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4 April 2018



Mr Andrew Hall
Deputy Chief Inspector of Rail Accidents
Cullen House
Berkshire Copse Rd
Aldershot
Hampshire GU11 2HP

Dear Andrew,

Fatal accident near David Lane tram stop, 15 August 2016

I write to report¹ on the consideration given and action taken in respect of the recommendation addressed to ORR in the above report, published on 5 April 2017.

The annex to this letter provides details in respect of each recommendation. The status of the recommendation is **'implemented'**.

We do not propose to take any further action in respect of the recommendation, unless we become aware that any of the information provided has become inaccurate, in which case I will write to you again.

We will publish this response on the ORR website on 4 April 2018.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Oliver Stewart', is written over a horizontal line.

Oliver Stewart

¹ In accordance with Regulation 12(2)(b) of the Railways (Accident Investigation and Reporting) Regulations 2005

Initial consideration by ORR

1. The recommendation in the report was addressed to ORR when the report was published on 5 April 2017.
2. After considering the recommendation ORR passed it to Nottingham Trams Ltd, asking them to consider and where appropriate act upon it and advise ORR of its conclusions. The consideration given to each recommendation is included below.
3. This annex identifies the correspondence with end implementers on which ORR's decision has been based.

Recommendation 1

The intent of this recommendation is to improve the quality of safety critical communications in the control room.

Nottingham Trams Limited should undertake a review of its culture change programme started in 2016 to ensure that it addresses the risks associated with the quality of safety critical communications in the control room. The findings of this review should be translated into effective corrective actions where appropriate

ORR decision

4. ORR has carried out assurance work at Nottingham Trams Ltd (NET) to confirm that, following a review of control room operations, new procedures have been introduced which have improved the standards of communications made by safety critical staff. These procedures also require active monitoring of voice communications to prescribed standards and provide for management of sub optimal performance.
5. NET have also confirmed the replacement of the in- cab microphones across the whole of the Citadis tram fleet. This has led to significant improvements in the audibility of radio calls into the control room.
6. After reviewing the information provided ORR has concluded that, in accordance with the Railways (Accident Investigation and Reporting) Regulations 2005, Nottingham Trams Ltd has:
 - taken the recommendation into consideration; and
 - taken action to implement it

Status: Implemented.

Information in support of ORR decision

7. On 23 June 2017 Nottingham Trams Ltd provided the following initial response:

Culture Change Programme

After several months of planning in November 2016 NTL commenced a culture change programme for all control room staff including 6 Service Delivery Managers, 18 Service Delivery Supervisors and 3 Senior Managers.

NTL engaged the services of an expert human factors consultant to deliver the culture change programme branded 'fit for the future' with an emphasis on safety and includes safety critical communications.

The control room team have attended several! day workshops targeting specific areas:

- Human Error Workshop*
- Procedure Refinement Workshop*
- Belbin individual behaviour profiling*
- AVLS system improvement*
- Safety Critical Communication*

- First Sight File*
- Problem Definition Workshop (planned for July)*
- "Go, Look, See" management workshop (planned for August)*

Compliance and Standards Monitoring

NTL has introduced a consolidated compliance matrix which measures the performance and adherence with procedures in the delivery of control room operations.

The Compliance and Standards Monitoring Matrix Plan specifically targets the following activities:

- Radio protocol compliance*
- AVLS Operation*
- Scada Operations*
- Adherence to Procedures*
- Staff Appraisals*
- Training & refresh*
- Audit programme*

Management and implementation of the Compliance and Standards monitoring is the responsibility of Operations Senior Management with a monthly progress report submitted to the NTL Board.

To underpin the performance of the control room, NTL have created a new role and have a dedicated control room trainer.