

FACT SHEET

NETWORKS: YARRA TRAMS



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Overview

Trams are the lifeblood of Melbourne and the tram network provides an essential service to the residents and tourists of the world's most liveable city. It is both the primary mode of public transport for inner suburban residents and also connects Melburnians with employment, social, cultural and educational opportunities and choices. Trams also provide vital connections with train and bus services, creating one of the largest transport networks in the world.

Many cities in Australia (including Sydney) and around the world removed their tram networks in the 1950s and 60s as the rapid rise of the affordable, private motor car seemed to signal the death knell of trams. Melbourne's planners resisted this push and indeed invested in the network and expanded it, particularly in recent times as the CBD has moved west to the Docklands.

More than 200 cities are now recreating, building or planning tram networks and if the Melbourne network were to be re-built today it would cost more than \$20 billion and take several decades to complete. In this context the Melbourne tram network must be seen as an irreplaceable public asset that should be embraced and developed.

As the current custodian of the network, Keolis Downer is an organization built on the values of zero harm, think like a passenger, continuous improvement and respect for people. These values are supplemented by the principles of trust and fairness that guide all decisions.

Facts & Figures

Staff:	2,200
Network size:	250 double track kms; 15 km renewed each year (50% more than contracted)
Vehicles:	450+
Depots:	8
Stops:	More than 1,750
Passengers:	180 million pa and rising in 2015 with the introduction of free tram travel in the CBD (this represents about one third of all public transport use)
Weekly services:	35,000
Client:	PTV
Contract dates:	Started 30 November 2009 for an initial eight year term with a seven year extension to be negotiated

Accreditation:

Accredited Rail Transport Operator under Section 39 of The Rail Safety (Local Operations) Act 2006 Victoria.

Certification:

AS/NZS ISO 9001: 2008 Quality Management Systems

AS 4801: 2001 Occupational Health and Safety Management Systems

ISO 14001:2004 Environmental Management Systems

Awards:

2015	Australasian Rail Industry – Employee Engagement Award
2015	Career Development Association of Australia – Employer of the Year
2013	Global Light Rail Award for Most Significant Safety Initiative – Drivers Beware
2013	Chartered Institute of Logistics and Transport Highly Commended Award – Drivers Beware
2012	Infrastructure Partnerships Australia – Operator & Service Provider Excellence
2011	Australian Financial Review BOSS Magazine Award – Most Respected Public Transport Organisation in Australia
2011	International Davey Gold Award for an Integrated Advertising Campaign – Beware the Rhino
2011	370° Group Award – Electrical Host Employer of the Year
2011-12	B&T Postcard of the Year – Beware the Rhino
2010	Business Review Weekly Magazine – Most Respected Public Transport Organisation in Australia and Awards
2015	Melbourne Award for the Contribution to the Community by a Corporation



Shaping the city fabric

Melbourne's tram network is the biggest and oldest in the world and trams are arguably the best known icon in a city that is known for its culture; food and wine; events and multiculturalism.

Melbourne has more than 1,750 tram stops and carries more than 180 million passengers every year across its more than 450 strong fleet of trams. It is instructional to take a snapshot at just one stop to see the importance of the network. The tram stop at Federation Square is the busiest in Melbourne with a tram passing every minute during most of the day and catering for 22,000 daily passengers. Those passengers are connecting to: the rail network at Flinders Street Station; other tram and bus routes; the cultural, heritage and retail outlets at Federation Square; the numerous activities along the Yarra River which runs below; and the city's education institutions. They also make up some of the more than 439,000 people that work in the CBD. The story of this one stop shows the vital role played by the tram network in keeping Melbourne moving and keeping Melburnians connected.

One of the challenges in managing the world's largest tram network is traffic priority. At present 80 percent of the network is shared with other road traffic. Rising levels of road traffic and resultant congestion lead inevitably to a slowing in the average speed of Melbourne's trams which in 2014 was down to 15.8 kilometres per hour. This problem can be partially addressed with engineering solutions to deliver both separation and traffic priority. The biggest impact requires a mature debate in the community about the change in behaviour of motorists, changes to traffic rules and a better understanding amongst the wider population about the broader social and economic impacts of a 'slowing' tram network and efficient road space allocation.

While this issue will not be solved overnight other changes that have been introduced or are planned are making a better network. The future of tram travel is the premium line strategy being rolled out on Route 96 which delivers a coordinated program of initiatives that improve all aspects of the service. The success of this strategy will see improved punctuality, increased frequency, 100 percent vehicle and stop accessibility, shorter journey times, better multimodal connections, better information and safety elements. These improvements are the result of the introduction of the E-class trams which are modern, safe and accessible and changes to traffic priority, stop design and further investments in information for passengers both at stops and via digital and web-enabled devices. These ideas will also help to future proof the network with provision being made today for the longer trams of tomorrow. The success of Route 96 will play a key role in the creation of the future tram network.

Thinking like a passenger is central to Keolis Downer and guides Yarra Trams to make the necessary changes to improve passenger outcomes be they in terms of information, personal security, service design, reliability and the other factors that determine overall customer satisfaction.

Think Like a Passenger



Some of the initiatives underway include:

- Improving business processes and delivering key passenger information projects to provide information in a timely manner such that customers can make informed decisions about their travel
- Monitoring and reviewing the strategy to improve both personal and asset security
- Implementing new customer service standards consistent with the Customer Service Institute of Australia accreditation
- Tackling the other drivers of satisfaction such as design space, comfort and ticketing.

Customer satisfaction is already at record levels (75 percent) but the aim is to achieve a rate of over 80 percent as these projects and others deliver improvements, noticed and appreciated by customers.

Ensuring Zero Harm

The safety of staff, customers and anyone else that comes into contact with the tram network is the overriding responsibility of the company. The key areas of focus include reducing the number and severity of: derailments; pedestrian knockdowns; passenger falls and tram/tram and tram/vehicle collisions.

It is pleasing to note that the number of tram to vehicle collisions has fallen 25% in three years, due to community awareness driven by the successful 'Rhino' advertising, better engineering solutions and more, newer trams with better stopping ability.



Always Learning

The collection, analysis and sharing of information is king at Yarra Trams.

Over the past two years Yarra Trams has invested in tools and processes to analyse vast amounts of information about the network. The data is used to ensure accountability for plans and outcomes, to make better decisions and to improve customer outcomes, safety and network efficiency.

The Visualisation room at the Tram Hub (Yarra Trams headquarters) provides an evidence driven methodology for delivering high performance targets captured in the business plan: safety & environment; operational performance; people & leadership; customer satisfaction; value for money; and partnering.

Accountabilities for actions and targets are each registered against one of the senior executives. If data shows an indicator is heading in the wrong direction, a cure plan is created and because most tasks require the support from multiple teams, this cross-business accountability is also on display.

The data is used by the CEO in managing his direct reports and is cascaded throughout the business. The Board applies a similar philosophy to the entire Keolis Downer team. This approach is producing results with improvements seen in customer satisfaction, business efficiency, revenue protection and engagement across the business.

The power of visualisation has also been applied to planning for events in the business. The scheduling of maintenance of the fleet and infrastructure and of additional services to support Melbourne's burgeoning events calendar is a complicated endeavour and inevitably involves a compromise between the needs of the maintainers to get access to the track and the needs of the operations team to schedule extra trams and staff to meet the demands of an event. Elsewhere, the decision as to what is prioritised comes down to overall delivery of best customer outcome but at Yarra Trams an entire room at the Tram Hub is dedicated to this task and this transparent, objective approach is fostering a better spirit of team work within and amongst the teams in the business.

Transparency is a key factor in making this new approach effective: everyone in the business has access to the visualisation room and the events calendar. This visualisation approach, pioneered in Melbourne is also being replicated in other Keolis enterprises overseas.

Ensuring value for every dollar is very important. While Keolis Downer inherited an infrastructure deficit, better planning has enabled more track to be renewed each year than in the original plan. In partnership with the Victorian Government, savings have been returned to the customer through safety projects such as automating decades old manual signals.

Ensuring customers pay their fare is a key focus. The introduction of myki coincided with a spike in fare evasion, but now that the system is functioning well, travellers have adapted their behaviour and revenue protection activities have become more effective. As a result the level of evasion has dropped to a record low of 4.8 percent.

Two overriding principles guide the behaviour and decisions of its leaders: trust and fairness. These principles underpin decisions relating to safety, customer outcomes and stakeholder engagement.

Keolis Downer is committed to developing a workforce that is reflective of the community within which we operate. This means embracing the thriving multiculturalism of Australia's most cosmopolitan city and promoting gender diversity and support for people with disability.

Yarra Tram's Driven Women programme has helped to support greater levels of participation by women in our workforce. In 2015, Yarra Trams was able for the first time to secure an intake of 100 percent female drivers.

The business is turning away from a simplistic engineering-led mindset to a more sophisticated approach, better focusing on long-term customer outcomes.

Yarra Trams is in the process of the most significant renewal ever undertaken of the Melbourne tram network with the introduction of the safer, higher capacity and even more reliable E-Class fleet

Value for Money

Respect for People

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