

Supertram Health and Safety Progress Update

September 2024

1.1 Overview

Almost six months since the transfer of Supertram back into public ownership, the SYFTL leadership team have made significant progress in the delivery of our year one Annual Delivery Plan and the core KPI's that underpin it.

This plan incorporated a '100 Day' Plan, the purpose of which was to take control and build trust in the business to provide stability, in particular to ensure legal and regulatory compliance in the first instance and to reduce operational risk.

These plans sit within the overall Governance Framework of the SYFTL Board (Fig 1) which has been presented previously as part of the 2024/25 Corporate Plan for the tram network.

1.2 Governance and Actions Undertaken

During the due diligence carried out by the SYMCA Concession End team it was identified that responsibility for and ownership of Safety was perceived as belonging to the Safety team. Our delivery plan and the installation of a re-focused governance for the business set out to immediately change this perception and to create an improved Safety culture within SYFTL. This has seen the introduction of a daily start up call to review and learn from operational safety incidents, a weekly Leadership Meeting to drive improvement, and a weekly Safety Board which is attended by the full Leadership Team to hold the business to account. More tactically Safety is now always the first item on the agenda at all internal meetings.

The capability in the safety team has been significantly bolstered with a revised organisational structure containing two additional posts – one of which being the professional head of Safety, Health, Environment and Quality (SHEQ).

Our safety (and overall) governance has been subject to review, with a focus on getting the basic foundations (e.g. meeting records, terms of reference) correct. In addition to our regular day to day contact with our regulator – the Office of Road & Rail (ORR) – we invited ORR to visit our new office accommodation at East Parade shortly after transfer. At this session we took the ORR through our 100 day, year 1 and other plans to improve and reduce risk across the business. ORR were receptive of and excited about our plans and we continue to keep them updated on our progress.

In order to further demonstrate our commitment to enhancing the safety culture, we have procured IOSH managing safely, incident investigation and risk assessment training to bolster our capability in this area. We have identified key post holders (mostly supervisory and middle management grades) who will embark upon this training from the Autumn.

These changes have been developed alongside a cultural change to the business which has placed safety as the core priority. It was identified as part of the due diligence that through an historic perception of lack of action or feedback that frontline colleagues were not always reporting incidents or near misses. We have set out to encourage the reporting of all incidents and in the short term anticipate that this will lead to a spike in incidents reported within our KPIs. This cultural change is part of the wider more strategic re-calibration of the business values, currently being rolled out, which includes new communication tools in this area such as the weekly MD 'Friday Feedback'.

The introduction of Leadership Safety Tours places further onus upon our management team to take ownership for safety within the business. An app-based system has been developed – bespoke to the location being inspected (e.g. Tram stop, depot, on-tram) – to enable efficient recording / reporting of issues and tracking to resolution.

The review of the Safety Management System has commenced and good progress has been made in identifying and updating those policies and procedures which we identified as being most critical to safety within the business.

The review of critical policies and procedures is now complete and throughout the remainder of the year and into next, we will deliver a full review of all policies and procedures.

1.3 Stakeholder Engagement

We have actively engaged with key regulatory bodies such as the Office of Rail and Road (ORR) and the Light Rail Safety and Standards Board (LRSSB). From this engagement we are able to establish that these bodies are comfortable that our direction of travel meets their approval and to update them on our progress.

In addition, for core meetings such as the weekly Safety Board attendance by SYMCA representatives has been encouraged to increase transparency.

1.4 Formal Reporting to SYFTL Board

Our safety performance is measured internally via the KPIs set out within our Annual Delivery Plan and agreed with SYMCA. The KPI's are reviewed weekly as part of the Leadership Team meetings, and core items such as the risk register for the business reviewed four weekly, and fed into the wider SYMCA risk register. Key KPI's are then formally reported to SYMCA through the SYFTL Board process.

The two high risk KPIs adopted are Riddor Reportable incidents and Signals Passed at Stop (SPAS) (Fig 2).

Riddor reportable incidents include any incident which is reportable to the ORR and relates primarily to incidents which have or which may have led to an injury.

Signals Passed at Stop are effectively the tram equivalent of passing a red traffic light.

In the twelve months prior to transfer there were a combined 24 incidences of these two categories and in setting a target for our first year we set out to improve upon this.

As at Period 5 we have experienced a combined eight incidences (six Riddor and two SPAS) and so are on track to deliver the improvement as set out.

With all of the reported incidents the regulatory bodies have accepted that the incidents were reasonably beyond our control (for example other road users colliding with our vehicles) and / or were not caused as a consequence of our actions, we do though review all such incidents and strive to make improvements to support the further reduction. A selection of the KPI's which are reported to SYFTL Board is contained as Fig 3.

The LAG KPI which continues to cause us the greatest concern is the number of assaults on our front line colleagues. These are primarily low level, verbal assaults but there are some more serious which include for example spitting.

We are aware that the introduction of new handheld ticketing equipment has been a success in enabling Conductors to sell tickets more quickly and now means that they get to all customers even on the busier services. With this improvement, those customers who may have historically been able to travel without buying a ticket are now being asked to pay and as a consequence the level of confrontation has increased.

1.5 Continuous Safety Improvement

We have delivered a number of initiatives to date aimed at better protecting our people, including conflict awareness training which has been attended by all of our Conductors and which has been well received.

Further initiatives planned include the wearing of body cameras by our frontline team, an on tram poster campaign to encourage the right customer behaviour and improved relationships with schools within the region through the Schools Safe initiative. We have used data to ensure we are better aware of incident hotspots and in some areas doubled up Conductor presence on some tram services. In addition, we have delivered mental health first aid training as part of a wider initiative to increase wellbeing for colleagues and to support this introduced Mental Health First Aiders.

We have to date managed to secure the prosecution for an individual responsible for assaulting one of our team and continue to push both British Transport Police and South Yorkshire Police to provide improved support.

We continue to monitor emerging trends emanating from our own data / tram network and from the wider tram / rail industry. Relevant personnel from the business attend various industry forums to achieve this. Recently we have started to collect data on reports of pedestrians trackside, in order to develop and implement a trespass strategy.

Fig 1. The SYFTL Planning and assurance frameworks

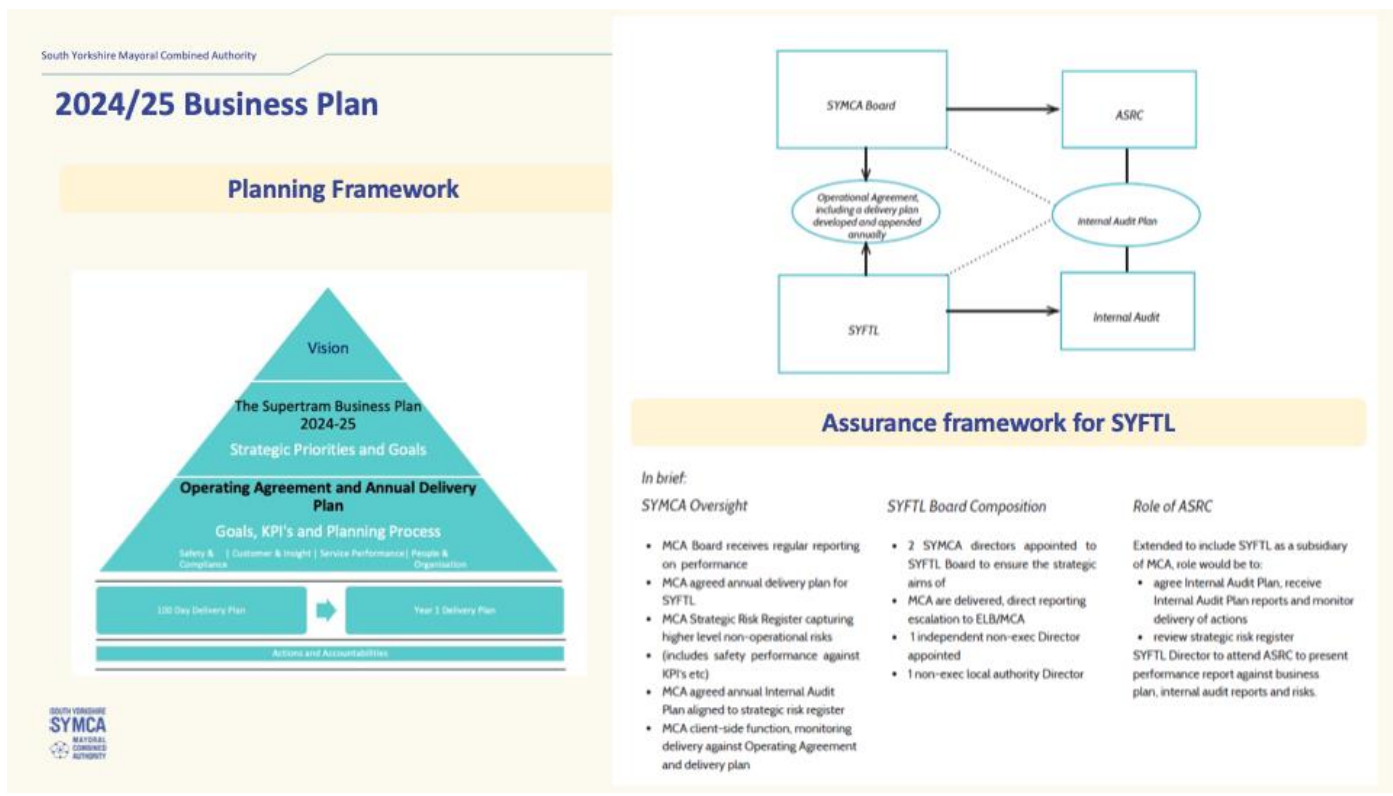
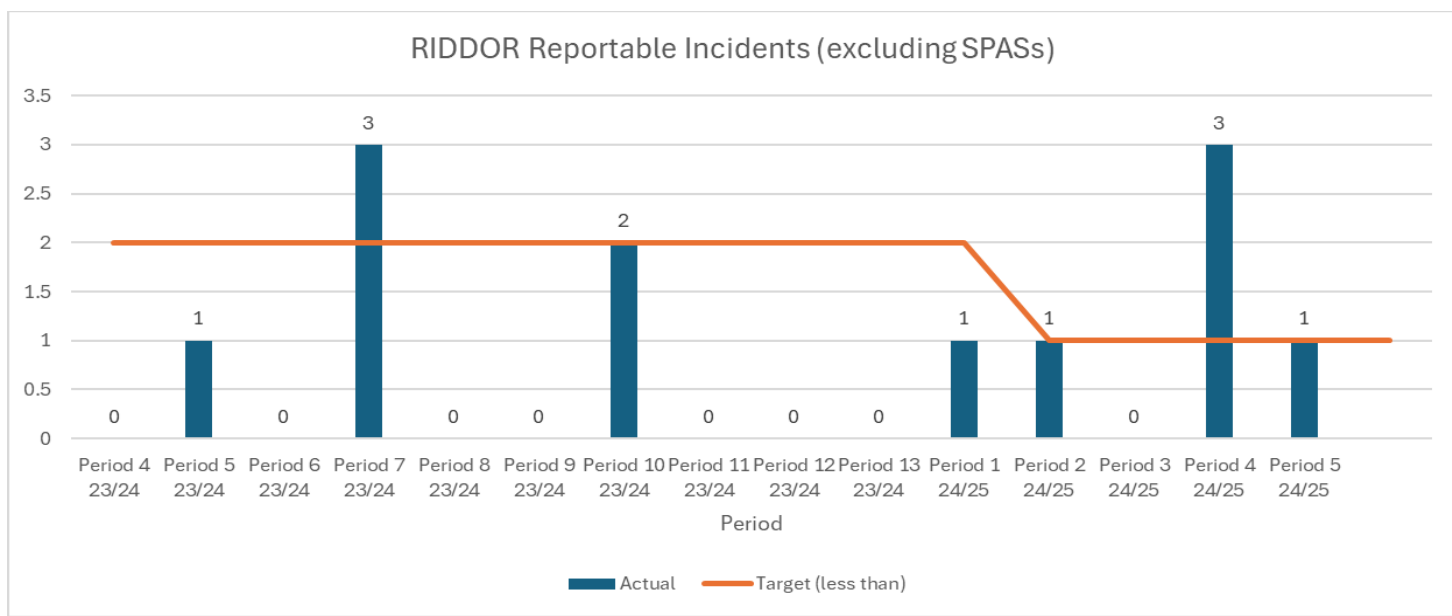


Fig 2. The two high risk KPIs adopted are Riddor Reportable incidents and Signals Passed at Stop (SPAS)



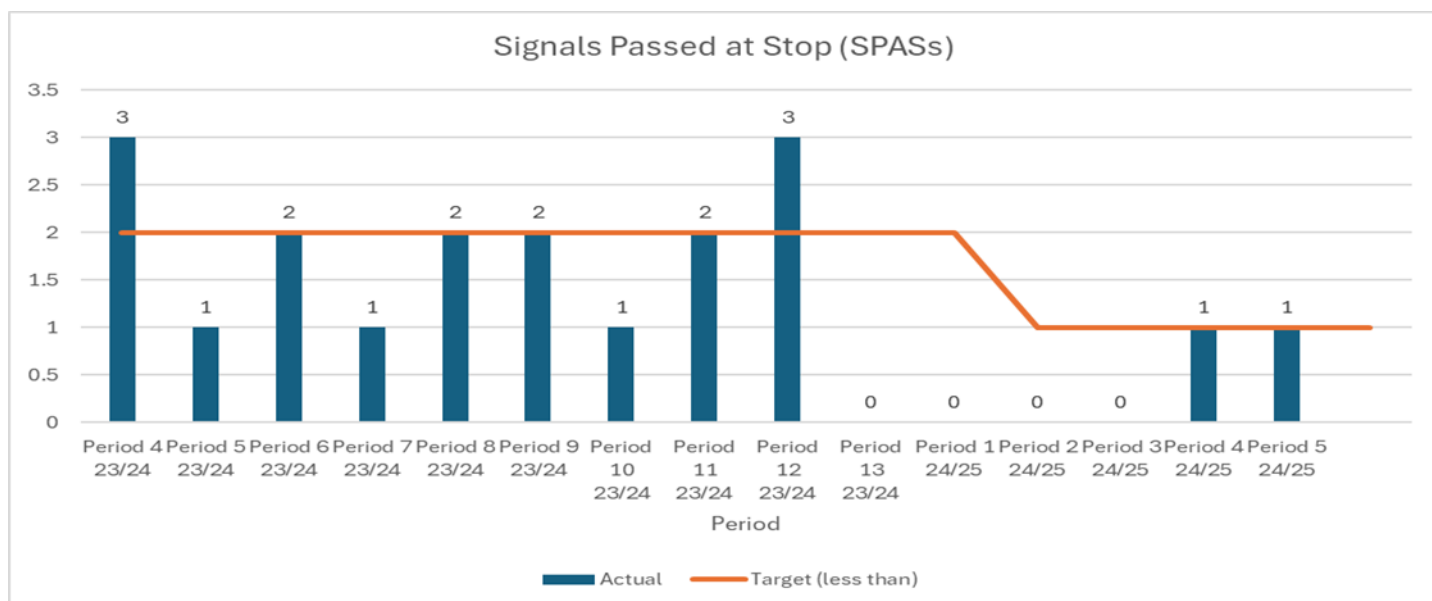


Fig 3. KPIs as reported to SYFTL Board

OTHER LEAD SAFETY KPIs as at PERIOD 5

| | Annual Target (No.) | In Period (No.) | Cumulative to Date (No.) |
|----------------------------------|---------------------|-----------------|--------------------------|
| Leadership Safety Tours | 13 | 1 | 11 |
| Safety Audits | 4 | 1 | 1 |
| Safety Briefings & Interventions | 10 | 4 | 10 |
| Hazards Reported (BOSRIA) | 92 | 9 | 51 |

OTHER LAG SAFETY KPIs as at PERIOD 5

| | Annual Target (No.) | In Period (No.) | Cumulative to Date (No.) |
|------------------------------------|---------------------|-----------------|--------------------------|
| Staff Accidents (Lost Time) | <4 | 0 | 2 |
| Staff Accidents (No Lost Time) | <20 | 2 | 7 |
| Total Working Days Lost | <22 | 0 | 13 |
| Staff Assaults | <39 | 6 | 28 |
| Slips, Trips, Falls (Movement) | <106 | 3 | 35 |
| Slips, Trips, Falls (Non-Movement) | <6 | 0 | 32 |
| Vandalism | <71 | 3 | 26 |

