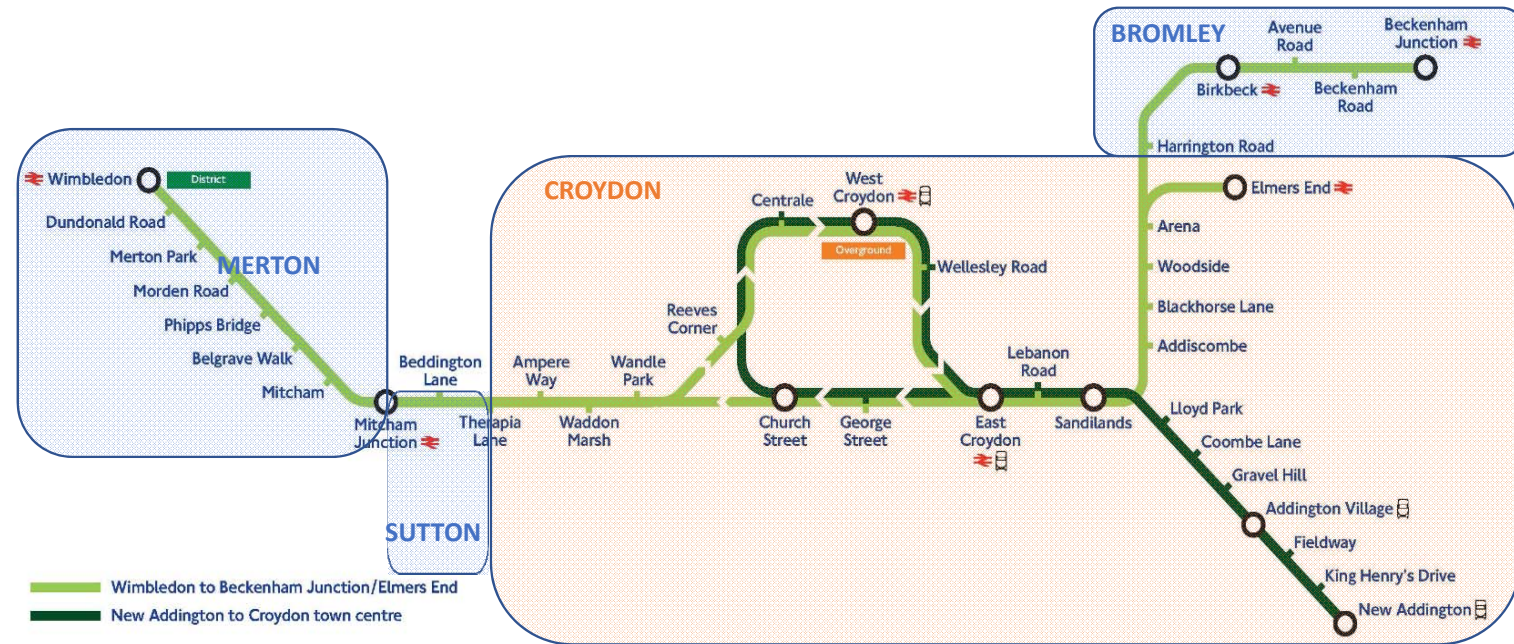


# Tram Operations Ltd Presentation to Streets and Environment Scrutiny Committee

Jackie Townsend  
Managing Director  
19 February 2019

# Croydon Tram Network

- 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
- 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)



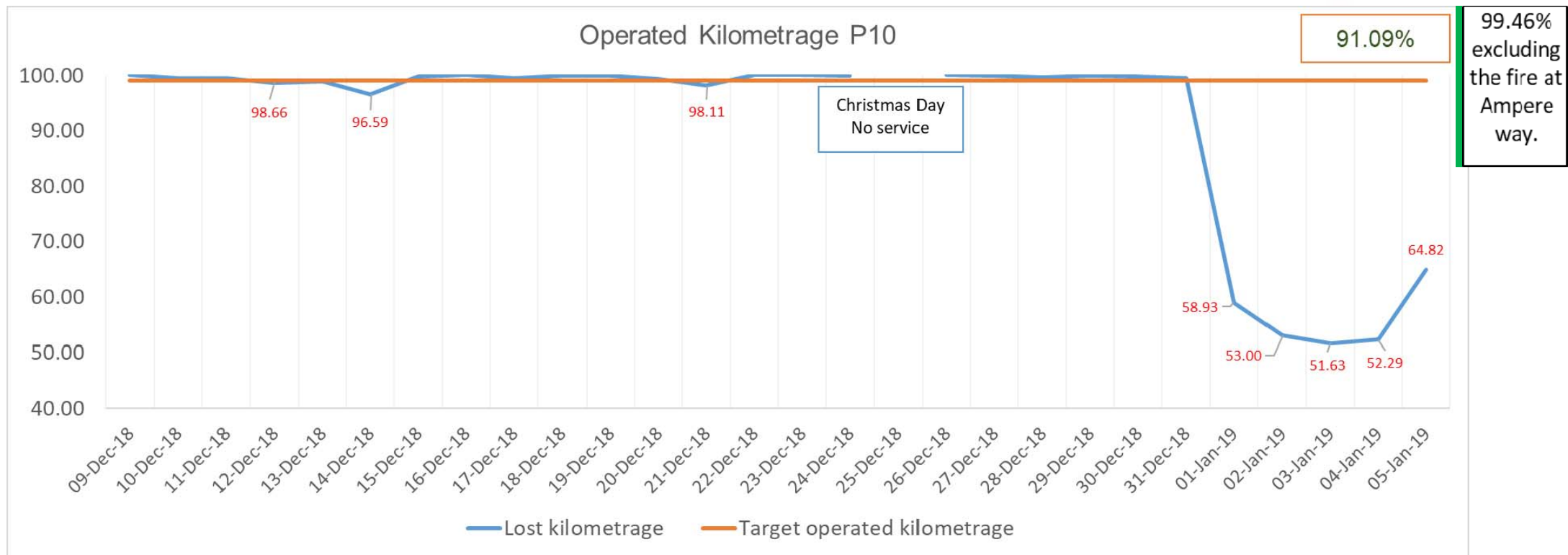
# Access and enhanced mobility



- 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.

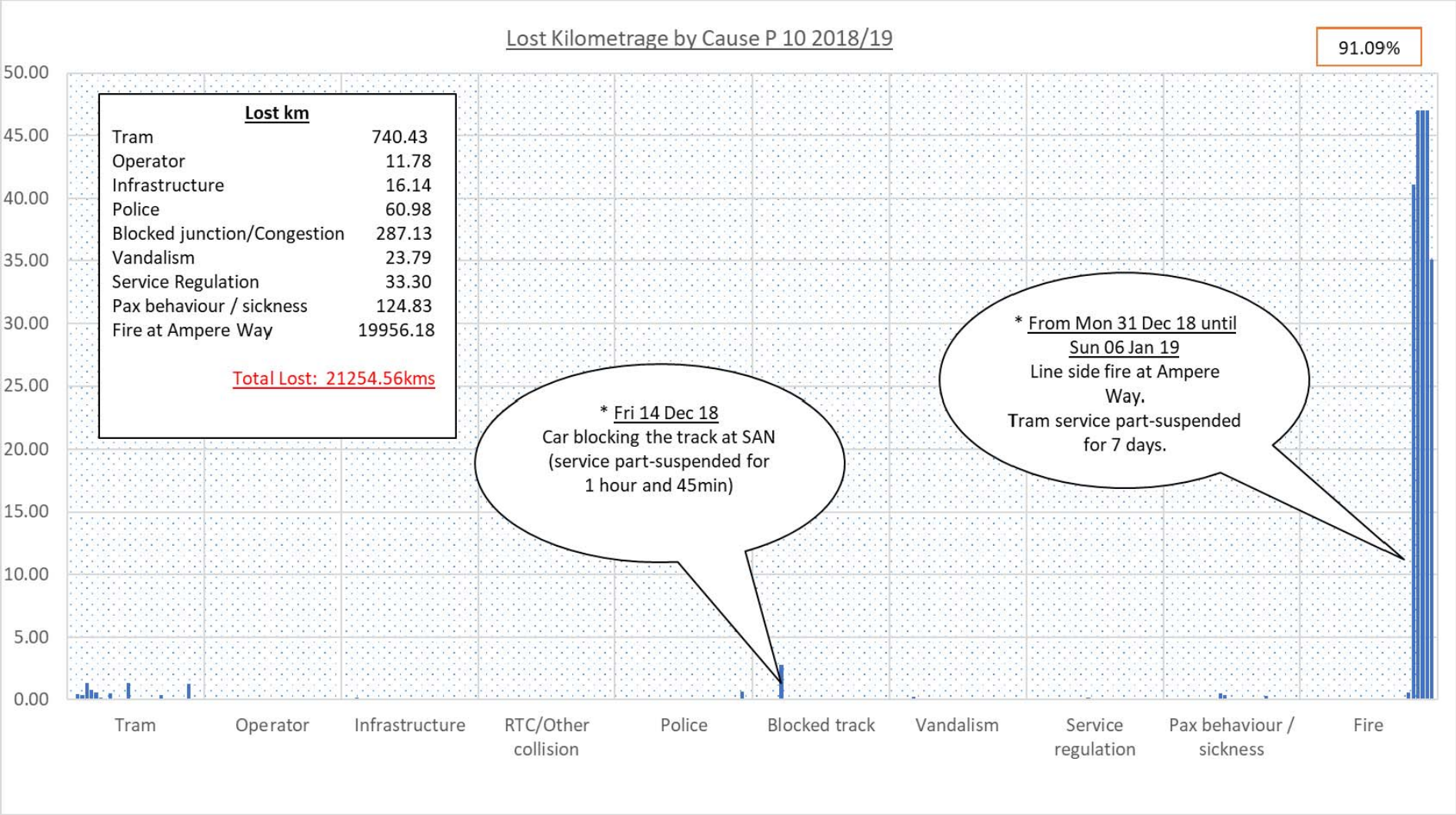
**03.01.19** - Fire at Ampere Way, driver incident, failed tram.

**04.01.19** - Fire at Ampere Way, failed tram, Police incident at Woodside.

**05.01.19** - Fire at Ampere Way, failed tram, passenger sickness.

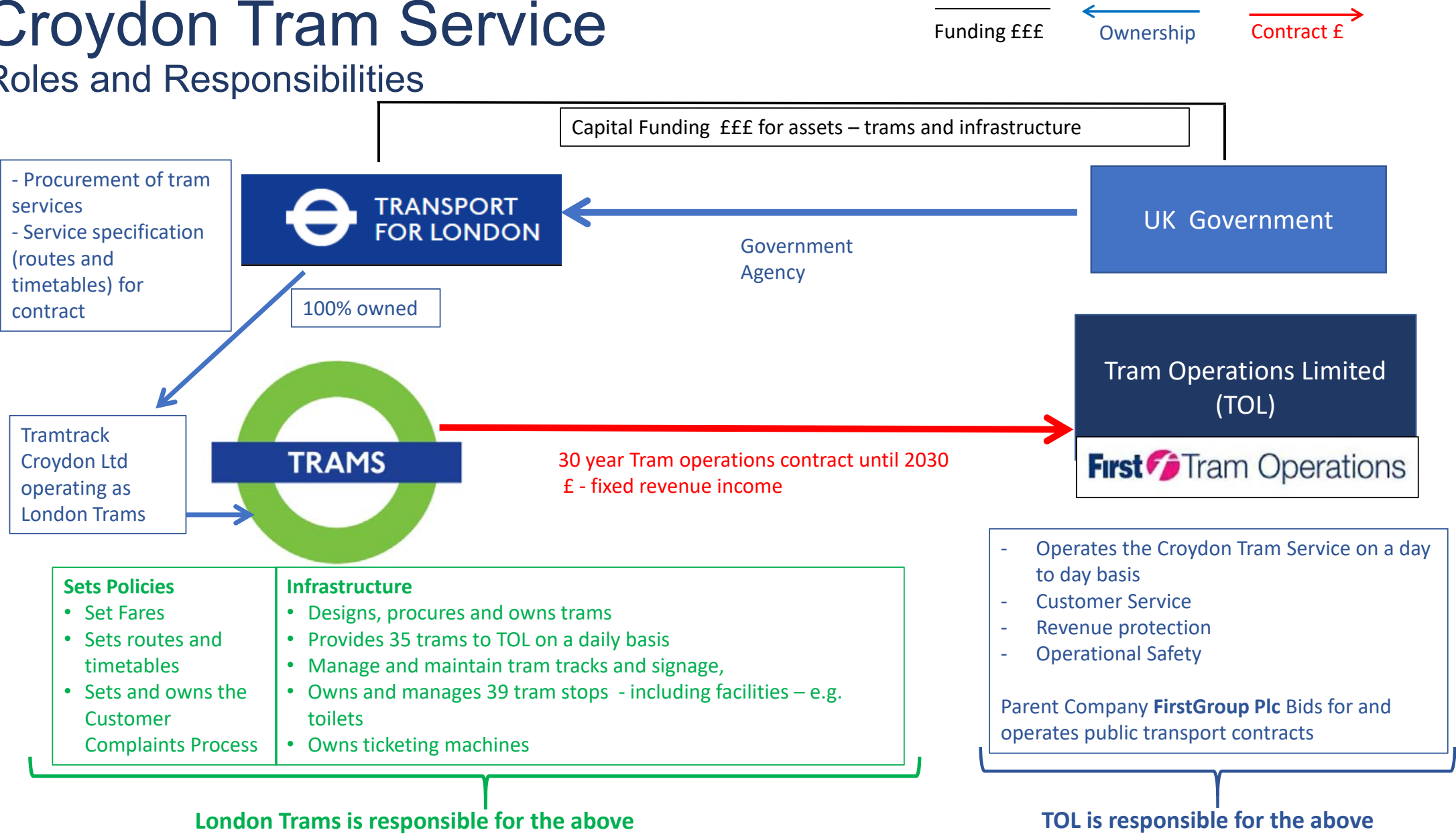


# Understanding and dealing with any under performance



# 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

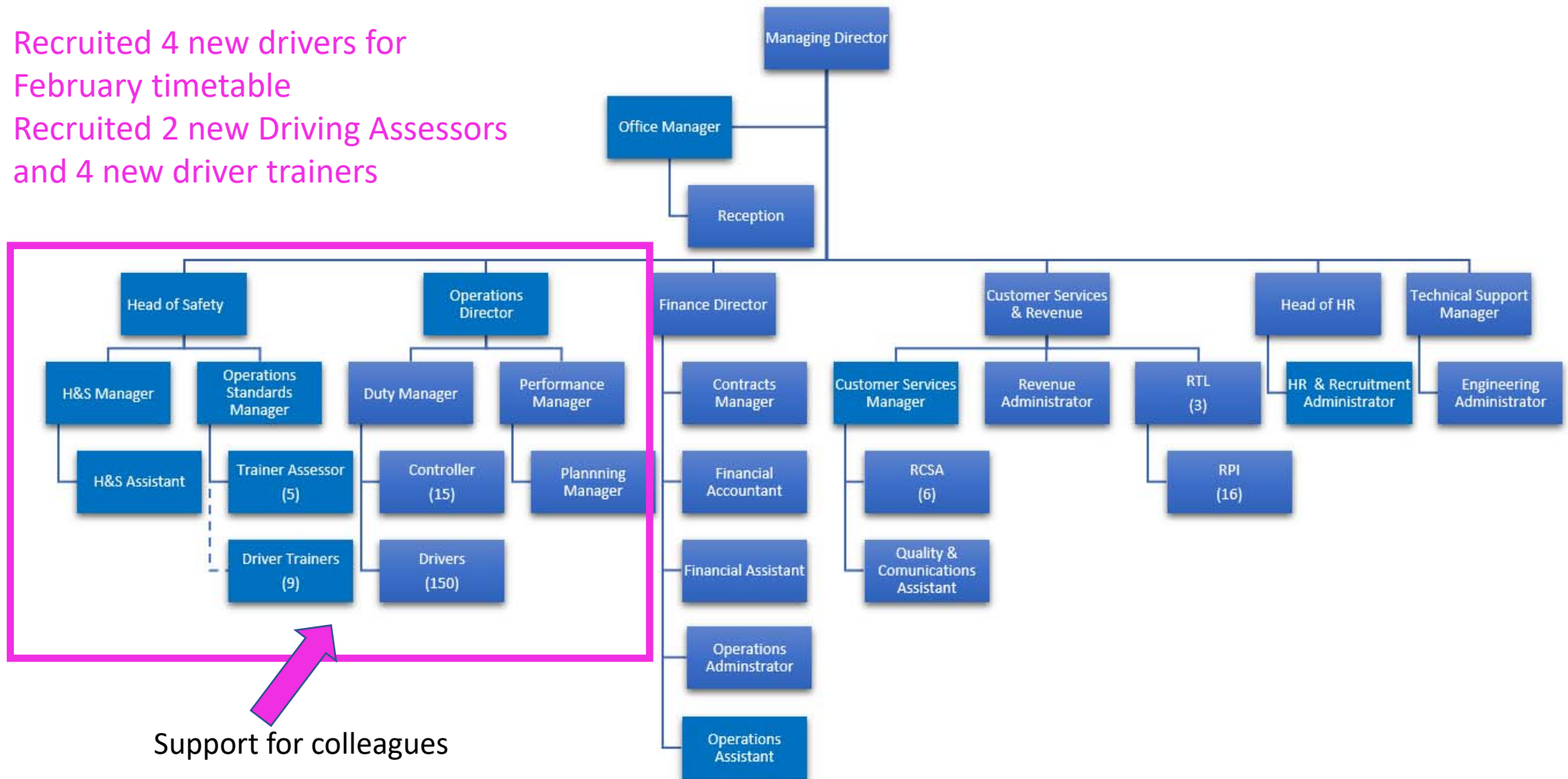


- A new Organisational Structure took effect in December 2017
- New positions were created in both the Safety and the Customer Service and Revenue Departments
- Additional drivers and training assessors recruited
- Following the serious incident on 9th November 2016, it has been an extremely difficult 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

- 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 Panel<sup>11</sup>

# 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:

## 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

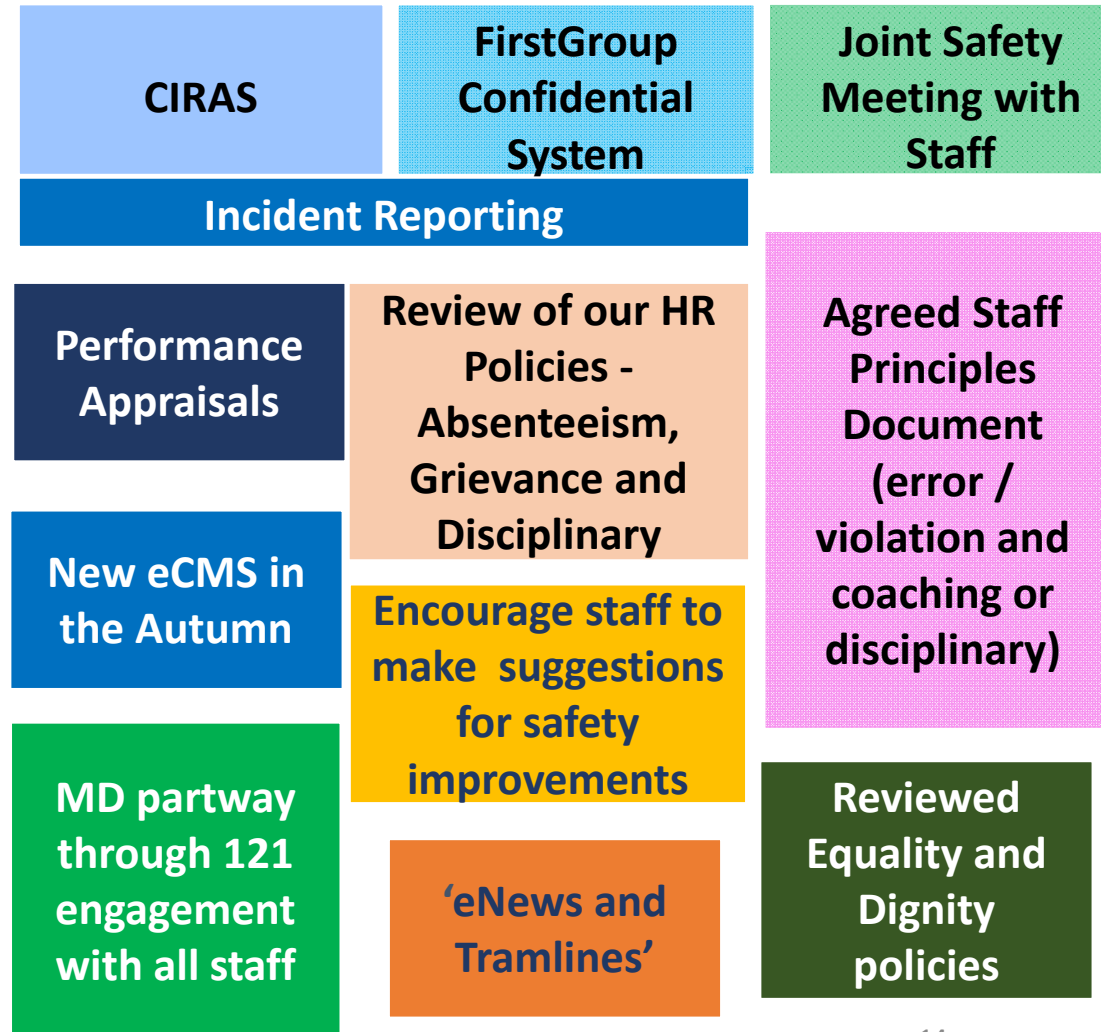
## Competence Management

- 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





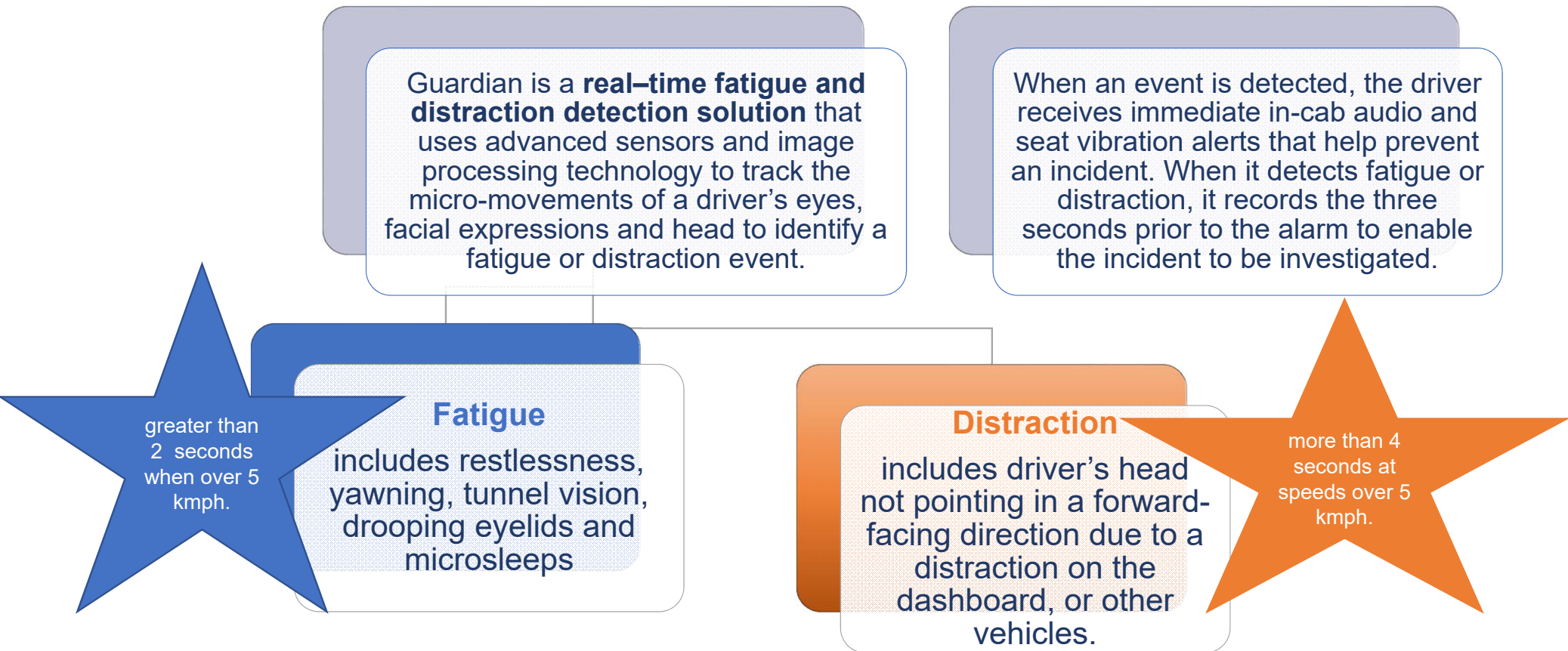
# Improving safety on the Croydon Tram Service

- Following a serious safety incident on 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

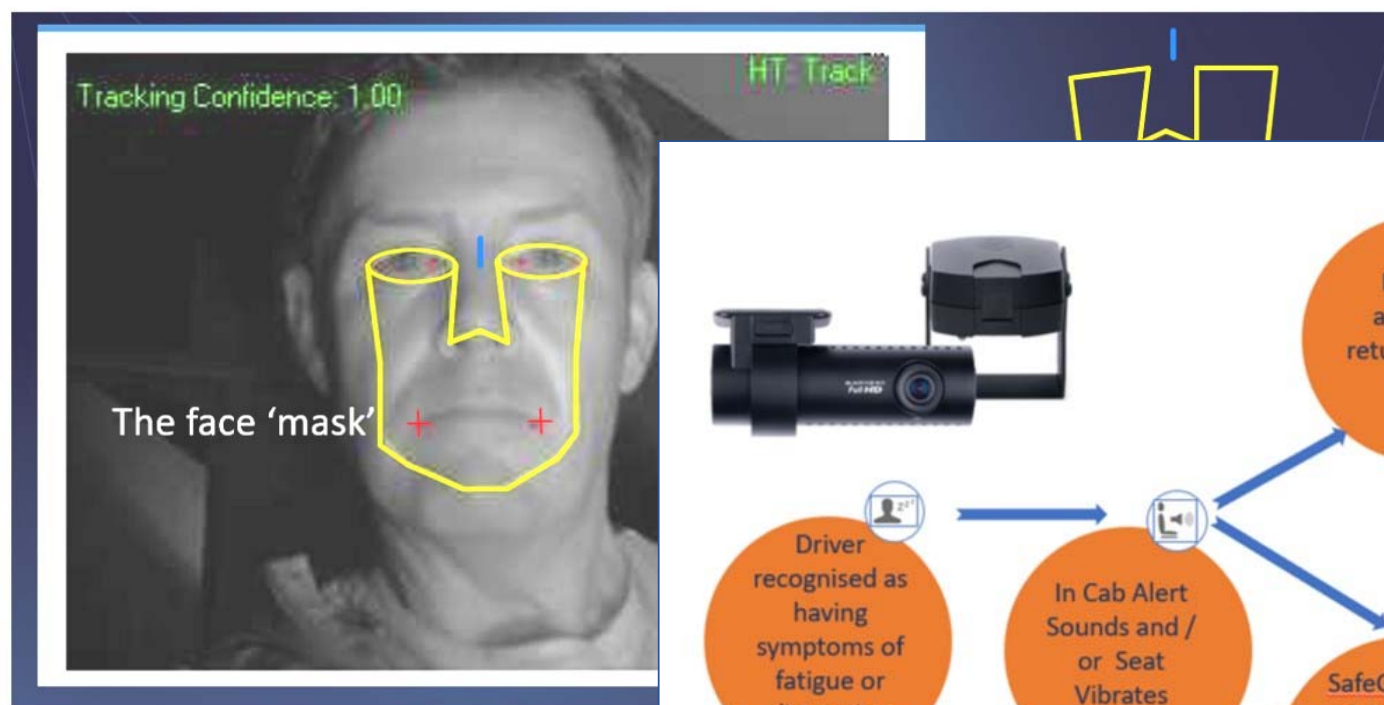


Provides active protection to the safety of the tram drivers and customers

# What is the Guardian Device?

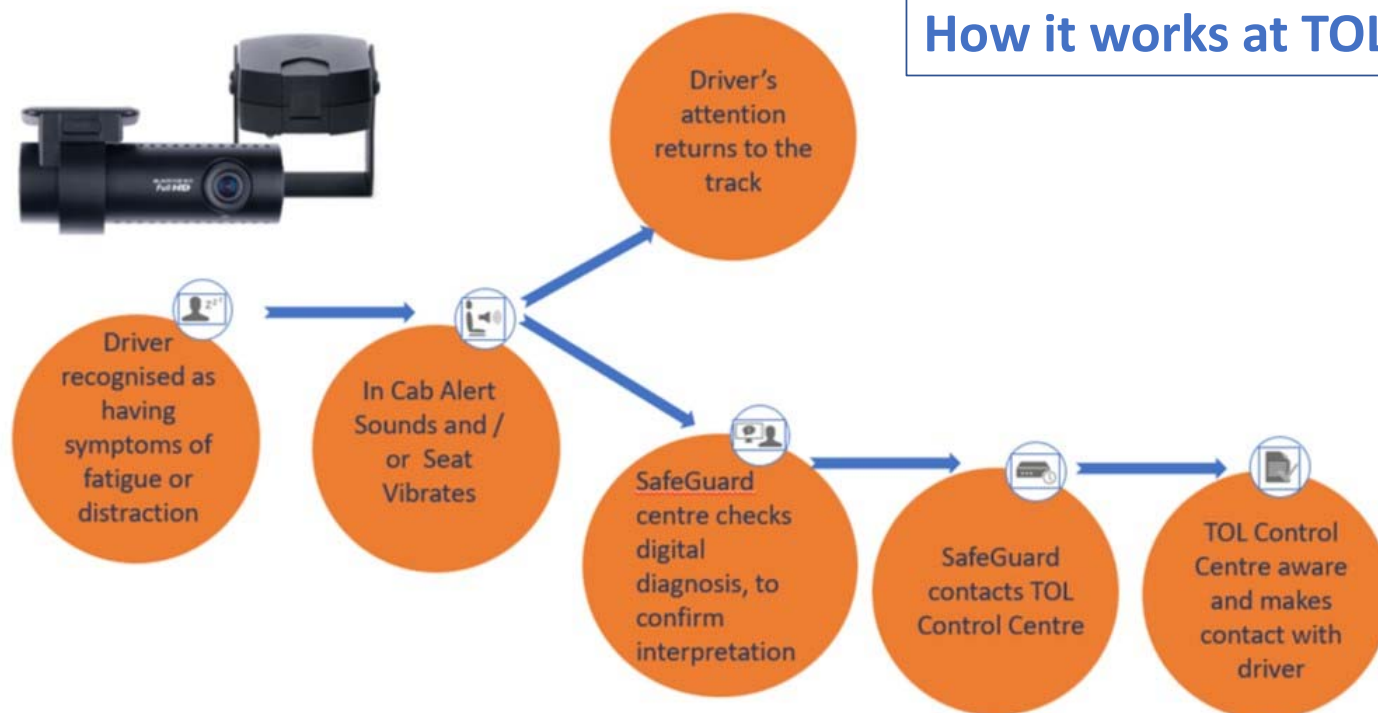


# Guardian System



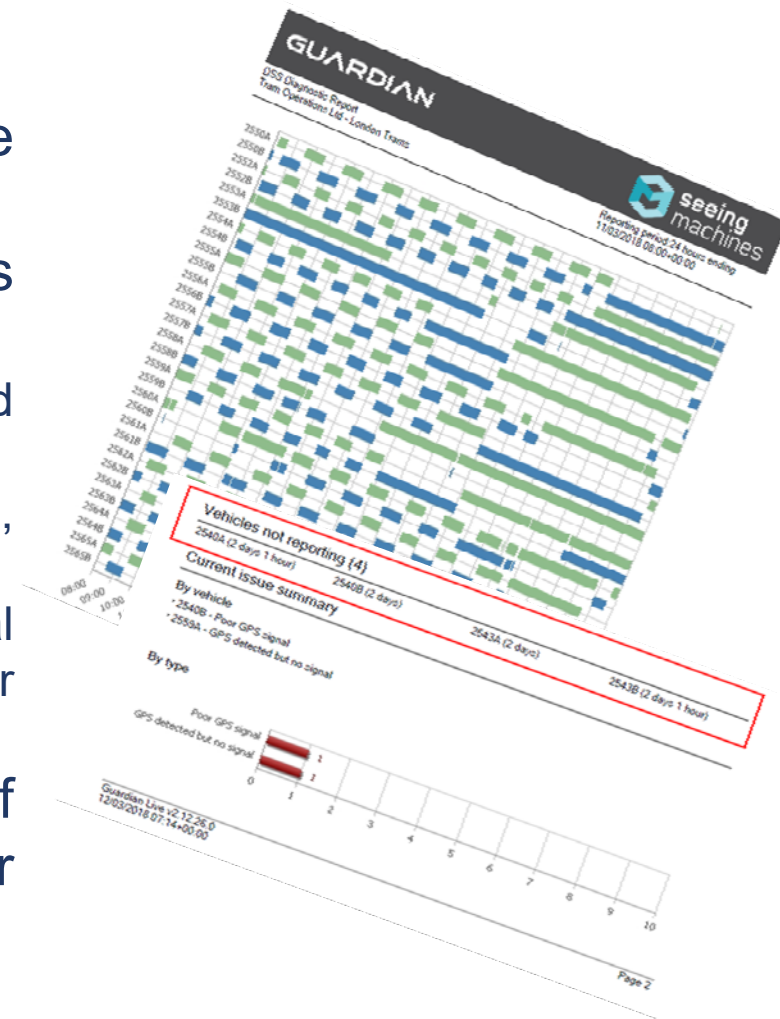
KEY POINTS OF THE FACE PICKED OUT TO A

## 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?