

# Public Document Pack

## Public Transport Liaison Panel

To: Councillor Muhammad Ali (Chair)  
Councillor Nina Degrad (Vice-Chair)  
Councillors Ian Parker

A meeting of the **Public Transport Liaison Panel** will be held on **Tuesday, 16 October 2018** at **2.00 pm** in **Council, Chamber - Town Hall**

JACQUELINE HARRIS-BAKER  
Director of Law and Monitoring Officer  
London Borough of Croydon  
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### AGENDA

Item No.	Item Title	Report Page nos.
1.	<b>Introductions</b> To invite all attendees to introduce themselves.	
2.	<b>Apologies for absence</b> To receive any apologies for absence from any members of the Committee.	
3.	<b>Disclosures of interests</b> In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary	

interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

- 4. Minutes of the previous meeting** 5-14

To approve the minutes of the meeting held on 20 June 2018 as an accurate record.
- 5. Any other business**

To consider any other business at the Chair's discretion.
- 6. Growth Zone Update**

Nadine Knight  
(Stakeholder Engagement Manager)

Alex Pocklington  
(Principal Impact Assessment Engineer, Economic Growth)
- 7. Buses**

  - a) Bus services in the Town Centre**  
Michelle Wildish (Transport for London)
  - b) 412 Bus Service Cuts**  
Michelle Wildish (Transport for London)
  - c) Diversion of Bus Route 130**  
Michelle Wildish (Transport for London)
  - d) 410 Capacity Issues along Davidson Road**  
Michelle Wildish (Transport for London)
  - e) 468 Service Reduction**  
Michelle Wildish (Transport for London)
  - f) Thornton Heath bus garage (Update)**  
Richard Simmons (Arriva London)  
Nick Bland (Arriva London)

**8. Rail**

- a) **Timetable Update & Winter Timetable Update**  
Yvonne Leslie (Govia Thameslink Railway)
- b) **Off-peak services**  
Yvonne Leslie (Govia Thameslink Railway)
- c) **Gatwick Service from Purley**  
Yvonne Leslie (Govia Thameslink Railway)
- d) **East Croydon to Blackfriars and St Pancras Service Increase**  
Yvonne Leslie (Govia Thameslink Railway)
- e) **Access for All – West Croydon, Norwood Junction, Reedham & Waddon**  
Yvonne Leslie (Govia Thameslink Railway)  
Sam Russell (London Overground Rail Operations Limited)
- f) **London Overground Performance Update**  
Michelle Wildish (Transport for London)

**9. Trams**

- a) **Tram Operations Limited - Safety and Ops Directors Report**  
Jackie Townsend (First Group)
- b) **Elmers End Branch – Second Platform**  
Mark Davis (London Trams)

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**10. Items for next meeting**

To suggest items to be discussed at the next meeting of the panel.

**11. Dates of future meetings**

27 February 2018

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## Public Transport Liaison Panel

Meeting of held on Wednesday, 20 June 2018 at 9.30 am in Council Chamber - Town Hall

### MINUTES

**Present:** Councillor Muhammad Ali  
Councillor Nina Degrad  
Councillor Ian Parker  
Ian Plowright (Planning and Strategic Transport)  
Richard Lancaster (Planning and Strategic Transport)  
Kieran Pantry-Melsom (Clerk)

#### **East Surrey Transport Committee**

Charles King

#### **Mobility Forum**

Stephen Aselford

#### **Tram Operations Ltd**

Danny Stephen

#### **Arriva London**

Richard Simmons

#### **Abellio**

Emmanuel Ajibode

#### **Transport for London**

Muhammed Mashud

#### **London Trams**

Olaniyi Denloye

#### **Govia Thameslink Railway**

Yvonne Leslie

Elsie Sutherland, Julia Tovey, Lindsay Williams (Resident).

**Also  
Present:**

### PART A

16/18 **Appointment of Chair and Vice-Chair**

Councillor Degrads nominated and Councillor Parker seconded the motion to appoint Councillor Muhammad Ali as Chair for the remainder of the 2018/19 municipal year.

Councillor Ali nominated and Councillor Parker seconded Councillor Nina Degrads to be Vice-Chair for the remainder of the 2018/19 municipal year.

17/18 **Introductions**

The Chair welcomed participants to the meeting and those present introduced themselves.

18/18 **Apologies for Absence**

Apologies were received from Ben Kennedy, Yvonne Leslie and Ian Plowright for lateness.

19/18 **Disclosures of interests**

Councillor Muhammad Ali declared a non-pecuniary interest in that he was an employee of Transport for London (TfL). The Councillor noted that he remained of a neutral mind and would take part in a consideration of the reports.

20/18 **Minutes of the previous meeting**

The minutes of the meeting held on 27 February 2018 were agreed as an accurate record.

21/18 **Mayor's Transport Strategy**

Muhammad Mashud informed the Panel that there was no update to present.

22/18 **Bus Issues**

**A) TfL Bus Review, 2018**

Muhammed Mashud (Transport for London) informed the Panel that the 2018 Bus Review was looking to integrate with the planned changes to the town centre alongside the arrival of Westfield, but that it also examined routes on a Borough wide basis.

The Chair inquired as to if a timeline had been agreed for the review, and as to whether any specific capacity increases had been decided. The representative for TfL stated that while no specifics had yet been announced, the review aimed to increase capacity where there was demand for it in order to serve the whole of the town centre.

The representative went on to discuss specific work that had been carried out on overcrowding on the 463 route, collaborating with a Ward Member and two local Schools. The Panel was told that through work with School Ambassadors and projects to encourage cycling, this had been resolved without necessitating changes to the 463 service.

Charles King (East Surrey Transport Committee) stated that papers had been agreed at the Mobility Forum with recommendations such as improving access to Croydon University Hospital and the High Street and resolving the lack of Bus routes from the East of the Borough stopping at Fairfield Halls. The Officer assured the Panel that these papers had been fed back to TfL, and that it had been agreed that there would be at least one bus route servicing Fairfield Halls from the East.

It was also expressed to the Panel that there were long waiting times for the 109 bus on London Road. A panel member suggested that if some buses from Croydon University Hospital stopped at the Streatham Bus Garage before stopping at Streatham Station on their routes, it would increase ease of access to Central London. The Chair noted that both of these would be included within the Bus Review. The Officer also noted that all previously raised and unaddressed concerns would be collated and sent to TfL to feed into the review.

There was also a query as to whether the TfL Bus Review would address accidents on buses and the frequently large gap between the curb and the bus entrance. The Chair asked whether any driver training was planned or had already taken place around these issues. The Arriva London representative informed the Panel that there was ongoing training on both issues.

**Action Point – for TfL to update the Panel with new information on the Bus Review when it becomes available.**

## **B) Minimising Noise at Thornton Heath Bus Garage**

The Chair noted that there had been noise complaints at Thornton Heath Bus Garage which had been discussed in past PTLP meetings and asked what had been done to address these issues.

The representative of Arriva London explained to the Panel that he had met with Councillor Khan and Lindsay Williams (Resident) and that this discussion had led to the implementation of marshals at the Garage,

and that this had since been applied to all bus shelters as good practice.

The Panel also heard that covert surveillance on the Garage had been done by both Arriva and the Council to verify if the issues were still ongoing, and both had found there to be significant improvements.

As previously stated in the last PTLP meeting, drivers had been spoken to about the issues around pollution, but unfortunately noise made from ramp testing was unavoidable. It was necessary for buses to be idle during these tests and for rebuilding pressure in air brakes.

The Chair enquired as to what plans Arriva had for moving to Hybrid buses, which would be quieter and cause less pollution. The representative from Arriva stated that there were no plans for this, however Arriva would bid on this at the indication that it was what TfL required. It was also stated that all buses in Thornton Heath Garage were above the standard detailed in the Mayor's Strategy.

Lindsay Williams (Resident) was given the opportunity by the Chair to inform the Panel that despite the meeting with Arriva she had not seen any marshals. It was also said that the covert surveillance had failed to note diary sheets that had been submitted detailing the times of day with the most issues.

The Arriva representative expressed again that marshals had been implemented, and that, although there were not exact numbers to hand, that the volume of traffic through the Garage had not increased.

**Action Point – for Arriva to work directly with local residents to address outstanding issues with the Bus Garage.**

### **C) Bus Issues in Norbury**

The representative of the East Surrey Transport Committee informed the Panel that a proposal for an additional Bus Stop near Norbury Library on the London Road had been made.

The representative for TfL relayed that he had not seen this proposal, but would be happy to review it. The TfL representative noted that the capacity for this would depend on the predicted demand and available resources.

**Action Point – for Charles King to forward the proposal to Muhammed Mashud.**

### **D) Capacity of Bus Route 166**



The representative of the East Surrey Transport Committee informed panel members that seasonal tourism to the Lavender Fields on the 166 route caused significant overcrowding between the months of June and September.

The Arriva representative informed the Panel that despite a new timetable for the route coming into place in September, it did not increase the overall number of buses on the route.

The Chair suggested for there to be increased service on this route during the months presenting an issue.

**Action Point – for Muhammed Mashud to report back on the request for capacity increase on the 166 route.**

#### **E) Capacity of Bus Routes 434, 463 & 633**

The representative of the East Surrey Transport Committee informed the Panel that the issues surrounding these Bus Routes was primarily related to their use by Woodcote High School students, and that buses were regularly having to leave 20 to 30 children at the Bus Stop as the bus had reached capacity.

The TfL representative told the Panel that the issue was known and explained that a major reason for the problem was that some buses were not stopping by the School due to the behaviour of students, and this was causing the proceeding buses to fill up to quickly. The Panel also heard that a road next to the School which had been used for drop-off and collections had been changed into a no access road, exasperating the problem by further congesting the main road.

Muhammed stated that significant work had been done with the School and with Councillor O'Connell to minimise this issue, and that they would be meeting again on 12 July 2018. The meetings had resulted in the implementation of School Ambassador training and students had been encouraged to cycle to reduce the number students using the bus. TfL had encouraged the school to stagger the release of students at the end of the day, but the School had been unwilling to do this.

**Action Point – for TfL to continue to work with Woodcote School and the Ward Member on the issue.**

#### **F) Diversion of Bus Route 130 – New Addington**

To be discussed at a later meeting following the completion of a report by John Osbourne.

#### **G) Bus Access to Heathrow**

The representative of the East Surrey Transport Committee suggested to the Panel that an extra X26 stop on the Purley Way near to Fiveways would improve access to Heathrow. It was also stated that work was being done by Hounslow Council to improve access to Heathrow from Clapham Junction, which would significantly improve access for Croydon residents.

Furthermore, the panel noted that the lack of night time services to Heathrow and the lack of suitable drop off areas for people with luggage in the town centre. The Chair suggested the possibility of expanding the existing drop off zone by East Croydon Station to accommodate a greater number of users, and the officer noted there were some existing drop off bays in Dingwall Road.

**Action Point – for Muhammed Mashud to take the suggestion to expand the East Croydon drop off area back to TfL.**

23/18 **Train/Railway issues**

#### **A) GTR May 2018 Timetable Changes**

The Chair highlighted to the panel the public concern felt after the introduction of the new timetable and the large number of delayed and cancelled trains.

Yvonne Leslie (Govia Thameslink Railway) informed the Panel that the changes had been made to increase capacity, particularly in the South East. Yvonne stated that GTR believed the changes with Southern had been successful, but acknowledged that there had been significant problems with Thameslink and Great Northern. This was caused by delays in writing the timetable which meant three months' worth of work had to be condensed into a three week period so as to be ready for the timetable change deadline, which was bi-annual. The problems following from this were that certain incorrect assumptions had been made around driver placement and staffing.

The Chair enquired as to why this had happened, given that the timetable had been in consultation for two years, and asked how long it would take for the issues to be fixed. The GTR representative replied by stating that the logistical work had to be done in the final months so as to be current. The timeline for fixing the issues stemming from the change was not yet agreed, but trains would be removed to ease the overall network until July, when a temporary timetable would be issued. Until the temporary timetable some services would receive bus replacements where cancellations had been particularly high.

A member of the panel stated that the Southern delays and cancellations had been just as bad as the other networks, and that no

substitutions had been implemented despite early knowledge of which trains would be cancelled. It was also raised that trains running through stations where cancellations were particularly bad had not been making additional stops.

It was also said that receiving timetable updates was difficult for people without internet access. The GTR representative agreed that it had been hard to produce a hard copy of the timetable due to frequent changes, but that the information was also available in stations, and by phone or email.

**Action point – for Yvonne to report back to the Panel when the timeline for fixing the timetable has been agreed.**

## **B) West Croydon: Transfer of Overground Services**

The TfL representative informed the Panel that TfL had worked with Arriva and the Council on the signage to indicate how to transfer between the Overground and local operators, as well as installing a buzzer to allow disabled access through the carpark.

The Chair asked whether an impact assessment had been carried out before the platforms had been changed, as the buzzer for the disabled access can take a long time before an ambassador arrives to open the gate, and the carpark afterwards can be difficult to navigate.

A member of the panel added that additional signage to the front of the station could be used to make changing between the Overground clearer. The TfL representative agreed this would be possible, but as the building was a Council asset, they would need to agree this. The Officer said the Council would be willing to work with TfL on this, but that it was not a full solution to the problems which had been presented by the platform change.

The Officer added that the Council had previously funded half of the London Road entrance, which had effectively increased disabled access to Overground services before the platforms had been changed. A member of the panel added that having changed the platforms and not the timetable had given very little time for passengers who needed to make transfers, and instead seemed to be focused at giving train operators greater recovery times.

**Action point – for Officers to consult with TfL on providing more signage to the front of the station.**

## **C) Crystal Palace Stadium: Impact on Services**

The Officer told the Panel that with the new planning development for the Stadium's approval, targets for the club to improve transport access had been built in to the agreement.

The East Surrey Transport Committee representative informed the Panel that on match days the 130 bus does not go to Thornton Heath, and there are reduced services between Norwood Junction and East Croydon. The Officer noted this.

Stephen Aselford suggested that there be warnings on routes that do not go near the stadium on match days in the days preceding, to inform customers and allow them to plan ahead.

**Action point – to consult with TfL about warning customers of bus diversions before match days.**

#### **D) Cashless Trams and Hopper Fares**

The TfL representative noted that the consultation on this had been positive, and Hopper Fares on trams would be starting in the next month (July).

A question was asked as to why there were six stations on tram routes with ticket machines which did not sell tram tickets, given these were the only viable places to purchase tickets in the evening. The TfL representative explained to the panel that he did not have details to hand on why this was, but that they would be circulated.

**Action Point – for TfL to circulate information on why machines at these stations do not sell tram tickets.**

#### **E) Upgrading of Ticket Machines**

The East Surrey Transport Committee representative informed the panel that many ticket machines were not selling tickets until 9:35am, meaning people could easily miss trains in that 5 minute window from when trains departed at 9:30am. The panel also heard that where there had been services that arrived very close to, but before 9:30am, Freedom Pass holders had been allowed to take these trains if the next service was not for a significant length of time. Despite this many station staff were no longer allowing this.

Charles explained that both GTR and the Department for Transport had been contacted on the matter and each said the other was responsible.

The GTR representative acknowledged that there was a problem with those machines and would keep the Panel updated as to when this was corrected. They also stated Freedom Pass users should not be using trains before 9:30am but where there had been historical easements, these should remain in place.

**Action Point – for Yvonne to inform the panel when ticket machines have been upgraded.**

**Action Point – for Yvonne to let Charles know if DfT or GTR are responsible for easement in relation to Freedom Passes.**

#### **F) Train Station Skipping Update**

The GTR representative informed the Panel that this had been addressed in the last meeting. The Officer acknowledged that many of the services where station skipping was taking place had stopped after the May timetable change.

#### **24/18 Growth Zone Update**

In the absence of Nadine Knight the panel RESOLVED that this item be presented at the next PTLP meeting (Tuesday 16 October 2018).

#### **25/18 Update on replacement of Blackhorse Lane and Addiscombe Park bridges**

Olaniyi Denloye (Transport for London) updated the Panel on the status of the bridge replacement project.

The Panel was informed that this was a joint project as the bridge in the South was owned by TfL, whilst the bridge in the North was owned by the Council. The Panel learned that investigations into utility lines on the intended construction sites (including digs) had been completed, and that these, in addition to maintaining access for pedestrians and for the Tram way, would be the biggest challenges for the construction phase.

The TfL representative stated that the design phase of the project had almost been completed, but that no firm date for the beginning of construction had yet been agreed. The Panel learned that despite this it was hoped that construction would begin by early 2019.

**Action point: For TfL to update the panel with the construction timeline once agreed.**

#### **26/18 Any other business**

Olaniyi Denloye invited the Panel to attend the “Great Get Together” organised by MP Sarah Jones at 43 Blackhorse Lane on 22 June 2018. Olaniyi informed the Panel that Engineers from Morgan Sindall and Transport for London would be there provide additional information on Blackhorse Lane Bridge and ongoing works.

27/18 **Dates of future meetings**

- 16 October 2018
- 26 February 2019

28/18 **Items for next meeting**

The Chair invited the Panel to submit any items they would like discussed before the Agenda deadline for the next meeting.

It was NOTED earlier in the meeting that **Item 9 – Growth Zone Update** be presented at the next meeting.

The meeting ended at 11.19am

**Signed:**

**Date:**

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**First**  Tram Operations

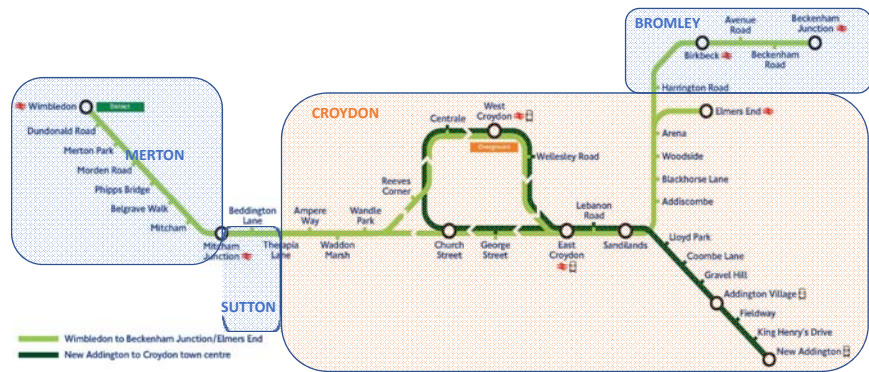
## Tram Operations Ltd Presentation to Public Transport Liaison Panel

Jackie Townsend  
Managing Director  
16 October 2018

# Croydon Tram Network

First Tram Operations

- 28km network;
- 2.4 million km p.a.
- 35 trams , 39 Tram stops, serves 7 National Rail stations and more than 50 bus routes
- Four lines / routes
- 80,000 customers daily
- 29.5m customer journeys per annum
  - 19.4% of all London journeys
  - 11% of total UK journeys are on light rail
  - Avg journeys per head in London in 2016/17 were 29.1% higher than in England, outside London



Source: DfT Light Rail and Tram Statistics: England 2016/17: 2



## Tram – Mode of Operation

- Driving is **by line of sight**
- Both infrastructure and rolling stock safety are assessed using the same criteria for heavy rail,
  - but tailored for light weight, lower speed operation
- Legislation relating to highways which affects light rail and tramways as it operates on roads
  - Highways Act 1980
  - The Traffic Signs Regulations and General Directions 2016
- Trams are regulated by Office of Rail and Road (ORR)



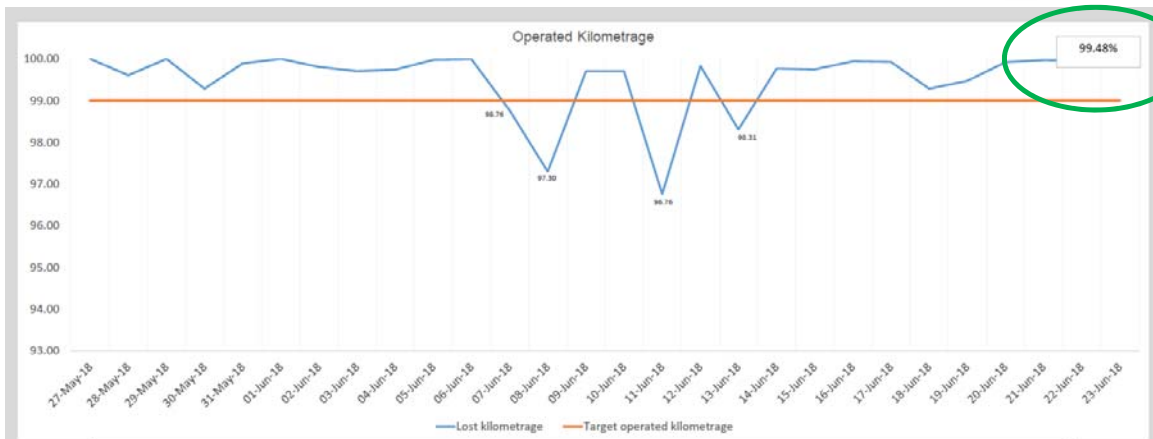
## Access and enhanced mobility

**First**  Tram Operations

- Low floors on trams
- No steps at tram stops
- Slopes from tram stops to pavements allowing smooth transition
- Dedicated space on tram for wheelchairs and buggies
- No special assistance is required

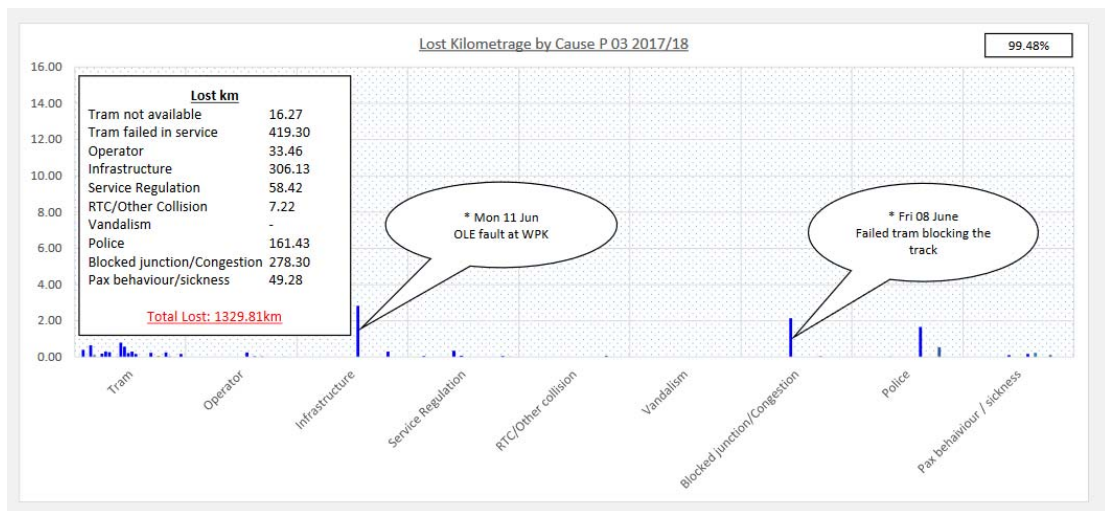
**Barriers to overcome – Provision for Cyclists**

# Service Performance



**07.06.18** - Three failed trams; pedestrian collapsed at ECR.  
**08.06.18** - Broken down tram at ADS blocking the track.  
**11.06.18** - OLE fault at WPK.  
**13.06.18** - Police incident at Barclays Curve.

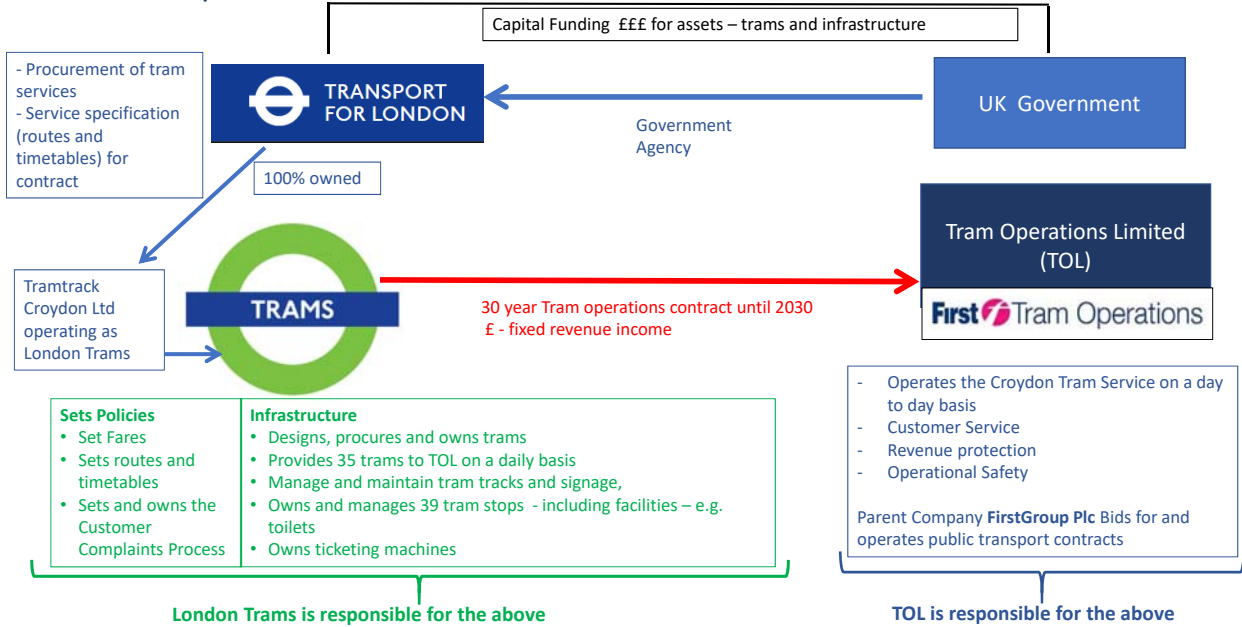
# Understanding and dealing with any under performance



# Croydon Tram Service

## Roles and Responsibilities

Funding £££ ← Ownership → Contract £



## Where are we now?

### Executive Team



Jackie Townsend  
Managing Director



Ben Groome  
Operations  
Director



Andrew Wallace  
Head of Safety



Ian Sutcliffe  
Head of Customer  
Service and Revenue



Clare Marshall  
Head of Human  
Resources



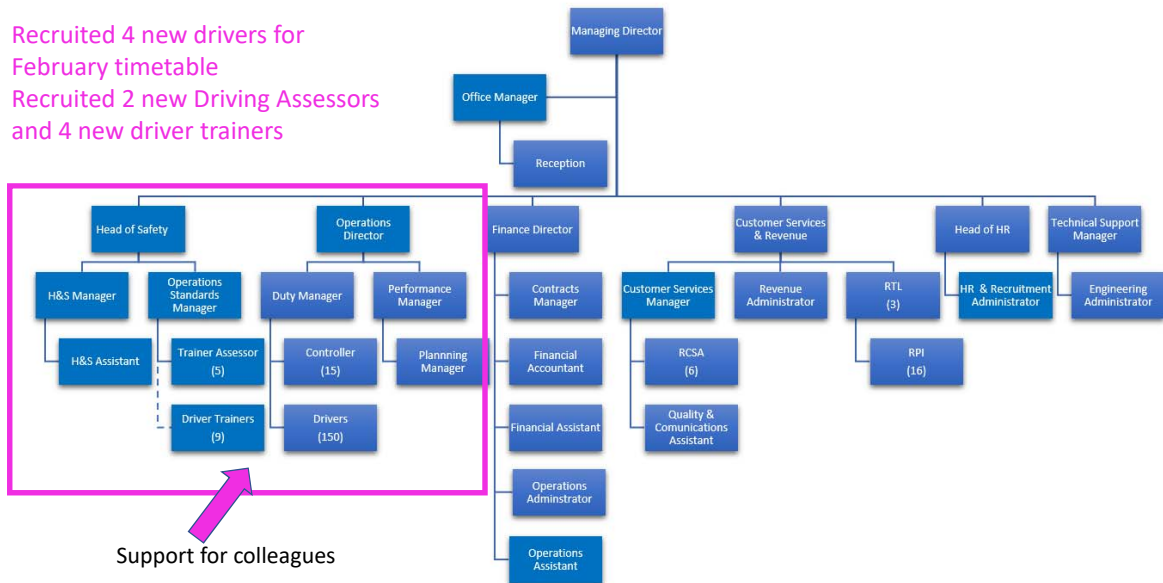
Adrian Wlodarski  
Finance Director



- We provide an excellent daily tram service with 99% of all services being delivered
- At 90% our customer satisfaction score is the highest within London Transport
- We are very proud to have a culturally diverse workforce, with 37.27% members of staff from BAME (Black, Asian, and Minority Ethnic), backgrounds.
- A new Organisational Structure took effect in December 2017
- New positions were created in both the Safety and the Customer Service and Revenue Departments
- Additional drivers and training assessors recruited
- Following the serious incident on 9th November 2016, it has been an extremely difficult time for staff and the Company continues to go through change
- After Sandilands we have been working with London Trams on several joint safety related projects
- We have reviewed and agreed with London Trams how we will manage the process of change between the two companies.

# TOL Organisation

- Recruited 4 new drivers for February timetable
- Recruited 2 new Driving Assessors and 4 new driver trainers



## Other Changes – Staff Rosters

- In May 2017, we revised our rule for the number of consecutive days someone in a safety critical role could work. This was reduced from working 12 consecutive days to 8 consecutive days. We applied this rule to our 4 types of staff rosters. The impact of this is that no-one is rostered to work more than 7 consecutive days on any of our rosters.
- This new rule meant the safety critical roles would still be rostered to work 7 days, with the ability to work an additional day. This can be done in two ways:
  - 1) the staff member can volunteer to work their day off, known as a working rest day. We maintain a list of volunteers; or
  - 2) they can request to change their rostered rest day.
- The majority of rest day changes are at the request of staff, we rarely ask them to change a rest day unless there is an operational need to do so. On these occasions we look at the volunteer list and apply the 8- day rule to identify the most suitable staff member.
- Our rule states you must have one rest day in each pay week, which begins on a Sunday. Staff could change a rest day whereby it is swapped to another day. The outcome of working a rest day means they work an 'additional' day.
- We have procedures in place to monitor that working an additional day or changing their rest day does not break our 8 consecutive day rule.



## Support for Colleagues

### Training

- Fatigue training workshops have been held weekly - Continued Personal Development – based on RSSB materials
- Coaching and monitoring for drivers who have an incident or error – e.g. SPAS, PPI, wrong route or WSDO
- Management and Development training for Duty managers currently underway
- Customer Service refresher training
- Conflict Management training



### Fatigue Management

- Engaged independent expert in fatigue management Clockwork Research Ltd to analyse our rosters and system
- Held workshops with 60 colleagues
- Updated the existing Fatigue Risk Management policy
- Refreshed the structure of our lesson plan for fatigue management to ensure we cover the key elements, namely:
  - Stage 1 Definition and Causes
  - Stage 2 Effects of Fatigue
  - Stage 3 Lifestyle Advice.

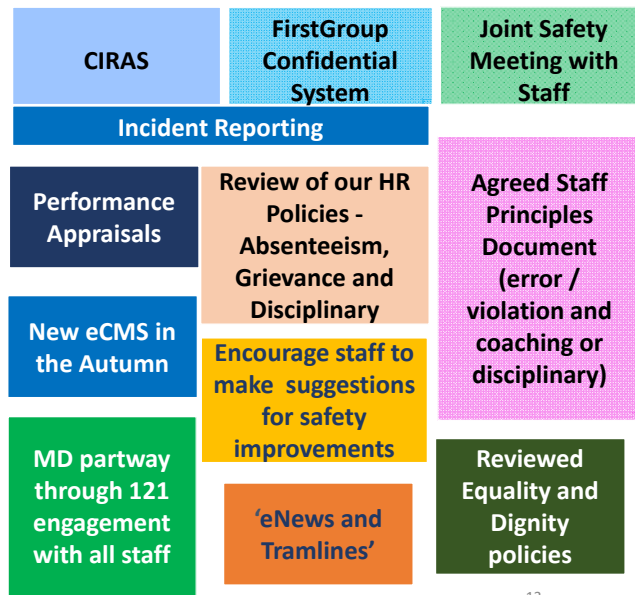
The outcome is to encourage open discussion about fatigue, what causes it, the effect it can have and to provide staff with the ability to recognise it and what they can do in their lifestyles to effectively manage it.<sup>11</sup>

## Training for Duty Managers and Controllers

- New training is being provided to our Duty Managers and Controllers who are responsible for managing the drivers.
  - Report Writing
  - Management of drivers including investigations, welfare and disciplines
- Investigation training will provide a consistent approach to identify the root causes of accidents, an understanding of the TOL accident investigation process and looking at the benefits of accident prevention.
- Staff welfare training to support our Just Culture approach and include fostering a more inclusive style of management in which they will engage effectively with their teams.
- Our accident and incident investigation training will give a clear understanding of the TOL accident investigation process, looking at the benefits of accident prevention and putting the emphasis on practical training exercises and real-life case studies
- The report writing is underway and we are developing the remainder of the programme and planning to start in the Autumn.

## Engagement

- Regular engagement with safety union reps at safety meetings
- Consultation on new timetable and associated schedules / rosters ( positively received)
- Communications throughs safety briefings and specific safety notice board
  - Lessons learned are discussed at Health and Safety Meetings, shared with staff and considered by the Board.
- Encourage staff to report incidents or errors
  - Follow up feedback individually and to all staff
- Competency monitoring and support
- Recognition of positive / good behaviour



## Improving safety on the Croydon Tram Service

First Tram Operations

- Following a serious safety incident on 9<sup>th</sup> November 2016 London Trams (LT) and Tram Operations Limited (TOL) looked at new technology
- Ground-breaking technology in **The Guardian Device**
- Following engagement the device was installed during October 2017
- TOL is the First Tram company to implement the Guardian Device, working jointly with LT the owner of the trams
  - Feedback from the drivers has been positive
  - Great interest from various parties within the industry



Provides active protection to the safety of the tram drivers and customers

14

# What is the Guardian Device?

Guardian is a **real-time fatigue and distraction detection solution** that uses advanced sensors and image processing technology to track the micro-movements of a driver's eyes, facial expressions and head to identify a fatigue or distraction event.

When an event is detected, the driver receives immediate in-cab audio and seat vibration alerts that help prevent an incident. When it detects fatigue or distraction, it records the three seconds prior to the alarm to enable the incident to be investigated.

greater than 2 seconds when over 5 kmph.

## Fatigue

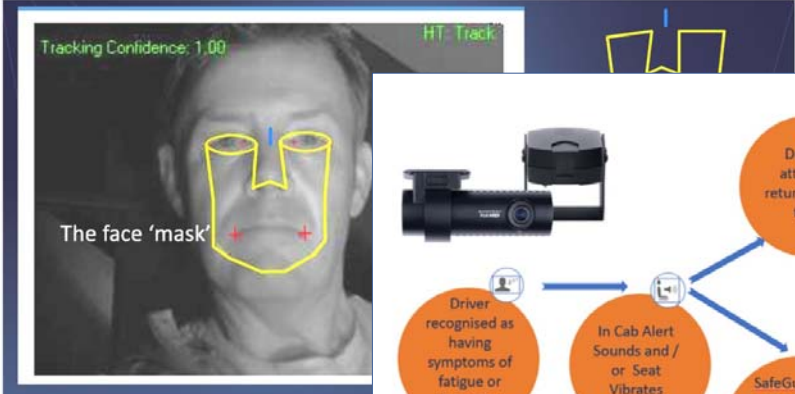
includes restlessness, yawning, tunnel vision, drooping eyelids and microsleeps

## Distraction

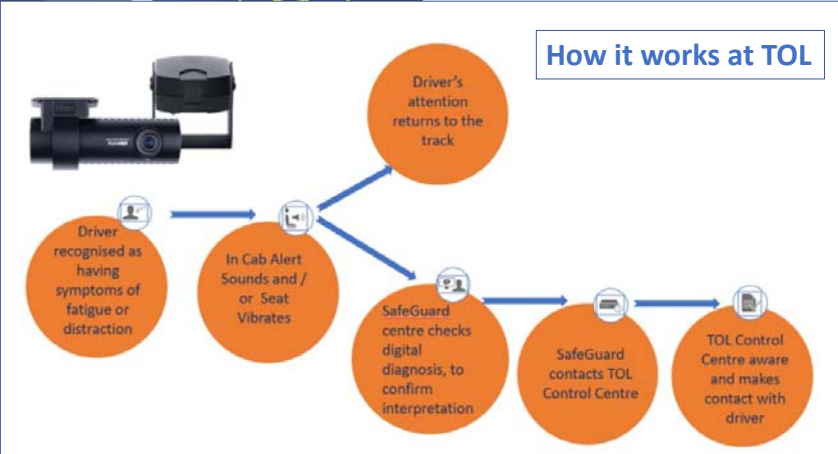
includes driver's head not pointing in a forward-facing direction due to a distraction on the dashboard, or other vehicles.

more than 4 seconds at speeds over 5 kmph.

# Guardian System



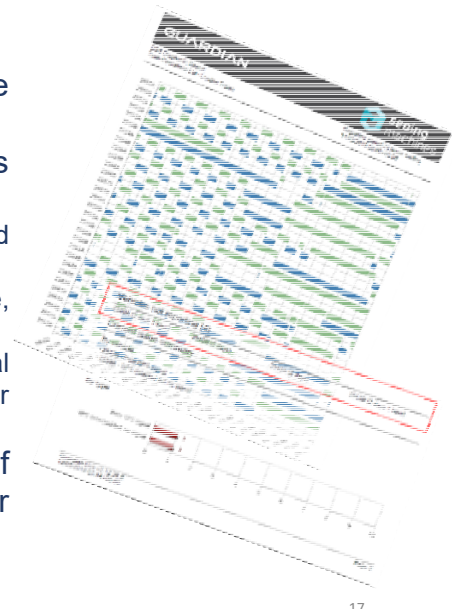
KEY POINTS OF THE FACE PICKED OUT TO A



## Access to real-time data and daily reports

- Providing TOL with the number, frequency and type of alerts for each driver
- This information is used to help manage fatigue as part of our Just Culture programme
  - Any incidents of fatigue or distraction are captured and held in our central database.
  - Detailed level of information enables us, at an early stage, to support drivers to manage their domestic lives.
  - Any instances of fatigue that may necessitate a Personal Needs Break (PNB) will be allowed for in our roster scheduling.
- Guardian as the catalyst for a whole new way of thinking about safety and as the beginning of further improvements.

First Tram Operations



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# Benefits of the Guardian Device



It has brought fatigue management to a new level of awareness

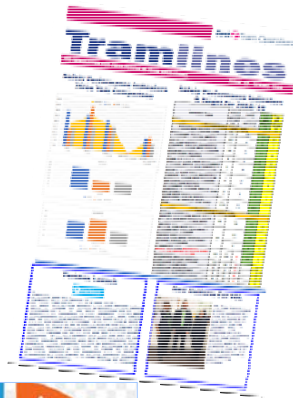
We are looking at how we can encourage drivers and operatives on the tramway to consider their lifestyles with respect to fatigue.



## Other Communication with Staff



Staff Engagement  
The 2018 Your Voice  
Survey launching on 10<sup>th</sup>  
September 2018.



**PERFORMANCE  
REVIEW**



## Outcomes from Positive Engagement with Colleagues

- Colleagues and Trade Union Representatives were engaged to create awareness and understanding of the Guardian device before, during and after installation
- Refurbishment of mess rooms at depot, tram shop and Elmers End
- TOL engaged with London Trams and TOCs and Local Authorities for improved toilet facilities at Elmers End , New Addington, Wimbledon and Beckenham Junction
- Implemented a new Loyalty and Rewards Scheme – >90% take up
- Introduced a new uniform

First Tram Operations



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## Work progressing for Autumn launch

### Training

#### Fatigue Management

- Phase 2: Enhancement of Internal Fatigue Risk Management Capability
- Phase 3: Extending arrangements to those outside of the immediate work environment (improving knowledge of fatigue amongst workers families).

#### Customer Training

- A half day refresher course for the frontline staff on excellent customer service to help maintain high levels
- Working with a Croydon Charity to provide non-visible disability awareness training to our frontline staff and drivers. The outcome is to raise awareness among about invisible disabilities and the needs of individuals who may suffer from these difficult to recognise conditions, and to provide any additional required support or understanding to those customers travelling with us. This training will start in September 2018.

### Competence Management

- Our competence management framework is based on recognised industry good practice
- Supports both planned monitoring and assessment of ongoing performance; and targeted employee development
- TOL has invested in an electronic Competence Management System (eCMS) to support this process and are currently working with our supplier Assesstech to populate system content.
- Our Assessors are qualified to TAQA Level 3 (or equivalent) standard. Their judgements are based on performance evidence and the underpinning knowledge requirements needed to support competent performance of the driving task.

Where performance falls below the expected standard drivers are supported using focused Competence Development Plans (CDP).

# TOL is embedded in the local Communities

*We are proud to serve the  
local communities of Croydon  
and South London*

Stakeholder Engagement with Local Authorities

Providing economic support for the community and local  
businesses

Employ staff who may live locally – drivers, customer  
facing and office staff

Working with local schools

Supporting local charities within the community

Regular form of transport operating in areas of the  
community - connecting the community

91% Customer Satisfaction Score – highest within London  
Transport Customer Ratings

Thank You  
Any Questions?

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