



BUSINESS PLAN

2020 - 21

WORD FROM THE CHAIRMAN

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

With the increasing need for our towns and cities to be globally competitive, especially with Brexit, we all want to see sustainable growth with an emphasis on securing economic growth, economic recovery and improving our air quality. To be able to achieve this, the right sustainable transport solutions are needed, it is our belief and from what is evident from those systems already built and in operation, is the massive contribution tramways and light rail systems can make to deliver all of these goals.

Our customers should experience a high quality, reliable and efficient service on our Light Rail systems and be able to ride with confidence and assuredly. UKTram through its Functional Groups and Working Groups, supports, challenges, shares best practice and engages with its members and stakeholders to ensure Light Rail achieves this collectively as an industry.

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

UKTram has not only taken on the responsibility to implement the Department for Transport's aims for the sector, but is also working closely with Government on a Light Rail Strategy, engaging and working with the devolved authorities and continues to act as the conduit for the industries growth and development. By visiting our website and subscribing to our regular updates, you can keep up to date with our work programme and activities.

"We know that through collaborative working, best practice sharing and utilising the expertise in all our organisations and membership collectively, we can provide best value solutions which can help solve the transport challenges in our cities and towns. Light Rail can provide a high quality transport network for passengers as part of integrated and sustainable transport systems for many years to come, whilst helping drive economic development, employment, growth and recovery."

GEORGE LOWDER
CHAIRMAN



Carrying close to
300 million
passengers

KEY OBJECTIVES

UKTram will deliver Year 2 of its 3 year Business Plan under the 5 key pillars set out at the start of the plan in 2019.

Year 2 (2020/21) will see the 5 key pillars (Best Practice and Knowledge Sharing, Promotional and Advocacy of UKTram and Light Rail, Strategy for the Light Rail Industry, Training/Diversity and Innovation/Development) prioritized to reflect the changes in Member's needs and those of the sector and stakeholders.

As well as the 5 key pillars detailed in this document, the Functional Groups of UKTram will continue to deliver against their objectives benefitting the groups, participating Members and the wider industry. These are detail in section 2 of the document.

UKTram and its Members will continue to support The Light Rail Safety and Standards Board through resource, standard and guidance reviews, collaboration and support as set out in the main objectives below.

UKTram will continue to provide support to members, stakeholders and the industry, by providing advice, sharing Best Practice and assistance throughout the Covid-19 crisis and the recovery from the impact of the pandemic. UKTram will collate lessons learnt and share these accordingly.

Throughout the uncertain and changing times caused by Covid-19, UKTram will remain as flexible and accommodating to ensure it supports the priorities of its members and the industry.



Ongoing - Support Light Rail Safety Standards Board

Key Objectives for UKTram	Timescale - Task Time	KPI	Accountability UKTram Manager	Supported by	Budget requirement	Required Input from Members
Review documents and standards as they are produced and revised.	Ongoing	Reviewing New Standards and Revisions, through UKTram Functional Groups	Managing Director	Operations Manager Engineering Manager	£0 – Time only 50% Engineering Managers & Operations Managers time, 100% of safety and Assurance Managers time 20% of Commercial Manager & Business Managers time.	Supply Experts to work in Functional Groups to review Standards

Covid -19 Impact on Industry - Ongoing Support

Key Objectives for UKTram	Timescale - Task Time	KPI	Accountability UKTram Manager	Supported by	Budget requirement	Required Input from Members
Providing the link to DfT on the impacts of Covid -19 on all members. Sharing Best Practice on dealing with the impact, recovery and produce updates guidance and notes to members.	Ongoing	Ensuring regular data and information is provided to DfT. Produce weekly updates and advice and Best Practice to members and industry until all restrictions are lifted.	Managing Director	Operations Manager Engineering Manager Business Manager Technical Officer	Time allocation of UKTram Staff as required	Supply regular, data updates and information to UKTram to provide to DfT and Minister

Collate and supply all data to DfT and Secretary of State for Operational impacts of Covid-19, recovery costs and restart issues/costs.	Ongoing – Daily patronage data supplied from beginning of Lockdown until information no longer required by DfT and SoS.	Ensuring regular data and information is provided to DfT on a daily basis.	Managing Director	Technical Officer Business Manager	Time allocation of UKTram Staff as required	Supply daily, data updates and information to UKTram to provide to DfT and Minister
Lobby for lockdown, restart and cost covering funding for systems during the Covid-19 pandemic	Lobby SoS for English system lockdown, restart and recovery funding and Transport Scotland for Scottish Light Rail systems funding	For England lockdown funding by April, Recovery by May, Scottish funding by June - 5 step process	UKTram Chair Managing Director	Operations Manager Commercial Manager Engineering Manager	Time allocation of UKTram Staff as required	Supply required information on operational costs, restart costs and staffing
Produce Covid-19 Guidance for Operators, including the following documents: Industry Risk Assessment, Social Distancing Guidance, Customer Communications Guidance, SWOT Analysis and Robustness Guide	Produce documents for lockdown (April), recovery (May) and restart (June)	Delivery of documents in required timescale for members.	Managing Director	Operations Manager Engineering Manager Commercial Manager Safety and Assurance Manager	Time allocation of UKTram/LRSSB Staff as required	Share best practice info and review and disseminate documents produced by UKTram
Recovery – Produce Guidance documents for members on restart/recovery and share best industry best practice. Publish Guidance on Social Distancing, Customer Communications, Industry Risk Guidance Index and signage.	Produce documents for lockdown recovery (May) and restart (June)	Delivery of documents in required timescale for members.	Managing Director	Operations Manager Engineering Manager Commercial Manager Safety and Assurance Manager	Time allocation of UKTram/LRSSB Staff as required	Share best practice info and review and disseminate documents produced by UKTram
Engage and work with other transport sectors and Stakeholders, UTG, RDG, CPT, UITP to share best practice and common transport responses and actions where possible.	Liaise with UTG, RDG CPT, DfT on weekly calls for Funding, Start-up/Recovery, Comm's and SWOT.	Represent the Light Rail sector and ,members by partaking in and feed into and feedback from weekly sessions	Managing Director	Operations Manager	Time allocation of UKTram Staff as required	Share best practice info and review and disseminate documents produced by UKTram

UKTram's 5 Main Areas of Focus 2020/21

1. Best Practice and Knowledge Sharing

Key Objectives for UKTram	Timescale - Task Time	KPI	Accountability UKTram Manager	Supported by	Budget requirement	Required Input from Members
Set and deliver 12 'one day' Best Practice Days (BPD) within the UKTram Functional Groups, LREG, LROC, LRMCCS Group, OAG & HTC. 2 per Group	<p>'12' BPD's over 12 months 1 day per BPD – Notes published to Groups and UKTram website.</p> <p>These can still be delivered in full via "Teams" The BP should be on Covid19.</p>	Delivery of '12' BPD's over 12 months or '3' per quarter with the outputs and outcomes of the days shared with members	<p>Operations Manager</p> <p>Engineering Manager</p> <p>Commercial Manager</p> <p>Business Manager</p>	<p>Operations Group</p> <p>Engineers Group</p> <p>Heritage Group</p> <p>Owners/Authorities</p> <p>Marketing Communications and Customer Service Group</p> <p>Technical Officer</p>	£12,000	Functional Group Members attendance and input.
Benchmarking of Operations and Infrastructure Statistics across the Industry	Set 2 areas of Benchmarking, Specify details, collect data, analyse and share with Groups, Industry via papers and UKTram website	Delivery of 2 benchmarking over 12 months 1 per every 6 months	<p>Operations Manager</p> <p>Engineering Manager</p>	<p>Operations Group</p> <p>Engineers Group</p> <p>Heritage Group</p> <p>Owners/Authorities</p>	£0 (100h of UKTram Staff resource).	Statistics and data from systems for Benchmarking (all information will be anonymised)

Facilitate Peer Review between Member Organisations	Set up structure, service and process for Peer Review.	Set process by July 2020 and have Peer Review available for Members by September 2020. Conduct 3 Reviews by 31 Mar 21.	Managing Director	Operations Manager Engineering Manager Commercial Manager Business Manager Centre of Excellence	£0 (375h of UKTram Staff Resource)	Experts from systems to act as part of Peer Review panels.
Collaborate on procurement and supply chain efficiencies.	Develop Trambay platform to collate information of procurement needs	Have website platform set-up by 30 September 2020.	Engineering Manager	Technical Officer Engineers Group Owners and Authorities Group Executive	£5,000	Supply information on planned purchases, spare stock and unwanted stock to UKTram
Support the industries Customer Support Teams to ‘Achieving Excellence’ in Customer Service across the Industry.	Publish ‘Achieving Excellence’ in Customer Service and share best practice.	Deliver ‘Excellence’ document by 30th September 2020	Commercial Manager	LRMCCS Group	£1,500	Members to supply ‘Best Practice’ and share experiences.
Continue active engagement and involvement with UITP Working Groups to represent the UK Internationally	Attend UITP Light Rail Committee meeting and sub-groups. Actively represent the UK within UITP. Circulate Industry updates after each meeting.	Attend 2 x LRC meetings per year, 4 x WG’s and 2 x UK Members events.	Managing Director	Engineering Manager Operations Manager	£10,000	Supply information and experience to UKTram representatives for UITP.

Monthly Members newsletter/e-shots	Deliver Industry news and updates to members via e-shot	Ensure 1 e-shot per month is sent to Members with Industry news	Commercial Manager	Technical Officer QED	£0 (50h of UKTram Staff Resource)	Supply News and updates to UKTram for inclusion in News e-shots
Quarterly Functional Group update newsletters/e-shots	Deliver quarterly e-shot updates on UKTram Functional Group activities	4 x Executive 4 x LROC 4 x LREG 4 x LRMCC 3 x HTC	Commercial Manager	Managing Director Operations Manager Engineering Manager Business Manager Technical Officer	£0 (50h of UKTram Staff Resource)	Ensure staff are signed up to receive E-shots to keep up to date with developments and progress
Collaborate with universities/police/councils/associations and agencies to broaden the Industry experience, divulge and share with members	Engage and participate in forums and meetings with outside agencies and associations.	Attend 4 visits and 4 workshops/conferences during the year and feed into UKTram work streams.	Managing Director	Operations Manager Engineering Manager Commercial Manager Business Manager Technical Officer	£0 (100h of UKTram Staff Resource)	Provide UKTram with any relevant links or contacts
Engage with and collaborate with other transport and customer service sectors to further enhance the industry by ensuring Light Rail is at the front of customer service levels and experiences	Engage and participate in forums and meetings with outside agencies and associations.	Attend 2 visits and 2 workshops/conferences during the year. Feedback lessons learnt	Commercial Manager	Managing Director Operations Manager Engineering Manager Business Manager Technical Officer	£0 (50h of UKTram Staff Resource)	Provide UKTram with any relevant links or contacts in sister or associated organisations

2. Light Rail Industry Strategy

Key objectives for UKTram	Timescale - Task Time	KPI	Accountability UKTram Manager	Supported by	Budget requirement	Required Input from Members
Set up a streamline Working Group to deliver a UK Light Rail Industry Strategy for the DfT	Delivery of Strategy to DfT by September 2020.	Formation of Group and appoint Chair by May 2020.	UKTram Chairman	Managing Director	£5,000	Supply Experts to work in Strategy Group
Publish Forward looking ‘Transport Horizon’ articles in support of, and to help develop, consultation on the Strategy	Ensure UKTram Articles present in Industry Magazines	2 articles in Magazines per quarter (Total 8)	Managing Director	Commercial Manger & QED	£0 (64h of UKTram Staff Resource)	Volunteer for ‘writing or being interviewed’ for articles
Coordinate and raise our profile within other transport sectors – BRT, Heavy Rail, Metro, Bus, Air etc. by Attending and presenting at Conferences, events and	Attend cross industry seminars, event and meetings. Proposed events –	Attend 8 meetings and events during the 2020/21 year (at least 2 bus/coach, 2 heavy rail, 1 Metro, 1 air and 2 Integrated Transport events)	Managing Director	Business Manger Commercial Manager Operations Manager Engineering Manager	£5,100 event and travel costs	Provide UKTram with any relevant links or contacts in sister or associated organisations
International engagement of transport strategies with UiTP, VdV, CUTA, APTA etc. Identify international opportunities to export UKTram skills and experience.	Work with, engage, support and feedback from international transport strategies Proposed Events -	Attend 5 International events during the 2020/21 year. Obtain at least 5 new leads of income – membership/resource paid for work	Managing Director	Business Manager Commercial Manager Engineering Manager Operations Manager	£8,550	Supply information and experience to UKTram representatives for UiTP

3. Promotional and Advocacy of UKTram and Light Rail

Key objectives for UKTram	Timescale - Task Time	KPI	Accountability UKTram Manager	Supported by	Budget requirement	Required Input from Members
Support New or Potential Light Rail (or other guided) systems through the Centre of Excellence and utilising Staff Expertise	Supply support and staff to potential schemes, where appropriate	Offer UKTram CoE and Staff services to at least 6 new potential schemes	Managing Director	Centre of Excellence Operations Manager Engineering Manager	£0 (240h of UKTram Staff Resource)	Refer potential new Members or Local Authorities.
Promote and support the UKTram Centre of Excellence by <ul style="list-style-type: none"> • Engaging with potential scheme owners • Producing literature and articles to support their work • Staff time and expertise • Press and media exposure 	Promote the work of the Centre of Excellence over the 12 months	Achieve a raised profile by securing press and media coverage and DfT mentions in Light Rail articles and speeches, 1 per quarter	Chair of Centre of Excellence	Commercial Manager Managing Director	£0 (40h of UKTram Staff Resource)	Supply 'Experts' for Centre of Excellence
Deliver promotion videos for Members, scheme developers to utilize on website, social media including; YouTube, Twitter, Instagram, Facebook etc.	Maintain and develop a suite a promotional video's for Light Rail	Produce 2 new additions to Library Suite during the year.	Commercial Manager	Managing Director QED	£12,000	Supply footage and 'talking heads' to assist in video production

Advocate the creation of new light rail networks, expanding current networks, especially by... through...	Contact potential sponsors, promoters etc. with Light Rail Material, video's & literature	Open dialogue with the 'top ten' potential schemes and those looking to extend. Offer CoE support and promotional material	Commercial Manager	Centre of Excellence	£0 (75h of UKTram Staff Resource)	Contacts and updates on potential extensions
Support current networks in looking beyond the life cycle of their current assets	Undertake a maturity assessment of the different systems on life cycle costs and asset management	Detail priority ranking of assets for industry – Deliver paper and mechanism for planning within 12 months	Engineering Manager	Consultants	£0 (100h of UKTram Staff Resource)	Engagement with UKTram Engineering Manager
Publish Guidance Documents, 'Road Maps' and case studies for creation and expansion of Light Rail systems	Publish Road map and case studies for new and expanding systems	Produce 'Road Map' by Summer 2020, and 6 case studies within 12 months	Chair of Centre of Excellence	Centre of Excellence	£0 (40h of UKTram Staff Resource)	Share experience of extensions and build for case studies
Publish case studies on Light Rail funding and funding mechanisms	Produce case studies and detail different funding options for building Light Rail	Produce 4 case studies of different funding types within 12 months	Chair of Centre of Excellence	Centre of Excellence	£0 (75h of UKTram Staff Resource)	Share experience of funding extensions and new build for case studies
Update and refresh Member services and expertise listings	Update current member services list and 'expert list'	Continue update list and republish twice a year to reflect changes – add onto website	Technical Officer	Business Manager	£0 (15h of UKTram Staff Resource)	Supply and update member services and 'experts' within organizations

Continue to refresh and add to Information Pack on Implementing a LR Scheme with Promoter/User guides	Continue updating and refreshing Information pack on implementing a new scheme for potential new systems	Add VLR, Tram-Train to current list and update all information packs within 12 months	Chair of Centre of Excellence	Owners and Authorities Group Centre of Excellence	£0 (40h of UKTram Staff Resource)	Share relevant knowledge and experience on implementation of schemes to aid document refresh and publishing, feed to Centre of Excellence
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4. Innovation and Research & Development

Key objectives for UKTram	Timescale - Task Time	KPI	Accountability UKTram Manager	Supported by	Budget requirement	Required Input from Members
Review and Rank Innovation ideas and solutions, seek and assist in securing funding for innovation projects	Process new Innovations on a quarterly basis using UKTram Innovation Matrix	Rank and priorities Innovations using Matrix tool every 3 months	Technical Officer	Managing Director Centre of Excellence	£6,000	Put forward any innovations that would benefit industry & need developing/funding
Support the DISC (Driver Innovation Safety Challenge) project	Provide expertise and support for project in developing the programme and research, testing and demonstrating.	Assist in project achieving its planned timeline outputs, testing and research.	Managing Director	Technical Officer	£TBC	Provide information on related issues & representatives to partake in testing
Support Innovation Funding applications and assist Innovation projects	Provide knowledge and expertise to support Innovation funding applications on relevant Innovation projects that would benefit the Industry and UKTram Members	Support this process over the next 12 months, updating members and Board on application numbers and success rate	Technical Officer	Managing Director Centre of Excellence	£5,000	Provide any relevant assistance and expertise in applying for funding

Research available Light Rail ‘apps’	Research what ‘Apps’ are assisting or being developed to assist the industry and disseminate to members. Support Development of Authority to Work (ATW) App	Publish list by Summer 2020 and update every month thereafter	Technical Officer	Commercial Manager Operations Manager Engineering Manager	£17,500	Provide information on any relevant apps being developed or that have potential for development
Create ‘Library’ of new ideas and products	Compile and publish a library of new idea and ‘wanted’ products that can enhance our systems	Publish a list (potentially on TramBay) in Autumn 2020 and update monthly thereafter – Feed into innovation work streams	Technical Officer	Commercial Manager Operations Manager Engineering Manager Managing Director	£0 (37.5h of UKTram Staff Resource)	Provide information on any new ideas or wanted products for development
Engage with Universities on Innovation, R & D projects and research	Engage through visiting Universities working on any Light Rail relevant Innovations, R&D and feed in ‘wants’ and ‘requirements’ from the industry	Engage with at least 5 Universities on R&D and Innovation projects, support development and interaction with members and industry	Managing Director	Operations Manager Technical Officer Engineering Manager	£5,000	Advise UKTram on any University projects or involvement we can assist in

5. Training, Competency, Recruitment and Diversity

Key objectives for UKTram	Timescale - Task Time	KPI	Accountability UKTram Manager	Supported by	Budget requirement	Required Input from Members
Continue formal working partnerships with training specialists like NRTA, The Big Solutions, EAL for: training, apprenticeships, workforce diversity, competency and upskilling in order to enhance the industry and raise the level of competency training and standardisation	Continue the work on developing standards for training, competency management and upskilling	Secure NOS for Tram Driving, set up 2 new apprenticeship training options and access to 5 training courses	Operations Manager	Engineering Manager LREG, LROC & HTC	£20,000	Members input into required course and training needs to set correct criteria
Mapping the areas of greatest need for training, competency and diversity and sharing best practice on developing these areas	Research membership needs and Rank the need to highlight areas of focus	Collate information by end of Q1, publish listings, and search for training/delivery providers. Deliver BP in Q2 (2020), Q3 (2020) and Q4 (2021) on top 3 areas	Operations Manager	Engineering Manager Business Manager Technical Officer TBS/NTAR	£3,000	Supply training needs and requirements to UKTram team and attend workshop session
Roadshow for schools and universities, including video/social media presence in order to	Visit schools and Universities and improve our visibility on social media	Visits 4 schools/collages/universities for 'Roadshow' on Light Rail Careers	Business Manager	Commercial Manager BTS/NTAR	£6,000	Supply contacts with local schools, collages etc. to arrange visits/roadshows.

Continued development of Career opportunities section on UKTram website	Update our website with career opportunities, jobs in the industry to assist members recruitment	Detail the number of jobs advertised on website and update weekly	Technical Officer	Business Manager	£1,000	Supply UKTram with job vacancies and adverts to post on recruitment page.
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LIGHT RAIL OPERATORS COMMITTEE

Introduction and Integration of DAS (Driver Assistance Systems)

With the introduction of Driver inattention and over-speed technology, this will bring their own issues and challenges as they are introduced. Managing and communicating this process with staff and stakeholders is key. Sharing and collaborating on this and ensuring the inclusions of the human factors angle to ensure that the introduction of this new technology done in a structured and safe manner.

Fare Evasion Vs Revenue

Striking the balance between Fare Evasion, the revenue loss and staffing costs to police is an area that has always been there on open systems like most of our Networks. Ensuring that we are consistent as an industry and share the Best Practice and knowledge on how to minimise the Fare Evasion and Revenue Loss from this will benefit all responsible.

Extreme Weather and Degraded Operations

One of the biggest service disrupter is extreme weather, which has been occurring on a more frequent basis. Sharing best practice on methods used, from technology to pre-emptive measures will benefit not only the operators involved by our customers. Also what levels of degraded operation (this could be weather induced) or technical are acceptable to keep at least a basic or minimum service in operation.

SPAS Categorisation

Signal Passed at Stop (SPAS or SPAD – Signal Passed at Danger) are recorded reportable incidents, however the categorisation, severity of SPAS and response varies amongst systems. Tackling the issue of SPAS events has been looked at previously but standardising the categorisation and response will aid the analysis and preventative measure that can be implement.



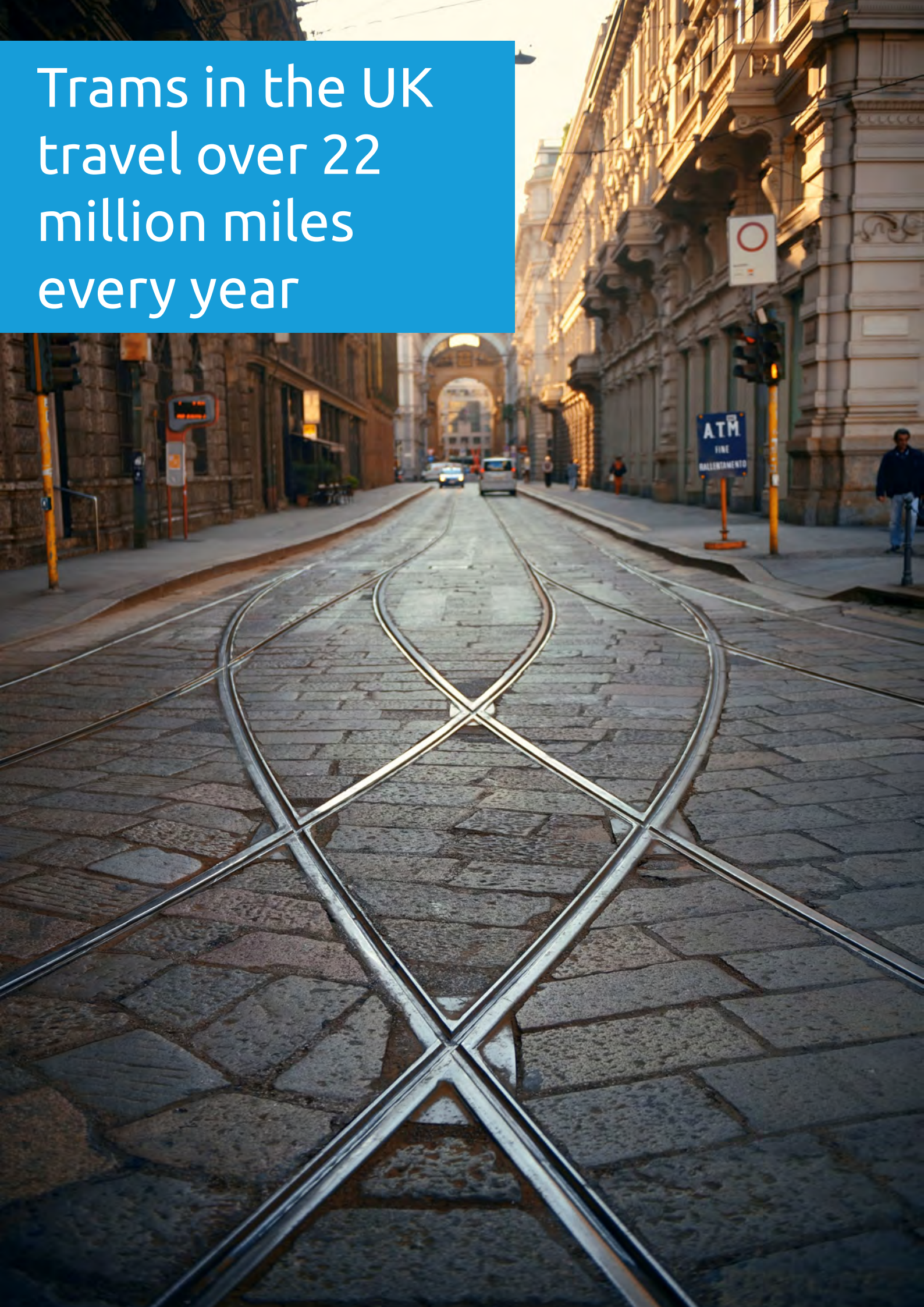
Functional Group Deliverables 2020/21

LROC – Light Rail Operators Committee

Functional Group Deliverables for UKTram	Objectives	Timescale - Task Time	KPI	Accountability * UKTram manager	Supported by & delivery mechanism	Budget requirement	Required Input from Members
Introduction and Integration of DAS (Driver Assistance Systems)	With the introduction of Driver inattention and over-speed technology, this will bring their own issues and challenges as they are introduced. Managing and communicating this process with staff and stakeholders is key. Sharing and collaborating on this and ensuring the inclusions of the human factors angle to ensure that the introduction of this new technology done in a structured and safe manner	12 months Write/Document Best Practice for uploading to members area on website	Delivered within the 12 month plan	Operations Manager	LROC	£0 (75h of UKTram Staff Resource)	Member's engagement and attendance at LROC. Supply relevant information and updates to UKTram

Fare Evasion vs Revenue	Striking the balance between Fare Evasion, the revenue loss and staffing costs to police is an area that has always been there on open systems like most of our Networks. Ensuring that we are consistent as an industry and share the Best Practice and knowledge on how to minimize the Fare Evasion and Revenue Loss from this will benefit all responsible.	12 months	Delivered within the 12 month plan	Operations Manager	LROC	£0 (40h of UKTram Staff Resource)	Supply information to UKTram and attending meetings and partake in sharing best practice and experiences
Extreme Weather and Degraded Operations	<p>Tackling one of the biggest service disrupter - extreme weather. Sharing best practice on methods used, from technology to pre-emptive measures will benefit not only the operators involved by our customers.</p> <p>Also reviewing what levels of degraded operation (this could be weather induced) or technical are acceptable to keep at least a basic or minimum service in operation</p>	12 months	Delivered within the 12 month plan	Operations Manager	LROC	£0 (40h of UKTram Staff Resource)	Member's engagement and attendance at LROC. Supply relevant information and updates to UKTram and the group

SPAS Categorisation	<p>As recorded reportable incidents, categorization, severity of SPAS and response varies amongst systems.</p> <p>Tackling the issue of SPAS events has been looked at previously but standardizing the categorization and response will aid the analysis and preventative measure that can be implement</p>	12 months	Delivered within the 12 month plan	Operations Manager	LROC	£2250	<p>Supply terminology statistics and categorisation of SPAS/SPADS. Assist in forming a standardisation of categories</p>
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Trams in the UK
travel over 22
million miles
every year

LIGHT RAIL ENGINEERS GROUP

Predictive Maintenance on Rolling Stock

Collate any predictive maintenance systems used, their benefits and cost savings, how these can be applied elsewhere. Also highlight the areas that would most benefit from predictive maintenance that can be targeted for development.

Shared Plant and Equipment

Following on from the work on procurement and the Rail Grinding machine work, this will look at the wider practice of what plant equipment is available that could be hired, loaned or borrowed between system to maximise usage and efficiency, leading to cost savings and potential income streams.

Technical Contacts

Details of all technical contacts within suppliers, contractors and systems to aid the process in finding the best people to assist with all engineering aspects. This will sit alongside the wider industry experts list.

Obsolescence of Fleet Equipment

LREG is still looking to establish an index of obsolete fleet equipment that is causing major fleet and supply issues. Alternative suppliers, reverse engineering, upgrade replacement options to be explored and detailed.

Obsolescence of Infrastructure Equipment

LREG is still looking to establish an index of obsolete infrastructure equipment that is causing major maintenance/reliability and supply issues. Alternative suppliers, reverse engineering, upgrade replacement options to be explored and detailed.

LREG – Light Rail Engineers Group

Functional Group Deliverables for UKTram	Objectives	Timescale - Task Time	KPI	Accountability * UKTram manager	Supported by & delivery mechanism	Budget requirement	Required Input from Members
Predictive Maintenance on Rolling Stock	Collate any predictive maintenance systems used, their benefits and cost savings, how these can be applied elsewhere. Also highlight the areas that would most benefit from predictive maintenance that can be targeted for development	12 months	Delivered within the 12 month plan	Engineering Manager	LREG	£0 (75h of UKTram Staff Resource)	Provide systems/tools used and assist the work-plan, regular attendance at LREG meetings
Shared Plant and Equipment	Following on from the work on procurement and the Rail Grinding machine work, this will look at the wider practice of what plant equipment is available that could be hired, loaned or borrowed between system to maximize usage and efficiency, leading to cost savings and potential income streams.	12 months	Delivered within the 12 month plan	Engineering Manager	LREG	£0 (40h of UKTram Staff Resource)	Highlight what plant & equipment is needed to improve and maximise assets and what is available for use/hire/loan.

Technical Contacts	Details of all technical contacts within suppliers, contractors and systems to aid the process in finding the best people to assist with all engineering aspects. This will sit alongside the wider industry experts list	6 months	Produced within 6 month	Engineering Manager	LREG Technical Officer	£0 (40h of UKTram Staff Resource)	Supply details of technical partners/suppliers/providers to add to industry list
Obsolescence of Infrastructure Equipment	LREG is still looking to establish an index of obsolete infrastructure equipment that is causing major maintenance/reliability and supply issues. Identifying alternative suppliers, reverse engineering, upgrade replacement options to be published.	12 months	Delivered within the 12 month plan	Engineering Manager	LREG	£0 (75h of UKTram Staff Resource)	Regular attendance at LREG meetings Provide details on 'stock issues', alternatives and 'upcoming' issues.

LIGHT RAIL MARKETING, COMMUNICATIONS & CUSTOMER SERVICE

Social Media/Communications

The objective surrounding communications is to share best practice when it comes to communicating with our customers. The group will seek to provide new working practices, technology and training that will reduce the number of customer complaints by providing timely responses and messages to inform customers of disruptions, amended services and special events. 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.

Marketing and Promotion of Light Rail

Enhancing the Marketing and Promotion of Light Rail in the UK, including events, offers, deals, travel cards and discounts, as well as additional travel information, is a key part for customers and potential customers. The group aims to raise the overall level across the industry.

Light Rail Passenger Survey

Members were in agreement that they all carry out their own passenger survey work in various guises and were all unhappy with the Transport Focus survey and cost. Therefore the group decided that they would submit their own survey findings to UKTram and these will be passed to Communicorp UK to review to establish if a consistent set of results across all operators. This would then be completed annually.

Successful Passenger Growth

By sharing best practice, new ideas and initiatives, the group aim to aid all systems in growing their patronage and passenger numbers.

Communications of New Extensions, Schemes and Works

Best practice in sharing news, experience of coverage and communication on new and potential schemes and giving transparency to up and coming schemes and works.



LRMCCS – Light Rail Marketing, Communications & Customer Service Committee

Functional Group Deliverables for UKTram	Objectives	Timescale - Task Time	KPI	Accountability * UKTram manager	Supported by & delivery mechanism	Budget requirement	Required Input from Members
Social Media/ Communications	Share best practice when it comes to communicating with our customers. Provide new working practices, technology and training that will reduce the number of customer complaints by providing timely responses and messages to inform customers of disruptions, amended services and special events. What tools should be when, where, terminology and language.	12 months	Delivered within the 12 month plan	Commercial Manager	LRMCCS Group	£0 (50h of UKTram Staff Resource)	Member's engagement and attendance at LRMCCS. Supply relevant information and updates to UKTram and the group and share Best Practice
Marketing and Promotion of Light Rail	Enhancing the Marketing and Promotion of Light Rail in the UK, including events, offers, deals, travel cards and discounts, as well as additional travel information, is a key part for customers and potential customers. The group aims to raise the overall level across the industry	12 months	Delivered within the 12 month plan	Commercial Manager	LRMCCS Group	£0 (50h of UKTram Staff Resource)	Bring new ideas and success stories, offers and aims. Through attendance to the LRMCCS Group

Light Rail Passenger Survey	Members all carry out their own passenger survey work in various guises UKTram will collate these will be passed to Communicorp UK to review to establish if a consistent set of results across all operators	6 months	Delivered within the 12 month plan	Commercial Manager	LRMCCS Group	£0 (40h of UKTram Staff Resource)	Provide UKTram with passenger survey information and review outcomes
Successful Passenger Growth	By sharing best practice, new ideas and initiatives, the group aim to aid all systems in growing their patronage and passenger numbers	1 BPD during 12 months	Delivered within the 12 month plan	Commercial Manager	LRMCCS Group	£1,000	Attendance at LRMCCS Supply relevant information, ideas and share Best Practice
Communication of New Extensions, Schemes and Works	Best practice in sharing news, experience of coverage and communication on new and potential schemes and giving transparency to up and coming schemes and works	1 BPD during 12 months	Delivered within the 12 month plan	Commercial Manager	LRMCCS Group	£1,000	Bring experiences and updates to Group meetings

OWNERS & AUTHORITIES GROUP

Options of Light Rail Systems Types

Continue the work on the refresh, update to the UKTram suit of documents on system types and add new options – Small LRT, VLR and Tram-Train for example.

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.

Alignment of Strategic Principles

With the wider delivery of a Light Rail Strategy, the group will ensure that their strategic principles align with this strategy.

Funding Models and Delivery options

There are a number varying ways to fund light rail schemes extensions and works, by setting these out in straightforward documents along with Delivery options, this will aid new and potential schemes as well as creating Library of knowledge and Best Practice.

Snapshot Business Case Examples

Produce one page Business Case examples to demonstrate successful Industry Business Cases

Over 90% public satisfaction



OAG - Owners and Authorities Group

Functional Group Deliverables for UKTram	Objectives	Timescale - Task Time	KPI	Accountability * UKTram manager	Supported by & delivery mechanism	Budget requirement	Required Input from Members
Options of Light Rail Systems Types	Continue the work on the refresh, update to the UKTram suite of documents on system types and add new options – Small LRT, VLR and Tram-Train for example.	12 months	Produce new guidance for VLR & Tram-Train within 12 month	Centre of Excellence Chair	OAG Centre of Excellence	£0 (37.5h of UKTram Staff Resource)	Attend meetings and supply input and knowledge in updating and adding to document suite
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.	6 month	Produce guidance over a month period	OAG Chair	OAG	£0 (20h of UKTram Staff Resource)	Share framework set-up and requirements for size of organisation
Alignment of Strategic Principles	With the wider delivery of a Light Rail Strategy, the group will ensure that their strategic principles align with this strategy	12 months	Delivery of usable tool within 12 months	OAG Chair	OAG Centre of Excellence	£0 (Members time input)	Provide the strategic strategy and see how this can be aligned

Funding Models and Delivery Options	There are a number varying ways to fund light rail schemes extensions and works, by setting these out in straightforward documents along with Delivery options, this will aid new and potential schemes as well as creating Library of knowledge and Best Practice.	6 month	Produce guidance over a month period	OAG Chair	OAG	£3,500	Provide data and evidence/information to assist in creation of Best Practice options Library
Snapshot Business Case Examples	Produce one page Business Case examples to demonstrate successful Industry Business Cases	12 months	Delivery of '6' Business case examples within 12 months	OAG Chair	OAG Centre of Excellence	£0 (30h of UKTram Staff Resource)	Assist in the production of 1 page Business Case 'Snapshots'



CENTRE OF EXCELLENCE

Scheme Road Map

Setting out a 'road map' of how to decide what schemes and solutions are most suitable for any town or city along with the process that need to be followed will be delivered to assist all new potential schemes get set up to stand the best chance of success or ensure they take the best route work. The group will produce the roadmap to be utilised by all members and potential schemes.

Little Black Book Updating and republishing

The UKTram initiated 'Cost Guide' for Light Rail Construction 'The Little Black Book' was published in 2012, so is now in need of updating with the latest data from recent schemes and extensions. It will help in developing all business cases for schemes going forward and has been widely used and praised to date. The Black Book coupled with the 'Road Map' will become the 'go to' documents for any new or potential scheme or extension.

Environmental Benefits of Light Rail

Whilst all those involved in Light Rail know and understand the benefits to the Environment, reduction in pollution and Green Impact Light Rail can have in towns and cities. There is no paper that currently sets this out in an up to date presentable way. The group will draw up a paper that not only highlights the Environmental Benefits of Light Rail, it will signpost people to other more in-depth documents and research in this field.

Tram Vehicle Approval Guidance

A Working Group will develop a Standardised Tram Vehicle Approvals Guidance as since the introduction of ROGS there has been no such document leaving this an unguided area for new vehicle introduction. The WG will also review and update the standardised Tram MOT process last published by UKTram in 2014.

Heavy Rail vs Light Rail

Highlighting the differences between both modes in a brief paper will assist in modal choice and give those from outside the industry or new to the industry the key differences. This will aid the 'Road Map' and choice decision of schemes but also dispel some myths and inaccuracies of the difference between modes.

Tram-Train Knowledge Sharing

The Group will assist and promote the Tram-Train knowledge sharing being developed by Network Rail and partners of the Tram-Train pilot scheme. This will be of benefit to all potential Tram-Train schemes and add to the modal choice detailed within the Industry.

Centre of Excellence – C.o.E.

Functional Group Deliverables for UKTram	Objectives	Timescale - Task Time	KPI	Accountability * UKTram manager	Supported by & delivery mechanism	Budget requirement	Required Input from Members
Scheme Road Map	Set out a 'road map' of how to decide what schemes and solutions are most suitable for any town or city considering Light Rail.	3 month	Produce 'Road Map' by June 2020.	Centre of Excellence Chair	Centre of Excellence	£0 (80h of CoE members time resource)	Supply input and knowledge in creation of 'Road Map' document
Little Black Book Updating and Republishing	Update the UKTram initiated 'Cost Guide' for Light Rail Construction 'The Little Black Book' was published in 2012, This can be coupled with the 'Road Map' being the 'go to' documents for any new or potential scheme or extension	12 months	6 case studies within 12 months	Centre of Excellence Chair	Centre of Excellence OAG Executive	£15,000	Provide details and costs of scheme implementation and costs of development (all to be anonymised)
Environmental Benefits of Light Rail	Set out a paper defining the benefits to the Environment, reduction in pollution and Green Impact Light Rail can have in towns and cities.	6 months	Produce a paper within 6 month timeframe	Centre of Excellence Chair	Centre of Excellence OAG Executive	£0 (180h of CoE members time resource)	Share information on environmental benefits to aid the production of paper

Tram Vehicle Approval Guidance	Working Group will develop a Standard Tram Vehicle Approvals Guidance as since the introduction of ROGS there has been no such document leaving this an unguided area for new vehicle introduction. The WG will also review and update the standardized Tram MOT process last published by UKTram in 2014	6 months	Produce a paper within 6 month timeframe	Centre of Excellence Chair	Centre of Excellence OAG Executive	£0 (210h of CoE members time and resource)	Provide experts to assist and review documents
Heavy Rail vs Light Rail	Highlighting the differences between both modes in a brief paper will assist in modal choice and give those from outside the industry or new to the industry the key differences. This will dispel some myths and inaccuracies of the difference between modes	3 months	Produce a paper within 3 month timeframe	Centre of Excellence Chair	Centre of Excellence	£0 (70h of CoE members time resource)	Review documents ahead of publication and share to relevant parties
Tram-Train Knowledge Sharing	Assist and promote the Tram-Train knowledge sharing being developed by Network Rail and partners of the Tram-Train pilot scheme. This will be of benefit to all potential Tram-Train schemes and add to the modal choice detailed within the Industry	12 months	Promote and assist populating the Tram-Train Knowledge sharing platform, share with members and interested parties	Centre of Excellence Chair	Centre of Excellence	£0 (75h of CoE members time resource)	Utilise the database once up and running and ensure anyone working on Tram-Train projects is aware of the database



HERITAGE COMMITTEE GROUP

Young Persons Volunteering/Employment

Continue the work started regarding the issue with legislation blocking the volunteering and employment of young persons within the Light Rail Industry.

Heritage Baseline for Drugs and Alcohol Testing

Establishment of a baseline for drugs and alcohol testing in Heritage systems where teams are small and many are dependent on volunteers will enable a more consistent and manageable approach. Cost saving by utilising bulk purchasing or leasing of equipment of contacts with providers will benefit all involved.

Safety Critical Competencies

Setting an industry level for periodic competency assessments of those involved in Safety Critical Examinations of both Heritage Rolling Stock and Heritage Infrastructure and authorising them as fit for service, would benefit all systems involved and bring the Heritage sector to a common standard.

Suppliers and Providers for Heritage Systems

With so many bespoke solutions required for Heritage systems, compiling a database of suppliers of bespoke equipment or companies that can overhaul, renew or re-engineer parts will benefit all parties and potentially reduce costs and improve efficiencies.

Stock and 'Alternatives' to Hazardous materials

Many Heritage system have stock of spares and consumables that others may be able to utilise, buy or borrow. Pooling information and also bulk ordering can assist in reducing lead times, costs and searching for parts. Also as systems replace hazardous parts like asbestos and lead based paints with new modern alternatives that do not impact the Heritage but improve safety reduce risk, sharing this information, success and suppliers of these 'substitutes' will aid all members and ensure continued success of the sector.

HTC – Heritage Tramways Committee/Heritage Group

Functional Group Deliverables for UKTram	Objectives	Timescale - Task Time	KPI	Accountability * UKTram manager	Supported by & delivery mechanism	Budget requirement	Required Input from Members
Safety Critical Competencies	Setting an industry level for periodic competency assessments of those involved in Safety Critical Examinations of both Heritage Rolling Stock and Heritage Infrastructure and authorizing them as fit for service.	6 months	Set a common Guidance/Best Practice paper for Safety Critical Competencies within 6 months	HTC Chair	Engineering Manager HTC	£3,000	Provide expertise and share current practice to enable the development of an Heritage sector best practice
Heritage Baseline for Drugs and Alcohol Testing	Establishment of a baseline for drugs and alcohol testing in Heritage systems where teams are small and many are dependent on volunteers will enable a more consistent and manageable approach.	3 months	Set a baseline for drugs & alcohol testing for Heritage systems within 3 months.	HTC Chair	Operations Manager HTC	£0 (40h of UKTram Staff resource)	Provide input and attendance to workshops and meetings to establish baseline for Heritage systems
Young Persons Volunteering/ Employment	Continue to progress the Young Persons Volunteering/Employment issue within the Light Rail Industry	24 months		HTC Chair	Operations Manager HTC	£0 (20h of UKTram Staff resource)	Support the white paper in changing the legislation on ‘young persons’ in the workplace

Suppliers and Providers for Heritage Systems	Compile a database of suppliers of bespoke equipment or companies that can overhaul, renew or re-engineer parts will benefit all parties and potentially reduce costs and improve efficiencies	12 months	Delivery of usable tool within 12 months	HTC Chair	HTC Engineering Manager	£0 (20h of UKTram Staff resource)	Supply information on companies and providers of bespoke parts, manufacturing etc.
Stock and 'Alternatives' to Hazardous materials	Spares parts and consumables are often on long lead times or hard to obtain – collating on a database will enable others may be able to utilize, buy or borrow. Also as systems replace hazardous parts like asbestos and lead based paints with new modern alternatives that do not impact the Heritage but improve safety reduce risk, sharing this information, success and suppliers of these 'substitutes' will aid all members and ensure continued success of the sector.	12 months	Database collated within 12 months	HTC Chair	Technical Officer HTC	£0 (40h of UKTram Staff resource)	Provide information on 'alternative' materials & methods for replacing/replicating Heritage equipment whilst staying in-keeping with tradition but using more modern technology, techniques and materials.
Combined Costs						£115,400 Plus 1,846.5h of UKTram Staff time resource	

NEXT STEPS

Following the success and achievements from the 2019/20 Business Plan, we are in a stronger position at this exciting time for the industry. The successful formation of the Light Rail Safety and Standards Board and the supporting role of UKTram shows what can be achieved with additional resource and industry collaboration and support. We are well placed to take an even bigger step forward for our members and the industry.

With new developments of a Light Rail Strategy and support from the Government and DfT the importance of Mobility as a Service (MaaS) and the role Light Rail can play in this is high up the agenda.

Continued technology advances, digital communications, smart technology and modelling are all elements that impact our industry and continue the changing pace of expectation and demand on Light Rail and the service we provide.

Light Rail (in all its forms) has and will continue to play an important role within the future public transport arena, especially with great Environmental credentials and success stories.

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 and fulfil the role as the professional voice for the industry and serve our members to ensure Light Rail continues to develop to be the best it can be.

The political and technical landscape is very dynamic and fluid and therefore we will publish annual Business plans as part of the three year plan that recognises the various multimodal, planning and legislative changes ahead, with a year on year focused documentation.

Finally all that we achieve would certainly not be possible and so much progress or fresh thinking that has gone into creating this business plan, without the commitment of our members, their staff and representatives in our functional groups, and stakeholders.

The success is dependent on the UKTram team to ensure members active participation and passion for Light rail and continued improvement. UKTram warmly invites and welcomes members involvement in the various Functional Groups, working groups and work streams to share your experience and thoughts and to shape our collective future.