

# UKTram Executive Meeting Minutes

Meeting 19 - Thursday 1<sup>st</sup> November 2018: 13:30 – 16:00  
16 Summer Lane, Birmingham, B19 3SD

## Present:

James Hammett (JH) – UKTram (Chairman)  
Colin Robey (CR) – UKTram  
Mike Mabey (MM) – Nottingham Trams  
Donal Thompson (DT) - ABB  
Mike Ballinger (MB) - UKTram  
Chris Hopkinson (CH) - SYPTE  
Steve Firth (SF) - UKTram

Ian Ambrose (IA) - Network Rail  
Lorraine George (LG) - UKTram  
Geoffrey Claydon (GBC) – Heritage Tramways  
Craig O'Brien (COB) – Sheffield Supertram  
Gary Scanlon (GS) Ian Rowe Associates  
Paul Rowen (PR) - LRTA

## Apologies for absence:

Colin Kerr (CK) – Edinburgh Trams  
Mark Davis (MD) – London Trams  
Danny Vaughan (DV) TfGM  
Lee Taylor (LT) – Seaton Tramway  
Paul Robinson (PR) – Nottingham Trams  
Abdellah Chajai (AC) Keolis Amey Docklands  
Simon Coulthard (SC) – Network Rail  
Ian Middlemiss (IM) Blackpool Trams

Paul Jarmen (PJ) - Beamish  
Jenny Nunn (JN) – Seaton Tramway  
Phil Hewitt (PH) – WMCA/TfWM (Vice Chair)  
Ian Longworth (IR) – Isle of Man Transport  
Robert Lambert (RL) British Steel  
Lindsey Smith (LS) British Steel  
Tim Bilby (TB) – Sheffield Supertram

ITEM	NOTE	ACTION
<b>1.</b>	<b>WELCOME AND INTRODUCTIONS</b>	
1.1	JH welcomed everyone to the meeting and to 16 Summer Lane and explained the safety procedures and house rules.	
<b>2.</b>	<b>APOLOGIES FOR ABSENCE</b>	
2.1	JH tabled the apologies received as listed above.	
<b>3.</b>	<b>REVIEW OF MINUTES AND ACTIONS</b>	
3.1	Minutes of the previous meeting held were tabled and accepted as an accurate reflection of the meeting.	<b>ALL</b>
<b>4.</b>	<b>UKTRAM UPDATE</b>	
	JH provided the following update:	
	Since the last executive meeting, a large amount of our time has been focused on supporting the Shadow Light Rail Safety Standards Board and the consultation on changes that will impact UKTram and the industry.	
	These specific details are in the relevant sections below.	

**ITEM****NOTE****ACTION**

**1. LRT SSB** – As per our agreement, UKTram has been supplying administration support, staffing support and utilising our resource expertise and appointing consultants for the LRTSSB work streams. The costs incurred by UKTram are being funded out of the LRSSB setup funding we received from DfT (in August) and any further expenditure or costs will be reimbursed from DfT's next wave of funding to take us until the end of the financial year.

The work undertaken by UKTram Subcommittee 1 continues on recommendations 3-8, recommendations 3 & 4 (Technologies) are being worked on by a team from Ian Rowe associates and their work will pass into SC1. A streamlined SC1 group are met on 26th July to continue work on recommendations 5-8, here it was agreed to revisit the industry questionnaire SC1 had produced and delve deeper into the responses.

This has been worked on between myself and Mike Mabey (SC1 Chair and Chair of LROC), ahead of revisiting all system to gain further detail. All this work will eventually pass to the LRSSB once it is fully established.

With the LRSSB Business case submitted and agreement and support from all Duty holders on the funding of membership, this was taken to the minister at a meeting on 23rd October (moved back a week from the original date), along with the request for the continued funding of UKTram at an unchanged level from the last two years.

The LRSSB WG2 and the Heads of Safety Group have continued to develop the Industry Risk Model. This process was slowed due to awaiting confirmation of funding from the Minister/DfT, but we were able to confirm an agreement with DfT that some of our innovation money could be used to cover the initial work and be reclaimed from the next wave of LRSSB funding.

We therefore were able to appoint Atkins to start the work on the Risk Model. Industry agreed that the TAIR database we had already designed and set-up will become the main feed into the risk model. This was demonstrated and a session with the ORR left them satisfied that the combination of TAIR and the Risk model would successfully address the RAIB recommendation 2.

Now the structure of the LRSSB has been agreed by the Shadow Body Steering Group, we are looking to make the next Steering Group meeting the last one and appoint the new board of Directors to the LRSSB. The company has been officially registered with Companies House and a 'holding' board appointed (myself, Peter Cushing and Martin Fleetwood). Peter Cushing has agreed to continue in his role as interim CEO on a longer term basis, whilst the team is set up and the first 12 months completed. The structure of the staffing of the LRSSB has been done in parallel with our restructuring plan to enable best use of staffing and shared resource.

**2. Restructure** – The consultation on the formation of the LRSSB came back with fully positive support, so we have established the next steps of the UKTram restructure going forward. The September Summit gave us great feedback and confirmation of the direction and desire of our members for UKTram (see attached notes from the Summit).

**ITEM****NOTE****ACTION**

From this feedback we have been able to shape the Functional Groups and staffing structure (see attached), whilst rolling this into the 2019/20 budget (also attached).

The significant changes would see the following changes:

- Revised Functional Groups continue to feed into the UKTram Executive. The Executive to feed into and review the LRSSB work streams and topic areas.
- Each functional Group would be assigned a designated Manager from within UKTram who would assist in the work streams, resourcing the works and ensuring it ties in with the LRSSB work and UKTram objectives, by feeding back to the UKTram MD.
- The current, Operators Group (LROC), Engineers Group (LREG), Heritage Group (HTC) would remain but with updates Terms of Reference.
- Heads of Safety Group being stand-alone (no longer feeding into the Guidance and Standards Group) with a new Terms of Reference, but would focus on ensuring compliance within the industry on what is being fed out from the LRSSB.
- Guidance and Standards Group would be disbanded, with members with relevant expertise being assigned into the other relevant Functional Groups.
- Promotions Group to be disbanded, trade members to be assigned into relevant Functional Groups (Engineering, Promoting, etc.)
- The Owners and Authorities Group to take on the promotional support from the Promotions Group to support the Commercial Manager, whilst pooling resource and expertise to assist the Centre of Excellence.
- Promotions to be managed by Commercial Manager
- ULR/PRT/VLR to be assigned into relevant Functional Groups for field of expertise.
- All Directors to have a link role with designated Functional Group
- UKTram Managers to be assigned to relevant Functional Groups to support Group Chairs, work streams and deliverables. The additional resource UKTram would need (process started and put on hold as previously reported and agreed), alongside the LRSSB recruitment would require an Engineering Manager, Operations Manager and Commercial Manager (see budget and commentary Attachments). (Update: This was formally agreed at the earlier Board meeting and JH will be advertising all posts shortly)

**3. Finance** – JH advised that following our 2nd successful audit by (Crowe Clark and Whitehill LLP) it would be taken to board to see if this was to continue as an annual audit. The original request came from the Executive and was supported by the Board. JH to feed back on the decision to the Executive at the next meeting.

JH outlined that UKTram expenditure for the year is high at present because of all the LRSSB work, consultant fees and set-up costs, but once these are separated out our actual UKTram spend is below expected. This is mainly because there had been additional budget for more one more staff member, but this was put on hold with the formation of the LRSSB and restructuring. Whilst some of this work has been covered by consultants, some of the work has been transferred to the

**ITEM****NOTE****ACTION**

LRSSB and therefore so has the cost allocation. I am confident that we will continued to be within our budget at the end of financial year.

JH reported that UKTram have recovered all our costs to date from the DfT LRSSB funding and as detailed earlier in this report. The Shadow LRT SSB finances are being kept in a separate accounting sheet from our budget, so we can fully trace and identify the different expenditure areas. We will continue to do this until the end of the financial year.

**4. Staff** – JH stated that staff continue to work well between the day job and supporting the LRSSB where necessary. The addition of Mark Ashmore as our Safety and Assurance Manager has seen us not only be able to provide our members with more support, but has allowed me to pass a number of key work items over to allow me to focus a little bit more on budgets, structuring and strategic elements.

However until the restructure is complete and we have more staff recruited, there are a number of operational areas that he has had to keep working on as Mark's time has soon been occupied. There is still active interest in any potential posts, but we will have wait for the confirmation of funding from the Minister before either us or the LRSSB can start the recruitment phase. This means we are looking at an extremely busy few months ahead, as any recruitment is going to take 3-6months.

JH advised that he had been working with Peter Cushing (LRSSB CEO) on staffing as it concerns both parties using shared resource. Until the staffing is in place we will continue to use our trusted consultants/contractors with some work items in this interim period. To make a further stepped change and improvement to our working arrangements, we are relocating within 16 Summer Lane. We will remain on the ground floor in the annexe, but will have our own dedicated office area, that will be shared with the LRSSB. Currently we are located with the Metro Team within the annexe, we have also purchased our own office furniture and additional ICT equipment, to give us more working flexibility.

**5. Working Groups** – JH updated the meeting on the work has been continuing in these groups, but focus on the key priorities for 2018/19 has changed the priorities of work.

The top 10 working groups (as ranked by members), have members assigned and are now proceeding with their work, I will be given the progress update at the next Executive meeting (held after our Board meeting), and so will attached an update with the Board meeting Minutes. We usually try to keep the Board and Executive meetings apart for this reason, but due to a number of factors this has not been possible this time.

UKTram are involved in two UITP Light Rail Committee Working Groups, these are the Maintenance Working Group and Track form. We will also be presented on the newly formed operational aspects for the LRC. We will be represented at the COST TU1103 Safety update meeting in Dublin 28th-29<sup>th</sup> November.

**6. Functional Groups** – Functional Group Chairs (that were present) along with JH advised that Functional Groups have agreed their deliverables for 2018/19 and continue to work on these, with a few exceptions. The Heads of Safety have been focused on the Risk Model development for the LRTSSB and the integration of TAIR and the Risk Model. The Guidance and Standards Group held their last meeting on 18th October and their Chair (Colin Robey) will be meeting with Peter and I to hand over any work formally to the LRSSB. The Promotions Group also held its last meeting on 12th September, where they formally wrapped up two of their work streams.

**ITEM****NOTE****ACTION**

The two remaining work streams are still outstanding, but a couple of members and the groups chair have agreed to finalise these over the coming months.

**LREG** has rearranged its meeting venues to include a visit to the National College for High Speed Rail in Doncaster to fit in line with their work on training and competency. Siemens will also be delivering an update at the next LREG meeting (8th November) on their training package that they have delivered in Edinburgh. The enabling them to visit Manchester for the following meeting and look at the Asset Renewals aspect they are working on.

They have raised the concern of resource in delivering the work streams, something that the employment of an Engineering Manager would assist.

**LROC** are focusing on the 'industry consistency' in terms of customer communication and are awaiting feedback on the training QED are delivering to West Midland Metro ahead of booking a full training session.

**HTC's** work on Hazard Perception tools has taken a big step forward with the development of a TramPro derived computer programme, which is going to be shared with LROC to ensure full industry buy-in/compatibility. This could deliver a one programme fits all solution.

**OAG** Cycle interface group making good progress, awaiting final questionnaire responses. Case study being prepared ready for circulation and group feedback. TWAO improvement had held several meetings, but were finding it hard to maintain the level of work that needs to be done due to member's workloads (again the need for UKTram resource highlighted), they are currently exploring several avenues 1) UKTram guidance notes (resources and strategy information) and 2) Looking at how to make the process easier e.g. electronically sourcing information. Work on Life Cycle Maintenance costs due to start with meeting later end of November.

JH added that he continue to visit all the Functional Group meetings on an annual basis on a rolling programme, I attended the Heads of Safety meeting on 1st August, the final Promotions Group on 12ths September, LROC at Midland Metro 20th September and will be attending LREG on 8th November 2018.

**7. Events** – The High Level Summit took place on Tuesday 4th September, we had a very good attendance from members and excellent feedback. The venue was very popular and helped the event work well. Credit must go to Lorraine, Dan and the team as they arranged the majority of all this due to my high work load. We have been asked if this will become an annual event, which was always our intention. The information gained in the afternoon workshop session, was largely in line with our expectations and only served to strengthen the areas we need to focus on.

The accompanying document that details the main points of focus have had the additions of who these areas of responsibility should fall to, which were added by the UKTram Structure/Remuneration Committee at its most recent meeting on 12th October.

UKTram attended the Light Rail Conference as we sponsored the event again this year and two awards, which gave us fantastic value for money as there were so many entries and the highest number of highly commended awards.

ITEM	NOTE	ACTION
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We will be sending representatives to the Light Rail Day in Stockholm on 5th-6th November and have been assessing which global events to attend in 2019/20.

**8. Innovation – UKTram** has been supporting Edinburgh Trams in their DISC (Driver Innovation Safety Challenge) project (see attached report from Colin Kerr). I have also been trying to devote some time to the development of the Light Rail test track (this was designated for the proposed Engineering Manager). Following a successful site meeting with contractors we should be able to start the next phase of ground works for the completion of the track-bed, as well as connecting the road-way sections to allow HGV testing over the three innovation track forms

We have also had a number of approaches with other innovations that wish to be trailed at the site, something I hope we can progress once we have our fuller team in place.

**9. Summary – UKTram** has continue to be at the forefront of all the recent industry meetings, developments and actions. Providing we are given the funding as tabled with the Minster and DfT, we stand to really be in a position to make a significant difference to the industry. There has been and still is a large amount of expectation on us and I believe we have been delivering as required, there is still a lot of work to cover to get us where we want to be in delivering for our members.

It has been fantastic to show what we can achieve working with members and such a small team, but it has put a high demand on our already stretched resources. Our Chairman's input and a few key consultants, who have continued to work at reduced rates and giving an amount of 'free' time to us has enabled this to happen and is testament to the support we have.

It look like at these significant times for the industry that we have given a great opportunity to be able to establish ourselves in a much longer term position alongside the LRTSSB. We have some challenges still ahead, the focus on the required changes and restructuring and securing the resource to do so will be key.

## 5. LIGHT RAPID SAFETY & STANDARDS BODY UPDATE

### 5.1 LRTSSB/UKTram update RAIB recommendation 1 – Update, options and plan of action

This topic was covered in item 4

## 6. BUSINESS PLAN & STRUCTURE

### 6.1 2018/19 Business Plan

This topic was covered in item 4.

## 7. LIGHT RAIL SUMMIT 2018 & INDUSTRY EVENTS

### 7.1 This items was covered in item 4.

## 8.

ITEM

NOTE

ACTION

**FUNCTIONAL GROUPS REVIEW & UPDATE [FUNCTIONAL CHAIRS]:**

8.1 Any RAG status changes/updates on functional objectives

**RAG Status and Updates:**

	Total	Red	Amber	Green	Comments +/-
<b>LROC</b>	4	0	1	3	Recent progress has seen progress apart from the Social Media topic, as this will be linked to the newly appointed COMMS company (QED)
<b>LREG</b>	5	0	2	3	Two Amber, Horn Audibility awaiting LREG Workshop, Performance Metrix awaiting more figures from more systems
<b>OAG</b>	3	1	1	1	Two Red – TWAO Process Improvement, lacking WG lead, new volunteers put forward at recent meeting 10.10.17. Life Cycle Maintenance costs – No chair of group (TfGM looking to fill), deep topic area meaning it will run into 2018 and possibly beyond
<b>Promotions</b>	5	5	0	0	No change – potential issues with individuals progressing work?
<b>GSSA</b>	8	2	3	3	Splitting of Safety Group has impacted proposed work streams-  Two Red - Bring in younger

**ITEM**

**NOTE**

**ACTION**

					<p>members of UKTram to the Group to assist development and ensure knowledge transfer from experienced UKTram members (see above) - Finalise road traffic signal failure document and liaise with LROC ahead of publishing, stalled due to higher priorities of both groups.</p> <p>3 Amber - Publish Tram Horn Guidance document after incorporating the feedback on 'Standard Industry testing' from LREG, awaiting LREG workshop. Develop the 'EMC Self Certification' guidance document, comments require incorporating after review. Work with and monitor RSSB work on DC Overhead Line standard on Mainline Railways – RSSB given no clear timeline of work completion.</p>
<b>HTC</b>					<p>Two Amber – Hazard perception DVD WG looking for members, lead designated. Young Persons in the workplace</p>



**ITEM****NOTE****ACTION**

					slowed by Government processes and Brexit taking up all Legislation time.

**LREG**

COB informed the group that the group held their last meeting in Croydon but he was disappointed in the number of members that confirmed their attendance and then did not attend the meeting. Going forward those that do not confirm their attendance a week before future meeting will be removed from the attendance list.

At this meeting the group discussed the changes that could be made to the group to improve benefits in attending and information shared. It was agreed that in 2019 the host of the meeting will be allotted time to discuss any problems they are having in the hope that the group can resolve them and can also use the time to showcase any new innovation, information or good news stories.

The group's next meeting will be held at the National College for High Speed Rail in Doncaster.

**LROC**

MM informed the group that there had been a good turnout at the last meeting held in Birmingham.

MM advised one of the main issues at the moment is Anti-Social behaviour across the system's including physical/verbal abuse and damage to infrastructure. The group also looked at retirement age and how it affects the industry. This will now become one of the group's deliverables.

The group discussed creating a hazard perception system. There are currently DVD aids available but the group thought it would be more beneficial to have a system that they could adapt and update and ensure that ever user received a different set of hazards.

Following a series of incidents regarding problems with customers attempting to board when doors are closing and getting trapped whilst doing so and this will be something to add to the current system providing by IRAL

The group will also be looking into issues involving rear view cameras as there has been a rise in incidents involving them.

The group will also be working on attracting and retaining a more diverse workforce (females/ethnics) and are looking at working with QED to produce a promotional video.

**ITEM****NOTE****ACTION****Heritage**

GBC informed the group that on 19<sup>th</sup> July, the All Party Parliamentary Group on Heritage Rail (APPGHR) released a document on Young Persons' Working, being led by Nick Morgan. The private members bill is still going through the Lords, but because of Brexit, this is being held up.

**Promotions**

Tim Kendall produced a report on "Barrier to Progress", we are still awaiting two further reports from the group, but they are classed as non-urgent.

UKtram produced a promotional video that was showcased at the UKTram Summit and can be viewed on the UKtram website. Uktram hope to produce further videos going forward.

No further updates.

**Owners and Authorities**

TWAO Process Improvement – GREEN – Meeting with relevant unit at DfT was to take place shortly after the OAG meeting. This work is drawing to a close and the output should be ready publish soon.

Cycle and tramway interfaces – GREEN – excellent progress in the period. Analysis of industry wide survey complete. Guidance work for design will feed into next update of TPG.

Life Cycle Maintenance – RED – We can't get any traction on this one but need to speak to James about possibly combining with other work streams and initiatives.

**GSSA**

The group held their final meeting in October.

The group has been concentrating on reviewing Urban Platform Standards that are in need of updating and have now completed all updates.

The group could see issues going forward with Road Signage, Highway legislation and communication with the DfT

**9.****INNOVATION UPDATE**

Due to issues with contractors and set backs at a production level, Brecknell Willis are still to complete their project at Wednesbury depot. It was hoped that this would be completed by the end of 2018 but it is now looking that the project will run over to early 2019.

**ITEM****NOTE****ACTION**

As previously mentioned, if any members have any ideas or aware of any potential innovations that require funding that could benefit the industry, please contact DH to discuss this further. As the LILR competition slowly draws to an end, UKTram want to be involved as much as possible in helping supporting future innovations that could help shape and improve the Light Rail industry.

**10. MEMBERSHIP UPDATE**

JH advised that there will be a change to membership due to LRSSB, but those that it will affect have already been informed and have agreed to the changes. Those not involved with LRSSB can still apply for UKTram membership only.

**11. ANY OTHER BUSINESS**

COB asked MM whether LROC would object to LREG receiving a copy of their minutes. MM agreed to COB request.

PR advised that they would no longer receive funding for the National Tram Survey and asked whether the industry would be willing to fund the survey. The group advised that he contact the CEO's, Directors, etc. of systems to see whether they were interested as no one around the table would be able to give the ok to his request.

**12. FUTURE MEETING DATES**

31<sup>st</sup> January 2019

Unless there is any specific reason/need to change the venue for any particular meeting, these meetings will continue to be held at UKTram Offices, 16 Summer Lane, Birmingham, B19 3SD.