

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 **Wednesday, 27 February 2019** at **9.30 am** in **Council Chamber - Town Hall**

JACQUELINE HARRIS BAKER
Council Solicitor and Monitoring Officer
London Borough of Croydon
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AGENDA

Item No.	Item Title	Page nos.
1.	Introductions To invite all attendees to introduce themselves.	
2.	Apologies for absence To receive any apologies for absence from any members of the Committee.	
3.	Disclosures of interests 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

To approve the minutes of the meeting held on 16 October 2018 as an accurate record.

5 - 14

5. Any other business

To consider any other business at the Chair's discretion.

6. Trams

a) Annual report on progress made against implementation of RAIB safety improvement recommendations following the tragic Sandilands incident

15 - 37

Jackie Townsend (First Group) & Mark Davis (TfL)

b) Synchronisation of on-board announcements

Jackie Townsend (First Group) & Mark Davis (TfL)

7. Buses

a) Updates from TfL Actions arising from last meeting:

- 412 Bus - Report back to the Panel on future changes to the route once more data on this route had been collated.
- 130 Bus - Report back with progress toward an evidence based solution for the 130 bus route, concerning serving King Henry's Drive from Vulcan Way.
- 468 bus – Report back the length that the route would be monitored.

Michelle Wildish/Muhammed Mashud (TfL)

b) Bus services in the Town Centre

Michelle Wildish/Muhammed Mashud (TfL)

(Including a report, for the information of the Panel,
of suggested bus route changes from the East
Surrey Transport Committee)

39 - 42

c) Thornton Heath bus garage – (Update)

Michelle Wildish/Muhammed Mashud (TfL)

d) Consultation on routes 404 and 434

Michelle Wildish/Muhammed Mashud (TfL) and Ian
Plowright (Planning and Strategic Transport)

e) Oasis school – changes to route 466 and 60

Michelle Wildish/Muhammed Mashud (TfL)

**f) Capacity for route 166 in summer on Saturdays
and Sundays**

Michelle Wildish/Muhammed Mashud (TfL)

8. Trains

**a) Update on reintroduction of full timetable and
off-peak services**

Yvonne Leslie (GTR)

**b) Update on Access for All bids - Selhurst,
Coulston South, Reedham, Waddon, West
Croydon and Norwood Junction Stations.**

Yvonne Leslie (GTR) & Michelle Wildish/Muhammed
Mashud (TfL)

**c) Lack of through trains from stations north of
Norwood Junction to Purley between 06.00 and
08.15**

Yvonne Leslie (GTR)

d) ANPR in station car parks

Yvonne Leslie (GTR) – Coulsdon

e) Ticket Vending Machines – The ability to purchase tickets for a journey starting at a station other than the one the machine is located at; One day Bus and Tram tickets

Yvonne Leslie (GTR) & Michelle Wildish/Muhammed Mashud (TfL)

9. Items for next meeting

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

10. Date of next meeting

18th June 2019

Public Transport Liaison Panel

Meeting of held on Tuesday, 16 October 2018 at 2.00 pm in Council Chamber - Town Hall

MINUTES

Present: Councillor Muhammad Ali (Chair);
Councillor Nina Degrad (Vice-Chair);
Ian Plowright (Planning and Strategic Transport)
John Osborne (Planning and Strategic Transport)
Richard Lancaster (Planning and Strategic Transport)
Nadine Knight (Stakeholder Engagement)
Thomas Downs (Clerk)

East Surrey Transport Committee

John Rapp

Mobility Forum

Stephen Aselford

Tram Operations Ltd

Helen London

Arriva London

Richard Simmons

Abellio

Emmanuel Ajibode

Transport for London

Michelle Wildish

London Trams

Mark Davis

Govia Thameslink Railway

Yvonne Leslie

Go Ahead London

Allan White

Also

Present: Lindsay Williams (Resident), Malcolm Claridge (Quality Line), Nick Bland (Arriva), Hainsley Forbes (Tram Operations Ltd)

Apologies: Councillor Ian Parker, Muhammed Mashud (TfL), Jackie Townsend (First Group), Charles King (East Surrey Transport Committee)

PART A

29/18 Introductions

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

30/18 Disclosures of interests

There were none.

31/18 Minutes of the previous meeting

The minutes of the meeting held on 20 June 2018 were agreed as an accurate record.

32/18 Any other business

There was none.

33/18 Growth Zone Update

The Stakeholder Engagement Manager gave an update to the Panel on the Croydon Growth Zone, beginning with the pedestrianisation of the High Street. The officer summarised that the pedestrianisation had been implemented in September 2017 as a 12 month trial. During the course of this time stakeholders had been engaged in working out any issues that had arisen. A minimal number of complaints had been received from residents, and no complaints had been received from Transport for London (TfL) or the Greater London Authority (GLA).

The Panel learned that a report was being written to assess the success of the trial and to decide the future of the scheme. The report would also consider over 40 activities which had taken place on the pedestrianised High Street, and which had received good attendance.

The representative from the Mobility Forum raised concern that where bus stops had been moved to accommodate the road closure, stops for the same route in opposite directions were no longer opposite in the surrounding streets, which could be confusing for some residents as well as people not familiar with the Town Centre. The officer noted the point and agreed to feed this back to the council.

The Chair requested confirmation that the pedestrianisation of the High Street was a pilot scheme, and the officer confirmed that it would be until April 2019, but the decision on whether the scheme would be permanently implemented would be taken in February 2019. The officer also informed the Panel that the placement of surrounding bus stops would be revisited.

34/18 **Buses**

a) Bus services in the Town Centre

The representative of the Mobility Forum began this item with a discussion of planned changes to the 75 bus by TfL, with the bus no longer stopping at Fairfield Halls, and instead stopping at West Croydon Bus Station from April 2019. The representative was concerned about residents who had formerly used this bus to access the Fairfield Halls, Croydon College and East Croydon. The representative also queried where coaches park when Fairfield Halls reopened, and suggested the possibility of using College Road.

The Head of Transport shared concerns over the 75 bus and informed the Panel that the council was in discussions with TfL to minimise the impact of bus route changes as redevelopment in the Town Centre progressed. The officer also explained that the council was conscious of the current lack of viable coach parking, but confirmed that several sites were being considered to accommodate this.

The TfL representative informed the Panel that work on the Croydon Bus Consultation had begun, but that it had not yet reached the stage of public consultation. The Panel were told that this would begin in Mid-November 2018 and that both the Chair and Head of Transport had been engaged as part of the process. The representative highlighted that the Consultation was looking to meet future demand, and looked at the idea of terminating buses on either side of the Town Centre. The buses being considered for changes were the 50, 75, 109, 154, 197, 250, 264, 403, 405, 412 and 433.

The Chair enquired as to whether TfL had looked into the accessibility for certain passengers who may need to transfer across the Town Centre, such as students and those visiting Croydon University Hospital. The Chair also asked about the commercial viability of the proposed changes, and whether this would increase or decrease ridership across different routes. The Panel heard that TfL were still looking at how best to maintain hospital access and that it was eager to hear public views; the representative agreed that they would take back the question about commercial viability to TfL.

The Head of Transport agreed broadly with the TfL representative, acknowledging the rationale behind the TfL propositions. The officer added that only a small number of passengers would need to make

interchanges across the Town Centre, and that this could be revisited following the completion of works on Wellesley Road.

The East Surrey Transport Committee representative submitted a document to the Chair outlining proposed amended bus services for the Town Centre during the planned redevelopment works.

The Chair queried if there was an opportunity for greater public realm with the absence of buses across the Town Centre; the officer responded that this would largely be delivered by the construction of the East-West walk by Westfield, but that cars were the greatest barrier to increased public realm.

The Mobility Forum representative raised concerns about the planned closure of the subway under Wellesley Road that linked directly to the Whitgift Centre. The Head of Transport informed the Panel that the impact of this would be reduced by the closure of the bus stops here, and that the council had secured crossings be put in place at other points on the road before the subway was closed. It was further added that a crossing would be added here with the remodelling of Wellesley Road.

Action Point – For TfL to report back on the commercial viability of the proposed bus route changes in the Town Centre.

b) 412 Bus Service Cuts

The TfL representative highlighted that all bus routes were under constant review to ensure that capacity matched demand. It was stated that the frequency change for this route took place in September 2018, and that there was not yet enough data to inform any conclusions about future changes that should be made to the route.

Action Point – For TfL to report back to the Panel once more data on this route had been collated.

c) Diversion of Bus Route 130

The Panel learned that there had been requests for the 130 bus to serve King Henry's Drive from Vulcan Way. It was explained that this had been trialled and found not to be viable as it would have meant that the bus skipped Fieldway, with the knock on effect of overcrowding on the 64 bus.

The Access Officer expressed concern over the number of residents who were impacted by this service not including King Henry's Drive in the route, and informed the Panel of repeated complaints to Ward Councillors from residents on the issue. The officer elaborated that the

current route of the 130 was already served by other routes, and therefore diverting it should cause minimal disruption.

The Chair expressed that he was keen for an evidence based solution from TfL, and that this should be reported back at the next meeting.

Action Point – For TfL to report back with progress toward an evidence based solution for the 130 bus route.

d) 410 Capacity Issues along Davidson Road

The TfL representative informed the Panel that the route was under review, and solutions such as removing 'double runners' on Davidson Road were being considered. The representative expressed that TfL were eager to work with the Council on a solution to this issue as they did not want to reduce frequency, but that larger vehicles could not be used on this route due to tight turns.

Action Point – For TfL to work with the council toward a solution to 410 Capacity Issues along Davidson Road.

e) 468 Service Reduction

The Panel learned that the 468 had a service reduction in September 2018 following a review that had evidenced a fall in demand. The TfL representative explained that the service could be reviewed again should demand change, and that the route was still being monitored.

In response to enquiries by the Chair, the TfL representative stated that they would take the question on the length of time monitoring would take place back to TfL for an answer.

Action Point – For TfL to inform the Panel how long it intends to monitor the 468 bus route for service demand.

f) Thornton Heath bus garage (Update)

The Chair introduced this item by reminding the Panel that this was a repeat item, and introduced Lindsay Williams (Resident) who had completed detailed timetables concerning the bus garage, and had written to Arriva, the garage and TfL. The resident informed the Panel that she had recently been disturbed 12 times in a single night, with most of this owing to the 64 bus route. The resident highlighted the issues of engine revving from the garage, and of the street outside being used as an extension to the garage.

The Arriva Garage Manager addressed the Panel and gave some general information on the current operation. The first bus left at 3:30am and the last arrived at 2:12am, with up to 80 buses passing through the garage during peak hours. It was explained that Arriva worked closely with the cleaning contractors at the garage to avoid nuisances, and that strict penalties could be brought if the speed and noise of cleaning were not within permitted parameters. It was stated that night observations were being undertaken by supervisors to ensure engines were not being revved when building up air for brakes, or any other activities which may cause disturbances for residents. The Garage Manager stated that he had spoken directly to all staff at the garage, and awareness was high about the importance of being a 'good neighbour'. The Panel learned that work was being undertaken to see if staggering the arrivals of night buses finishing their routes could yield positive results for residents.

The Chair asked if this was a capacity issue, and one that could not be solved without a reduction in the number of buses using the garage, or until the entire fleet were electric. The Garage Manager explained that the garage was at full capacity as this was most efficient, but that land had been secured on Beddington Farm Road, with the view to expand. The Garage Manager elaborated that despite this more investigation needed to be done to find out if this was a viable solution.

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

35/18 Rail

a) Timetable Update & Winter Timetable Update

The Govia Thameslink Railway representative began by updating the Panel on the Summer timetable, which had had the best performance since the start of the Southern contract for the end of the period. It was explained that there were no additional timetable changes planned until the next national timetable change.

For Thameslink and Great Northern, the interim timetable had been introduced from the 15 July 2018; more services had been running, but still not at the level that had been proposed in the initial timetable. The Panel were informed that 85% of trains had been running within five minutes of scheduled times and that most peak services had been reintroduced during September 2018.

The representative elaborated that there were no big changes planned for the Winter timetable and that services would carry on being introduced with the aim of meeting the original timetable. It was further stated that the PDF of the timetable would be available at the end of October 2018.

Action Point – for Govia Thameslink Railway to report back on the progress of reintroducing services to meet the full timetable.

b) Off-peak services

The Govia Thameslink Railway representative explained that off-peak services were being slowly reintroduced, but that peak services had been the priority.

Both the Head of Transport and the Mobility Forum representative raised concerns regarding trains running through Norwood Junction; the Govia Thameslink Railway representative answered that if services were not on the base timetable, they may be still be added.

Action Point – for Govia Thameslink Railway to report back on the progress of reintroduction of off-peak services.

c) Gatwick Service from Purley

The Govia Thameslink Railway representative informed the Panel that this service had only been removed as part of the interim timetable and would be reintroduced.

d) East Croydon to Blackfriars and St Pancras Service Increase

The Govia Thameslink Railway representative informed the Panel that this service had only decreased as part of the interim timetable and would be increased starting with peak services and then moving to off-peak services.

e) Access for All – West Croydon, Norwood Junction, Reedham & Waddon

The Govia Thameslink Railway representative informed the Panel that assessments were being done on all of their stations based on the criteria from the Department for Transport (DfT) and Network Rail in order to prioritise the stations most in need. The Head of Transport thanked the representative for engaging the Council in this process; it was also noted that TfL had not done this and no Croydon stations had featured on their list of priorities despite having worked closely together over West Croydon Station.

The TfL representative explained that West Croydon Station was not a priority for TfL as there were stations on their network with zero step free access. It was also stated that Norwood Junction had not been considered as implementing step free access was not considered

feasible, but that the bid was still in draft form and had not yet been submitted to DfT.

The Head of Transport challenged this assertion, stating that Network Rail had provided multiple step free solutions to the Council when consulted. The TfL representative explained that they had not had access to this information and it was agreed the Head of Transport would share it after the meeting.

Action Point – for Govia Thameslink Railway and TfL to update the Panel on the state of the Access for All bids at the next meeting.

Action Point – for the Head of Transport to share the Network Rail accessibility assessment with TfL.

f) London Overground Performance Update

The TfL representative updated the Panel with the Overground performance at West Croydon Station. During September to July 2018 there had been a slight dip in performance with 85% of trains arriving within five minutes of their scheduled time; however, this had recovered by July 2018 where the level had returned to 93%.

The Head of Transport stated that he had noticed the dip in performance but was pleased that the service had recovered. The London Trams representative explained that Network Rail assets (such as signals) had contributed to this performance dip, but that this had improved. The Panel also learned of efforts from TfL to gain priority on certain track over other operators from Network Rail.

The Access Officer enquired as to if returning the Overground platform back to the one it had originally been would improve the situation at all. The London Trams representative informed the Panel that suggestions were being taken to the Alliance Board to see what improvements could be made, but that it should be noted that the Overground was still the best performing operator.

36/18 Trams

a) Tram Operations Limited - Safety and Ops Directors Report

The London Trams representative outlined some points from the report highlighting the focus on reducing delays, especially those of 20 minutes and longer. A car accident on the 3 October 2018 which had blocked tracks and firefighting equipment blocking the tracks on 8 October 2018 (when there had been a fire on George Street) had both caused significant delays. The representative explained this had shown that

there was work to be done engaging with the Metropolitan Police and the Fire Brigade to avoid repeated instances.

Customer satisfaction had been good, with a one percent drop in performance down to 90%; feedback had been that this was due to poor cleanliness on trams and at stops, as well as unreliable air conditioning in the summer. The representative informed the Panel that both of these issues were now being looked into, and that checks were being undertaken on heating systems before the winter began. In contrast to this, there had been the lowest number of complaints for the period since records began.

The Panel also heard that driver vigilance devices had been added to all trams which ensured drivers were paying attention and not sleeping. Work was being done to secure auto-braking systems to all trams, but this had not yet been achieved.

The Mobility Forum representative suggested information should be displayed at tram stops, in a similar style to underground maps, to help users better navigate the service. The London Trams representative agreed and explained that a review of posters and signage had already been launched, with new signage planned by the end of the year.

The Head of Transport identified that a recent Scrutiny Recommendation, which had passed through Cabinet, stated that:

“That Croydon Council ensure that it holds to account Tram and Bus Operators on their safety measures.”

The Officer asked who at TfL would be best to write to on the matter and it was identified to be Jill Collis by the London Trams representative, but also that they would be happy to do it themselves.

Action Point – for TfL and the relevant operators to report back annually on Bus and Tram safety.

b) Elmers End Branch – Second Platform

The London Trams representative informed the Panel that an extra track would be added to Elmers End tram stop, which would improve the whole network by speeding up journeys, improving capacity and increasing reliability. The Panel learned the works would start at the beginning of 2019.

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

38/18 **Dates of future meetings**

26 February 2019

The meeting ended at 3.38 pm

Signed:

Date:

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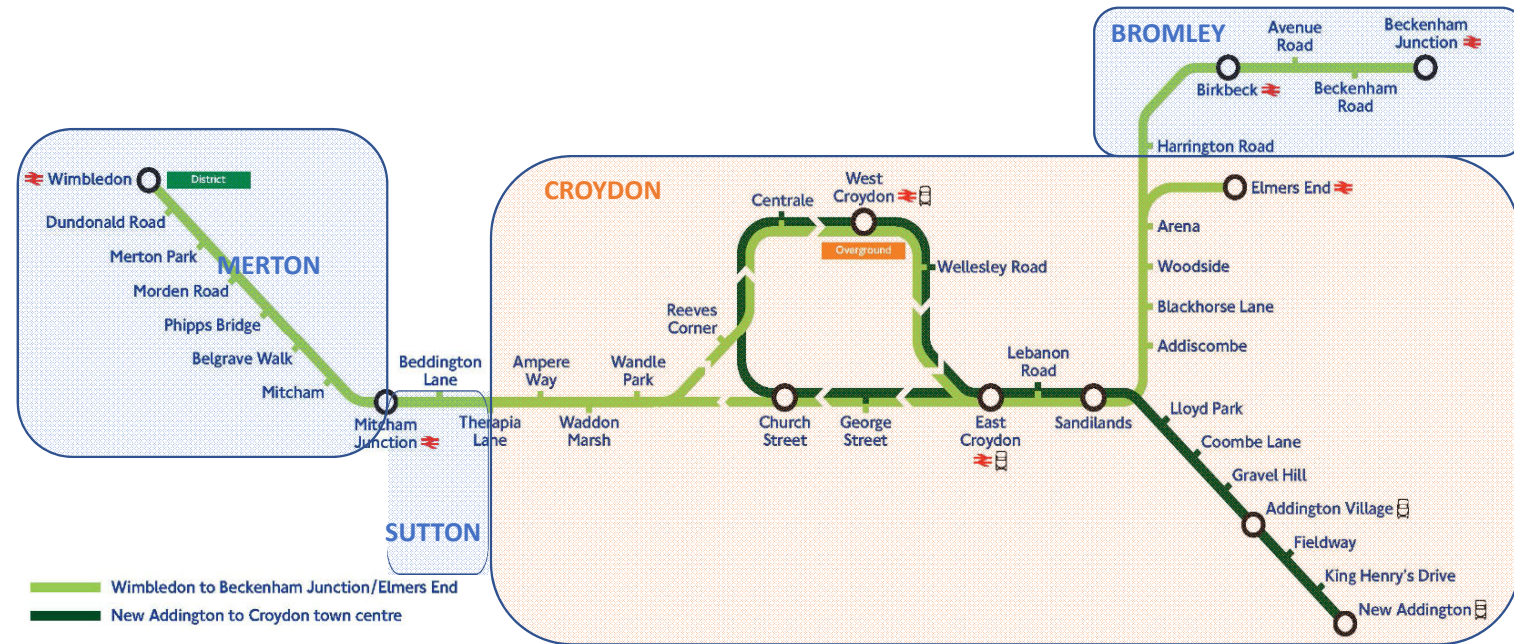
Tram Operations Ltd Presentation to Public Transport Liaison Panel

Jackie Townsend
Managing Director
27 February 2019

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
- 29.1m customer journeys per annum down 1.2% year on year, whilst Docklands are down 2.2%
 - Account for 19.6% of all London journeys , our share has grown 0.2% year on year
 - 3% of total UK journeys are on light rail



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

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Legislation relating to highways which affects light rail and tramways as is operates on roads

- Highways Act 1980
- The Traffic Signs Regulations and General Directions 2016
- Trams are regulated by Office of Rail and Road (ORR)

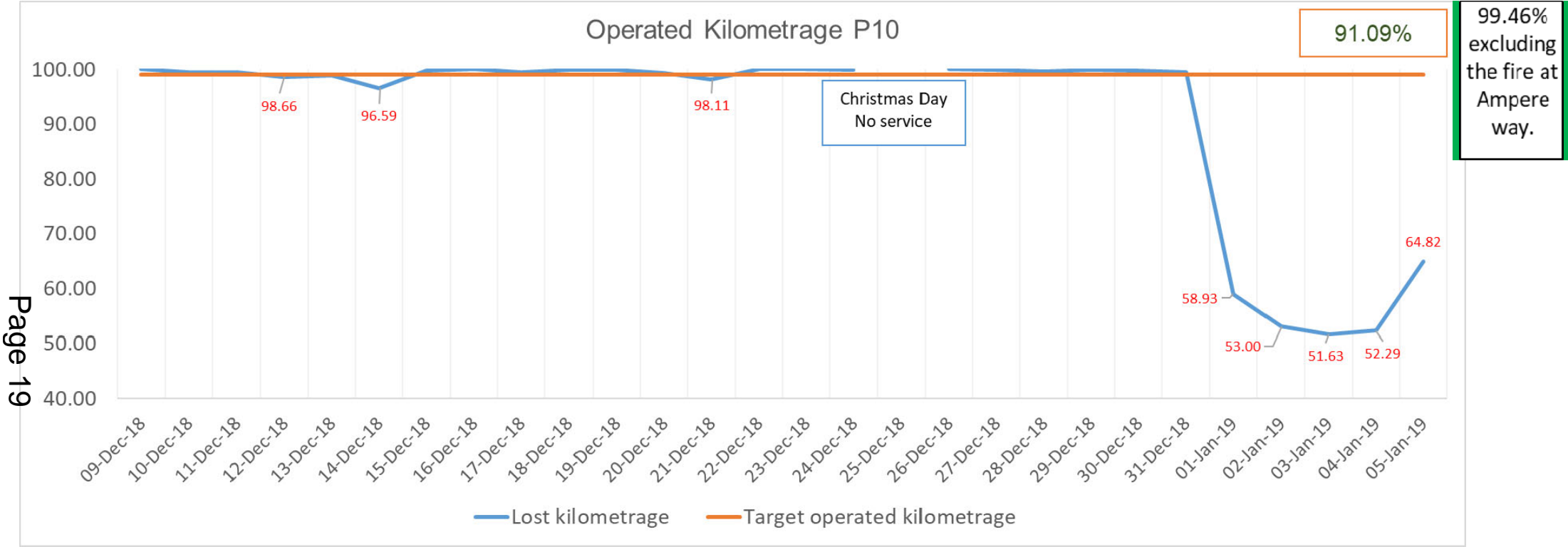


Access and enhanced mobility

- 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

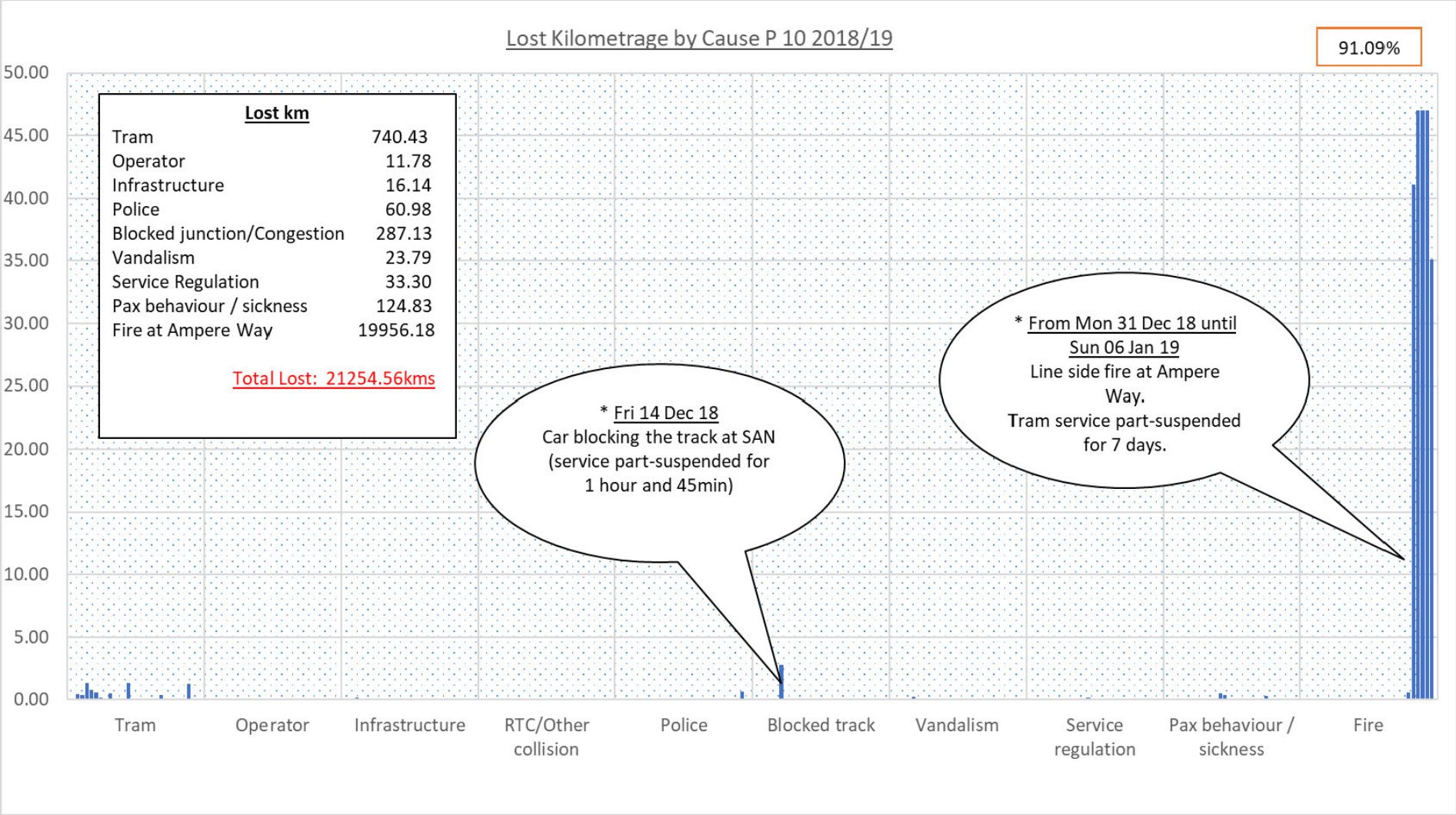
Barriers to overcome – Provision for Cyclists

Service Performance



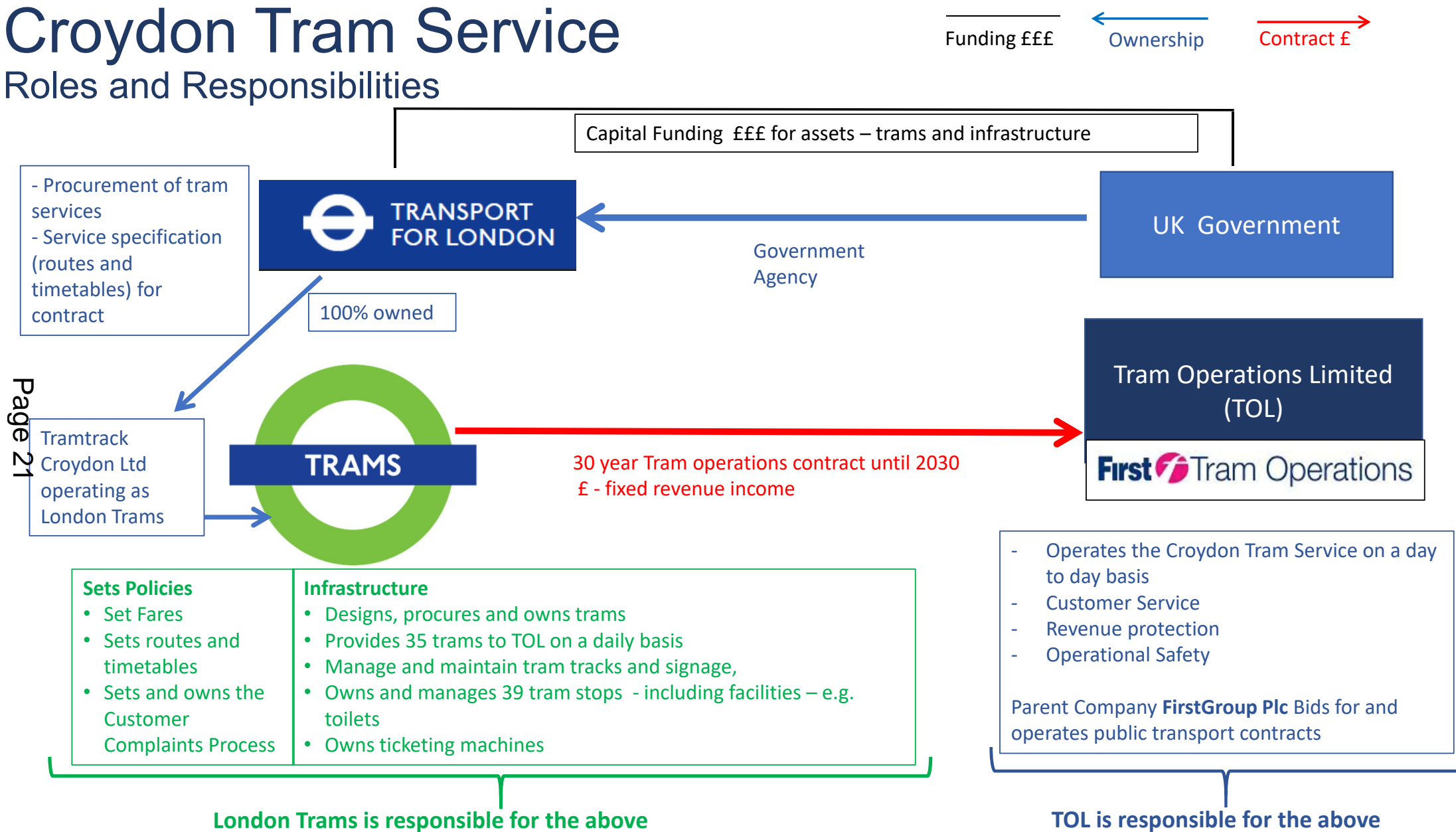
- 12.12.18** - Failed trams.
- 14.12.18** - Failed trams, car on track at SAN.
- 21.12.18** - Failed trams, passenger sickness, traffic at West Croydon area, service regulation.
- 01.01.19** - Fire at Ampere Way.
- 02.01.19** - Fire at Ampere Way.
- 03.01.19** - Fire at Ampere Way, driver incident, failed tram.
- 04.01.19** - Fire at Ampere Way, failed tram, Police incident at Woodside.
- 05.01.19** - Fire at Ampere Way, failed tram, passenger sickness.

Understanding and dealing with any under performance



Croydon Tram Service

Roles and Responsibilities



Where are we now?

Executive Team



Jackie Townsend
Managing Director



Ben Groome
Operations
Director



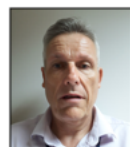
Andrew Wallace
Head of Safety



Ian Sutcliffe
Head of Customer
Service and Revenue



Jane Harmer
HR Business
Partner



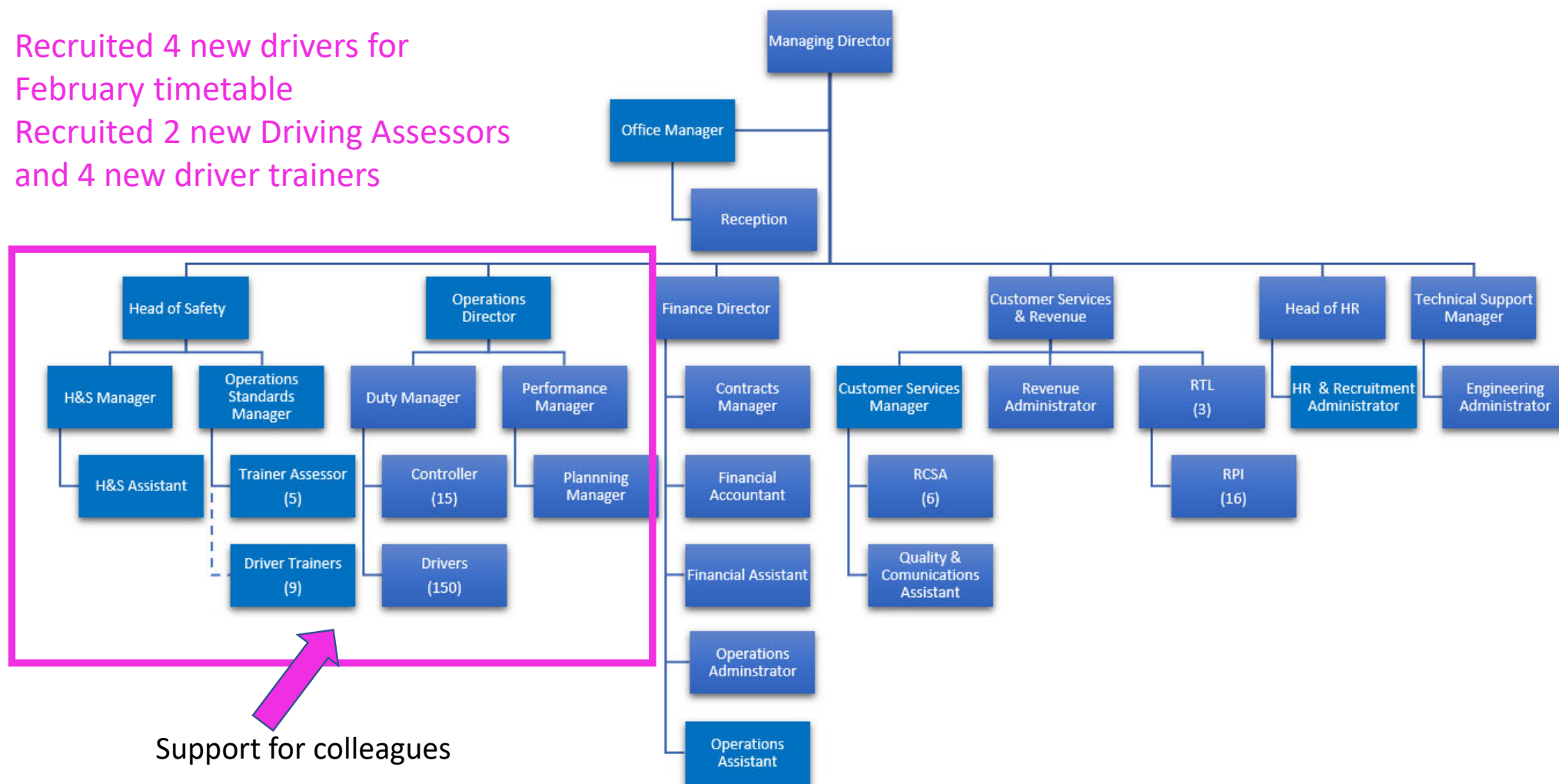
Adrian Wlodarski
Finance Director



- 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.
- 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 37.71% members of staff from BAME (Black, Asian, and Minority Ethnic), backgrounds. An increase from last year – 37.27%

TOL Organisation

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



Other Changes – Staff Rosters

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- In May 2017, we revised our rule for the number of consecutive days someone in a safety critical role could work.
 - Reduced from working 12 consecutive days to 8.
 - Rule applied to our 4 types of staff rosters.
 - Outcome 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:
 - Staff member can volunteer to work their day off, known as a working rest day. We maintain a list of volunteers; or
 - 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.

In April 2019 we are introducing 5 day rosters
(Based on the fatigue information we have received from the Guardian device)

Help and Support drivers rather than discipline

IR Issues

- Colleagues complained of runny eyes, dry eyes, skin issues and headaches.
- Some took to wearing ski goggles / or sunglasses

We offered them eye tests

Help through GPs and Occupational Health was also offered

Tram Operations Limited
Standard Operating Procedure
SM0068
Guardian Device

Author	Willie Michaels	Safety Manager
Owner	Andy Wallace	Head of Safety
Sponsor	Jackie Townsend	Managing Director

This document applies to:

All TOL employees responsible for Operating the movement of trams.

Fatigue Management Procedure

Immediate actions to be taken by the driver to prevent re-occurrence

- Driver make a self-assessment to determine whether or not they have adequately managed the effects of fatigue
- Any intervention requirements are identified by Control and the driver – such as relieving the driver from duty
- Notify the on-call manager of any arrangements

Intervention Management

- Working with drivers on a support plan -
- Panel (check wording in procedure)
- After an identified number of alerts in a single period an intervention (fatigue) plan will be implemented.
- The plan is discussed and agreed with driver and their line Manager
- Escalation path to the Intervention Appeal Panel¹¹

Fatigue Risk Management

- TOL has updated its existing Management of Fatigue Policy
- TOL has engaged Clockwork Research Ltd to support improvement of its Fatigue Risk Management System. Clockwork are recognised experts in this field with a strong reputation in the Aviation, Heavy Mining and Petrochemical Industries.

Three phases of work were identified:

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PHASE 1

Assessment of current arrangements against good practice, enhanced bio-mathematical modelling of staff rosters using the SAFTE-FAST tool and delivery of a driver fatigue risk workshop programme. This phase has been completed.

PHASE 2

Enhancement of internal fatigue risk management capability – establishing a Fatigue Safety Action Group, improving fatigue risk management arrangements, reviewing staff rosters and developing enhanced fatigue training for drivers, key safety personnel and their families.

PHASE 3

Review of Phases 1 and 2, refining arrangements to suit changes in TOL's fatigue risk profile.

Enhanced Training Continues

Training

Fatigue Management

- A bespoke fatigue training programme is being developed with Clockwork and will be rolled out in Spring 2019 for all Drivers, Duty Managers and Controllers
- A family open day is being planned for Spring 2019

Customer Training

- A pilot Customer service training for drivers/control staff started on 29th January, being delivered by driver trainers. Feedback from this course will help confirm content before roll out - All staff including Duty Managers and Controllers
- Training commenced in September 2018 for non-visible disability awareness. This training is to raise awareness and help recognise conditions of customers travelling with us who may need additional support. All staff including Duty Managers and Controllers will receive this training

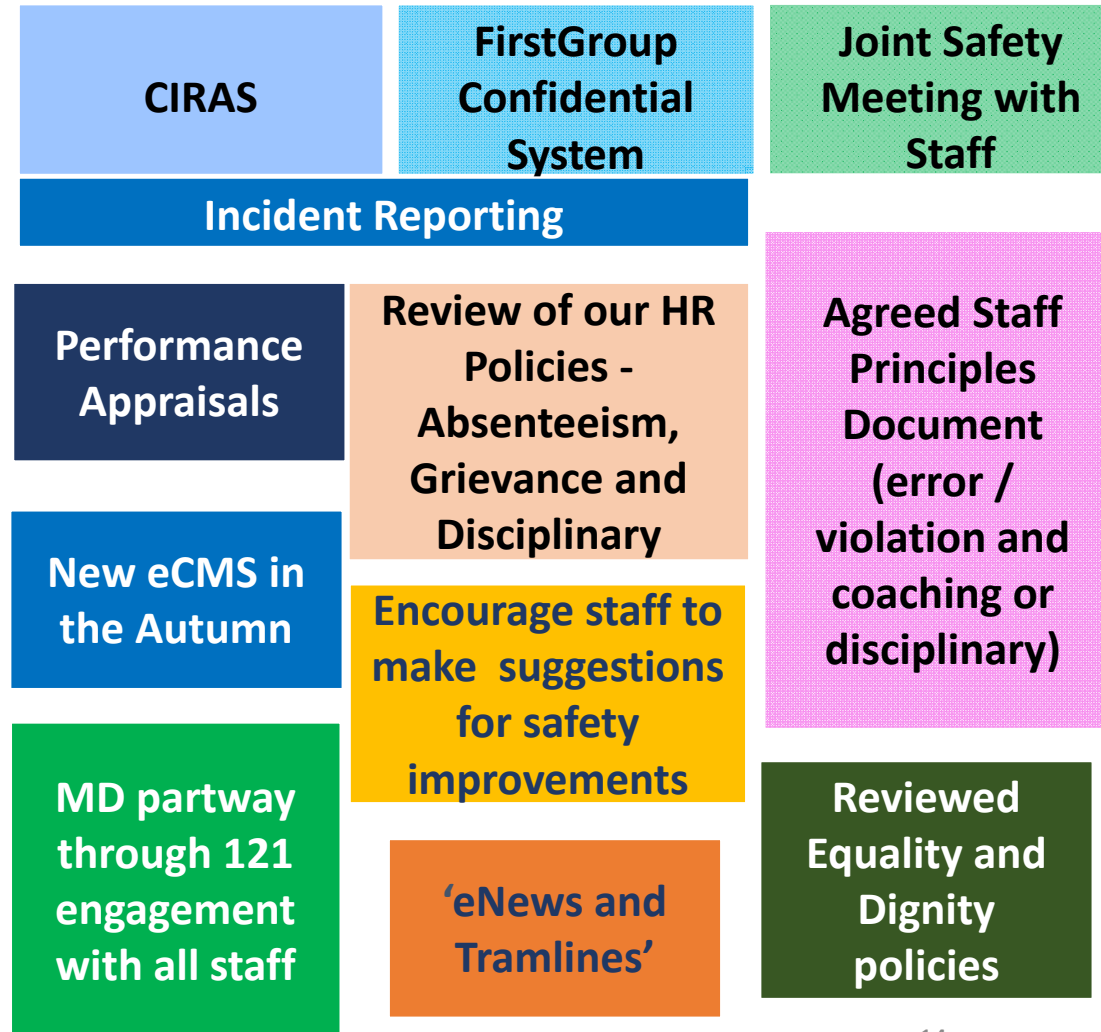
Competence Management

- 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 implemented an electronic Competence Management System (eCMS) to support this process.
- 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).

Report Writing and Incident Investigation training is being carried out with key staff

Engagement

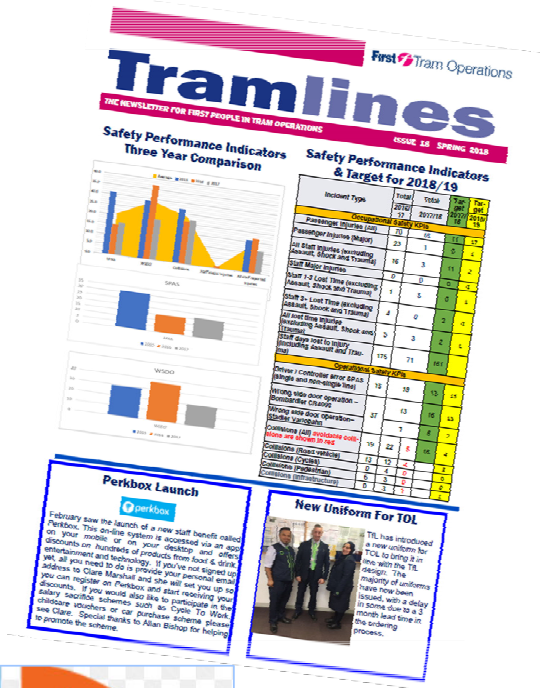
- Regular engagement with safety union reps at safety meetings
- Consultation on new timetable and associated schedules / rosters (positively received)
- Communications throughs safety briefings and specific safety notice board
 - Lessons learned are discussed at Health and Safety Meetings, shared with 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



Other Communication with Staff



Staff Engagement
The 2018 Your Voice
Survey received a 74%
response



PERFORMANCE
REVIEW

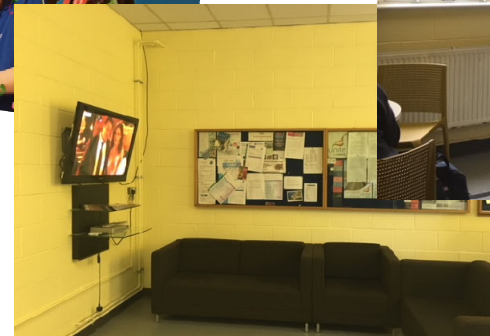
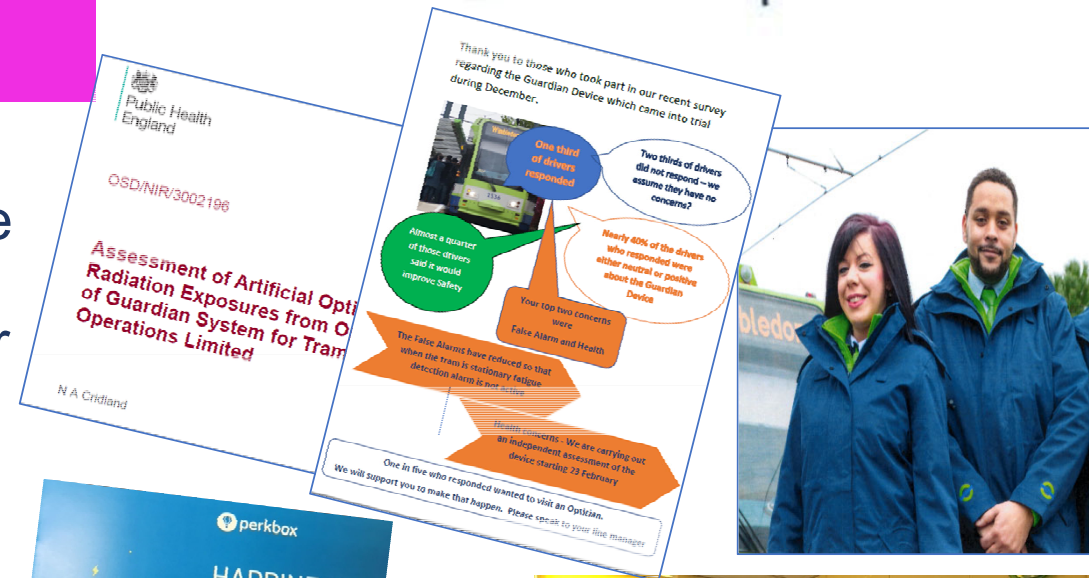
Outcomes from Positive Engagement with Colleagues

- 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 and Tramlink shop

- TOL engaged with London Trams, TOCs and Local Authorities for improved toilet facilities at Elmers End, Wimbledon and Beckenham Junction
- Implemented a new Loyalty and Rewards Scheme – >90% take up
- Introduced a new uniform

First Tram Operations



Improving safety on the Croydon Tram Service

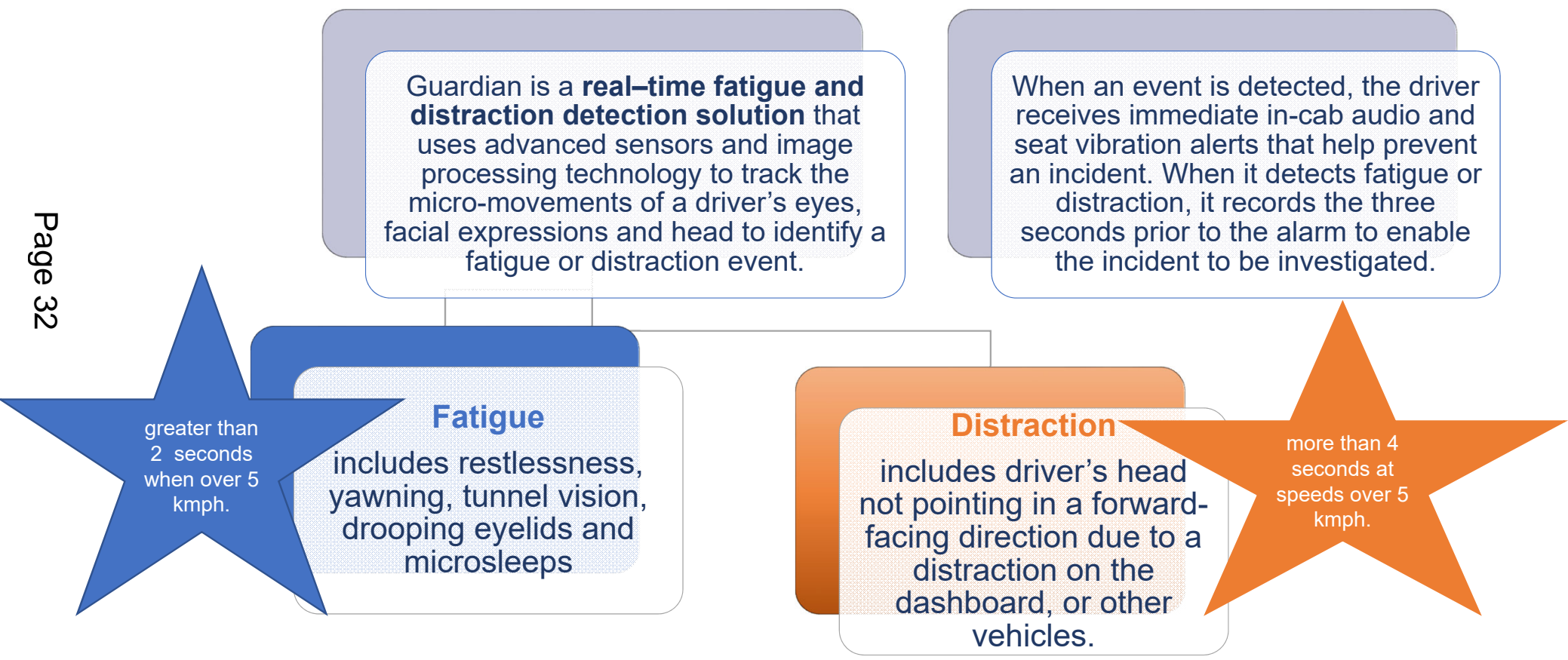
- Following a serious safety incident on 9th November 2016 London Trams (LT) and Tram Operations Limited (TOL) looked at new technology
- Ground-breaking technology in **The Guardian Device**
- Following engagement the device was installed during October 2017
- TOL is the First Tram company to implement 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

What is the Guardian Device?

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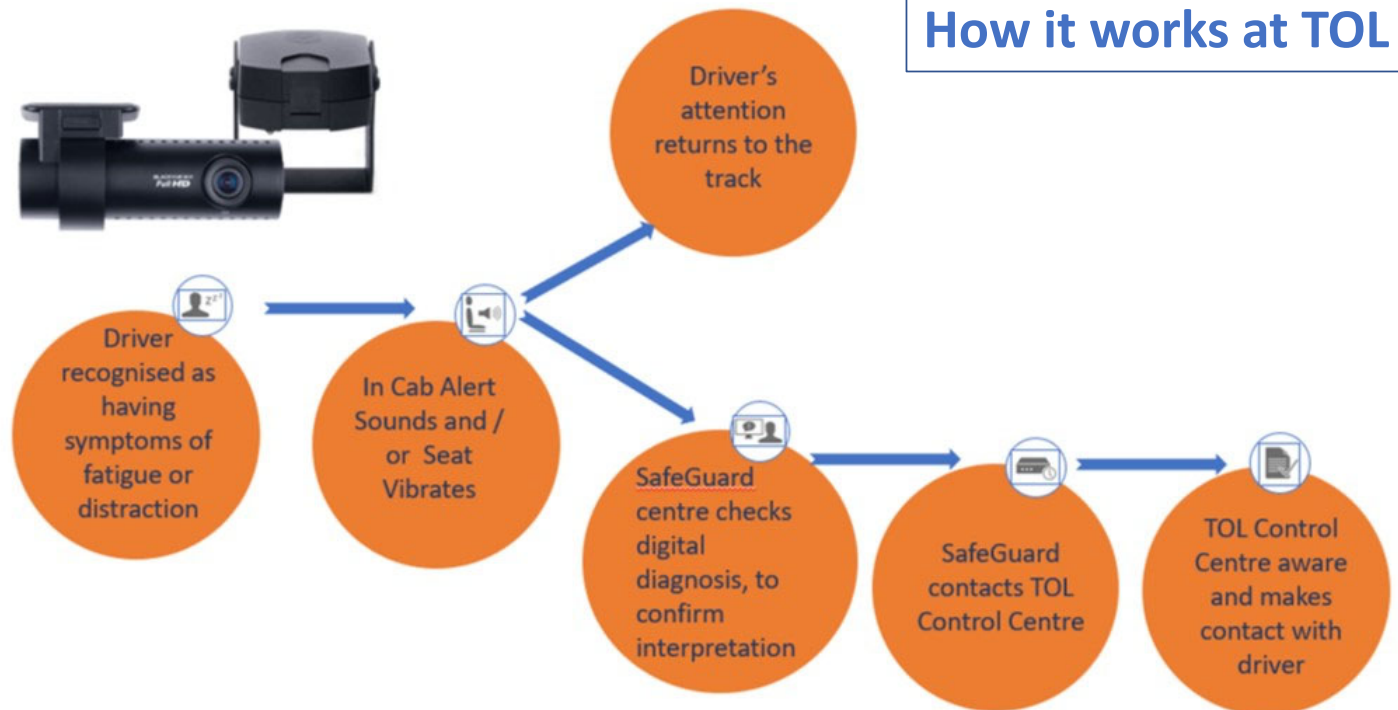
Guardian System



The face 'mask'

KEY POINTS OF THE FACE PICKED OUT TO A

How it works at TOL

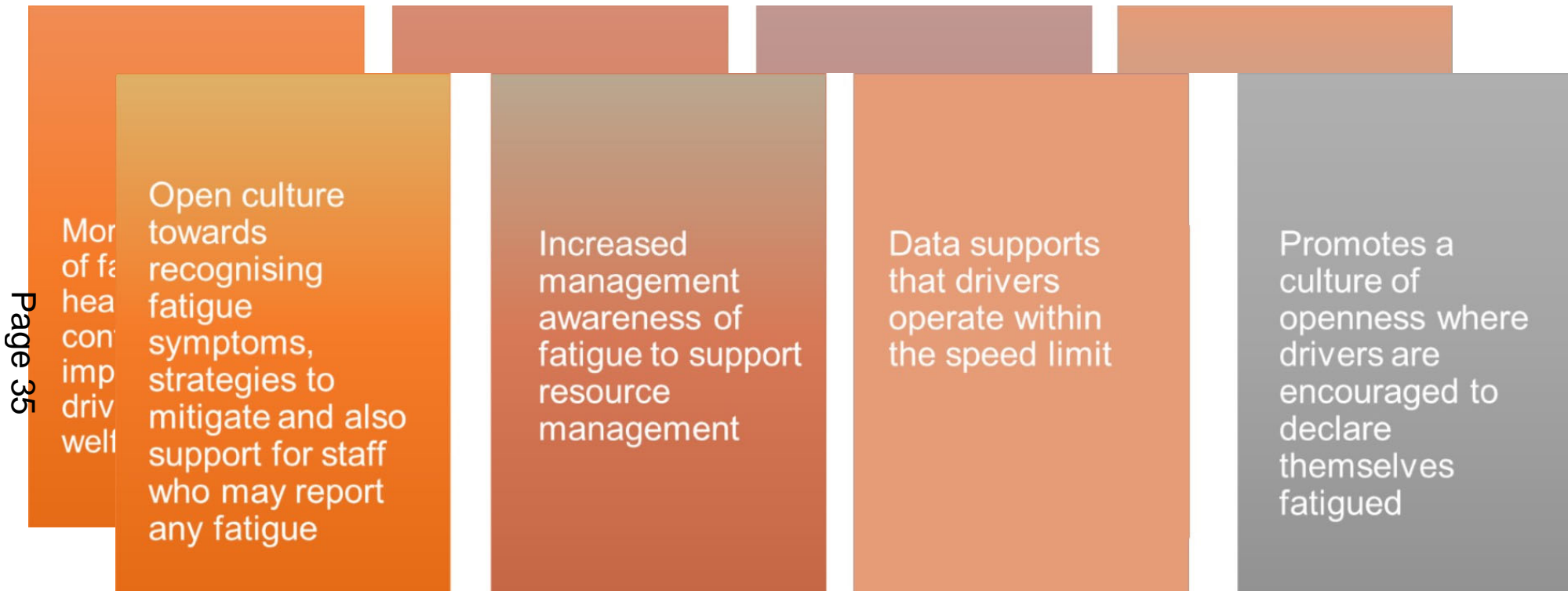


Access to real-time data and daily reports

- 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.



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.

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

90% Customer Satisfaction Score – highest within London Transport Customer Ratings

Thank You
Any Questions?

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**Draft 1: Reduction of buses in Wellesley Road during Construction of
New Westfield Shopping Centre in the Whitgift Centre**

Today there are some 23 Bus routes that transverse Wellesley road, either from Central Croydon or from East Croydon.

The following buses from Central Croydon terminate at West Croydon: 154, 166, 194, 403, 405 & 412.

The following buses terminate at West Croydon from East Croydon: X26, 194, 367, 433 & 689

The following buses pass through West Croydon from Central Croydon: 50, 60, 75, 109, 250, 264, 407, 455 & 468

The following buses pass through West Croydon from East Croydon Station: 64, 194 & 410.

One can understand the desire to reduce services during construction work. However, any reduction in or alteration to routes needs to take into consideration the needs of passengers, especially those with reduced mobility that need to cross Croydon by having to change buses once, or even twice. There also needs to be consideration the destinations that passengers from different parts of the borough need to get to that require crossing the centre of Croydon, which include: Croydon University Hospital, Fairfield Halls, Bernard Weatherill House, Surrey Street Market and West Croydon Station. It must also maintain connectivity so that passengers can easily change buses at the same locations and any change does not require changing twice when the journey can be made by one change currently.

Therefore changes should provide passengers with new and increased journey opportunities. I would suggest that by looking at the central Croydon bus network, a number of changes could be made to routes that would result in both the least disruption and offer new and improved journey opportunities.

I would suggest, of the routes that cross West Croydon that the following routes remain as now in Wellesley Road:

Bus	Route
60	Old Coulsdon to Streatham
64	New Addington to Thornton Heath
198	Shrublands to Thornton Heath
109	Central Croydon to Brixton via London Road
250	Central Croydon to Brixton via Green Lane
264	Central Croydon to Tooting via Mitcham
75	Croydon Fairfield Halls to Lewisham to
410	Crystal Palace to Wallington
468	South Croydon to Elephant and Castle via Upper Norwood

The following three routes could be considered for changes, dependent of the carry over across Croydon:

Bus	Route	Suggestion	Alternative
50	Central Croydon to Brixton via London Road	This could be diverted at West Croydon, and travel via Tamworth Road and Old Town, continuing to Nottingham Road via Bramley hill. This would provide a new link to large areas of Croydon that do not have access to a bus.	Route 468 would continue to provide a cross Croydon route to Whitehorse Road and Thornton Heath.
407	Caterham to Sutton via Central Croydon	This route is clearly in tow sections, and could be split to run from Sutton and Caterham to East Croydon*.	Route 410 continues to provide a cross Croydon route and the 154 provides alternative to Central Croydon
455	Wallington to Old Lodge Lane via Wandle Valley	This route could run in two sections: Wallington to West Croydon and Old Lodge Lane to East Croydon*	Route 410 continues to provide a cross Croydon link for some of route 455. In the south, route 404 would continue to provide a route to West Croydon from Purley and Pampisford Road.

The following two routes should continue to West Croydon for the South:

Bus	Route
403	Warlingham to West Croydon
405	Redhill to West Croydon

If we look at where the remaining buses that terminate at West Croydon, these could be diverted to provide new links to journey opportunities. They could be diverted to East Croydon station, but fortunately the capacity and bus station is laid out in a way that is conducive to buses laying over. However, there are a couple of alternative possibilities.

1. Buses could be diverted up George Street, and turn left into Dingwall Road (with a new set down stop outside the AMP building), then continue on to a stand near the old Job centre (there is already a loading bay just north of the point). On leaving the stand there could be another stop in Lansdown Road near the Co-op to pick up passengers near the new exit from East Croydon Station, and buses would re-join the east of Wellesley Road near the tram stop. A second stop could be considered here near Jurys Inn Hotel to provide interchange with the tram.
2. Buses could divert up George Street and turn right in to Altyre Road with a new set down stop and a new set down just south of the subway (the parking bays could be removed to the other side of the road) the buses could then stand further up Altyre road or in Hazledean Road. On leaving the stand the buses would travel via Addiscombe Court Road and pick up at East Croydon.

The following Buses could be diverted to East Croydon Station:

Bus	Route	Suggestion	Alternative
154	Morden, Sutton, Wallington via Fiveways to West Croydon	This would provide a new link from Morden, Sutton and Morden to East Croydon	Routes 157, 407 and 410 would still provide links to West Croydon.
166	Epsom/Banstead to West Croydon via Coulsdon	This would provide a new link from Banstead and Coulsdon to East Croydon	Route 60 and 405 would still provide the link to West Croydon.
412	Purley to West Croydon via Sanderstead and Selsdon	This would provide a new link from Sanderstead East Croydon	Routes 64 & 403 would still provide the link to West Croydon

407*	Caterham to Sutton via Central Croydon	If the southern half of the route was diverted to East Croydon	60, & 405 would continue to provide link to West Croydon from Purley
455	Wallington to Old Lodge Lane via Wandle Valley	If the southern half of the route was diverted to East Croydon	Route 405 would continue to provide the link to West Croydon from Purley and Pampisford Road.

If we look at where the remaining buses that terminate at West Croydon from the East the following buses could be diverted to new destinations in the centre of Croydon, including the New Wandle Road stand. They could be routed either via Park Street or via Park Lane and Fairfield Halls.

The following Buses could be diverted from East Croydon Station:

Bus	Route	Suggestion	Alternative
194	Sydenham, West Croydon	This could be diverted via Park Street and the flyover to Wandle Road	Routes 75, 194 & 289 would still provide links to West Croydon.
433	Addington Village	This could be diverted via Park Lane and Fairfield Halls, providing a link to Fairfield Halls from the East. Then could continue via the Fairfield Halls Roundabout and direct to Wandle Road with a stop on the Flyover slip road.	Routes 64 would continue to provide a link to West Croydon from Addington Village, Selsdon.
367	Bromley to West Croydon via Addiscombe	This could be diverted via Park Lane and Fairfield Halls to provide a new link to Fairfield Halls from Addiscombe. After Fairfield Halls it could be extended over the flyover to Old Town and then along Old Town and up Tamworth Road terminating at West Croydon Bus station. This would provide a bus service to Old Town, which at present has no bus services and link it to both East and West Croydon stations.	Routes 198, 289 & 410 would still provide the link to West Croydon.
X26	Heathrow to West Croydon	This is the one route that could be terminated at East Croydon by setting down passengers at East Croydon, then turning right into Dingwall Road and then set down outside AMP House and then stand in Dingwall Road; it could then Return via the roundabout and picking up in Dingwall road as now. It could also pick up at Fairfield Halls to provide a second stop in the town centre.	

Charles King

Chair of the East Surrey Transport Committee

September 2018