

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: