

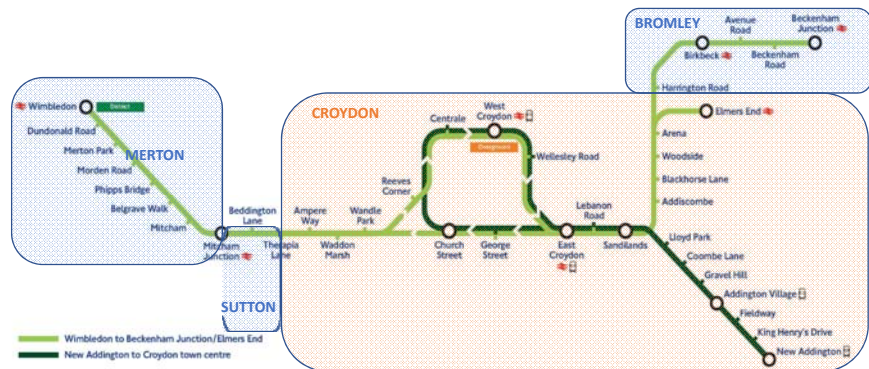
# Tram Operations Ltd Presentation to Public Transport Liaison Panel

Jackie Townsend  
Managing Director  
16 October 2018

# Croydon Tram Network

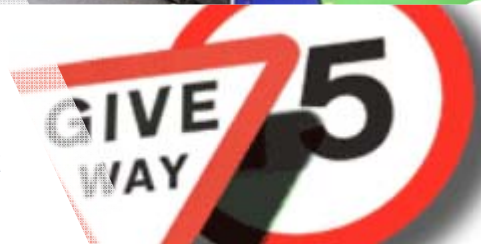
**First** Tram Operations

- 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



## 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

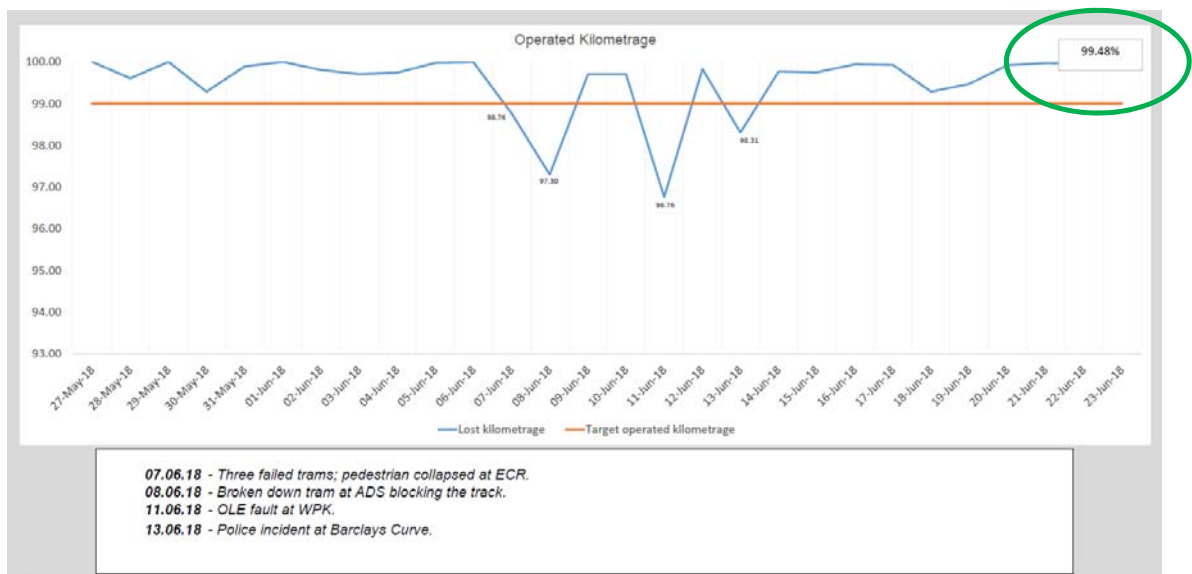


- Low floors on trams
- No steps at tram stops
- Slopes from tram stops to pavements allowing smooth transition
- Dedicated space on tram for wheelchairs and buggies
- No special assistance is required

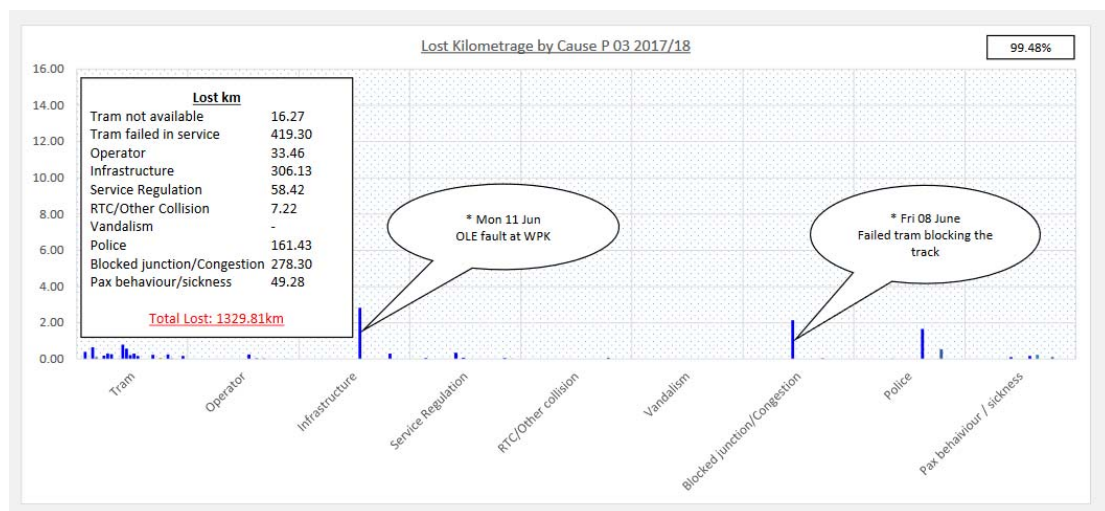
Barriers to overcome – Provision for Cyclists

# Service Performance

**First** Tram Operations

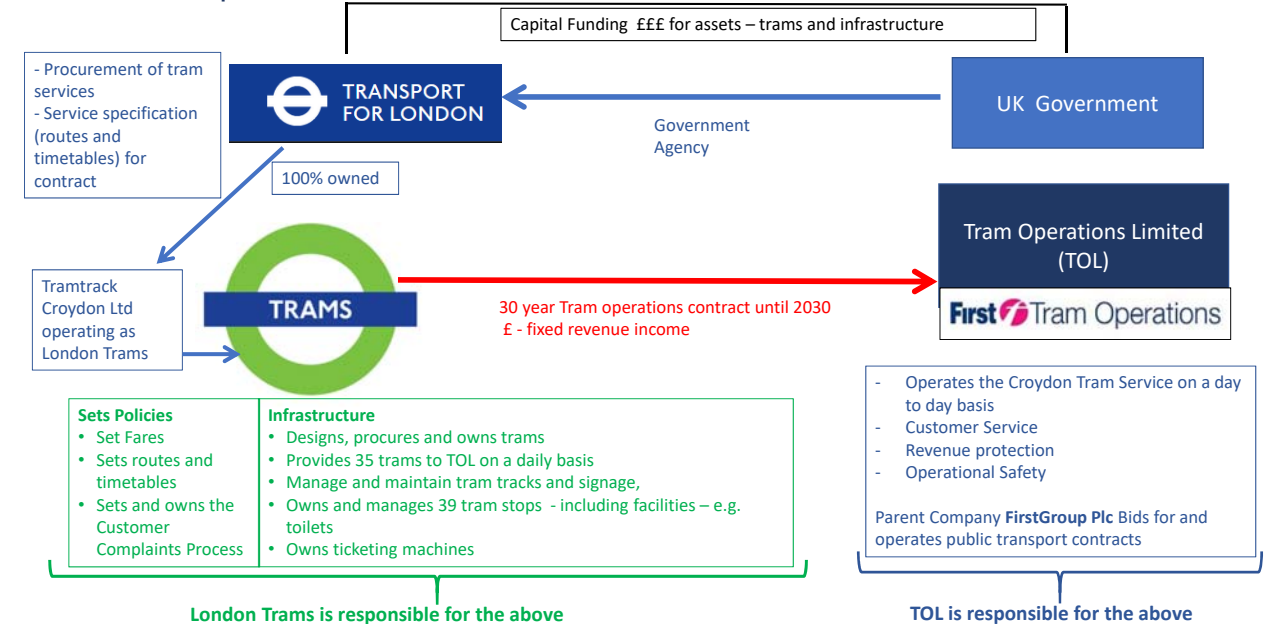


## Understanding and dealing with any under performance



# 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



Clare Marshall  
Head of Human  
Resources



Adrian Wlodarski  
Finance Director

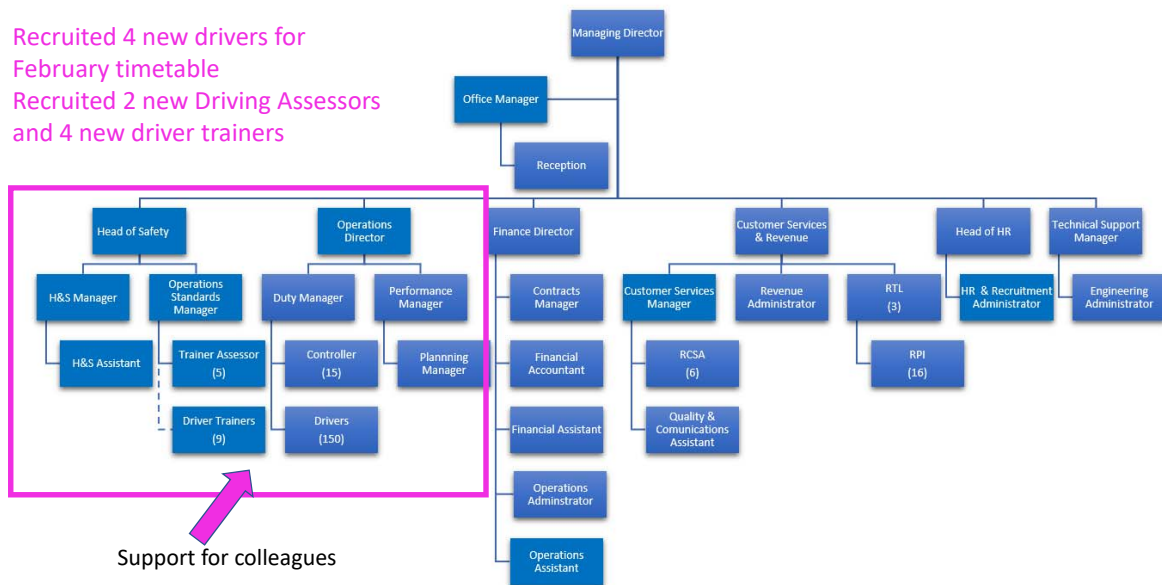


- A new Organisational Structure took effect in December 2017
  - New positions were created in both the Safety and the Customer Service and Revenue Departments
  - Additional drivers and training assessors recruited
  - Following the serious incident on 9th November 2016, it has been an extremely difficult 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 37.27% members of staff from BAME (Black, Asian, and Minority Ethnic), backgrounds.



# 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

CIRAS

**FirstGroup  
Confidential  
System**

**Joint Safety  
Meeting with  
Staff**

**Incident Reporting**

**Performance  
Appraisals**

**Review of our HR  
Policies -  
Absenteeism,  
Grievance and  
Disciplinary**

**Agreed Staff  
Principles  
Document  
(error /  
violation and  
coaching or  
disciplinary)**

**New eCMS in  
the Autumn**

**Encourage staff to  
make suggestions  
for safety  
improvements**

**MD partway  
through 121  
engagement  
with all staff**

**'eNews and  
Tramlines'**

**Reviewed  
Equality and  
Dignity  
policies**

## Improving safety on the Croydon Tram Service

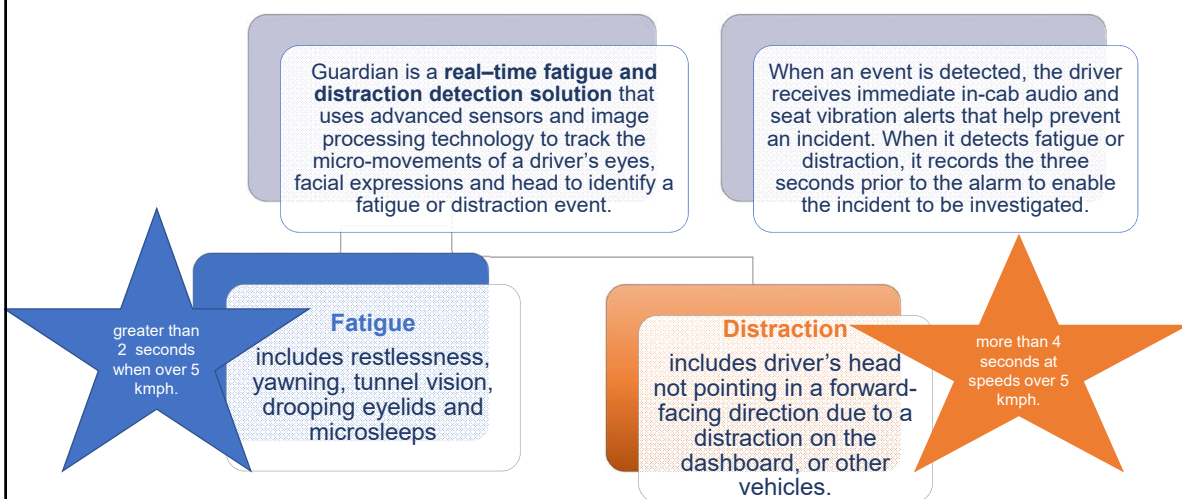
First Tram Operations

- 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

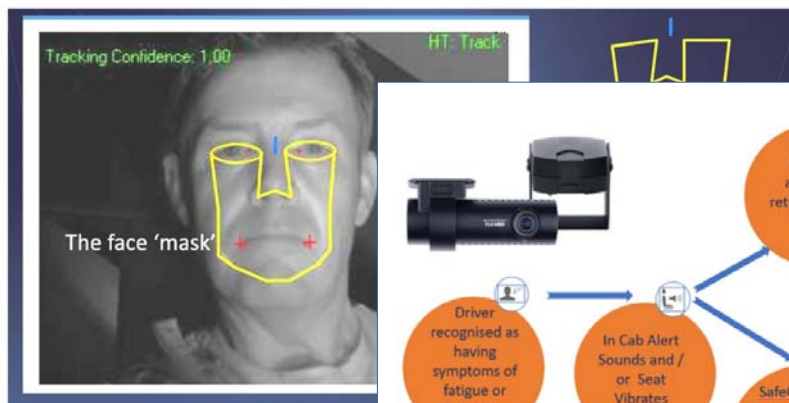


Provides active protection to the safety of the tram drivers and customers

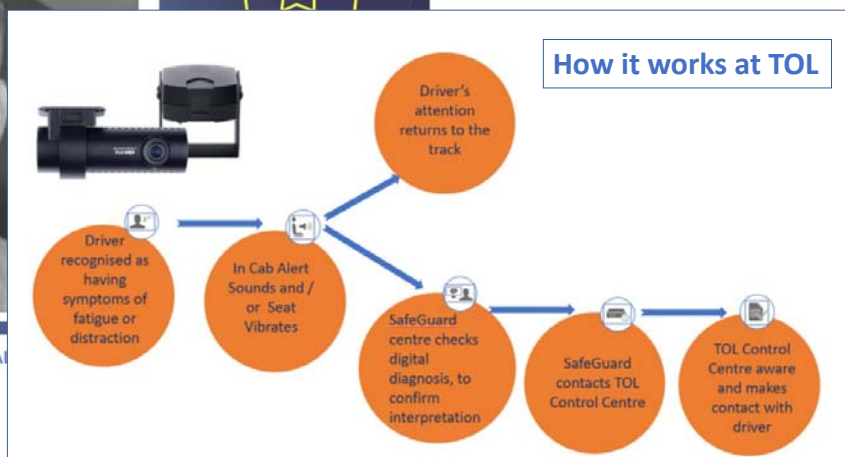
# What is the Guardian Device?



# Guardian System



KEY POINTS OF THE FACE PICKED OUT TO ANALYSE

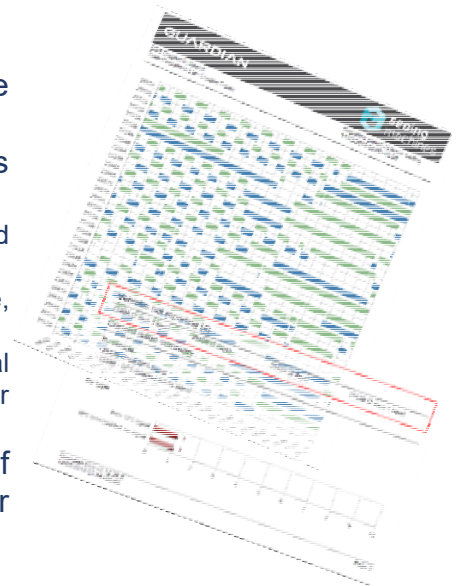




## Access to real-time data and daily reports

- 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



## Benefits of the Guardian Device

First Tram Operations



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



## 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*

**First**  **Tram Operations**

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?