ongoing performance evaluation and reporting to the Council and Key Stakeholders is the publishing of the Annual Performance Report. This report will identify previous performance of the Tramway infrastructure assets, existing condition and performance, and importantly focus on key challenges and potential solutions to improving levels of service for Council residents and Tramway users.

Asset Management Enablers



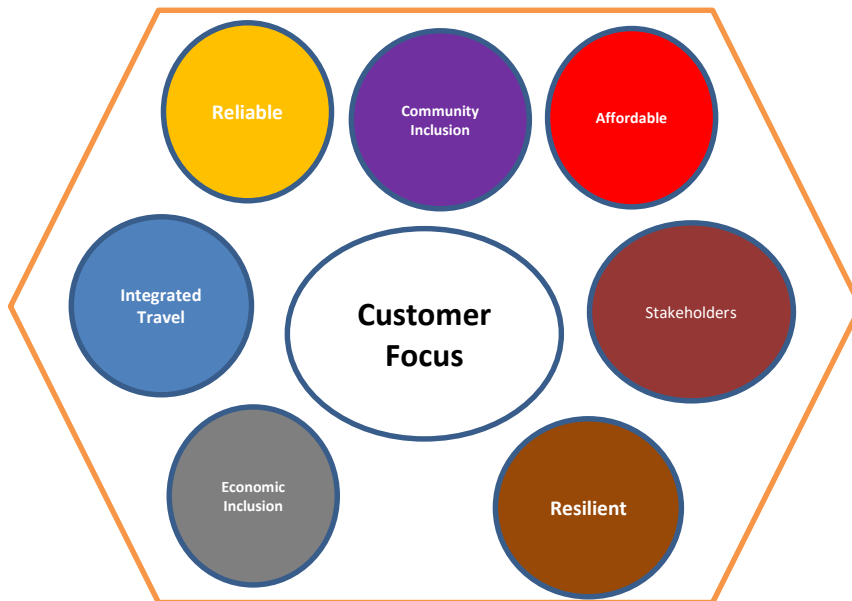
These are the supporting functions and processes undertaken by our maintenance service that 'enable' the key functions of planning and delivery to occur. Activities within this element of the Framework would typically include areas such as resource management, training and competence, budget/cost/financial management, performance management, data and information management, customer and stakeholder engagement, and management of the system controls that govern the overall asset management approach (e.g. Risk Management, non-conformances, etc). These tactical enablers have been incorporated within the Tramway Asset Management Plan.

6. Tramway Asset Management Policy

Effective asset management will be at the heart of our approach to managing the Tramway infrastructure and ensuring that it meets the needs and aspirations of present and future generations.

Track Services and Blackpool Transport Services both strive to be recognised as organisations that listen and react accordingly to the views of its residents, businesses, schools, commuters and visitors. This aspiration will be reflected in the Tramways strategic objectives. These objectives will also focus on supporting the priorities within the Blackpool Council Plan and the values of Blackpool Transport Services both of which reflect the Blackpool's vision as set in the Blackpool Town Prospectus.

The Tramway Asset Management Strategy to achieve the Policy aims will remain committed to continually improving the asset management processes. This will enable learning from past performance to guide decisions. As we do this, we will also continue to fulfil our obligations contained in relevant legislation and other requirements relating to the management of Tramway.



Blackpool Council Corporate Objectives & BTS Values	Tramway Policy Aims
<p>Blackpool Council Plan Priority One – The economy: Maximising growth and opportunity across Blackpool</p> <ul style="list-style-type: none"> • <i>Visitor experience: Tourism and culture</i> • <i>Enterprise, skills and economic inclusion</i> • <i>Infrastructure and regeneration.</i> <p>BTS Values</p> <ul style="list-style-type: none"> • <i>Safety First</i> • <i>People and Community Focused</i> • <i>Listen and Take Action</i> • <i>Trustworthy and Accountable</i> • <i>All 1 Team</i> 	<ul style="list-style-type: none"> • Implement Tramway maintenance regimes to ensure it is reliable and continues to be perceived as an icon (Reliability) • Ensure the Tramway operations and maintenance activities are integrated with other local transport (Integrated) • Use local contractors and employ local people (Economic Inclusion)
<p>Blackpool Council Plan Priority Two - Communities: Creating stronger communities and increasing resilience</p> <ul style="list-style-type: none"> • <i>Health and social care</i> • <i>Safeguarding</i> • <i>Young People</i> • <i>Increasing Resilience.</i> <p>BTS Values</p> <ul style="list-style-type: none"> • <i>Safety First</i> • <i>People and Community Focused</i> • <i>Listen and Take Action</i> • <i>Trustworthy and Accountable</i> • <i>All 1 Team</i> 	<ul style="list-style-type: none"> • First and foremost, to maintain the Tramway so that it is safe to operate and safe to use by its passengers (Safety) • Provide a Tramway network that is accessible to people of all ages and abilities (Community Inclusion) • We believe the Tramway can live within its means through good asset management practices and will not leave a financial legacy for the next generation (Affordability) • Develop a Tramway network that is resilient to environmental impacts (Resilience)
<p>To be recognised as a service that listens and reacts accordingly to the views of its residents, businesses, schools, commuters and visitors and</p>	<ul style="list-style-type: none"> • Ensure that the Tramway is responsive to the views and needs of residents, schools, businesses, commuters and visitors (Customer focus)

earn their trust and build relationships with them.	
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Tramway Policy Principles

Below are the principles that will guide our strategy for Tramway Asset Management.

- The first priority will be to minimise risks to the safety of people living, working or travelling in Blackpool. Operational maintenance policies will be kept under regular review to ensure that they reflect evidence from local data and best practice in risk assessment and management.
- Maintenance options that improve the overall resilience and reliability of the Tramway network will be prioritised, particularly in the context of climate change and the growing frequency of extreme weather events.
- Maintenance options that minimise disruption to traffic, residents, businesses, commuters and tourists over the whole life of our Tramway infrastructure will also be considered in conjunction with TS and BTS priorities.
- A 5 year rolling programmes of work will be prepared every year which covers all the Tramway permanent way and fleet infrastructure assets, including the Fleet rolling stock. There will be accountability in developing programmes by regularly reviewing and publicising of the criteria for approving scheme proposals.
- Risks to safety, the economy, the environment and local communities of critical infrastructure will be prioritised and addressed through our programmes.
- Decisions on short and medium-term budgets should not result in unaffordable costs being deferred to future generations.
- Budget forecasts for our infrastructure assets of at least 10 years will be prepared and continually reviewed to enable assessment and management of long-term risks and guide towards minimising costs over the lifecycle of the infrastructure. Investment options will be considered where they are very likely to achieve high value for money or where there is evidence of significant social benefits. However, the Tramway team will also monitor and publish forecast shortfalls in future budgets as this is the only way to develop strategies to address them and to build the business cases needed to access external funding.
- Relations with partners and service providers will be developed to draw on their expertise and research and development in identifying new solutions that will reduce whole life costs and help meet growing demands on the Tramway.
- Appropriate targets will be established to reduce levels of waste, use of raw materials and emissions of carbon incurred by infrastructure maintenance operations.
- All necessary protocols will be established to ensure that asset information and systems are fit for the purposes of supporting the principles listed above and in

doing so have regard to current and emerging standards for asset information management. Suppliers and contractors will be provided with all appropriate information to support the asset management system.

7. Tramway Asset Management Strategy

Introduction

This Section sets out the Council's Tramway Asset Management Strategy and reinforces the commitment to good asset management and best value by balancing cost, quality of service and risk to users of the Tramway. It defines our objectives for the management of the Tramway network and identifies how this is supportive of the wider Council and government aims.

Our Assets

The Tramway network is made up of many different types of assets. Permanent Way assets and managed by Track Services and Fleet Assets are managed by BTS. Each of these asset types has different needs for management and maintenance to ensure that they provide the quality of service that Tramway customers expect. The management and maintenance of these various assets is described within the Blackpool and Fleetwood Tramway Operating and Maintenance Agreement (specifically within Part B), complimented by the Blackpool Council Maintenance Boundary Commentary.

Assets managed by Track Services can be broadly categorised as follows:

- Rail (18.2 Km)
- Platforms and associated furniture
- Sleepers & Ballast
- Points / switches and crossings
- Drainage systems
- Signs
- Fencing
- Overhead Line support poles
- Depot building exteriors and depot yard outside the buildings (excluding boundary fencing)
- Station Structures (e.g. Bispham Station, Little Bispham, buildings north of Thornton Gate, small outhouse just south of Stanley Road)

Assets managed by BTS can be broadly categorised as follows:

- Rolling Stock (18 No. (Bombardier Flexity2), B-Fleet and Heritage Fleet Trams)

- Starr Gate Depot & Rigby Road Tram Depot (including boundary fencing but excluding building exteriors and depot yard outside the buildings)
- Overhead Line (OLE) – cables and support arms
- SCADA (Comms) between platforms
- Signals
- Traction power substations and distribution network
- Tram Detection System (TDS) signalling electrical and electronic systems
- Ticketing vending machines

Although having a relatively new system provides a 'head start' for maintenance requirements both on the Permanent Way and Fleet, maintenance issues are emerging and a strategy to deal with these is required.

Asset Value

There is currently no process for valuation of the Tramway. However, using the cost of the upgrade works completed in 2012 as a basis, the estimated cost as at the end of 2021 of the Tramway is £168.5m, of which £45.2 relates to Track Services assets and £123.3 is related to BTS assets. A breakdown of this valuation estimate is detailed in the Lifecycle Section of the TAMP.

Strategic Objective Considerations

In addition to the organisational context, established in the Asset Management Framework, Strategic Objectives have been determined following consideration of:

- Customer and key stakeholder expectations
- Social Value
- Asset criticality, condition and performance
- Existing and potential future funding and investments
- Emerging technology
- Recognised light rail asset management best practice

In addition, in developing this Tramway Asset Management Strategy (TAMS) and associated documents such as the Tramway Asset Management Plan (TAMP), the Council recognises issues related to the Tramway which differentiate it from other transportation assets. These include:

- Safety of users of the Tramway. This is different from other transportation assets such as highways since, on the Tramway, the public have minimal input into the safe operation of the Tramway.
- The Tramway is a tourist attraction. People visit Blackpool with the sole purpose of traveling on the Heritage Fleet.
- Split management of the assets and the assigned maintenance responsibilities.
- Aggressive environmental conditions due to the Tramway proximity to the coastline. These include a high-water table, corrosive effects of the sea, abrasive effects of the sand and bleaching properties of the sun.

The Link between Policy and Strategic Objectives

The following table identifies the link between the Tramway Asset Management Policy and Strategy, enabling derivation of the Strategy Objectives.

Tramway Policy	Strategic Consideration	Derived Strategic Objective
<p>Implement a Tramway maintenance regimes to ensure it is reliability and continues to be perceived as an icon (Reliability)</p>	<ul style="list-style-type: none"> • Current asset performance and condition • Emerging technology • Recognised best practice asset management • The Tramway is a tourist attraction 	<p>Objective 1: To manage and operate an Accessible, Reliable & Sustainable Tramway Network</p> <p>Objective 2: To optimise investment and funding outcomes for the Tramway Network to mitigate deterioration</p>
<p>Ensure the Tramway operations and maintenance activities are integrated with other local transport (Integrated)</p>	<ul style="list-style-type: none"> • Customer and key stakeholder expectations • Emerging technology • Recognised best practice asset management • Split ownership of the assets and the assigned maintenance responsibilities 	<p>Objective 4: To ensure we inform and communicate with key stakeholders to optimise the Tramway's social and economic value</p>
<p>Use local contractors and employ local people (Economic Inclusion)</p>	<ul style="list-style-type: none"> • Social Value 	<p>Objective 4: To ensure we inform and communicate with key stakeholders to optimise the Tramway's social and economic value</p>
<p>First and foremost, to maintain the Tramway so that it is safe to operate and safe to use by its passengers (Safety)</p>	<ul style="list-style-type: none"> • Current asset performance and condition • Emerging technology • Recognised best practice asset management • Safety of users of the Tramway 	<p>Objective 3: To maintain the Tramway so it continues to be safe to operate and use</p>

<p>Provide a Tramway network that is accessible people of all ages and abilities (Community Inclusion)</p>	<ul style="list-style-type: none"> • Customer and key stakeholder expectations • The Tramway is a tourist attraction 	<p>Objective 1: To manage and operate an Accessible, Reliable & Sustainable Tramway Network</p>
<p>We believe the Tramway can live within its means through good asset management practices and will not leave a financial legacy for the next generation (Affordability)</p>	<ul style="list-style-type: none"> • Existing and potential future funding and investment profile required for the Council's Tramway infrastructure • Emerging technology • Recognised best practice asset management • Split ownership of the assets and the assigned maintenance responsibilities 	<p>Objective 2: To optimise investment and funding outcomes for the Tramway Network to mitigate deterioration</p>
<p>Develop a Tramway network that is resilient to environmental impacts (Resilience)</p>	<ul style="list-style-type: none"> • Current asset performance and condition • Aggressive environmental conditions 	<p>Objective 1: To manage and operate an Accessible, Reliable & Sustainable Tramway Network</p> <p>Objective 2: To optimise investment and funding outcomes for the Tramway Network to mitigate deterioration</p>
<p>Ensure that the Tramway is responsive to the views and needs of residents, schools, businesses, commuters and visitors (Customer focus)</p>	<ul style="list-style-type: none"> • Customer and key stakeholder expectations 	<p>Objective 4: To ensure we inform and communicate with key stakeholders to optimise the Tramway's social and economic value</p>

OBJECTIVE 1

To manage and operate an Accessible, Reliable & Sustainable Tramway Network

By employing good management practices that include the planning, coordinating and operational delivery of our Tramway services, we can provide an accessible, reliable and sustainable Tramway network that contributes to improve residents' lives, business and school and commuter connectivity and visitor experience.

We will address the needs for an accessible, reliable and sustainable network across a range of our maintenance and operational activities, including but not limited to:

- Assessing all ticketing, access and passenger safety facilities to ensure that they meet the needs of all users of the Tramway.
- Ensure that the Tramway operations and maintenance activities are integrated with other local modes of transport.
- Undertaking regular safety and condition inspections to ensure all assets continue to be operable and safe.
- Maintaining a robust schedule of preventative and routine maintenance with an undertaking to provide reactive and emergency maintenance to mitigate any risk to safety and reliability.
- Being aware of predicted environmental conditions and other factors that could disrupt the operation of the Tramway to ensure that the network remains resilient.



We recognise that in order to achieve our strategic objectives and deliver an improving long-term asset management service for our stakeholders, we must consistently strengthen our overall asset management capability within the Tramways service. This capability will be strengthened across a number of different facets, including our own people, processes and systems, and those of our supply chain and partners. Training and competence are a strong aspect of developing our own people and we will strive to ensure we provide our team with the required level of training, guidance and support.

OBJECTIVE 2

To optimise investment and funding outcomes for the Tramway Network to mitigate deterioration

We believe that the Tramway can operate within its means through good asset management practices and will not leave a financial legacy for the next generation. In order to optimise the required investment funding of the Tramway, we are committed to minimising the deterioration of the condition of Tramway assets or, where considered cost effective, to improving the condition of assets.

Building on the significant investment and improvement that Blackpool have made in the Tramway in the previous decade, the Tramway permanent way and fleet services teams will further expand the level of preventive maintenance works where appropriate, in order to ensure the life of critical assets is extended. This preventive approach will be delivered hand-in-hand with ongoing capital renewal and improvement works.

Subject to funding availability, the Tramways teams will ensure that we maximise value for money so that the condition of the Tramway is 'fit for purpose' and is optimised.



OBJECTIVE 3

To maintain the Tramway so it continues to be safe to operate and use

It is imperative that the Tramway must be safe. Safety considerations will therefore pervade every aspect of the planning and implementation of design, maintenance and operation of the Tramway. This will manifest itself in many ways including the following:

- Conducting rigorous safety reviews in the design and maintenance planning processes
- Providing safety protocols and materials that are easily accessible when required and easy to understand and implement
- Training all staff in the importance of safety
- Ensuring we undertake safety repairs promptly and 'fixing it first time' where practicable
- Promote safety on the network amongst the travelling public, our workers and supply chain partners



OBJECTIVE 4

To ensure we inform and communicate with key stakeholders to optimise the Tramway's social and economic value

We will provide communication systems that:

- Ensures that the Tramway is responsive to the views and needs of residents, schools, businesses, commuters, visitors and other stakeholders
- Informs Tramway users of the services offered and any disruption to those services and encourage feedback from those users
- Proactively uses all feedback from tramway users and surveys to promote the continuous improvement of the Tramway
- Identifies the need to interact with highways for planned road works so that other modes of transport i.e. links to bus services and national rail services are maintained.

Our objective is to ensure, where practicable, that the Tramway can link and support Blackpool's social networks and communities. This Tramway Asset Management Strategy document aligns with the Road Asset Management Strategy document securing a common purpose and approach to management and maintenance of the respective networks.

We are committed, where possible, to use local contractors and employ local people.



8. Managing Safety and Risk on the Tramway

Introduction

As described in the Tramway Asset Management Policy, safety is the first and foremost consideration in the management and maintenance of the Tramway. Blackpool often seek specialist advice on safety matters, such as the advice given by Duncan Ray in 2020/21.

Safety and Risk management also supports the approach adopted for making decisions through the asset management planning process. Risk management, including safety, is a discipline in itself and covered by ISO 31000 Risk Management.

A risk can be defined as an uncertain event, which, should it occur, will have an effect on the desired performance of an asset or series of assets. It consists of a combination of the likelihood of a perceived threat or opportunity occurring, and the magnitude of its impact on the objectives.

The most commonly understood risks affecting the Tramway service relate to safety. However, there are a wide range of other risks and their identification and evaluation are a crucial part of the asset management process. Risks may include:

- Safety;
- Reputation;
- Asset loss or damage;
- Service reduction or failure;
- Operational;
- Environmental;
- Financial; and
- Contractual.

Key Aspects of Safety and Risk Management on the Tramway

Good asset management is only possible with good risk management. Investment decisions are not effective or sustainable unless the Council knows what risks it is exposed to. To support the process, the Risk Management Maturity Model (RM3), which was developed by the ORR in collaboration with the rail industry, will be used to help achieve excellence in safety management. To ensure the Council suitably address the requirements of effective safety and risk management and align with corporate policy, we will:

- Ensure key or critical Tramway-related safety issues and risks are recorded and managed / mitigated as needed
- Establish clear roles and responsibilities for safety and risk management within the respective Tramways areas
- Take safety and risk management considerations into account during the asset management decision making processes

- Reinforce the importance of effective management of safety and risk through training and provision of opportunities for shared learning
- Monitor our safety and risk management arrangements on a regular basis

In terms of actions and outcomes, for Blackpool, this means:

- Providing safety protocols and materials that are easy to access and easy to understand
- Defining clear ownership (recording/maintaining and reviewing) of Risk Registers
- Monitoring and managing risk within fully populated Safety and Risk Registers
- Specifying escalation criteria
- Undertaking rigorous safety reviews and service improvement reviews related to maintenance practices
- Train all staff
- Promote safety amongst users of the travelling public, our workers and supply chain partners



Tramway Health & Safety

The approach of Track Services and BTS to health and safety is detailed within their respective Safety Management Systems (SMS) documentation. The TS and BTS SMS documentation and risk registers require review to ensure all aspects of safety on the Tramway network are aligned.

TS requires assurance, not only that BTS's Safety Management System (Trams) adequately controls all safety risks associated with the trams and their operation but also of their ability and competence to work on their infrastructure and do this work safely.

Similarly, BTS requires assurance that Track Services' Safety Management System adequately controls all safety risks associated with the track, overhead wires, and electrical infrastructure areas.

In addition to support the process, the Light Rail Safety Standards Board guidance and standards that are benchmarks for tramways will be followed and met.

The following groups have responsibility for managing and reviewing safety on the Tramway:

- Office of Road and Rail (ORR), and by association, the Rail Accident Investigation Board (RAIB)
- UK Tram and by association the Light Rail Safety Standards Board, Light Rail Executive Group, Transport Heads of Safety, Light Rail Operators Committee (LROC) and Light Rail Engineering Committee (LCREG)
- Blackpool Transportation Board
- Blackpool Council Shareholder Committee
- Tramway Infrastructure Improvement Committee
- Blackpool Transport Relationship meetings
- BTS Shareholder committee meetings
- Blackpool Council Health & Safety meetings
- Tri-Safety Management Group
- TS and BTS Internal Health and Safety Meetings

Business Continuity

Business Continuity Management (BCM) is a management led responsibility designed to minimise risks associated with the impact of any business disruption affecting the Council's services. Planning for continuity will initially enable the recovery of the Council's critical service deliverables with subsequent return to normal operations in a structured manner.

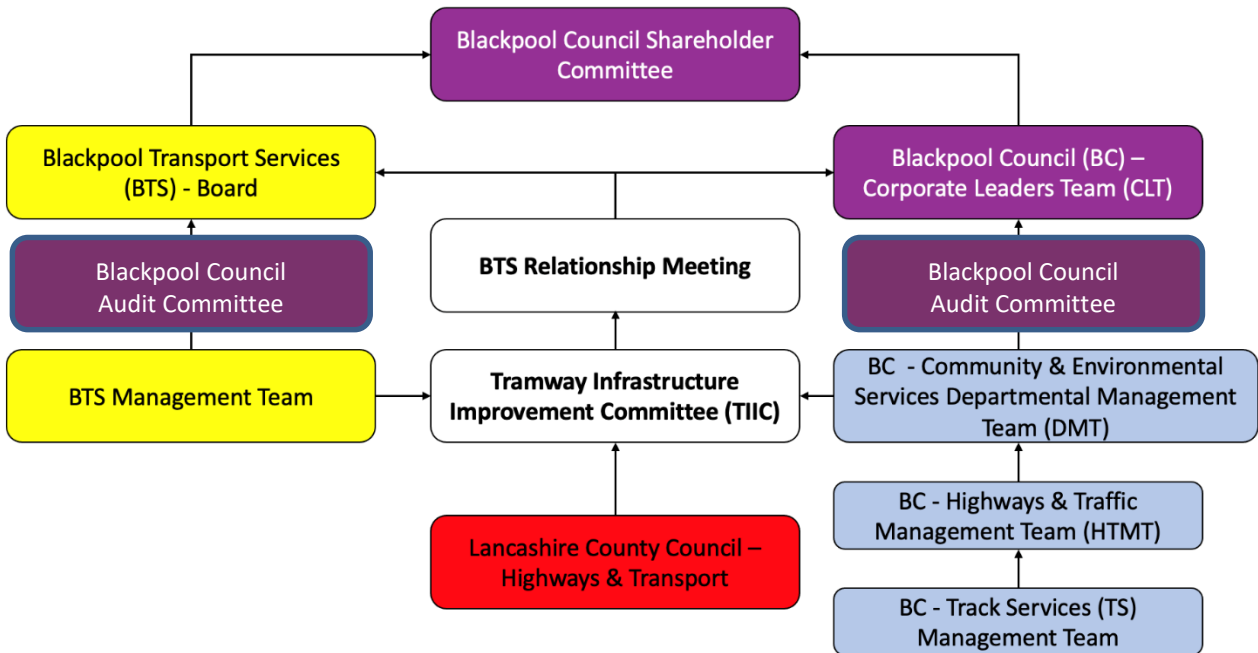
BCM is required under the Civil Contingencies Act (CCA) 2004 and is a legislative requirement for all councils to undertake. One of the outputs of the CCA is a Business Continuity Plan that will help each service within the council continue to deliver critical function and / or resume business following a major disruption. Tramway Track Services and BTS have each developed and published a service level Business Continuity Plan for the Tramway. These plans require review to ensure mutual alignment.

9. Leadership & Governance

10.1 General

The Tramway and its assets are wholly owned by Blackpool Council and operated under licence by Blackpool Transport Services. The northern section of the permanent way that is located within Wyre is maintained by Blackpool Council on behalf of Lancashire County Council.

The overarching governance of the Tramway is detailed in the following organisation chart.



10.2 Lancashire County Council

As described in the Introduction, the Tramway is located within the boundaries of both Blackpool Council and Wyre Council. Responsibility for maintenance of the Tramway has been delegated to Blackpool Council under a formal agreement with Lancashire County Council, the authority responsible for transport within Wyre Council. It is imperative that the joint maintenance responsibility between Blackpool Council and Lancashire County Council is placed on a sound and ongoing financial footing. This will enable the maintenance schedule to be planned to best effect within an agreed plan.

10.3 Maintenance Responsibilities

BTS operates and maintains trams under an Operating and Maintenance Agreement for The Blackpool and Fleetwood Tramway drafted in 2012. However, this agreement is unsigned and as such BTS are therefore undertaking work on a goodwill basis. This needs to be rectified. The Operating and Maintenance Agreement should be reviewed, revised as

appropriate and signed in order to be on a firm legal footing and ensure there is no ambiguity of roles and responsibilities.

Notwithstanding the status of the aforementioned Operation and Maintenance Agreement, BTS is responsible for the maintenance of infrastructure sub-systems identified in the Blackpool and Fleetwood Tramway Maintenance Boundary Commentary. These assets include (but are not limited to) the following:

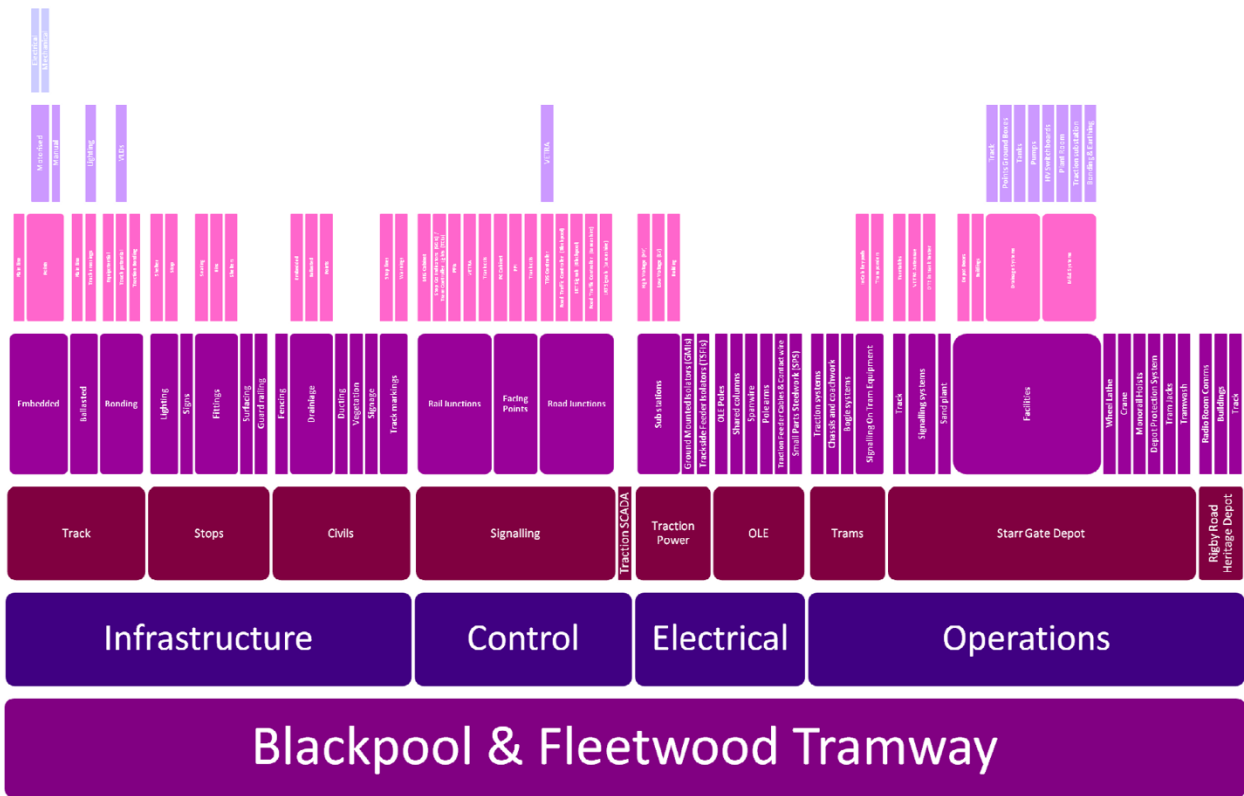
- Rolling Stock
- Starr Gate Depot & Rigby Road Tram Depot (including boundary fencing but excluding building exteriors and depot yard outside the buildings)
- Overhead Line Equipment (OLE) except for the OLE support poles
- Traction power substations and distribution network
- Traction SCADA and ancillary SCADA
- Tram Detection System (TDS) signalling, electrical and electronic systems
- Ticketing vending machines.

Although the Tramway is operated under license by BTS, aside from what the BTS board might decide, including its council representatives, its operations team is more or less free to operate the system as it sees fit. As such there is no requirement for BTS to report on maintenance work undertaken or report on how the funding is utilised. This license is therefore in need of renewal, potentially in the form of Service Level Agreement (SLA), to ensure it continues to be fit for purpose and managed under defined parameters.

Track Services, has responsibility in its capacity as Infrastructure Manager (IM), for the maintenance of the network assets identified in the Blackpool and Fleetwood Tramway Maintenance Boundary Commentary, including but not limited to:

- Permanent Way - plain line and switches & crossings
- OLE support poles
- Platform surfaces and associated stop furniture
- Fencing and signs.

As identified above, a full description of maintenance responsibilities is defined in the Blackpool and Fleetwood Tramway Maintenance Commentary, published in 2014. The assets covered by this document are summarised in the following extract.



10.4 Internal Governance

One of the key aspects of improving the Tramway asset management practices is to ensure political buy-in and the right level of leadership, sponsorship and governance of maintenance and improvement activities.

In order to provide this senior and strategic governance and gain a consistent approach to Tramway management and support our strategic objectives described above, the **Tramway Infrastructure Improvement Committee** (TIIC) has recently been established. The TIIC review and assess effectiveness of our asset management deployment. This Group will continue to operate in accordance with defined Terms of Reference, report to Blackpool Councillors and will sponsor and oversee the effective implementation of the Tramway Asset Management Framework, Strategy and Plan. The membership of the TIIC currently consists of the Director of Community and Environmental Services, the Head of Highways and Traffic Management Services, the Engineering Manager, the Managing Director (BTS), Head of Tramway (BTS), and the Public Transport Manager (LCC). The Committee has allocated maintenance responsibilities for the Tramway in accordance with their Terms of Reference.

- To oversee the management of the maintenance of the tramway system, ensuring all health and safety, risk assessments and adherence to legislative process and procedures are in place
- To develop an appropriate planned maintenance programme to ensure the sustainability of the line
- To agree the commissioning of required and appropriate independent reports and surveys
- To oversee the financial, spend and profile of the maintenance budget
- To develop partnership workings with other tramway operators to share best practice in relation to tramway maintenance and investment
- To aim to identify funding streams to support the investment in the track

The above Terms of Reference will be subject to review as the Board becomes more established and the scope of its responsibilities becomes more focused but also to ensure that they are deliverable by the TIIC members.

10.5 External Governance and Support

All Tramway activities are overseen by the Office of Road and Rail (ORR). ORR is established to protect the interests of rail and road users with the aim of improving the safety, value, and performance of railways and roads, today and in the future. The ORR audits all activities on the Tramway with a particular focus on safety. The ORR also provides policy, regulatory and documents associated with light rail systems in the UK. Equally the service also cooperates and works with the Rail Accident Investigation Board.

BTS is also a member of UKTram. UKTram brings together all organisations with an interest in the future development of light rail in the United Kingdom, ensuring light rail remains a viable, cost-effective and consistently improving transport option. A key objective of UKTram is to present a 'single voice' for the light rail sector in dealing with government and statutory bodies, helping to develop a co-ordinated and structured approach to regulation, procurement and standardisation. UKTram also publishes a number of guidance documents for the operation and maintenance of light rail systems.

Maintenance responsibilities under the tramway renewal project, particularly in relation to the track and overhead lines, were set out in a legal agreement with Central Government. The terms of this Agreement need to be clarified and compared with other Tramway governance documents to ensure they comply with this Central Government Agreement.

10. Funding

Background

Expenditure on the Tramway will be in competition with other Council priorities including services for the elderly and children and young people. It can therefore be difficult to make the case for the Tramway maintenance budget, more so its expansion. A plan that makes the case will be vital in presenting a robust case for maintenance spend. Such a plan would be all the stronger for ongoing benefit cost analysis work that identifies monetised benefits. Cutting Tramway expenditure might appear to be a useful short-term saving, but the loss of economic benefit due to the system's decline would make this a short-sighted decision that a mature organisation should not make.

It's essential to get the tramway maintenance regime right - getting it wrong could have significant economic consequences, particularly as it seems likely that environmental concerns and the need for modal shift to electric mass transit will become more important over the coming decade. At present the system's coastal alignment makes it relatively ill-equipped to deal with a shift in commuting behaviour. The extension to North Station is a first step in modernising the Tramway to pick up this role.

The system that has been put in place in the past decade is technologically superior to that which it replaced, being to modern best practice light rail network. Overall, this is a good thing making the system more efficient. However, it has required maintenance systems and programmes to be reviewed. As ever regular preventative maintenance coupled with a forward-looking strategy that identifies and builds programmed repairs into a long-term maintenance profile, will offer the best value for money and ensure that the tramway system is sustainable indefinitely.

To respond adequately to this agenda, a well-structured asset management strategy and plan, implemented by a well-resourced maintenance team is needed, supported by efficient procurement procedures when external input is needed. There needs to be particular attention to the team's skill base as those skills required are not easy to acquire or replace. As a consequence, a training and apprenticeship programme is needed.

The service level needs to be determined on the basis of a TAMS that includes all options, informed by an evidence based cost benefit analysis. When maintenance decisions have been taken, an annual tramway maintenance budget can be determined and the split with LCC determined.

After the effort and expenditure that was dedicated to the Tramway Renewal Scheme, a managed decline approach to the tramway's maintenance regime, may seem unthinkable. However, without the resources for alternatives, such an approach may have to be adopted. This would fly in the face of national policy to encourage sustainable transport, including new and extended light rail systems. However, recent Government pronouncements indicate that public transport investment must be funded from devolution

arrangements, rather than the Local Major Schemes monies. Unfortunately, devolution appears to be dedicated to road building, cutting off light rail from a potential funding source. Blackpool Council is a member of the Transport for the North organisation. However, this is not currently set up to deal with light rail schemes, which would be left to constituent organisations.

With international climate change issues and local congestion and air quality concerns to deal with, it might be thought that arrangements to support electric mass transit systems would be in place, but this is not the case. With the employment growth proposed for the town centre, there is a danger of gridlock if further modal shift to car commuting occurs. Given the issues it has, including air quality concerns, it could be argued that Blackpool needs more, not less, sustainable public transport.

In common with much Government discretionary capital funding, the revenue funded maintenance consequences of the Tramway renewal are left to stretched local government budgets to accommodate. Vague national statements on the need for sustainable transport do not make the resources to maintain current systems available.

Funding of Maintenance Works - General

Asset performance requirements are used to determine the funding requirements. However, in reality, the implementation of this Strategy will be constrained by available funding. The development and implementation of Strategy is therefore an iterative process based on historical and predicted funding for both routine and capital works.

Lancashire County Council Contributions

Lancashire County Council (LCC) contribute to the funding of routine permanent way works on the Tramway on the basis of a formal agreement that has been in place since 2013. The agreement allocates funds based on quarterly expenditure split between Blackpool Council and LCC on the basis of the length of the permanent way located within each authority. This split currently stands as 63% for BC and 37% for LCC.

The 2013 agreement needs review and updating, preferably to cover a long-term period, in order to ensure the continued effective funding of the Tramway.

Permanent Way Routine Maintenance Works

Routine works are financed through Blackpool's Highways and Transportation revenue stream and contributions from LCC as detailed above. This has historically been in the region of £1m per annum. A breakdown of historical revenue funding is shown in the Lifecycle Plans. This level of funding has been adequate for routine preventative maintenance works but it is not anticipated that the value will increase in the foreseeable future.

Specialist IT software and hardware requirements, such as the licensing of the EBF system to assist with inspections and asset management, is also funded through the above-mentioned revenue stream. The replacement of non-specialist IT hardware and software is funded by the Council's corporate IT department.

Track Services Capital Maintenance, Replacement and Improvement Works

Through the 2000's, Blackpool Council worked jointly with LCC to prepare an ambitious Fylde Coast Light Rail scheme that would have extended the system to Lytham and possibly re-use the moth-balled Poulton-Fleetwood railway. Options to extend the system to interchange with heavy rail services at Blackpool North railway station were also appraised, providing reference for the current Tramway Extension Scheme. Following initial rejection, Government approval for a modern tram scheme was granted in February 2008, the scheme being completed and reopened in 2012 at a cost of £100m but initially with an extension to the existing network. Latterly, an extension to North Station has been approved. Funding for these works was provided through central government grants.

For future capital works, various funding streams for Track Services are available as follows:

- Local Transport Plan funding
- Prudential Loan
- Environment Agency funding for flood prevention works
- Council Borrowing (through the Prudential Fund), typically for 'Invest to Save' works
- Council capital bids for unsupported borrowing
- Private Developer's funding
- Other sources (to be identified)

The small Local Transport Plan (LTP) programme has traditionally provided maintenance money. There is no guarantee this programme will continue beyond 2021. The LTP programme can therefore not be counted upon.

Essential maintenance works have recently been completed at a cost of approximately £1.1m which was made up of £200k in routine maintenance works funded from the revenue budget and £900k in capital works funded from Prudential borrowing. The Prudential loan is planned to be repaid over a 5-year period. It is intended that the planned maintenance programme will be undertaken on a rolling basis every five years.

BTS Routine and Capital Works

BTS costs associated with both routine maintenance works are funded through ticket sales. BTS also receive £312k per annum from the Council to cover the costs of maintenance of the OLE. Notwithstanding the latter, since funds for both routine and capital works are primarily dependent on Tramway ticket sales, such funding cannot be guaranteed.

The above-mentioned Permanent Way capital works completed in 2012 included a new depot at Starr Gate and 16 No. Bombardier Flexity2 trams, overhead line equipment and safety systems. A further 2 such trams to enable frequencies on the sea front network to be maintained when the extension is in operation, have now been delivered.

The iconic Heritage Fleet is subject to unique funding arrangements. The maintenance work is undertaken by volunteers who also raise the funds necessary for the maintenance from the public and from private donors.

11. Levels of Service

It is important to monitor the performance towards asset management strategic objectives and network performance in order to assess whether the strategy in place is having the anticipated effect on the Tramway network. Measurement of effectiveness and efficiency therefore uses a series of metrics at the strategic (Levels of Service), tactical (Management KPIs) and operational level.

Levels of Service (LoS) are defined as a composite indicator that reflects the quality of services provided by the asset for the benefit of customers. Levels of Service do not comprise the performance measures themselves. Rather, Levels of Service are set to enable an easy review of alignment of performance with the strategic objectives. The LoS may therefore be said to reflect the way the service is delivered and perceived by customers.

Service quality is related to measures of performance which may either be based on asset condition evaluation, customer aspirations or corporate aspirations.

- **Condition assessment** provides a measure of the state of preservation of the physical integrity of the asset and is determined by objective engineering survey or by user perception.
- **Customer aspirations** is a non-condition measure of how the service is perceived and delivered by the asset in terms of its use in providing a service to customers by enabling them to travel. This can generally be expressed in terms of such factors as safety, availability, accessibility, integration, aesthetics, etc. which reflect the social, economic and environmental goals of the wider community.
- **Corporate aspiration** is a none condition-based measure on how the service is to be delivered as a whole. These could include overall safety issues such as KSI and claims, carbon footprint, service delivery mechanisms, etc.

Levels of Service are developed in accordance with local needs, priorities and affordability which are consistent with regulatory requirements and good practice. The aim being to ensure safety of all aspects of the Tramway and provide a serviceable level of "state of good repair" for all Tramway assets. Based on the above principles.

The following Levels of Service have therefore been derived to align with the Strategic Objectives.

Tramway Strategic Objective	Level of Service
Objective 1: To manage and operate an Accessible, Reliable & Sustainable Tramway Network	High level of satisfaction from people with disabilities
	Reduce the number of disruptions to the scheduled service
	Reduce the number of unplanned (reactive and emergency) maintenance works
Objective 2: To optimise investment and funding outcomes for the Tramway Network to mitigate deterioration	Use asset condition analysis to plan and deliver works programmes in line with the TAMS.
Objective 3: To maintain the Tramway so it continues to be safe to operate and use	Reduce legal exposure and liability for insurance claims.
	Reduce the fatalities, serious injuries and light injuries on the Tramway.
	Repair or make safe Tramway defects which have a high potential of causing damage to Tramway operators and users within prescribed timescales.
Objective 4: To ensure we inform and communicate with key stakeholders to optimise the Tramway's social and economic value	Attain a high level of satisfaction with accurate, timely information.
	Provide feedback mechanisms to/from key stakeholders.

The quantified metrics and targets associated with these Levels of Service and defined at a tactical level and as such are detailed within the TAMP.

12. Outline of the Tramway Asset Management Plan

The Tramway Asset Management Strategy is supported by a Tramway Asset Management Plan (TAMP) which forms Part 2 of this document. The TAMP identifies the tactical approach to maintenance of the Tramway assets, providing a clear link to operational processes and procedures and identifying actions necessary for effective and efficient asset management.

The TAMP will include details on the following:

- Data Management
- Communications
- Performance Management
- Maintenance Methods
- Safety and Risk Management
- Resource Management
- Lifecycle Planning and Forward Works Planning

Data Management

Understanding our network is crucial to delivery of the Tramway Asset Management Strategy and this begins with knowledge of the inventory and condition of the core assets. The TAMP sets out the aims and objectives of managing the data. Key issues covered by the TAMP include:

- Aims and Objectives
- Core Asset Data Description – Inventory and Condition
- Inspections
- 2012 and other Upgrades / Extensions
- Data Storage and Reporting
- Data Flow
- Asset Performance and Data Review

Communications

In adopting an asset management approach, we will ensure that the network meets the needs and expectations of stakeholders as much as possible within the constraints we face. It is, therefore, fundamental that we listen to and communicate with all stakeholders on a regular basis using the most appropriate media. Key issues covered by the TAMP include:

- Aims and Objectives
- Stakeholders
- Historic Customer Surveys and Feedback
- Messaging
- Communication Channels
- Methods of obtaining Feedback
- Tramway Customer Satisfaction Scoring and Evaluation

Performance Management

Performance will be monitored against this TAMS, using Levels of Service and Key Performance Indicators, to ascertain where progress is being made and to identify areas that need greater focus. Regular formal reviews ensure that Tramway assets are managed in the most effective and efficient manner. However, if there are significant changes in national policy or guidance that affects management of the Tramway, the review will be brought forward.

Defining Levels of Service (LoS) and Key Performance Indicators (KPIs) provide a way of measuring the standard of service that is provided. When setting LoS metrics, KPI metrics and associated targets, it is also important to consider local views and therefore, the findings from customer communications will be considered.

Key issues covered by the TAMP include:

- Aims and Objectives of Performance Management
- Performance Management Hierarchy & Metrics
- ORR Audits
- Performance reviews
- Continuous Improvement & Change Management
- Implementation

Maintenance Methods

There are many operational activities required to maintain the Tramway. These activities are defined in TAMP and detailed in operational processes and procedures. The TAMP will therefore describe these activities, including details of materials, under the following general headings;

- Permanent Way – Routine (Cyclic, Reactive and Emergency) Maintenance
- Permanent Way - Planned Capital Maintenance
- Fleet - Routine Maintenance
- Fleet - Planned Capital Maintenance
- Network Improvements
- Sustainability
- Tram Track Handbook
- Track Services Work Activity Plans

Safety and Risk Management

An introduction to safety and risk management is described in Section 9 of this TAMS. The TAMP will include details of the issues:

- Safety Management Systems
- Safety At Work
- Historical Safety Incidents
- Other Tramway Risks
- Rail Accident Investigation Branch (RAIB) compliance
- Tramway Safety Management Group

Resource Management

Tramway management and maintenance resource requirements are identified in an annual review of activities. Senior managers within Blackpool map available resources to planned activities to determine any gaps. The gap analysis will be used as an input to determine options for resourcing the activities. This applies across all asset management activities, could be extensive and will require prioritisation and programme planning of many projects to close these gaps.

In determining options for resourcing the activities, consideration is given to both internal and external resources. For human resources, options available will be affected by corporate policy and strategic plans on human resources, contracting-out or outsourcing and existing contractual arrangements. For non-human resources, availability of resources should include consideration of procurement options (e.g. lease, hire, purchase or otherwise acquire). Both human and other resourcing needs can be influenced by the nature and duration of the activities (e.g. one-off versus on-going).

Any plant (tools, facilities or equipment) and materials that are required for Tramway activities should be defined and managed as assets, at a level of detail appropriate to their function and purpose.

- Aims and Objectives of Resource Management
- Resource Requirements
- Existing Resources
- Procurement and External Suppliers
- Competency Assessment

Lifecycle Planning and Forward Works Plans

The development of whole-of-life / lifecycle methodology will ultimately enable Blackpool to better manage Tramway maintenance activities in order to deliver sustainable, effective and efficient services and maintenance works. This involves understanding asset value, asset condition and deterioration rates and the required Levels of Service.

Lifecycle Plans will therefore include:

- Asset inventory
- Asset condition (current and historic)
- Asset valuation
- Historical investment (both revenue and capital)
- Asset performance requirements
- Treatment (maintenance methods and materials) strategy
- Programme-of-works options for core Tramway assets
- Funding constraints
- Prioritisation principles
- Investment analysis methods, inputs and outputs

Lifecycle Plans enable evidence based and risk based forward programmes of work, including asset replacement and improvement strategies to be developed and updated.

Forward Works Plans themselves are not part of the TAMP. These are developed at an operational based on the criteria in the TAMS and TAMP and outputs from the lifecycle plans.

TRAMWAY ASSET MANAGEMENT PLAN

PART 2:



Tramway Asset Management Plan

PART 2

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Appendix A - Summary of Tramway Infrastructure Asset

Appendix B - Diagrammatic Map of the Tramway

Appendix C - Management KPIs

Appendix D - List of Track Services Work Activity Plans

Appendix E - Tramway Valuation

Appendix F - Organisation Charts

Appendix G - Tramway Asset Management Action Plan

1. Introduction

Scope

This document relates to the Blackpool and Fleetwood Tramway – referred to herein as the Tramway. In order to ensure that the Tramway system continues to operate into the future, its ongoing maintenance and renewal requirements need to be placed on a sustainable footing. Although having a relatively new system provides a head start, maintenance issues are emerging and a strategy and plan to deal with these is required.

Drafted in the spring of 2022, this document sets out the Council’s tactical approach for management and maintenance of the Tramway’s infrastructure assets. The document will neither be a static nor an isolated document. It will form a link between the Tramway Asset Management Strategy and the actual delivery of Tramway maintenance services. It will provide a framework which can be reviewed continuously to take into account changes in strategy and procedures.

This Tramway Asset Management Plan (TAMP) sits within a defined Tramway Asset Management Framework, which is described in full in Section 6 of the Tramway Asset Management Strategy (TAMS).

The TAMP will include details on the following:

- Section 2: Data Management
- Section 3: Communications
- Section 4: Performance Management
- Section 5: Maintenance Methods
- Section 6: Safety and Risk Management
- Section 7: Resource Management
- Section 8: Lifecycle Planning and Forward Works Planning

The final section describes the Action Plan associated with this TAMP.

This document is subject to annual review and update as required.

A Brief Description of the Tramway

The Tramway runs from Blackpool Starr Gate to Fleetwood Ferry and includes the spur to North Station. It is located within the boundaries of two local authorities, Blackpool Council, referred to herein as the Council, and Wyre Council. By agreement with Lancashire County Council, the authority responsible for transport services within Wyre Council, Blackpool Council’s department of Highways and Transportation Track Services (herein referred to as Track Services (TS)) undertake the maintenance of the entire Tramway permanent way, including that located within Wyre Forest.

Blackpool & Fleetwood Tramway is owned by Blackpool Council (BC) and operated under licence by Blackpool Transport Services (BTS). BC and BTS work in close partnership

to ensure the continued safe delivery of a unique tram experience that conveys an annual patronage of circa 5.5million passengers.

A diagrammatic map of the Tramway is reproduced in Appendix B of this TAMP.

Related Documents

This document has been developed and should be read in conjunction with the following documents:

- Blackpool and Fleetwood Tramway Asset Management Strategy
- Blackpool and Fleetwood Tramway Operating and Maintenance Agreement
- Track Services Engineering (Tram) and BTS (Tram) Safety Management Systems
- Tram Track Handbook
- Overhead Lines Maintenance Manual
- Safety on the Line
- Blackpool Council Maintenance Boundary Commentary
- Business Continuity Plans
- Work Activity Plans
- Blackpool's Road Asset Management Strategy
- Lancashire County Council's Transport Asset Management Plan
- Lancashire County Council's Highway Management Plan.

2. Data Management

2.1 Aims and Objectives of Asset Data Management

Good asset management is only possible with good data. Investment decisions are not effective or sustainable unless the Tramway managers know what assets it is responsible for and what condition it is in. The objectives of asset data management are therefore to:

- Maintain the TS Enterprise Business Flow (EBF) system as the single source store for all assets on the permanent way.
- Maintain the BTS processes and records used to manage the Fleet and Fleet infrastructure.
- Ensure that the stores for asset data are secure but with easy-to-use access to suit asset data management requirements.
- Ensure that the stores of asset data provide a reliable and easy to use format of up-to-date asset data and allow effective and efficient upload of new or amended data.
- Review the quality and accuracy of the data and develop and implement a plan to improve the data where required.
- Accurately and consistently reproduce and report asset data as required; and
- Ensure that data can be used consistently and accurately to support the following:
 - decisions on future data requirements
 - financial reporting requirements such as valuations
 - maintenance works requirements
 - performance analysis
 - asset lifecycle analysis processes
 - evidence and risk-based decision-making processes for routine and capital investment and budget setting
 - the Tramway Asset Management Strategy.

2.2 Core Asset Data - Inventory and Condition

The core data required for and relevant to Tramway asset management relates to inventory and condition of the infrastructure asset groups shown below.

The Tramway is a hybrid system which is divided into three types of operation all operated by Line of Sight:

- a) Reserved Track (ballasted or segregated area)

The reserved track section runs between Cabin and Fishermans Walk at a maximum speed of 50 kph. There are several highway junctions along the

system which are controlled through LRT signals operated by “Elektroline” ground transponders and tram transponders connected to the highway signal system to allow the trams priority and safe passage through the junctions.

b) Highway (shared with other vehicles and pedestrians)

The street section runs between Fishermans Walk and Bold Street in both directions, at a maximum speed of 30kph, normal road traffic rules apply. Trams are classed as motor vehicles on a road and as such are subject to the same Road Traffic Regulations as other road users. Tram drivers are trained in defensive driving techniques to minimise the risk of collision. Trams are given priority at road junctions, triggered by on board and trackside transponders.

c) Shared Area (area shared with pedestrians and occasional vehicles)

The track between Cabin and Starr Gate is subject to a maximum speed of 30kph.

A full description of the assets maintained by Track services is detailed in Section 5.4 of the Track Services SMS. These can be broadly categorised as follows:

- Permanent Way - Plain Line (including sleepers and ballast)
- Permanent Way – Points, switches and crossings
- Platforms and associated furniture
- Drainage systems
- Signs
- Fencing
- Overhead Line support poles
- Depot building exteriors and depot yard outside the buildings (excluding boundary fencing)
- Station Structures (e.g. Bispham Station, Little Bispham, buildings north of Thornton Gate, small outhouse just south of Stanley Road)

The asset inventory and condition data is obtained from historical data records, inspections and surveys and, for new developments, from as-built data.

A full description of the assets maintained by BTS is detailed in the BTS SMS. These can be broadly categorised as follows:

- Rolling Stock (18 No. (Bombardier Flexity2), B-Fleet and Heritage Fleet Trams)
- Starr Gate Depot & Rigby Road Tram Depot (including boundary fencing but excluding building exteriors and depot yard outside the buildings)
- Overhead Line (OLE) – cables and support arms
- SCADA (Comms) between platforms
- Signals
- Traction power substations and distribution network
- Tram Detection System (TDS) signalling electrical and electronic systems
- Ticketing vending machines

The depots at Starr Gate and at Rigby Road house the following facilities:

Rigby Road Depot	Starr Gate Depot
<ul style="list-style-type: none"> • Depot Control Room • Equipment rooms • Offices • Staff facilities • Workshops, (vehicle & electrical) • Training rooms • Stores • Stabling roads 	<ul style="list-style-type: none"> • IT room • Offices • Staff facilities • Repair workshops • stores • Stabling roads • Tram wash • Sanding plant • OHLE maintenance area

2.3 Inspections

2.3.1 Track Services / Permanent Way Inspections

Inspectors are responsible for identifying defects. In general, visual inspections, aided by the use of an electronic hand-held devices, are used to assess the condition of the track components. Inspectors walk the track and inspect each line separately and also take account of associated off-track items. Inspection procedures and defect recording and rectification timescales are detailed in the Tram Track Maintenance Handbook.

Defects are logged on the device, categorised and photographed. A schedule of works is then produced for operatives to carry out the repairs. Where the repair period is one month or less, a weekly report is produced from the Enterprise Service Builder (ESB) system which shows the number of defects recorded and the percentage of those completed.

A – Permanent Way Inspections

Asset	Type of Inspection	Frequency
Rail - Plain Line, Switches & Crossings	Safety Tours	As per Track Services SMS
	Maintenance Inspections	As per Tram Track Maintenance Handbook
	Specialist Testing – gauge and twist	Annual
OLE Poles	Inspections concurrent with rail inspections	
Platforms & associated furniture	Inspections concurrent with rail inspections	
Fencing & Signs	Safety Tours concurrent with rail inspections	

It is noted that a **Digitised Visual Condition Survey** of the entire permanent way is due to be undertaken in 2022. Digitised Visual Condition Surveys are undertaken from a trolley moving at approximately 30 mph. The surveys take photographs of the surface of the Tramway permanent way at 1m intervals from a number of different angles and processes these images to produce a BIM map of the condition of the surface of the Tramway. This technique has been accepted by DfT for roads for use as a network condition indicator and can be used to as the primary feed to a programme of works.

The above formal inspections are supplemented by reports from BTS tram drivers and the public. Reports of defects from these informal inspections are entered into the EBF fault reporting system as if they had been identified through formal inspection.

2.3.2 BTS Inspections

B – Fleet Inspections

Asset	Type of Inspection	Frequency
Rolling Stock	Each tram has 12 inspections annually, this consists of: <ul style="list-style-type: none"> • 1 monthly x 8 – which mainly visual and takes 3-4 hours • 3 monthly x 2 – which is slightly more involved and takes 5-6 hours • 6 monthly x 1 – more in-depth inspection and takes 6-8 hours plus tyre turning 15 hours • 12 monthly x 1 – replacing oils, cleaning ,painting and re-greasing parts, testing & checking units and can take 6-8 days plus 15 hours tyre turning 	
Depots	Given that each of these assets has only been operational for approximately 10 years, there is currently no regime of routine inspections other than as noted below. However Inspections are carried out by BTS (eg Mott MacDonald have been contracted for detailed OLE inspections in 2022 and arrangements are being made for inspection of the SCADA system). A more systematic regime of inspections will be developed as the assets age.	
Sub-Stations		
OLE / Traction Power		
Signalling Systems		
SCADA		

BTS OLE staff work to a monthly and annual inspection plan. The Overhead Line Maintenance Manual provides details of the activities to be undertaken by OLE staff. A walk through of the whole circuit is undertaken on foot on a monthly basis. Each individual piece of equipment on the overhead line is checked and tested annually. The OLE heights and stagger measurements are also undertaken annually.

In addition to monthly and annual maintenance checks there is a daily drive through which involves a visual inspection of anything obvious especially after/during high winds regarding possible damage to the Bowspan assembly. The daily drive through includes a visual inspection of the OLE parts, insulator sections and frogs. There is also an inspection 2 to 3 times a week of the pantograph skates and track greasing

The wear and condition of frogs and section insulators are monitored on average 3 times a year with the readings recorded on the inspection sheet. The bypasses are checked for wear on the sections and adjusted or changed, if necessary, as are the frog bypasses. The frogs are rarely changed as the trolley wheels of the heritage trams run on those and these trams are now used less frequently.

Other tasks include a monthly inspection and clean of the Starr Gate and Rigby Road depots sections and frogs. Every four months there is an inspection and clean of

the main line frogs and sections and every twelve months Rigby Road sections are changed.

The Tramway Manager via the Tramway Technical Manager, Vehicle Technicians and Cleaning Team is responsible for tram maintenance. Maintenance schedules detail the frequency and content. BTS have devised these schedules, based upon the original maintenance specifications put forward by the manufacturer. The schedules evolve as experience is gained. The Vehicle Technician examines weekly all instances of component failure and unplanned work to monitor emerging trends.

Daily inspections cover the reliability of the main safety systems of the vehicle before they take up service on the tramway. These checks are carried out principally by the drivers. Items included are running gear, lights, horns, door operation, pantograph carbons and tram stop equipment.

Maintenance work is recorded manually. Inspection sheets are completed by the person(s) carrying out the work. Any defects are recorded on a fault sheet. The inspection and fault sheets are reviewed by the Infrastructure Manager who allocates any necessary remedial works and then records the inspection as complete.

2.4 Data Storage & Reporting (Asset Management System (AMS))

Track Services Tramway Asset Management System

Since 2009, the BC Tramway asset data has been held on an Enterprise Business Flow system (EBF). Originally developed in-house, the IT aspects of the system are now managed by Pentangle. It is currently being used for the following purposes:

- Storing asset inventory and condition data
- Managing the BC Tramway inspection regime
- Fault Reporting System
- Issuing & recording works orders
- Record-keeping for audit purposes
- Managing customer information

Condition, fault and repair information is entered into the system by Track Services. Basic inventory information and new fields, as will be required by the addition of the extension of the Tramway network to North Station, are entered and managed by Pentangle.

BTS Asset Management System

Under the terms of Clause 22 of the Blackpool and Fleetwood Tramway Operating and Maintenance Agreement, BTS are required maintain an asset management system.

The Asset Management System (AMS) held by BTS is a paper system. There are no current plans to implement an IT based AMS.

2.5 Data Flow

To ensure that the data held is accurate and up-to-date and to then ensure that the data is used effectively requires the flow of data within and across the various Tramway asset management processes to be defined. Existing data flow processes were mapped in 2009. These processes include, but are not limited to the following:

- Recording of information regarding new assets.
- Recording of information related to renewal or replacement of old assets.
- Review the robustness of existing asset data.
- Use of core data for reporting performance indicators.
- Use of data in financial purposes such as valuation and Lifecycle modelling.
- Use of data for strategic planning of investments.
- Use of data within planning, design and implementation of maintenance works, both revenue and capital.

2.6 Asset Performance & Data Review

Performance reports will be made available to senior decision makers, including the Tramway Infrastructure Improvement Committee at the frequencies detailed in Section 4 Performance Management and, in particular, as part of an annual strategic investment planning process.

The review process will identify any gaps in the data and the strengths, weaknesses, opportunities and threats to the service and action plans will be developed as required. Lessons learnt concerning the collection and management of data will be documented and used to refine Tramway strategies and plans

3. Communications

3.1 Aims and Objectives

Unless otherwise stated, all communications relating to the Tramway will be directed through BTS as the nominated operator of the Tramway.

Our Communication aims to provide clarity and transparency in the approach to both Tramway Infrastructure Asset Management and Tramway maintenance service. At the heart of all communications will be what we are doing, why we are doing it, and the investments involved, to build trust and to inform.

This Communication Strategy will be reviewed annually and updated as required to ensure effective mechanisms to communicate service standards and outcomes are in place to manage customer expectations.

The following core principles will be followed:

- **Regular accurate and consistent updates** providing up-to-date information about Tramways matters, with a continual drip feed of content around investment and improvement into our network, ensuring customers are informed and aware of the process and the year-round work of maintaining our highway assets.
- **Plain and easy to understand jargon free language** so that customers with no Tramway knowledge are able to understand and be engaged.
- **Honest, clear and simple communications** will be delivered even where difficult messages are required; for example, should schemes fall behind due to bad weather or other unforeseen circumstances, we should tell our customers. This will help demonstrate that the asset management approach is the most effective solution, and offers good value for money
- **Transparent communications** about how decisions are made in relation to the identification, assessment, programming, delivery and completion of asset management activities including maintenance works and how people are involved in making decisions for the service. This will allow customers to understand the position and the rationale behind decisions
- **Timely and pro-active communications** in advance of any works taking place and in line with the Council's decision-making process
- **Customer focused and listening** to ensure the information is used to help drive service improvement
- **Safeguard and maintain** the reputation of Blackpool Council
- Our ambition for Blackpool should continually shine through everything we say, along with our commitment to provide communications in an informative, accurate and effective manner

The objectives of Tramway communications are:

- To inform customers of the services the Tramway provides and the quality of service they can expect
- To demonstrate the positive work being carried out to maintain and improve the Tramway network
- To communicate efficiently and signpost on where to find further information for significant schemes and works
- To engage and listen to people’s concerns about the network and feedback our progress on a regular and timely basis
- To work collaboratively across internal departments and with external partners to ensure that communications are as informative as possible, consistent, factually sound and easy to understand
- To help customers understand how they can report Tramway issues, influence and help shape the work

3.2 Tramway Stakeholders

The Tramway is of significant interest to the public and to the media, not just in respect of the timetable of services, but also in respect to how the network should function and how it should be managed. Engagement with stakeholders is essential to keep them informed, provide mutual understanding, meet legal obligations, manage expectations and ultimately improve customers satisfaction of the highways service.

Stakeholders are considered during the planning and delivery of services and the maintenance works. The Tramway team will seek to engage and inform as many people as possible from across the Town.

The following tables, which will be reviewed annually, show our customers and the most appropriate means of communication.

Table 1: Internal Stakeholders

Customer Group	Includes	Method of Communication
Elected Members	<ul style="list-style-type: none"> • Leader of the Council • Deputy Leader of the Council • Portfolio holder for Transportation 	<ul style="list-style-type: none"> • Direct communication • Face-to-face meetings • Council meetings • Briefing notes • Reports • Presentations at committees • Email • Councillor Net
Ward Members	<ul style="list-style-type: none"> • All other Blackpool 	<ul style="list-style-type: none"> • Direct communication

Customer Group	Includes	Method of Communication
	Council/LCC Councillors	<ul style="list-style-type: none"> • Meetings • Presentations at committees • Email • Councillor Net
Constituency Committees		<ul style="list-style-type: none"> • Meetings • Direct communication • Reports • Briefing notes • Presentations at committees • Digital channels • Email
Community Committees		<ul style="list-style-type: none"> • Local media • Blackpool publications • Digital channels • Constituency Teams • Councillors and Community Voluntary Groups
BC Departments	<ul style="list-style-type: none"> • Blackpool Illuminations • Coastal Defence • Visit Blackpool 	<ul style="list-style-type: none"> • Direct communication • Meetings • Email
BC employees engaged in Tramway issues	<ul style="list-style-type: none"> • BTS • BC Highways 	<ul style="list-style-type: none"> • Email • Telephone • Staff newsletters • Staff Intranet • Managers brief
Customer Contact Centre		<ul style="list-style-type: none"> • Direct communication • Email • Telephone
Service Providers		<ul style="list-style-type: none"> • Direct communication • Meetings • Email
Chambers of Commerce		<ul style="list-style-type: none"> • Council meetings • Local media • Blackpool publications • Digital channels

Table 2: External Stakeholders

Customer Group	Includes	Method of Communication
Blackpool residents		<ul style="list-style-type: none"> • BTS Website & BPL App • Tramway stops • BTS printed timetables • Local media • Blackpool publications • Digital and social media channels • Constituency teams • Councillors and Community Voluntary Groups • Newsletters • Letters from Council / contractors • Tramway Signage • Public Notices
Tramway users	<ul style="list-style-type: none"> • Schools • Businesses • Commuters • Visitors to the Town 	<ul style="list-style-type: none"> • As Blackpool Residents
Property owners	<ul style="list-style-type: none"> • All those who live on the borough 	<ul style="list-style-type: none"> • As Blackpool Residents
Contractors & consultants		<ul style="list-style-type: none"> • Direct communication • Meetings • Email
Lancashire County Council	<ul style="list-style-type: none"> • LCC Highways • Lancashire Enterprise Partnership 	<ul style="list-style-type: none"> • Direct communication • Meetings • Email
Wyre Council		<ul style="list-style-type: none"> • Direct communication • Meetings • Email
Environment Agency		<ul style="list-style-type: none"> • Forms of agreement • Emails • Meetings
Other local transport operators	<ul style="list-style-type: none"> • Railway companies • Taxi firms 	<ul style="list-style-type: none"> • Forms of agreement • Emails • Meetings
Local communities and community groups		<ul style="list-style-type: none"> • Local media • Blackpool publications • Digital channels • Reports via the online system • Meetings
Schools/colleges	<ul style="list-style-type: none"> • All schools and colleges in Blackpool 	<ul style="list-style-type: none"> • Direct communication • Reports via the online system • Letters • Email

Customer Group	Includes	Method of Communication
Local businesses		<ul style="list-style-type: none"> • Local media • Blackpool publications • Digital channels • Blackpool Chamber of Commerce • Shopping Centre Management • Reports via the online system
Members of Parliament (MPs)		<ul style="list-style-type: none"> • Local media • Blackpool publications • Digital channels • Email
Interest groups	<ul style="list-style-type: none"> • Pedestrian groups • Cycling and motoring groups • Disability and mobility groups 	<ul style="list-style-type: none"> • Local media • Blackpool publications • Digital channels • Constituency Teams • Councillors and Community Voluntary Groups • Meetings • Email
Emergency services	<ul style="list-style-type: none"> • Police • Fire • Ambulance • Health service 	<ul style="list-style-type: none"> • Meetings • Emails • Digital channels
Utilities	<ul style="list-style-type: none"> • Gas • Water • Electricity 	<ul style="list-style-type: none"> • Meetings • Emails • Digital channels
Office of Road & Rail / RAIB		<ul style="list-style-type: none"> • Meetings • Emails • Reports
UKTram		<ul style="list-style-type: none"> • Meetings • Emails
Department for Transport (DfT)		<ul style="list-style-type: none"> • Forms of agreement • Emails • Meetings

3.3 Messaging

To achieve our objectives, we will communicate through a number of channels.

Major projects will be planned out in advance, working with the Tramways team and contractors to ensure that all customers have advanced warning of any works or temporary disruption. The long-term benefits of the schemes will be promoted. Major project updates on how works are progressing will be issued at timely intervals taking the customer on the journey from the start to end of the project. Where major projects are led by strategic partners, Blackpool's communications team will support to cascade messages out on a local level.

Day to day maintenance work also needs to be communicated to our customers. News content is also shared with local media and added to the BTS website at the start of new programmes of work.

The BTS website will be the main hub of information and the main channel for customers to report issues and engage with the Tramway team. For those unable to access online reporting systems either through mobile or PC, the BTS customer service team will be fully briefed on programmes of work to answer any enquiries.

All relevant policy, standards, service and project information will be published on the BTS website and reviewed regularly as appropriate. By working with IT staff within the Council we aim to ensure that uploaded documents are accessible for all readers, providing contact information if readers require a different format, for example those compatible with easy read devices. Audio and text will be used in videos to describe Tramway activity and promoted on digital channels.

Social media and press media enquiries will be answered quickly to provide accurate information, liaising where appropriate with contractors and partners and directing to further information on the Blackpool Council website.

Engaging with customers can be mutually beneficial; the Tramway team understand the needs and expectations of customers needed to determine and help shape BC's transport services.

Strategic, tactical and specific messages will be communicated.

Strategic messages

Clear and accurate information will be made available through key messages to customers to ensure they understand how the council:

- Focus on safety
 - Safety is the foremost issue for the maintenance and operation of the Tramway.
- Deliver services
 - We are committed to investing in, maintaining and improving the Tramway

to deliver an innovative and forward-thinking network

- Plan and select works
 - The council takes an asset management approach to Tramway maintenance by specifying the right treatment in the right place, at the right time to ensure that the asset delivers the required expected level of service and life expectancy and aims to therefore reduce the need for more costly reactive repairs
- A sustainable network
 - We want a Tramway service that is fit for the future, that leads the way in its response to the climate emergency and is environmentally friendly
- Produce works programmes
 - The council carry out inspections to plan for future works to ensure that maintenance is consistently carried out in a planned and coordinated way
- Integrated
 - Our Tramway services and activities will be integrated where possible with other modes of transport in Blackpool to provide customers with choice.

Tactical messages

Clear and accurate information about current activities and feedback, which fall under the categories:

- Planned maintenance to enhance or replace existing tramway assets - Tramway maintenance programme (programme on website and weekly social media updates)
- Reactive works
 - Tramway teams will update our communication team about any severe weather alerts or other events likely to cause disruption and the action they are taking. Works are coordinated to minimise disruption to the public. We aim to ensure the benefits of this are conveyed to customers and that works are always in their best interest

Specific messages

Clear and accurate information about plans or where specific feedback is requested:

- Disruption due to Fleet breakdowns or power outages
 - Any disruption to services likely to be caused by BTS maintenance activities.
- Specific projects/ plans

- Information, FAQs and works schedules for major projects published on public-facing council website and full briefs given to the call centre and used for social media engagement
- For traffic management schemes, such as a new pedestrian crossing, we aim to explain to the public the rationale and benefits the new scheme will provide so not just seen as an inconvenience
- Press releases are sent out to local media about schemes or major projects (FAQs and information on the website may also invite local media attention)
- On site scheme signage is put up by contractors in advance of any works
- Specific responses/ feedback
 - Social media responses to queries about specific works or projects (this platform is used to engage as well as inform - residents' enquiries are directed where appropriate to online reporting forms, FAQs and other digitally available information to provide them with honest and accurate information)
 - Responses to FOI's
 - Responses to CRM reports - standard letter responses are currently used to respond to residents after they report faults a
 - Responses to press enquiries (the relevant Tramway team is contacted so that we can provide factual and accurate information back to the journalist, this is done so as quickly as possible)

3.4 Communication Channels

People engage with information in a variety of ways and whilst the advances in technology offer exciting new ways of communicating, traditional methods (newspapers and leaflets) are still fundamental methods of communicating. Using a variety of different channels and/or media outlets, enables us to reach a wider customer audience.

Below are the channels that we communicate through.

Table 3: Communication Channels

Channel Type	Channel Reference
Internal Channels Enables communications between staff, including video meetings and also provides a library of all emails and documents.	<ul style="list-style-type: none"> ● BC MSTeams ● BC staff intranet ● BTS staff intranet
BTS Website	<ul style="list-style-type: none"> ● www.blackpooltransport.com (public)

Channel Type	Channel Reference
<p>Focuses on the Tramways journeys, timetable, fares and tickets but also gives information about careers with BTS and thing to do in Blackpool. It also provides a forum for customer feedback.</p>	
<p>BTS App Provides a similar service to the website</p>	<ul style="list-style-type: none"> • BPL Buses and Trams
<p>Council run channels These publications are operated by Blackpool Council to reach residents, staff and council members. Information on the Tramways is generally limited to planning requirements on the highway.</p>	<ul style="list-style-type: none"> • www.blackpool.gov.uk • Blackpool newsletter (public) • Climate Emergency and Environment e-newsletter (public)
<p>Social Media Our social media channels are an increasingly important way of communicating with stakeholders, providing us with another platform to reach a different audience. The Council recognise the need to regularly publish updates around key projects and works programmes, particularly where this may cause disruption for residents and visitors to Blackpool. Blackpool Council's social media channels enable real-time dialogue between staff and Blackpool, reducing response times and more efficiently signposting.</p>	<ul style="list-style-type: none"> • LinkedIn @Blackpool Town Council • Facebook @Blackpoolcouncil
<p>Print media Local publications in Blackpool are a great platform for us to be able to reach residents and other stakeholders. The Council has established relationships with local and national journalists and there are corporate guidelines for communications with local media and these will always be followed. The most relevant news outlets are targeted based on content.</p>	<ul style="list-style-type: none"> • Blackpool Gazette • Press Association • Industry related press (eg Highways & Transportation, UKTram Online, Tramways & Urban Transit) • Local community magazines and newsletters
<p>Radio media A few local channels often feature Tramway related news so this is another channel that we like to reach out to when</p>	<ul style="list-style-type: none"> • BBC Radio Lancashire • Blackpool Radio

Channel Type	Channel Reference
it comes to significant projects and schemes.	
Broadcast media For major events, projects and issues, TV broadcast media can be used as this is one way that important messages can be put out to a wider audience.	<ul style="list-style-type: none"> • North West Tonight • Granada Reports
Other methods of communication These are the other main ways we communicate with our customers.	<ul style="list-style-type: none"> • Email • Phone • Face-to-face meetings • Public Council Meetings

3.5 Methods of Obtaining Feedback

BTS website and App provide the most direct mechanism for customers to contact BTS with comment and feedback. The website also includes a 'live-chat' service. Customers can also contact BTS by email and by phone.

Social media channels also provide a platform for customers to give feedback including Facebook and Twitter. Social media channels also signpost to the BTS website and BPL App where more information can be found on the specific request or respond directly where appropriate to provide accurate and timely information.

Where projects require consultation, specific communication channels are looked at and target audience identified, for major projects such as the North Station scheme this could include face to face meetings, consultation letters and online surveys.

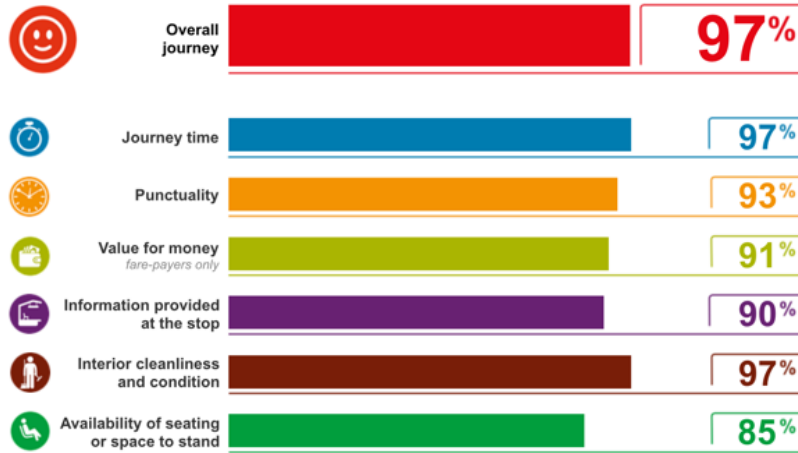
A customer relationship management (CRM) system is being planned. This will be used for responding to complaints, comments and compliments and provides high quality reporting and feedback.

BTS also conduct both an annual customer survey and regular deep dives on customer views in order to identify any issues with the Tramway. The feedback from these surveys is benchmarked against other UK Light Rail operators so that potential improvements can be prioritised.

3.6 Historic Customer Surveys and Feedback

Feedback from the above have been collected for several years. The outputs from the most recent surveys are summarised as follows:

Tram Passenger Survey
Satisfaction scores



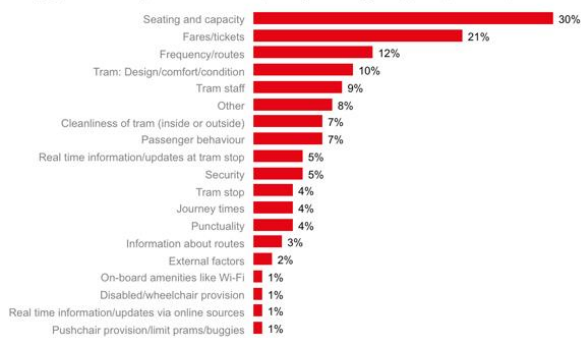
Overall satisfaction with journey



89%

(Total: very/fairly satisfied)

Suggested improvements *(among those suggesting an improvement)*

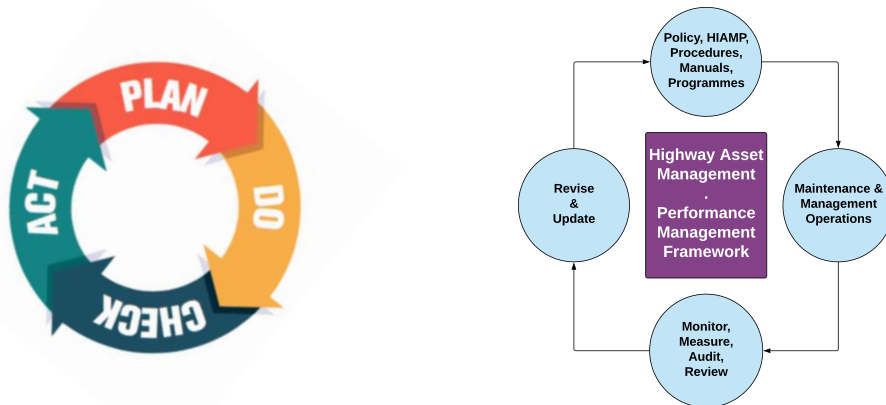


The Tramway team will measure its performance of this strategy against our objectives in order to amend or enhance it where necessary. This is covered in Section 4 of this Plan.

4. Performance Management

4.1 Aims and Objectives of the Performance Management

Monitoring our performance against defined Levels of Service will enable the Tramway team to balance the needs of communities and the Council's aspirations, with the resources that are available, to ensure that the Tramway contribute to the success and future development of the Town.



Performance Management describe continuous improvement within a Plan>Do>Check>Act (PDCA) cycle, as shown above, for checking that maintenance services are being delivered as specified. Tramway Asset Performance Management focuses on the maintenance and management of fixed Tramway assets – as such it does not cover general corporate performance, employee performance, general plant and equipment (including IT) etc.

The objectives of setting & measuring performance are:

- Provide a systematic approach to measure progress in the implementation of asset management.
- Set Levels of Service and performance targets to enable auditing and monitoring of the delivery of the asset management strategy.
- Demonstrate how funding is being used effectively to meet the levels of service and performance targets.
- Provide the link between corporate vision, asset management strategy, levels of service and maintenance operations.
- Facilitate effective communications with stakeholders by demonstrating performance against their requirements; and
- Demonstrate any shortfalls in funding.

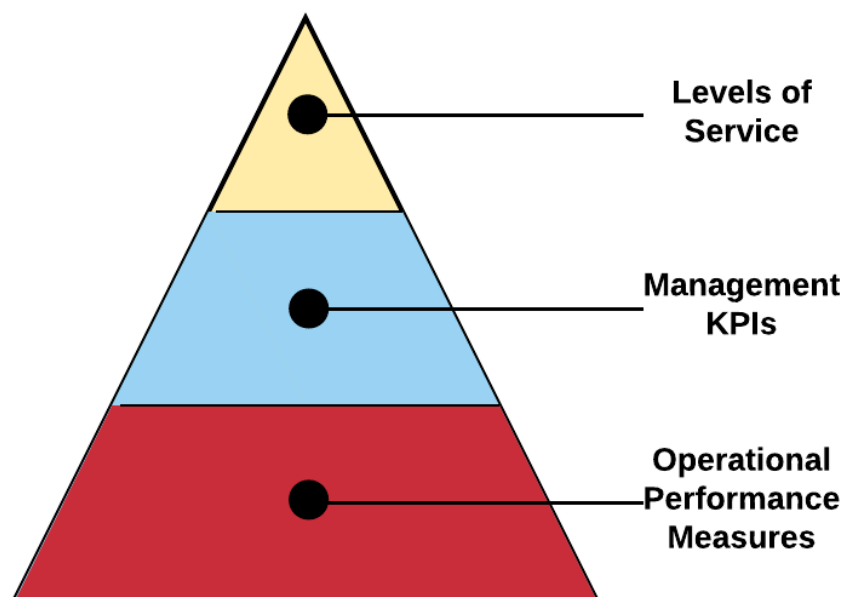
The benefits of setting & measuring performance:

- Provides evidence for continuously improving our services;
- Provides evidence that our services meet the needs of users;
- Makes our Tramway Service's asset management activities more accountable to the users;
- Provides a basis for effective communication;
- Develops an understanding of training needs;
- Ensures work is achieved on time to agreed standards;
- Improves decision making; and
- Identifies priorities and ensures everyone is working together and focusing on achievement of targets and goals.

4.2 Performance Management Hierarchy & Metrics

4.2.1 General

An implementation programme is being developed that will allow the Tramway team to report, based on evidence, on compliance with Tramway asset management KPIs, condition and performance metrics and the general state of compliance with its stated Strategy.



- **Strategic Reviews** – these provide assurance that asset management is being operated as intended. This includes monitoring to ascertain whether the asset management strategy outcomes are being met, including stakeholder requirements, that the approach to asset management has been documented and implemented, that the supporting processes are effective and that changes or improvements are being implemented.

- **Levels of Service and Management Key Performance Indicators** – Measurement of the effectiveness and efficiency of asset management using a series of metrics at the strategic and tactical operational levels. This includes monitoring against Levels of Service and supporting performance targets and determining whether they have been met.
- **Operational Performance Measures / Compliance Monitoring** – Performance of maintenance services and of contractors against their contractual obligations.

4.2.2 Strategic Reviews

The Tramway Infrastructure Improvement Board will ensure that the asset management approach continues to be effective by conducting Strategic Reviews at regular intervals. These will consider performance reviews, other reviews (including strategy, policy, funding, service) and any supporting improvement programme. The reviews should include:

- Results of Management KPIs, Operations Compliance Monitoring and Audits.
- Applicable legal and other requirements.
- The results of stakeholder engagement and relevant communications, including complaints, and on the adequacy and effectiveness of the Tramway Communications Strategy.
- Reports on the adequacy and effectiveness of the Tramway Policy and Strategy.
- Other records or reports on performance of the Tramway infrastructure.
- Follow-up actions from previous Strategic Reviews.
- Changing circumstances, including changes in legislation, funding or other requirements related to the Tramway infrastructure.
- Changes in technology.
- Benchmarking & Efficiency reviews.

The output from these reviews and from stakeholder consultation enable the process of continual improvement.

4.2.3 Levels of Service & Management KPIs

Levels of Service

Levels of Service for the Tramway are described in the Tramway Asset Management Strategy.

Management KPIs

Management KPI's provide the metrics against which managers can assess whether or not the Levels of Service are being achieved.

Historically, there has been no recording or reporting of KPIs. A series of KPIs therefore needs to be developed. Proposed Management KPIs (and associated Definition Cards) are detailed in Appendix C, however, may be subject to change as Tramway performance management matures.

The Definition Cards, as mentioned above, sets out for each KPI, all relevant details for the respective measures, including method and frequency of measurement, responsible owner, data source, reporting timeframe and format, as well as the link to Service Levels and Strategic Objectives.

National Indicators

There are no reporting requirements of Tramway performance metrics on a national basis other than those related to safety on an as needs basis.

4.2.4 Compliance Monitoring

Compliance Monitoring is used to check the performance of in-house service delivery and maintenance contractors against their contractual obligations.

These are reviewed regularly such that action plans can be put into place for any area where performance falls short of the required standard. Compliance Monitoring shall be carried by the following contractors:

- Blackpool Council Track Services
- BTS
- Contractors on frameworks
- Contractors appointed for one-off contracts with values greater than £1m
- Material suppliers with values greater than £0.5m per annum
- Consultants appointed for one-off contracts with values greater than £0.3m.

The performance metrics for each of the above will vary. They are not reproduced here-in since they may vary as each contract progresses. As such no standardised form for compliance monitoring has been developed. It is for each contractor to measure performance and report as required and as such it is the contractor's metric pro-forma that will be used.

With respect to BTS, the Tramway Operating and Maintenance Agreement Schedule 1 (Maintenance Specification) describes 22 No. issues with which BTS are obliged to comply and that compliance with these issues should be reported should be reported within the Service Performance Report specified within Clause 32 of the Agreement. The Schedule 1 issues are a mixture of Levels of Service and Management KPIs although there has been no specific metric set against any of these. Compliance monitoring of BTS should therefore be developed which align with the Levels of Service and KPIs both within this TAMP and the Tramway Operating and Maintenance Agreement.

4.3 ORR Audits

All aspects of Tramway management and maintenance are subject to external audit by the ORR and their various offices with a focus on safety. The scope and frequency of these audits are by agreement of the ORR. Details of audits are described in the BC Track Services and BTS Safety Management System manuals.

4.4 Performance Reviews

Scope

The strategic reviews, KPI, compliance monitoring and audit results shall be monitored to enable the Tramway team to assess if the methods and materials in use, either in planning or execution are working effectively to result in the expected outcome. If this is not the case, the strategy or method may need to be revised and updated and provide the mechanism for continual improvement of the Tramway maintenance and management services.

Performance reviews consider results, factors contributing to performance, and options for when performance requirements have not been met. Reviews can be carried out at regular intervals, but it would be usual for them to be carried out on an annual basis.

Reviews should focus on the performance requirements that have been developed to support the Tramway Asset Management Strategy. They can also consider more operational requirements. Lessons learnt and improvement actions should be captured for all aspects of the process, especially where performance is below that expected.

The scope, lead officer and frequency of these reviews is described in the Performance Management Implementation Plan detailed below.

Targets and Benchmarking

Targets for the local KPI's are established based on historical performance of the Tramway within the Town.

Targets also need to reflect the financial budgets available and forward planning for future resources. Services cannot be delivered to specified qualities and frequencies if insufficient funds are available. Targets are therefore risk-based taking into account the historical performance, condition, customer expectations and feedback, corporate requirements and the funding available and established using different scenarios of the latter.

As a member of UKTram, the Tramway team also have the opportunity to benchmark their performance against other Tramway owners and operators.

The process of comparing achieved values against service levels and benchmarked targets is part of the Continuous Improvement process described below.

4.5 Continuous Improvement & Change Management

The outputs from the performance reviews may require improvement actions and possible changes to:

- Asset Management Policy and Strategy
- Asset Management performance requirements
- Change in performance standards
- Methods and materials
- Resources for Tramway infrastructure maintenance and support
- Other elements of Tramway Asset Management

Chaired by the Managing Director of BTS, Continuous Improvement meetings will be held to undertake Continuous Improvement reviews. The meetings should take place twice a year or more frequently if deemed necessary.

These improvements may be formally documented in an improvement plan. It should detail the expected outcomes of the improvement, the specific actions to be taken, the owner, the resources needed to deliver them and timescales. Improvement actions should be prioritised and placed into timeframes that are realistic and affordable. In prioritising the actions, a balance between risks, costs, strategic priorities, levels of service and expected benefits should be achieved. This will ensure that focus is maintained on the outcome of the improvement and the ultimate benefit it may provide to the authority and stakeholders.

Proposed improvements should be introduced on LEAN strategy which aims to remove waste and improve value by identifying and reviewing the detailed work-flow. Examples of waste are:

- Mura or waste due to variation
- Muri or waste due to overburdening or stressing the people, equipment or system
- Muda also known as the "seven forms of waste"
- Transportation: Is there unnecessary (non-value-added) movement of parts, materials, or information between processes?
- Waiting: Are people or parts, systems or facilities idle — waiting for a work cycle to be completed?
- Overproduction: Are you delivering sooner, faster, or in greater quantities than the customer is demanding?
- Defects: Does the process result in anything that the customer would deem unacceptable?

- Movement: How much do you move materials, people, equipment, and data within a processing step?
- Extra Processing: How much extra work is performed beyond the standard required by the customer?
- Inventory: Do you have any raw materials, work-in-progress (WIP), or finished assets or deliverables that are not having value added to them?

4.6 Implementation

The overall responsibility for the governance and ownership of this Performance Management rests with the Council. Within this responsibility for the collection and coordination of performance-related data and service improvements sits with the Engineering Manager for Track Services and for BTS, the Managing Director of BTS.

The performance reviews and continuous improvement process shall be implemented as follows:

Checking Regime	Scope	Frequency
Strategic Reviews	<ul style="list-style-type: none"> • Operating, Maintenance and Refurbishment Plans, Tramway Asset Management Policy & Strategy • Outputs from LoS/Management KPIs, Operations Compliance Monitoring and Audits 	Annually or as required
Levels of Service & Management KPIs	Tramway Asset Management Key Performance Indicator monitoring	Quarterly or as required
Operations Compliance Monitoring	Operations Performance Metrics for in-house and external contractors, suppliers and consultants as specified in their respective contracts.	Monthly or as required
Audits	Independent ORR reviews	Annually
Continuous Improvement	Review of outputs from Strategic Reviews, Management KPIs, Operations Compliance Monitoring and from Stakeholder feedback	Biannually

5. Maintenance Methods

5.1 General

There are many operational activities required to maintain the Tramway. The activities are divided between Track Services for the permanent way and BTS for the fleet. The activities are further subdivided between routine maintenance and planned capital maintenance. This Section of the TAMP will therefore describe these activities, including details of materials, under the following general headings;

- Permanent Way – Routine (Cyclic, Reactive and Emergency) Maintenance
- Fleet - Routine Maintenance
- Permanent Way - Planned Capital Maintenance
- Fleet - Planned Capital Maintenance
- Network Improvements
- Sustainability

It is noted that well managed routine and planned capital maintenance are necessary for the effective and efficient whole-of-life treatment of Tramway infrastructure asset and essential elements of the Lifecycle Plans described in Section 8 on this TAMP.

Under the terms of Clause 21 of the Blackpool and Fleetwood Tramway Operating and Maintenance Agreement, BTS are required to produce an annual Operating Plan, Maintenance Plan, and Refurbishment Plans. Since the assets maintained by BTS only about 10 years old (i.e. installed in 2012) the various plans have yet to be developed.

5.2 Routine Maintenance

Routine maintenance can be described small scale maintenance actions, arising from inspections and defect reports, undertaken within the short and medium-term to minimise long term deterioration of the Tramway infrastructure assets. It covers the following more specific preventative maintenance activities:

- Cyclic maintenance – these are preventative maintenance activities that are undertaken low scale that are undertaken on a regular planned basis such as weed spraying.
- Reactive maintenance – these are typically non-urgent based maintenance required to ensure the ongoing safety and reliability of the Tramway such as point cleaning and degreasing.
- Emergency maintenance – these are urgent activities required to ensure the continued safety of the network such as welding of spot defects.

The routine maintenance works will remove non-compliances, addresses short term improvements in the performance of the infrastructure, and delivers longer term continuous improvement in the asset management system.

The items listed below are summarised for the entire network. The list is not exhaustive and any major repair or replacement work to be carried out forms part of the larger maintenance items identified in Planned Capital Maintenance.

5.2.1 Permanent Way Routine Maintenance carried out by Track Services

Permanent Way routine maintenance includes the following activities:

- Track Inspection and Geometric Surveys *
- Rails & ancillary component repair due to wear, fracture and breakage
- Sleeper alignment, repair or replacement *
- General rail welding & grinding
- Ballast Tamping *
- Solum failure repairs
- Fish Plate lubrication
- Concrete Nibs (section concrete road/rail)
- Switches & Crossing (including blades) repairs
- Points (motorised and manual) cleaning and greasing *
- Signals cleaning
- OLE pole cleaning, painting and replacement
- Repair / replacement fences *
- Gates and shelters
- Litter clearance
- Weed Spraying *
- Sand and gravel maintenance
- Groove cleaning.
- Platform datum plates checks *
- Platform furniture cleaning, painting and repairs
- Street paved track repairs *
- Cleaning and jetting of Tramway drains *

The defects associated with the track (i.e. rails, sleepers, ballast, solum) and the response time from identification to repair, are described in the **Tram Track Handbook**.

The scope of each the above activities marked by * is detailed in a series of **Track Services Work Activity Plans (WAPs)**, a list of which is shown in Appendix D. Where an activity is not shown in Appendix, this will be developed as and when necessary. The WAPs provide safety critical information and enable effective and efficient delivery of each work activity by specifying the following issues/requirements:

- Asset location/reference
- Personnel (including qualifications)
- PPE
- Tools
- Pre-requisites and special precautions
- Permits and Notifications
- Operations planning
- Risk Assessment
- Actions on completion
- Toolbox talk records

5.2.2 Routine Maintenance carried out by BTS

BTS routine maintenance includes the following activities, details of which are included in the BTS-SMS:

- Inspections (as per Section 2.3.2)
- Maintain Overhead line
- Maintenance of the SCADA System
- Sub stations and associated traction (Power)
- Maintenance of the Signalling Systems
- Maintenance of the rolling stock (including wheel shafing)
- Tram Depots (Rigby Road and Starr Gate)

5.3 Planned Capital Maintenance

Planned Capital Maintenance can be described as large-scale maintenance actions required to achieve the design life or possibly even extend the working life of asset and to prevent whole-sale replacement.

5.3.1 Permanent Way Planned Capital Maintenance carried out by Track Services

There are 5 major Planned Maintenance items associated with the Permanent Way.

- Corrugation
- Tamping
- Sub Arc Welding
- Turn Out Replacement
- Rail Replacement

The primary works need on the permanent way are the corrugation and tamping works. Planned capital maintenance of the permanent and fleet are typically undertaken at the same time so that disruption to services and costs are minimised.

Corrugation

Rail corrugation on the Blackpool to Fleetwood Tramway is one of the biggest issues. The corrugation can be removed by grinding and as part of the grinding programme, other minor rail head defects, noisy welds, gauge corner lipping and gauge corner radius restoration can take place as part of the same process.

A rail grinder is a rail mounted vehicle used to restore the profile and remove irregularities from worn tracks to extend its life and to improve the ride of trains using the track. Rail grinding is a process that is done to stop the deterioration due to use and friction on railroad tracks by removing deformations and corrosion. The grinding wheels are set at controlled angles to restore the track to its correct profile to ensure ride quality and to protect the rail and rolling stock. Railroad tracks that experience continual use are more likely to experience corrugation and overall wear. Corrugation repairs are carried out as necessary, since without this maintenance work, the rail would eventually need to be replaced as well as causing significant damage to the rolling stock.

Tamping

Ballast tamping is done to ensure that the rail surface is supported properly. This requires a specialist machine to be hired to repack to maintain line and level. Data to support this is obtained from a trolley survey. The scope of tamping needs to include the removal of under-run protection and temporary traffic management.

On the segregated sections, tram tracks are laid on typical ballast and sleeper construction. To ensure future track stability, the ballast requires compacting (tamping). The machine travels along the system analysing the line and level. All defects identified are then removed by re-packing the ballast.

Sub Arc Welding

On curves, the interaction of the tram tyre and side of the rail generates wear to both the tram tyres and the rail head. Overtime, this wear, if left unchecked could result in derailment. The rail-head and side-wear is monitored and intervention, in terms of welding is undertaken to ensure the wear limits do not exceed the upper limits. On the street-rail, the rail is a very hard grade requiring a pre-heat of 350 degrees centigrade. However the rubber encapsulation releases toxic vapours from 140 degrees, therefore usual normal welding techniques cannot be applied. To avoid the pre-heat issues, submersed arc welding is required, which is highly specialised and there are not many companies that can undertake this work. Failure to repair the head wear will initially result in line speed restrictions then followed by line closure as the rail deteriorates further.

The costs of the immediate (high priority) work required for the welding and rail replacement is very high. In the longer term therefore, a cost benefit analysis strategy approach is required towards the use of Sub Arc welding verses complete replacement of the affected rail. This would be based on the cost of the welding maintenance and

funding required compared to the cost of replacing the rail thereby saving the welding costs and time required to resource this.

Turn Out Replacement

This involves the maintenance of the switches and crossings that allow the trams to cross the tracks. They comprise of the rail, blades and switch boxes (some which contain pistons) that automatically spring the blades to direct the trams when crossing between the tracks. The blades form the running line and if they are damaged, they would cause a tram to de-rail and the line would have to be closed.

Rail Replacement

There is a need for replacement of rail on an ongoing basis. The Fylde Coast's saline environment accelerates the need for this in comparison with inland systems. The scope of laying replacement rail includes tamping, packing and welding.

There are two forms of rail deterioration called 'Head-Wear' and 'Side-Wear'. Side-wear can usually be repaired by welding but it is not practicable to weld head-wear as this is on the running surface, therefore replacement is the only option. The rail head and gauge corner wear are monitored/recorded and categorised in accordance with the track standards document. The observed wear rates are plotted on a graph to determine the life time of the rail. Keeper wear is monitored visually but not recorded/graded as rail wear. Any significant wear to the keeper is noted and re-welded as and when required.

The amount and rates of top and side-wear are measured, resulting in a predicted life span of the rail. Failure to replace rail could result in derailment.

The sustainability and stability of the permanent way is dependant in many areas on coastal protection structures. Whilst maintenance of these structures does not fall within the scope of this TAMP, regular liaison with the Blackpool Council coastal structures team and alignment with the Coastal Protection Asset Management Strategy 2015-2045 is essential to ensure any repairs to those structures has a minimal impact on the Tramway.

5.3.2 Planned Capital Maintenance carried out by BTS

Since all Tramway assets are owned by BC, the Council is responsible for the funding of capital works managed by BTS. The scope and timing of capital works is therefore subject to agreement between BTS and the Council based on condition reports produced by BTS.

Since the assets maintained by BTS are only approximately 10 years old (i.e. installed in 2012), no major maintenance on the system has yet been undertaken and none has been planned.

5.4 Network Improvements and Sustainability

Improvements to the Tramway are inevitable. They are required for many reasons including to combat the increasing impact of climate change, advancement in technology or changing usage demands.

Network Improvements in themselves are not covered by this TAMP. However, it is critical that in the design on any extension or improvements to the Tramway, the cost and practicality of maintenance work is taken into account. This approach also needs to include a process of hand-over of the new assets to the respective maintenance parties.

This 'design for maintenance' approach will help ensure the continued effective and efficient operation and maintenance of the Tramway throughout its whole life.

The management and maintenance of the Tramway network in a sustainable and environmentally responsible manner is a core element of our lifecycle planning. Our objective is that the Tramway assets provide social value by maximising the benefits of partnership, working with both internal and external stakeholders, and giving careful consideration to the impacts of all actions arising from climate and environmental changes to the network. Conversely, we will work to provide affordable management of our assets to minimise any impact they have on the environment and climate change. We will seek to utilise recycling strategies for as much as possible of our works, to reduce our carbon footprint, and to prolong the lifetime of our source of materials.

The tramway renewal process established the system's social, environmental and economic benefits for the Fylde Coast were established as part on renewal process completed in 2012. It would be useful to establish a process whereby this appraisal might be updated periodically, maintaining a resource that might be used to seek further funding as this possibly becomes available.

6. Safety and Risk Management

An introduction to safety and risk management is described in Section 9 of this TAMS. The TAMP will include details of the issues:

- Safety Management Systems
- Safety At Work
- Historical Safety Incidents
- Other Tramway Risks

Safety Management Systems

The network is governed by the Office of Road and Rail (ORR) which is the independent safety and economic regulator for Britain's railways. It is responsible for ensuring that railway operators comply with health and safety law and the Railway and Other Guided Transport Systems (Safety) Regulations (ROGs). Regular meetings are held between the Tramway operator, BTS, and the ORR, typically every 2 months. The ORR require a Safety Management System (SMS) to be in place.

The Track Services SMS is a comprehensive document which defines the roles and responsibilities of managers and operatives to ensure the transport system is run safely. The SMS establishes the links with ORR, LRSSB and RAIB and with the Tramways Safety Management Group and Tramway Management Committee. It sets out the arrangements for how managers control the SMS at all levels, shows how workers and their representatives are involved and ensures that Track Services continuously improves service delivery and availability through setting targets and measuring performance against established benchmarks.

A comprehensive BTS SMS is in place which is reviewed annually or as regulations change and new ones come into force. The SMS is based on the risks identified to the business, by the activities carried out. It sets out the policy, organisation, planning and implementation arrangements, measuring and review of performance together with the control measures in place to mitigate identified risks. It is based upon the principles laid down in HSE guidance, HS (G) 65, and industry best practice.

The TS and BTS SMS documentation and risk registers require review to ensure all aspects of safety on the Tramway network are aligned.

Maintenance responsibilities under the tramway renewal project agreement with Government need to be clarified, particularly in relation to the track and overhead lines. As per the Engineering (Trams) SMS "the Council requires assurance, not only that BTS's SMS (Trams) adequately controls all safety risks associated with the trams and their operation but also of their ability and competence to work on their infrastructure and do this work safely. Similarly, BTS requires assurance that Track Services' SMS adequately controls all safety risks associated with the track, overhead wires, and electrical infrastructure areas". However, there is currently no Service Level Agreement (SLA) in place between the Council

and BTS and there is no requirement for BTS to report on the maintenance work undertaken or how the funding has been utilised.

Safety at Work

Track Services, through the Tramway Safety Officer (TSO) manages and controls all track access for any parties wanting to work on the permanent way via a permit system. Track services have developed a document titled "**Safety on the Line**" which detailed all aspects of this permit system. TSO permits issued to control access to the Tramway assets are supplemented, when identified by work activity assessment, by isolation permits controlled and issued by BTS's Engineering Department.

Historical Safety Incidents

BTS keeps records of public H&S.

The BTS record on health and safety has been excellent. Tragically there was a fatality at the Fleetwood Road crossing in 2021 for which investigations, at the time of drafting this TAMP v0.1, are still ongoing.

Notwithstanding these investigations, the Council had decided, without any admission of liability to make changes to the layout of the Fleetwood Road junction and to install obstruction detection equipment on the trams.

TS have zero recorded safety incidents in the past 5 years.

BTS staff safety record in the past 5 years is also excellent with minimal reported incidents. A record of H&S incidents is maintained by BTS.

Other Tramway Risks

As detailed in the TAMS, in addition to safety there are other risks to be assessed and monitored on the Tramway. These risks are recorded in accordance with Blackpool's corporate risk strategy.

7. Resource Management

7.1 Aims and Objectives of Tramway Resource Management

Management of resources allocated to Tramway for BC Track Services and BTS maintenance activities, both internal and external, is essential to ensure that the network is safe to use and is managed efficiently and effectively.

The aims resource management are therefore to:

- Identify future resource requirements, type and quantum, for all Tramway activities.
- Identify which activities can use in-house resources and which activities external suppliers.
- Ensure resources deployed for each activity have the appropriate competencies.
- Establish protocols for checking that resources are used safely.
- Establish protocols for checking that resources are used effectively and efficiently.

Given that a high proportion of Tramway maintenance services are carried out by internal staff, this level of resource planning and skills development will be critical for the future management of our asset infrastructure. The objectives of Tramway resource management are therefore to:

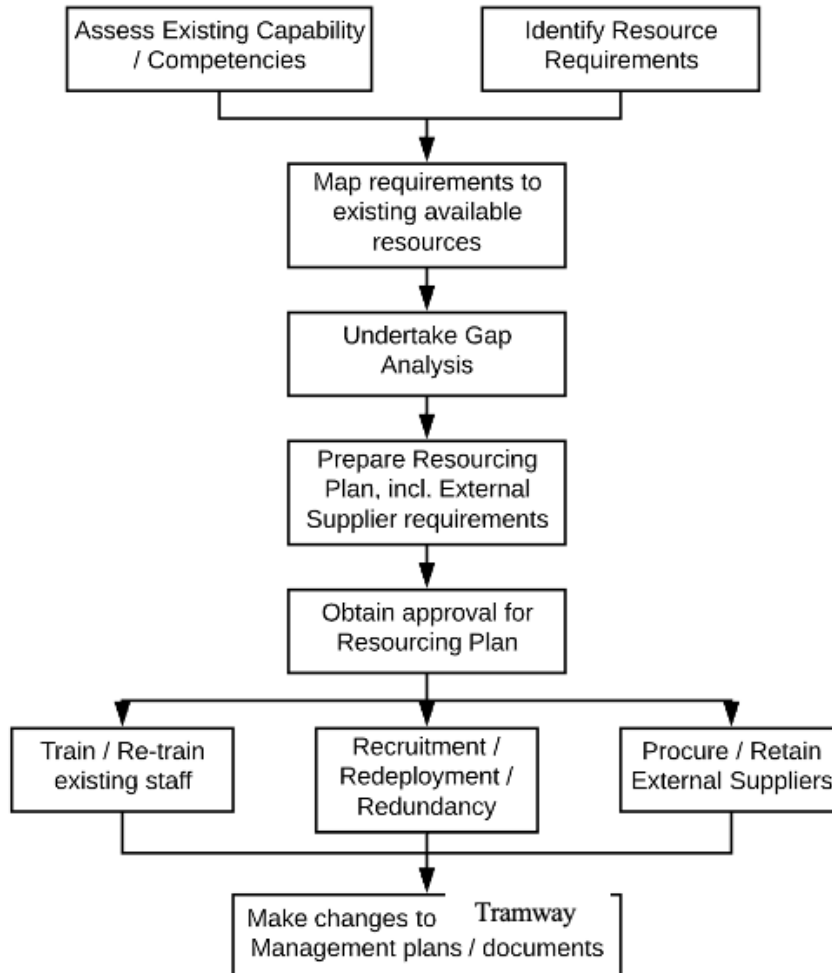
- Determine the required functions to be addressed for tramways in the planning and delivery of services.
- Assess current procurement strategies for alignment to delivery optimisation.
- Consider strengthening or changing procurement options to ensure more efficient and effective delivery.
- Define corresponding Skills and Competencies required so that these services and functions can be successfully deployed.
- Undertake Skills & Competencies assessment of existing staff to determine current levels and identify any gaps in the organisation's capability.
- Develop a programme to develop and train Tramway staff to achieve competency requirements.
- Ensure protocols are in place to enable reviews of safety, effectiveness and efficiency of Tramway resources.

Resource Management will therefor cover the following issues:

- Resource Requirements
- Procurement of External Suppliers
- Competency Assessments
- Resource Reviews

7.2 Resource Requirements

Resources requirements are managed as detailed in the following process. This is undertaken annually, on a formal basis, but the same process applies to ad-hoc reviews as needed.



Tramway management and maintenance delivery requirements will be identified during the development and implementation of the asset management protocols and these will be identified in an annual programme of activities. Tramways will map its available resources to its planned activities to determine any gaps as detailed below. This applies across all maintenance and management activities, could be extensive and will require prioritisation and programme planning of many projects to close these gaps.

The in-house team is regularly reviewed and may therefore be changed from time to time. In determining options for resourcing the activities, consideration will be given to both internal and external resources. For human resources, options available will be affected by policy and strategic plans for human resources, contracting-out or outsourcing and existing contractual arrangements. For non-human resources, availability of resources should include consideration of procurement options (e.g. lease, hire, purchase or otherwise acquire). Both

human and other resourcing needs can be influenced by the nature and duration of the activities (e.g. one-off versus on-going).

Any tools, facilities or equipment that are required for maintenance activities should be defined and managed as assets, at a level of detail appropriate to their function and purpose.

Following the review of resource requirements, a gap analysis will be made against the existing capacity, capability and resource arrangements to determine:

- Outline training needs of in-house staff
- Recruitment / Redeployment / Redundancy requirements
- External supplier retention and procurement needs.

The resource proposals will identify the above issues, the estimated cost impact of the recommendations, the time to implement any changes and, where external suppliers are identified, the selection process.

Once approved, any changes to existing arrangements will follow the Council's corporate protocols, such as Human Resource recruitment processes, for implementation. The impact on existing asset management processes and procedures will also be identified and tramway Asset Management documentation updated as required.

7.3 Existing Internal Staff Resources

7.3.1 Track Services

The Council's Track Services team is shown in Appendix H. It comprises eight operatives including three apprentices, one welder and a full-time track inspector. The service is a couple of operatives short due to one member of staff being on long term sick and the retirement of another member of staff several months ago. The Head of Highways and Traffic Management Services intends to review the service and roles and responsibilities of the track team to ensure it is fit for purpose going forward.

7.3.2 Blackpool Transport Services

BTS have a comprehensive internal staff structure. The principal roles, descriptions of which are detailed in the BTS SMS, are:

- Managing Director
- Finance and Commercial Director
- Organisational Development Director
- Head of Tramway
- Head of Safety and Facilities
- Head of Service Delivery
- Head of Bus Operations
- Heritage Operations and Training Manager

Supporting these managers are a team of administrators, engineers and technicians, drivers and conductors and other staff. The key roles with respect to asset management are the

Head of Tramway and Head of Service Delivery – organisation charts for these are reproduced in Appendix H.

7.4 Procurement of External Suppliers

Where the need to outsource has been identified, there are a range of options available for procurement of contractor or consultancy service. These include:

- Temporary Hire or Lease
- One-off construction / design contracts for single schemes
- Construction / design contracts for a package of schemes
- Construction frameworks
- Defined project works for management and engineering consultancies
- Staff outsourcing arrangement with agencies and consulting engineers

BC's Department of Procurement will give clear and coherent details of the full range of options and the constraints related to procurement, including compliance with government regulations.

The outsourced services, both current and planned, and the supply chain partners are listed in Appendix D. This will be reviewed and updated annually.

7.5 Competencies Assessments

General

The competencies of all the Tramway staff, including management competencies, are assessed annually through the internal assessment process. As a result of this process, specific training is provided as required for example, for Tramway Safety Inspector.

Asset Management Competencies

BC track Services and BTS will determine the competences required for all Tramways asset management roles and responsibilities, and the awareness, knowledge, understanding, skills and experience needed to fulfil them. A skills and competency matrix has been developed and this will be used to gauge coverage and level of asset management skills in the authority. The organisation should map its current competences to its required competences to determine any gaps. This gap analysis will be used to develop asset management competency improvement and training plans and enable incorporation of specific asset management competences into the organisational competency framework.

All persons assigned roles and accountabilities within the organisation that can have an impact on the asset management system will have those roles and accountabilities communicated to them, be provided with the training, education, development and other support needed to perform their roles, and be able to demonstrate the competences required. If a decision is made to outsource any aspect of the asset management activities,

external resource providers must demonstrate competency against the required activities. These competencies and a programme of training to fill any gap identified within those competencies, for in-house staff and external providers, is being developed.

8. Lifecycle Planning and Forward Works Plans

8.1 General

Lifecycle Plans enable evidence based and risk based forward programmes of work, including asset replacement and improvement strategies to be developed and updated. Forward Works Plans themselves are not part of the TAMP - these are developed at an operational based on the criteria in the TAMS and TAMP and outputs from the lifecycle planning.

The development of lifecycle methodology will ultimately enable Blackpool to better manage Tramway maintenance activities in order to deliver sustainable, effective and efficient services and maintenance works. This involves understanding asset value, inventory, condition and deterioration rates and the required Level of Service.

A fully developed lifecycle plans will include details of asset inventory, condition, valuation, historical investment (both revenue and capital), asset performance requirements, treatment strategy and investment / programme-of-works options. These details would form a document separate to this TAMP. Such as system of system of lifecycle planning has yet to be developed for the Tramway and the information required to do so has not be recorded. As such there are currently no fully documented lifecycle plans for the Blackpool Tramway and action is required to develop these.

Lifecycle analysis will support treatment strategies and performance targets and decisions regarding the distribution of budgets. They will not be used to identify specific schemes or programmes of work but will act as tools for testing and managing investment scenarios relation to various funding levels. Essential to this process is a need to understand the influence of budget decisions on customer satisfaction and delivery of corporate priorities. Furthermore, the impact that investing on one asset may have on the overall performance of other assets, as well as the whole asset is examined. This approach allows for the available budgets to be split at a strategic level.

Notwithstanding the current situation, it is possible to develop investment plans based on currently available information. These investment plans are developed below and include details of what actions are required to progress towards fully developed lifecycle plans, describing the following issues:

- General
- Asset Inventory and Condition
- Asset Valuation
- Asset Design Life & Performance Requirements
- Treatment Strategy
- Historic Maintenance Costs
- Lifecycle Analysis
- Forward Works Programme

- Funding

8.2 Asset Inventory and Condition

Having a good knowledge of the quantity of assets to be maintained and monitoring the condition of those assets is a crucial element of lifecycle planning in order to demonstrate the levels of service being delivered, to identify trends in improvement or deterioration, to identify priorities for focusing available resources and to monitor the effect of treatment strategies. The details of the inventory and of inspections and surveys undertaken and planned on the key assets is described in the Data Management section of this TAMP.

The good level of preventative treatment and renewals undertaken over the last ten years which have been reflected in the current good condition of the network. However, to maximise the serviceable life of assets and therefore reduce the frequency of asset renewals, we need to explore different treatment strategies to some of those previously applied.

8.3 Asset Valuation

Any investment in the maintenance of infrastructure assets has to be assessed against its value for money. This requires an assessment of the valuation of the replacement cost of the asset. There is currently no process for valuation of the Tramway. However, using the cost of the upgrade works completed in 2012 as a basis, the estimated cost as at the end of 2021 of the Tramway is £168.5m, of which £45.2 relates to Track Services assets and £123.3 is related to BTS assets. A breakdown of this valuation estimate is detailed in Appendix E of this TAMP. It is recommended that a major re-valuation of the Tramway is undertaken, not only for asset management purposes but also for insurance.

8.4 Asset Design Life & Performance Requirements

One of the first steps in lifecycle planning is a knowledge of the design life of the asset being modelled and the remaining life of that asset, based on the date of construction/installation and its current condition.

The core assets on the Tramway were constructed and opened to operations in 2012 with a nominal design life of 30 years. The condition of each of these assets is monitored based on the inspection regimes detailed in Section 2.3.

Track Services are working with Huddersfield University to investigate potential methods to extend the design life of track rails.

8.5 Maintenance Strategy

Appendix A describes the principal quantities associated with the Tramway assets. As the assets age and capital maintenance is planned, it is recommended that Appendix A is expanded to include a maintenance strategy for each principal asset, covering the following issues:

- Quantification of the asset
- An overview of the current condition of each asset
- Current maintenance challenges
- Proposed maintenance strategy
- Desired outcome of maintenance activities

8.6 Historic Maintenance Costs

8.6.1 Track Services

Routine works are financed through Blackpool's Highways and Transportation revenue stream and contributions from LCC. This has historically been in the region of £1m per annum.

Capital maintenance covering a period of 5 years has recently been completed at a cost of approximately £1.1m which was made up of £200k in routine maintenance works funded from the revenue budget and £900k in capital works funded from Prudential borrowing.

The maintenance and staffing cost incurred by Track Services in the 2019/2020 financial year is shown in the table below.

	£
Employees	303,745
Premises Related Expenses	38,201
Transport Related Expenses	35,904
Supplies and Services	52,768
Third Party Payments (BTS OLE) ¹	272,000
Sub-total TS Costs 2019/20	702,617
Central Support Services ²	6,495,218
Total Costs	7,197,835

¹ Actually £312, credit of £40k (FDC) posted to Third Party Payments in period 1 (April) related to an invoice from Voestalpine VAE UK Ltd who undertook the track survey. The invoice was not received until period 3 (June) and was posted to Premises Related Expenses.

² Capital Financing Costs

8.6.2 BTS

BTS receive £312k per annum from the Council to cover the costs of maintenance of the OLE. The OLE team comprises six engineers and a manager. The costs BTS incur in maintaining the overhead line vary from year to year. The table below shows the values for 2019/2020 only. The figures for 2020/2021 have not been provided because the tram track was closed for several months last year and staff were furloughed and therefore it would have been difficult to make a like for like comparison.

	£
Overhead Team Labour	355,149
Overhead Team Manager	37,750
Parts for Overhead Maintenance	1,657
Plus Invoices included in other cost heads:	4,620
Repair to Sub Station	15,111
Annual Maintenance of Substation	
Total	414,287

Depreciation charges are incurred on road/rail maintenance vehicles at a cost of £18,000 per annum. At least half of this should be charged to the OLE. There were no repair charges for these vehicles in 2019/20 but in 2021 BTS incurred a cost of over £25,000 for the repair and overhaul of one of the vehicles. There are other company and departmental overhead costs for management, premises costs and insurance which would normally be a 20% add on.

8.7 Lifecycle Analysis

Track Services

Lifecycle analysis for permanent way assets maintained by Track Services is a relatively simple process as detailed in the table following. This table will be reviewed and updated annually to ensure it reflects the latest lifecycle planning processes.

Asset	Lifecycle Analysis
Plain Line - rail	<p>Main risk is rail head wear (fixed by replacement) and side wear (fixed by welding).</p> <p>Works maintenance plans are primarily based on routine inspections and wear rates. This information will be used to develop a programme routine works and if necessary, capital works. Specialist inspections and surveys will be used to supplement the capital works programme, particularly works related to rail head wear (which would necessitate rail replacement). Currently it is proposed that there is rolling 5-year programme of capital works as detailed in Section 8.8</p>
Plain line – track bed (sleepers, ballast, surfacing)	<p>Works maintenance plans are primarily based on routine inspections. This information will be used to develop a programme routine works and if necessary, capital works. Specialist inspections such as gauge and twist surveys will be used to supplement the capital works programme, particularly works related to tamping and corrugation. Currently it is proposed that there is rolling 5-year programme of capital works as detailed in Section 8.8, but corrugation repairs will be undertaken as necessary to ensure safe running of the trams.</p>
Switches and Crossings	<p>Works maintenance plans are primarily based on routine inspections. This information will be used to develop a programme routine works and if necessary, capital works.</p>
OLE Pole	<p>The lifespan of OLE is indeterminate. No significant works are planned on OLE poles.</p>
Platforms and associated furniture	<p>Works maintenance plans are primarily based on routine inspections. This information will be used to develop a programme routine works and if necessary, capital works.</p>
Signs and Fencing	<p>Works maintenance plans are primarily based on routine inspections. This information will be used to develop a programme routine works.</p>

BTS

Under the terms of Clause 21 of the Blackpool and Fleetwood Tramway Operating and Maintenance Agreement, BTS are required to produce an annual Operating Plan, Maintenance Plan, and Refurbishment Plans. These plans will include details of BTS's lifecycle planning. Since the assets maintained by BTS only about 10 years old (i.e. installed in 2012) the various plans have yet to be developed.

8.8 Forward Works Plans

A Forward Works Plan / Planned Maintenance Programme needs to be developed for the entire network to cover the maximum period possible. A minimum period of 5 years is recommended. Only by projecting forward the anticipated need can the best 'whole life' options be identified. It must be noted however that the long-term programmes are built on projections using currently available data and knowledge. As such there are limitations on the reliability of these projections, in particular in terms of the precise location and nature of individual projects in the later years of the programme.

The Planned Maintenance Programme should integrate the works required from all funding streams and initiatives. By bringing all the proposed works on the network into one location it enables co-ordination of works on the network to take place.

Translating the outputs of lifecycle analysis into programme of works may be a relatively simple process for the Tramway given the linear nature of the network and the well identified assets and their condition. However, there may always be some options in terms of extent and timing. In order to help prioritise the options, it is useful to establish a set of principles, potentially ranked or rated. These principles could include the following issues:

- How safety critical is the required work?
- Is it cost effective to undertake the maintenance work now or can it be delayed? This requires consideration of deterioration rates, levels of expenditure on routine maintenance.
- What is the impact of the work on users of the Tramway and on facilities such as school and businesses?
- Will completion of the work reduce customer complaints?
- Do the works align with Council Policy and Tramway Asset Management Strategy?

It is intended that the planned capital maintenance programme described below be undertaken on a rolling basis i.e. every five years and is summarised below (excludes head wear which would require rail replacement):

Planned Mtce Funding	2019/20	2020/21	2021/22	2022/23	2024/25	2025/26	2026/27	Totals	
Corrugation	£550,000					£550,000		£1,100,000	5 Year Programme
Tamping		£80,000	£80,000	£80,000	£80,000	£80,000		£400,000	
Sub Arch Welding		£70,000	£70,000	£70,000	£70,000	£70,000		£350,000	5 Year Programme
Turn Out replacement		£20,000	£20,000	£20,000	£20,000	£20,000		£100,000	5 Year Programme
Rail Replacement		£85,000	£85,000	£85,000	£85,000	£85,000	£85,000	£510,000	6 year programme
Preventative Total	£550,000	£255,000	£255,000	£255,000	£255,000	£805,000	£85,000	£2,460,000	

8.9 Funding

The current financial forecast for TS is shown below. This will be subject to annual review and adjustment based on ongoing condition surveys and BC's budget constraints.

BTS hold a similar forecast which will be made available on request as considered appropriate.

Ongoing Planned / Preventative Maintenance (RPI to be added)									
Planned Mtce Funding		2019/20	2020/21	2021/22	2022/23	2024/25	2025/26	2026/27	Totals
Corrugation		£550,000					£550,000		£1,100,000
Tamping			£80,000	£80,000	£80,000	£80,000	£80,000		£400,000
Sub Arch Welding			£70,000	£70,000	£70,000	£70,000	£70,000		£350,000
Turn Out replacement			£20,000	£20,000	£20,000	£20,000	£20,000		£100,000
Rail Replacement			£85,000	£85,000	£85,000	£85,000	£85,000	£85,000	£510,000
Preventative Total		£550,000	£255,000	£255,000	£255,000	£255,000	£805,000	£85,000	£2,460,000
Current Reactive Mtce									
Blackpool Council - Direct		£453,000	£453,000	£453,000	£453,000	£453,000	£453,000	£453,000	£3,171,000
Blackpool Council - Indirect		£84,000	£84,000	£84,000	£84,000	£84,000	£84,000	£84,000	£588,000
Overhead line		£312,000	£312,000	£312,000	£312,000	£312,000	£312,000	£312,000	£2,184,000
Reactive Total		£849,000	£849,000	£849,000	£849,000	£849,000	£849,000	£849,000	£5,943,000
Total Tramway Costs		£1,399,000	£1,104,000	£1,104,000	£1,104,000	£1,104,000	£1,654,000	£934,000	£8,403,000
Current Funding									
BC		£535,000	£535,000	£535,000	£535,000	£535,000	£535,000	£535,000	£3,745,000
LCC		£314,000	£314,000	£314,000	£314,000	£314,000	£314,000	£314,000	£2,198,000
		£849,000	£849,000	£849,000	£849,000	£849,000	£849,000	£849,000	£5,943,000
GAP		£550,000	£255,000	£255,000	£255,000	£255,000	£805,000	£85,000	£2,460,000
PROPOSED FUNDING									
Tramway Capital		£550,000							£550,000
Additional BC Cost	63%		£160,650	£160,650	£160,650	£160,650	£507,150	£53,550	£1,203,300
Additional LCC Cost	37%		£94,350	£94,350	£94,350	£94,350	£297,850	£31,450	£706,700
		£550,000	£255,000	£255,000	£255,000	£255,000	£805,000	£85,000	£2,460,000
Note 1.	Tramway Capital monies available from 19/20 Tram extension allocation								
Note 2.	Costs for various elements of tramway works are based on quotations - tendered prices may vary.								
Note 3.	Blackpool Council - Indirect Costs include employee insurance, premises insurance and depot charges.								

8. TAMP Action Plan

Based on the requirements of the TAMS and TAMP, the Action Plan detailed in Appendix G shows the time-based activities required to fully implement this Plan.

Appendix A - Summary of Tramway Infrastructure Core Assets

Asset group	Quantity
Plain Line	<p>Total = 18.2 Km</p> <ul style="list-style-type: none"> • 8.6 km shared track (paved track light) • 1.5 km highway track • 8.1 km reserved track (ballasted) <ul style="list-style-type: none"> • Sleepers: Concrete • Ballast: Granite
Switches & Crossings	<p>3 turnback facilities</p> <p>15 motorised point mechanisms</p> <p>67 sets of points on the system containing switch boxes / blades</p>
OLE Poles	<p>Total = INSERT</p> <p>(ref nos. painted on each pole)</p>
Platforms (including furniture)	<p>LRT: 73 No.</p> <p>Heritage: 11 No.</p>
Signs	<p>See Appendix 'B'</p>
Rolling stock	<p>18 No. LRT (Bombardier Flexity2 Trams)</p>

	9 No. B-Fleet (Double Deck Balloon Trams) 16 No. Heritage trams (C-Fleet) – number may vary
Depots	2 No. <ul style="list-style-type: none">• Starr Gate• Rigby Road
OLE / Traction Power Substations and distribution network	11 Substations
Signalling Systems	19 Tram priority signalised junctions Starr Gate tram control
SCADA	11km

Appendix C – Management KPIs

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Strategic Aim	Level of Service	Management KPI							
		Ref	Title	Definition	Recording Frequency	Reporting Frequency	Target		
							Excellent	Good	Acceptable
Objective 1: To manage and operate an Accessible, Reliable & Sustainable Tramway Network	Reduce the number of disruptions to the scheduled service								
Objective 2: To maintain the Tramway so it continues to be safe to operate and use	Reduce legal exposure and liability for insurance claims.								
	Reduce the fatalities, serious injuries and light injuries on the Tramway.								
	Repair or make safe Tramway defects which have a high potential of causing damage to Tramway operators and users within prescribed timescales.								
Objective 3: To ensure we inform and communicate with key stakeholders to optimise the Tramway's social and economic value	Attain a high level of satisfaction with accurate, timely information.								
	Provide feedback mechanisms to/from key stakeholders.								

Appendix D – List of Track Services Work Activity Plans

Number	Title	Date	Issued	Revision
TWY-WAP-000	Master List	May 2021	June 2021	1.0
TWY-WAP-001	Cleaning of Motorised Points at Starr Gate	May 2021	June 2021	6.0
TWY-WAP-002	Points Cleaning	May 2021	June 2021	6.0
TWY-WAP-003	Platform Datum Plate Checks	May 2021	June 2021	6.0
TWY-WAP-004	Cleaning and Maintenance of Manual Points	May 2021	June 2021	6.0
TWY-WAP-005	Replacement of Defective Concrete Sleepers	May 2021	June 2021	6.0
TWY-WAP-006	Track Inspection	May 2021	June 2021	6.0
TWY-WAP-007	NOT USED			
TWY-WAP-008	NOT USED			
TWY-WAP-009	Weed Spraying	May 2021	June 2021	6.0
TWY-WAP-010	Replacement of Defective Concrete Fence Panels	May 2021	June 2021	6.0
TWY-WAP-011	Saw Cutting of Concrete and Tarmac	May 2021	June 2021	6.0
TWY-WAP-012	Concrete and Tarmac Reinstatement Works	May 2021	June 2021	6.0
TWY-WAP-013	Replacement of Defective Rails – CONTRACTOR			
TWY-WAP-014	Delivery of Materials to Site	May 2021	June 2021	6.0
TWY-WAP-015	Track Inspection within Depots	May 2021	June 2021	6.0
TWY-WAP-016	Cleaning and Jetting of Track Drains	May 2021	June 2021	6.0
TWY-WAP-017	NOT USED			
TWY-WAP-018	NOT USED			
TWY-WAP-019	Plain Line Tamping – CONTRACTOR			
TWY-WAP-020	Hand Packing Ballast All Locations	May 2021	June 2021	6.0
TWY-WAP-021	NOT USED			
TWY-WAP-022	NOT USED			
TWY-WAP-023	Track Geometry Survey	May 2021	June 2021	6.0

Appendix E – Tramway Valuation

Tramway Valuation Q4/2021							
Item	Unit	Quantity	Unit Price (£) - (1)	Base Year	Base Year BCI (3)	Inflation Factor	Estimated Cost @ Q4/2021
Track Services Assets							
Track - paved	m	10100	790	Q4/2009	150	1.247	9,947,153
Track - open ballast	m	8100	1,620	Q4/2009	150	1.247	16,358,760
Points (4)	No	82	15,000	Q4/2021	187	1.000	1,230,000
OLE Poles (5),(6)	No	606	2,000	Q4/2021	187	1.000	1,212,000
Platforms & Associated Furniture	No	61	85,000	Q2/2005	128	1.461	7,574,961
Fencing	m	9000	50	Q2/2005	128	1.461	657,422
Signs (4),(5)	No	606	500	Q4/2021	187	1.000	303,000
Drainage Systems (4)	item	1	2,000,000	Q4/2021	187	1.000	2,000,000
						Sub-total	39,283,296
						Project Costs & Risk @ 15%	5,892,494
						Total TS Asset Costs	45,175,791
BTS Assets							
Bombardier Flexity2 Fleet	No	18	1,300,000	Q2/2005	128	1.461	34,185,938
Heritage Fleet (7)	No	20	1,300,000	Q2/2005	128	1.461	37,984,375
Depot - Starr Gate	item	1	8,500,000	Q2/2005	128	1.461	12,417,969
Depot - Rigby Road (8)	item	1	8,500,000	Q2/2005	128	1.461	12,417,969
Other station structures (4)	item	1	2,000,000	Q4/2021	187	1.000	2,000,000
Sub-stations & distribution Network	item	1	2,500,000	Q4/2021	187	1.000	2,500,000
OLE (ex poles)	item	1	800,000	Q2/2005	128	1.461	1,168,750
Tram Detection System	item	1	2,000,000	Q4/2021	187	1.000	2,000,000
SCADA	item	1	2,000,000	Q4/2021	187	1.000	2,000,000
Ticketing Vending Machines	item	1	500,000	Q4/2021	187	1.000	500,000
						Sub-total	107,175,000
						Project Costs & Risk @ 15%	16,076,250
						Total TS Asset Costs	123,251,250
Notes							
1. Where possible, unit price extracted from the Blackpool and Fleetwood Tramway Scheme Cost Report (Nov 2009) which was originally used to establish a budget for the improvement works completed in 2012.							
2. Unit costs include for costs of installation							
3. Inflation factor extracted from the RCIS Building Cost Index (BPI). Factor for Q4/2021 BCI = 187							
4. Cost of these items is a guestimate							
5. Quantity assumed to be at 30m centres along the whole length of the track							
6 OLE pole cost assumed to be the same as an ornate light column cost							
7. The cost of the Heritage Fleet is of course impossible to estimate since replacing like with like would be very difficult. For the purpose of valuation, it is assumed that the Heritage Fleet would be replaced with New Fleet (Flexity2) trams							
8. Costs of replacement of Rigby Road Depot assumed to be the same as required for Starr Gate Depot							

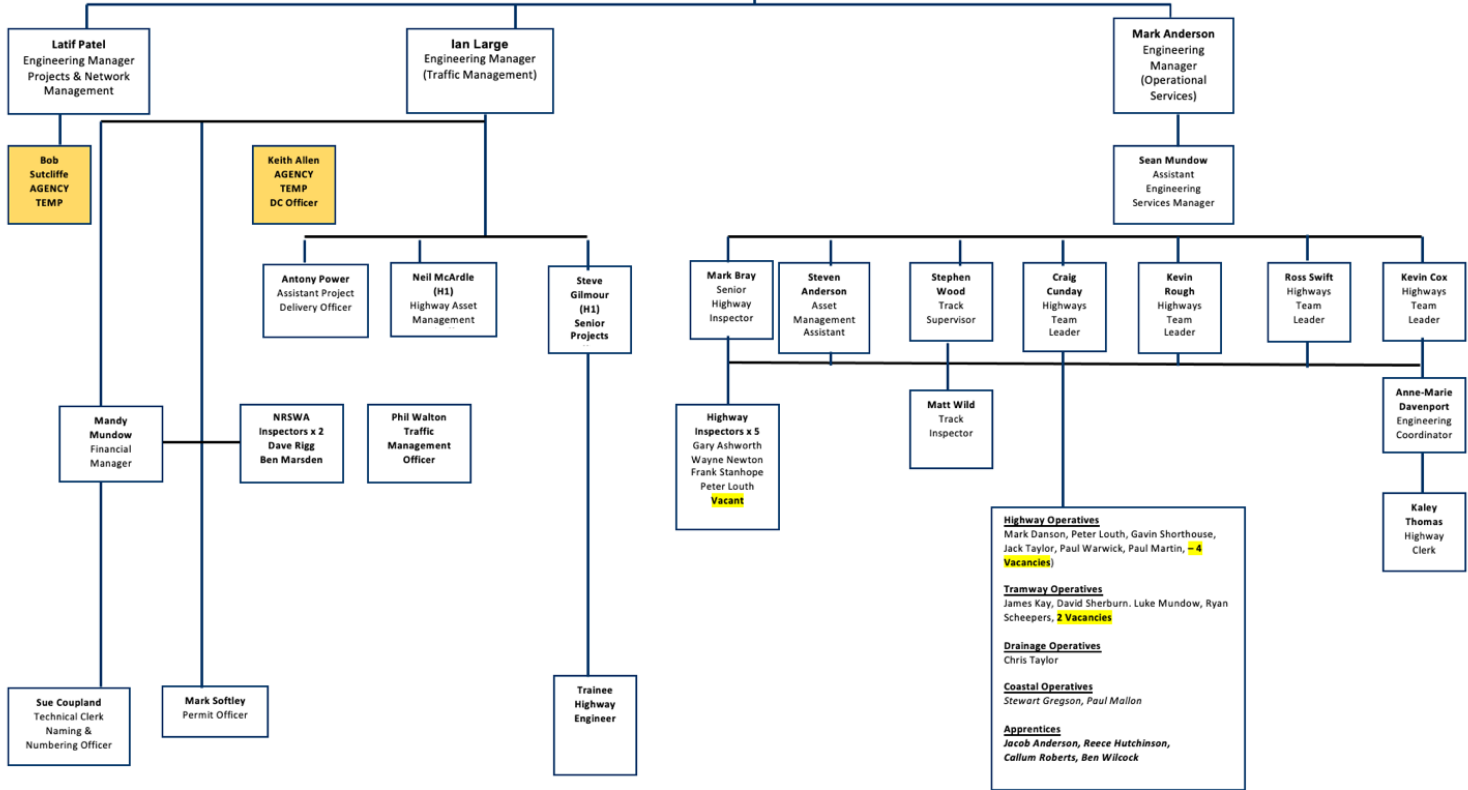
Appendix F – Organisation Charts



DIRECTOR COMMUNITY & ENVIRONMENTAL SERVICES

EXISTING STRUCTURE

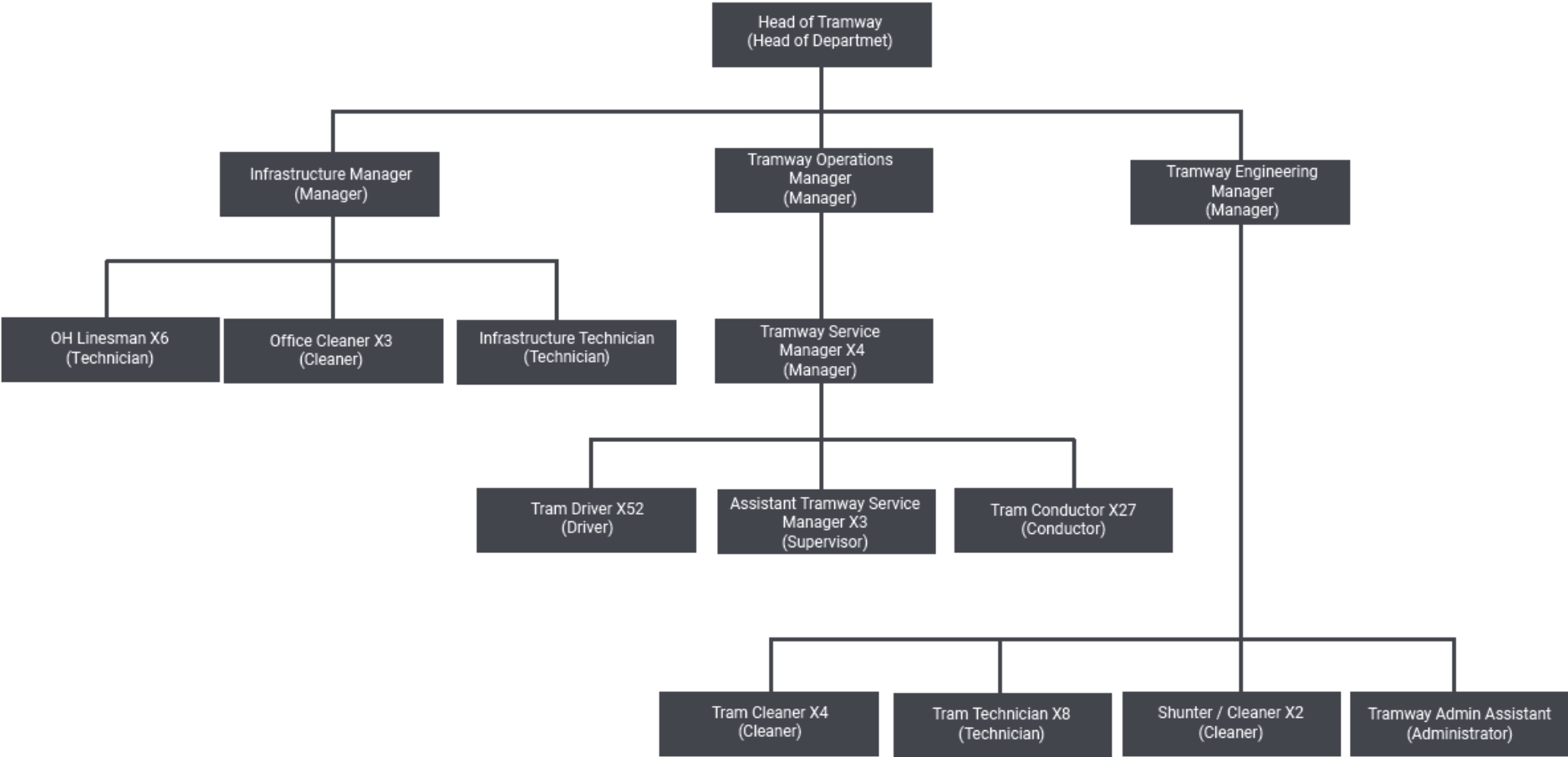
Head of Highways and Traffic Management Services
Will Britain



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Tramway Departmental Structure

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Appendix G – Tramway Asset Management Action Plan

Ref	Theme	Item	Description	Time-scale
Tramway Asset Management Strategy (TAMS) – ongoing updates				
1	Introduction	TAMS	TAMS to be reviewed and updated	Annual
Tramway Asset Management Strategy (TAMS) – actions required				
9.0	Safety & Risk	SMS, Risk Registers & BCM Plans	TS and BTS documents to be compared to ensure alignment	Urgent
10.2 / 11.0	Governance / Funding	LCC Agreement	2013 LCC Agreement to be reviewed and updated	Urgent
10.3	Governance	Tramway Operating & Maintenance Agreement	Tramway O&M Agreement to be reviewed and updated and signed-off	Urgent
10.4	Governance	Tramway Infrastructure Improvement Committee	Review and update Terms of Reference and ensure meetings held regularly	Urgent
Tramway Asset Management Plan (TAMP) – ongoing updates				
1	Introduction	TAMP	TAMP to be reviewed and updated	Annual
3.1	Communications	Communications Plan	Review and update	Annual
3.2	Communications	Stakeholders	Review and update	Annual
3.6	Communications	Customer Surveys	Review and update outcomes	Annual

6.0	Safety & Risk	Risk Registers	Review and update	Annual
4.2.3 / App C	Performance	Management KPIs	Review and update after development	Annual
4.6	Performance			As required
5.2.1 / App E	Maintenance Methods	Work Activity Plans	Develop outstanding Work Activity Plans (WAPs)	As required
8.7	Lifecycle Planning	Lifecycle planning processes	Review and update	Annual
8.7	Lifecycle Planning	BTS Annual Plans	Annual Maintenance Plan and Annual Refurbishment Plan after initial development	Annual
8.8	Works Planning	Forward Programme of Works	Assessment of planned capital works	Annual

Tramway Asset Management Plan (TAMP) – actions required

4.2.3 / App C	Performance	Management KPIs	To be developed	Urgent
6.0	Safety & Risk Management	Safety	Implementing the recommendations made as a result of the investigations into the fatality at Fleetwood Road	As soon as possible after completion of the investigations
8.7	Lifecycle Planning	BTS Annual Plans	BTS to develop an Annual Maintenance Plan and Annual Refurbishment Plan	As soon as possible – July 2023 latest

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Report to:	SHAREHOLDER COMMITTEE
Relevant Officer:	John Blackledge, Director of Community and Environmental Services and Jane Cole, Managing Director of Blackpool Transport Services
Relevant Cabinet Member:	Councillor Ivan Taylor, Deputy Leader and Cabinet Member for Partnerships and Performance
Date of Meeting:	20 January 2023

COMPLIANCE WITH RECOMMENDATION 4 OF RAIL ACCIDENT INVESTIGATION BOARD'S REPORT

1.0 Purpose of the report:

- 1.1 To consider compliance with Recommendation 4 of the Rail Accident Investigation Board's (RAIB) report into the 2016 Croydon tram accident, by proceeding with modification to the traction brake controller, strengthening the driver vigilance device system.

2.0 Recommendation(s):

- 2.1 To agree to proceeding with the modification to the traction brake controller, in order to strengthen the driver vigilance system at a cost of £100k.

3.0 Reasons for recommendation(s):

- 3.1 To comply with the RAIB Recommendation 4 of the Croydon report in terms of driver in-attention systems and traction brake control.

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

- 3.3 Is the recommendation in accordance with the Council's approved budget? Yes/~~No~~

4.0 Other alternative options to be considered:

- 4.1 Other systems have been considered, however the system being recommended is most suitable in terms of linking into the Bombardier Flexity Tram braking system.

5.0 Council priority:

5.1 The relevant Council priority is

- “The economy: Maximising growth and opportunity across Blackpool”

6.0 Background information

6.1 Following the overturning of a tram on the Croydon network on 9 November 2016, RAIB issued a report with a number of recommendations for all tram networks. Blackpool have implemented, or in the process of implementing, all relevant recommendations with one remaining, which is Recommendation 4 as follows:

‘UK tram operators, owners and infrastructure managers should work together to research and evaluate systems capable of reliably detecting driver attention state and initiating appropriate automatic responses if a low level of alertness is identified. Such responses might include an alarm to alert the tram driver and/or the application of the tram brakes. The research and evaluation should include considering use of in-cab CCTV to facilitate the investigation of incidents. If found to be effective, a time-bound plan should be developed for such devices to be introduced onto UK tramways (paragraph 471).’

6.2 The intent of this recommendation is to reduce the likelihood of serious accidents due to tram drivers becoming inattentive because of fatigue or other effects.

6.3 Blackpool Bombardier Flexity trams are fitted with a driver vigilance device (DVD) This device requires the driver to lift and drop the traction brake controller (TBC) which detects physical activity and is monitoring cab controls.

6.4 If the driver fails to lift and drop the (TBC) for a pre-defined time or distance of travel, an audio / visual alert is triggered. If the driver does not respond to this alert by operating appropriate cab controls, then the system will automatically apply the brakes.

6.5 In line-of-sight systems the driver is critical for system safety, and therefore, the competence and attention of that driver is critical to safe operation.

6.6 Although Blackpool’s trams are fitted with a (DVD) drivers vigilance device the (LRSSB) Light Rail Safety & Standards Board guidance suggests that there is a likelihood that the driver can reset the device whilst being inattentive. This can be caused by a subconscious reflex response to the alert. This is sometimes known as habituation.

6.7 There are several documented incidents in heavy rail where this type of system has failed to detect inattention and investigation into these incidents has cited habituation as the reason for system failure. (The driver is habitually resetting the device when alerted, and this has become a subconscious activity that can be performed automatically even when the driver is

inattentive). The habituation issue is therefore considered as a weakness in this type of system.

- 6.8 It is therefore, recommended that to reduce the likelihood of drivers developing reflex responses to alerts, a modification of the traction brake control system is purchased and implemented, which effectively strengthens the drivers vigilance system.
- 6.9 As a result of this recommendation the Office of Road and Rail (ORR) and RAIB expect reasonably practicable safety improvements to be made. The focus must be on improving control of risk and preventing further potential accidents.
- 6.10 The safety benefits resulting from this measure will only be realised if an accident happens. However, if we are to compare the cost (financial and reputational) against one fatal or serious accident the cost would seem inexpensive.
- 6.11 Does the information submitted include any exempt information? No

7.0 List of Appendices:

7.1 None.

8.0 Financial considerations:

8.1 The cost of the system is £100k.

9.0 Legal considerations:

9.1 To consider and implement Recommendation 4 of the RAIB report into the 2016 Croydon overturning tram accident, which is applicable to all UK tram operators.

10.0 Risk management considerations:

10.1 It is imperative that the driver vigilance system is strengthened to reduce the likelihood of failure of the system by driver habituation.

11.0 Equalities considerations:

11.1 Creating a safer tramway for all.

12.0 Sustainability, climate change and environmental considerations:

12.1 The system future proofs the tram operation.

13.0 Internal/external consultation undertaken:

13.1 Rail Accident Investigation Board and Office of Road and Rail.

14.0 Background papers:

14.1 None.

15.0 Key decision information:

15.1 Is this a key decision? No

15.2 If so, Forward Plan reference number:

15.3 If a key decision, is the decision required in less than five days? N/A

15.4 If **yes**, please describe the reason for urgency:

16.0 Call-in information:

16.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No

16.2 If **yes**, please give reason: N/A

Report to:	SHAREHOLDER COMMITTEE
Relevant Officer:	Steve Peters, Managing Director, Blackpool Airport Operations Limited
Relevant Cabinet Member:	Councillor Ivan Taylor, Deputy Leader of the Council and Cabinet Member for Partnerships and Performance
Date of Meeting:	20 January 2023

BLACKPOOL AIRPORT OPERATIONS LIMITED UPDATE

1.0 Purpose of the report:

1.1 To update the Shareholder Committee on Blackpool Airport Operations Limited (BAOL) Key Performance Indicators, updated Ten Year Plan, Financial Position (including Loans Summary), Commercial Opportunities and Current Projects.

2.0 Recommendation(s):

2.1 The Board is asked to consider the content of the report and the current performance data.

3.0 Reasons for recommendation(s):

3.1 To monitor performance of the wholly owned companies and their contribution to the Council's strategic priorities.

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

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

4.0 Other alternative options to be considered:

4.1 N/A

5.0 Council priority:

5.1 The relevant Council priority is

- "The economy: Maximising growth and opportunity across Blackpool"

6.0 Background information

6.1 A full summary report can be found at Appendix 9(a) with the updated Ten Year Plan at Appendix 9(b).

6.2 A Summary of Loans can be found at Appendix 9(c).

6.3 Performance against the suite of key performance indicators for Blackpool Airport can be found in Appendix 9(d) Blackpool Airport Key Performance Indicator (KPI) Dashboard.

6.4 Does the information submitted include any exempt information? Yes

The appendices to this covering report contain 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.

7.0 List of Appendices:

7.1 Appendix 9(a): Summary report (exempt from publication).
Appendix 9(b): Ten Year Plan (exempt from publication).
Appendix 9(c): Summary of loans (exempt from publication).
Appendix 9(d): KPI Dashboard (exempt from publication).

8.0 Financial considerations:

8.1 See Blackpool Airport Summary report January 2023 (exempt from publication).

9.0 Legal considerations:

9.1 None

10.0 Risk management considerations:

10.1 See Blackpool Airport Summary report June 2023 (exempt from publication).

11.0 Equalities considerations:

11.1 None

12.0 Sustainability, climate change and environmental considerations:

12.1 None

13.0 Internal/external consultation undertaken:

13.1 None

14.0 Background papers:

14.1 None

15.0 Key decision information:

15.1 Is this a key decision? No

15.2 If so, Forward Plan reference number: N/A

15.3 If a key decision, is the decision required in less than five days? N/A

15.4 If **yes**, please describe the reason for urgency: N/A

16.0 Call-in information:

16.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No

16.2 If **yes**, please give reason:

N/A

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