

A photograph of a tram, specifically tram number 3040, in a depot. The tram is white with black accents and is parked on tracks. In the background, there is a large industrial building with many windows. The sky is overcast with grey clouds. A large blue diagonal graphic element is overlaid on the right side of the image, containing the title text.

BUSINESS PLAN

2019 - 20



WORD FROM THE CHAIRMAN

“UKTram, through its Functional Groups, supports, challenges and engages with its members and stakeholders to ensure that we achieve this collectively as an industry



GEOFF INSKIP
UKTRAM CHAIRMAN

UKTram is the professional voice of the Tram and Light Rail industry in the UK and British Isles. It represents operators, promoters, manufacturers, contractors and consultants covering not just tramways and Light Railways, but also Ultra-Light Rail and Personal Rapid Transit modes. It is the parent organisation of the industries Light Rail Safety and Standards Board.

Our towns and cities need to be globally competitive and wish to see sustainable growth with an emphasis on securing economic growth and improving air quality. To achieve this, the right sustainable transport solutions are needed and what is evident from those systems built and in operation is the massive contribution tramways can make to deliver these goals.

Customers should experience a high quality, reliable and efficient service on our Light Rail systems. UKTram through its Functional Groups, supports, challenges and engages with its members and stakeholders to ensure that we achieve this collectively as an industry.

Through our Centre of Excellence, UKTram can provide support and advice for any potential Light Rail schemes, whether it be tram, light rail, ULR, VLR or PRT systems.

We know through collaborative working, sharing best practice and using the expertise in our organisations we can provide best value solutions which can help solve the transport challenges in our cities and towns and provide a high quality transport network for passengers.



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WHO WE ARE

“We co-ordinate a range of professional sector forums dedicated to promoting best practice, stretching performance standards, transferring knowledge and expertise and driving innovation and technical excellence.”

Across the world, the Light Rail sector is recognised as a dynamic solution to urban transport requirements – one that is hugely popular with the travelling public. UKTram brings together all organisations with either an active participation in Light Rail systems operations, maintenance, development or who have an interest in the future development of Light Rail in the United Kingdom, ensuring it remains a viable, cost-effective and consistently improving transport options that provides a high quality service for passengers. As a non-profit, membership body, we represent all Light Rail and ‘other guided transport’ systems in the British Isles (England, Wales, Scotland, Ireland, and the Isle of Man).

This includes second generation tramways, metros and subways (excluding London Underground), very light rail and personal rapid transit systems as well as the many heritage tramways serving the tourism sector. Our membership takes in organisations from all sides of the industry including network operators, infrastructure and rolling stock maintenance organisations, passenger transport executives, local transport authorities, local government, concessionaires, manufacturers and equipment suppliers, industry advisors and expert consultants. As such we take a leading role both promoting the sector and representing its interests in terms of best practice we support the Light Rail Safety

Standards Board, in developing and implementing technical standards, safety and legislative changes. We co-ordinate, support and resource a range of professional sector forums dedicated to promoting best practice, stretching performance standards, transferring knowledge and expertise and driving innovation and technical excellence. Meanwhile our Centre of Excellence provides a key resource to further promote innovation and assess the viability of prospective tramway schemes. UKTram is the parent organisation of the newly formed Light Rail Safety and Standards Board (LRSSB) and takes an active role in supporting the LRSSB’s work streams, activities and deliverables.



VALUES AND BEHAVIOURS

“Support and challenge each other to ensure we deliver our objectives in a collaborative manner.”

COLLABORATION

- Actively work together for the benefit of UKTram and its members
- Encourage teamwork within the subgroups through example
- Support and challenge each other to ensure we deliver our objectives in a collaborative manner
- Collectively support the work of the LRSSB
- Actively engage with stakeholders and statutory bodies (ORR, RAIB, DfT etc.)

INTEGRITY

- Be open and honest with all our stakeholders
- Deliver what we promise either individually or as an organisation
- Ensure that all monies are spent appropriately and are fully accounted for

INNOVATION

- Encourage and support creative ideas where ever they may originate from
- Be prepared to be open to new ideas
- Be challenging of each other to ensure we are not closing our minds to different and sometimes untested ideas.

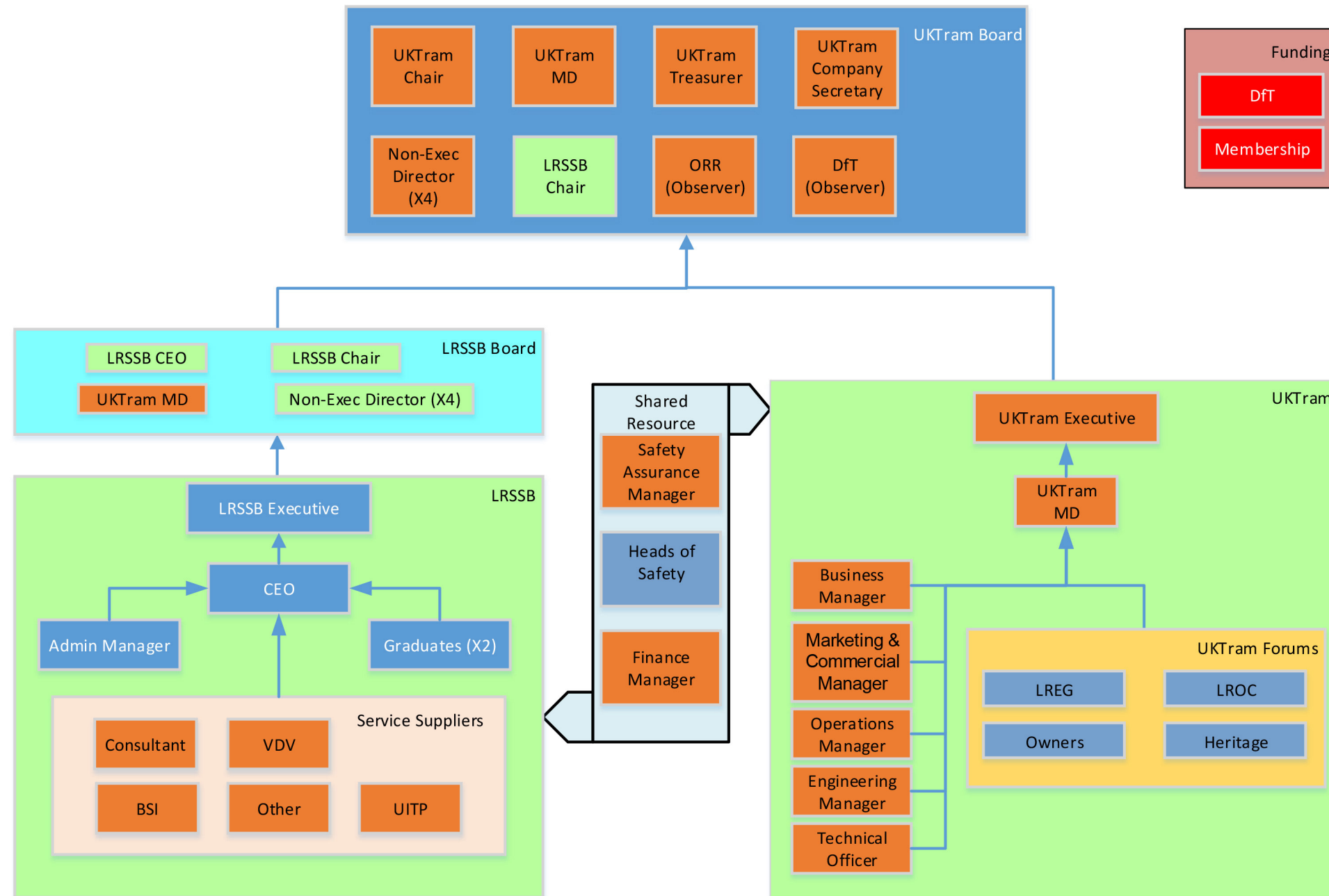
PROACTIVE

- Be prepared to actively participate in ensuring the success of UKTram
- Be demanding of ourselves and our people in delivering our objectives
- Be a champion of the UKTram organisation and its subsidiaries

UKTRAM STRATEGIC OBJECTIVES

- Strengthen our representation, we will ensure that members are able to engage, and gain measurable benefits to their organisation, as a result of engagement through the Functional Groups, and that wider stakeholders are encouraged to develop strong relationships with UKTram by leveraging expertise in UKTram and its member organisations, we will be widely recognised as the first point of contact for information and advice on Light Rail issues.
- To ensure continued momentum, we will provide support and governance to the Functional Groups and identify resource needs internally or from external agencies
- Support work and activities of the LRSSB and inform the LRSSB of industry developments, requirements and needs
- Within a rapidly changing environment, we will endeavour to align member organisations and wider stakeholders on the issues of today and support their approaches to the issues and opportunities of tomorrow.
- Recognising commercial sensitivities, we will actively seek out best practice and promote standardised approaches between member organisations wherever possible,
- Develop the business commercially to strengthen its resource and independence from external funding.
- Ensure the long term viability of UKTram by demonstrating our continued value to our member organisations and DfT.

UKTRAM STRUCTURE



UKTRAM KEY OBJECTIVES 2019-20

UKTram has collated the key objectives of members at a high level as well as in the focus areas of the Functional Groups as part of a 3 year Business plan. They high level objectives for 2019-20 are detailed in 5 key areas below:

1. **Promotional and Advocacy of UKTram and Light Rail**
2. **Best Practice and Knowledge Sharing**
3. **Training and Diversity**
4. **Innovation and Research & Development**
5. **Industry Strategy and Collaboration**

These 5 key areas will provide the overarching aim of what UKTram will deliver, these key areas will consist of individual targets that combined together will deliver drive the delivery of these objectives. These individual targets and deliverables are:

PROMOTIONAL AND ADVOCACY OF UKTRAM AND LIGHT RAIL

- Be an advocate for the creation of new Light Rail networks and support current networks in looking beyond the life cycle of their current assets
- Refresh Information Pack on implementing a LR scheme with Promoter/User guides
- Promotion videos on website, social media including; YouTube, Twitter, Instagram, Facebook etc.
- Publish case studies on Light Rail funding and funding mechanisms
- Publish member services and expertise listing
- Quarterly members newsletter
- Industry Strategy and Collaboration
- Increase awareness of the Centre of Excellence

BEST PRACTICE AND KNOWLEDGE SHARING

- Hold a series of 'one day' best practice days
- Benchmarking of Operations and Infrastructure
- Collaboration on procurement and supply chain efficiencies - Procurement Study (Lessons learnt)
- Customer Service 'Achieving Excellence'
- Active engagement with UITP/ EMTA
- Publish Best Practice notes and Guidance
- Collaborate with universities/police/councils/associations and agencies to broaden the industries experience

TRAINING AND DIVERSITY

- Set formal partnerships with NRTA and Big Solutions for: training and apprenticeships, workforce diversity, competency and upskilling
- Roadshow for schools and universities
- Career opportunities

UKTRAM KEY OBJECTIVES 2019-20

INNOVATION AND RESEARCH & DEVELOPMENT

- Review and monitor Innovation ideas
- Undertake Innovation projects
- Light Rail apps
- Library of new ideas and products
- Engage with Universities

INDUSTRY STRATEGY AND COLLABORATION

- Work with DfT on Light Rail Industry Strategy for UK
- Publish Forward looking 'Transport Horizon' articles
- Coordination with other transport bodies – BRT, Heavy Rail, Metro, Bus etc.
- National engagement with UTG (Urban Transport Group) - International engagement of transport strategies – UITP,

As well as the strategic objectives there are a number of 'hot topic' areas members have highlighted from each of the Functional Groups – LROC (Light Rail Operators Committee), LREG (Light Rail Engineers Group), POAG (Promoters, Owners and Authorities Group), HoSG (Heads of Safety Group) and the HTC (Heritage Tramways Committee/Heritage Group).



UKTRAM OBJECTIVES LIGHT RAIL OPERATORS GROUP (LROC)

- 1. Social Media/Communications** - The objective surrounding communications is to share best practice when it comes to communicating with our customers. Most operators' report concerns regarding the impact social media is having on their businesses to varying degrees, therefore this group will seek to provide new working practices and technology that will reduce the number of customer complaints by providing timely responses and messages to inform customers of disruptions, amended services and special events. The group will also develop ideas on best use of other communications e.g. driver pa's, stops pa's, passenger information displays and website. With the customer's needs being the prime objective, the group will investigate what tools should be used to communicate, when and when not to communicate and what terminology and language should be used.
- 2. Driver Recruitment & Training** - Operators have expressed that recruiting drivers can be very timely and costly then to find that a newly recruited driver leaves the business in a matter of weeks because they either find the role is not what was expected or they do not have the qualities required to successfully pass the training. The group will look at all streams of recruitment from application forms to assessment days and deliver a paper that will inform operators of successful approaches.
- 3. Anti-Social Behaviour** - Anti-Social behaviour across the system's including physical/verbal abuse and damage to infrastructure has risen sharply. Initiatives, best practice and experience to be collated and define a 'dealing with Anti-social Behaviour' handbook.
- 4. Impact of Retirement Age** - The impact of an aging workforce and impact of 'retirement' age to be assessed and research on how this can be mitigated (phased retirement) and planned into recruitment/training.



UKTRAM OBJECTIVES LIGHT RAIL ENGINEERS GROUP (LREG)

- 1. Procurement** - Members felt that they would benefit from understanding other Tramways approach to procurement and investigate joint purchases.
- 2. Rail Breaks** - It has become apparent that through discussion about BP that industry does not have an agreed standard on dealing with and managing Rail Breaks. Most systems have experience in this and have compiled numerous data on it but had not used this to establish standard procedure. It is the desire that UK Tram member British Steel will lead on this with the assistance of all members.
- 3. Track renewals** - With most systems already experiencing some form of disruption from track renewals and replacement it was key all systems shared their experience of this and contribute findings. This piece of work will look at this holistically and the challenges faced by all stakeholders affected by track renewals. The perceived outcome is that a "lessons learned" document be produced to capture this in order to allow all networks to devise a strategy to minimise the impact. The potential outcome of this is to make costs savings and lessen the impact on passengers and therefore revenue.
- 4. OLE Training** - LREG is still looking to establish an agreed terminology that was started in 2018, so this continued in 2019 with a view to producing a catalogue/index reference document which can be shared.
- 5. S&C Maintenance** - This work programme is set with a view to establishing a guidance document on inspecting and maintaining S&C. After numerous derailments involving S&C the industry should be confident all maintainers are conforming where possible. Light Rail systems should also have some process of capturing wear and agreeing a criteria and a threshold for maintenance & renewals.



UKTRAM OBJECTIVES

PROMOTERS, OWNER AND AUTHORITIES GROUP (POAG)

1. Finalising and publishing **TWAO Process Improvement** user guide and detailing the associated issues that should be factored into applications and the associated timescales and impacts.
2. **Cycle and tramway interfaces** – publish an analysis of industry wide survey complete in 2018 and feed guidance design work into the next revision/update of TPG (Tramways Principle Guidance).
3. **Owner/Authority Structure** – Set a framework detailing the required structure for managing, maintaining, expanding and or implementing Light Rail systems within and authority or owner group.

UKTRAM OBJECTIVES

HEADS OF SAFETY GROUP (HOSG)

1. **Industry Risk Model** – Integration of the Industry Risk model to current systems as part of the LRSSB work on Recommendation 2 of the RAIB Sandilands report. This work will ensure that all system are using common terminology to input into the Industry Risk Model.
2. **TAIR (Tram Accident and Incident Reporting) Database** - Integration of TAIR to current systems to feed the Industry Risk Model as part of the LRSSB work on Recommendation 2 of the RAIB Sandilands report. This work will ensure that all system are using common terminology to input into TAIR and populate the Industry Risk Model.
3. **RM3 (Risk Management Maturity Model 3)** Work to develop and implement a Light Rail version of ORR's RM3 into each system. RM3 is a tool for assessing the organisations ability to successfully manage health and safety risks and help identify areas for improvement and provide a benchmark for year on year comparison.

UKTRAM OBJECTIVES

HERITAGE GROUP (HERITAGE TRAMWAY COMMITTEE)

1. Continue to progress the **Young Persons Volunteering/Employment** issue within the Light Rail Industry,
2. Produce a **Hazards and Perceptions** 'Technology Tool' to help with Driver Training across all Heritage systems and potentially crossover and be used by Second Generation Trams.
3. Assess 'age' vs 'fatigue' for determining **Safety Critical workers** profile parameters.



NEXT STEPS

“The success is dependent on the expanded UKTram team to ensure members active participation and passion for Light rail.”

These are very exciting times for the industry, the formation of the Light Rail Safety and Standards Board and the spotlight being on UKTram to ensure industry collaboration gives a real opportunity for UKTram and the industry to take some great steps forward. Along with the new developments emerging all the time, such as Mobility as a Service (Maas) and driverless technology, digital communications and modelling.

Light Rail (in all its forms) has and will continue to play an important role within the future public transport arena. What UKTram

will be working on over the next 12 months is to deliver the objectives set out in the business plan and integrate this with our 3 year strategic plan that allows us to deliver on the commitments that are needed to drive the Light Rail agenda within the UK. The political and technical landscape is very dynamic and fluid and we will publish a three year plan that recognises the various multimodal, planning and legislative changes ahead, with a year on year focused document. Lastly, we would certainly not have seen so much

progression or fresh thinking that has gone into creating this business plan without the commitment of the functional groups, our members and stakeholders. The success is dependent on the expanded UKTram team to ensure members active participation and passion for Light rail. UKTram warmly invites and welcomes involvement in the various Functional Groups, working groups and work streams to share your experience and thoughts and to shape our collective future.



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UKTram
The Voice of the Industry