

UKTram

The voice of light rail



Business Plan

Key Objectives 2021-22



Welcome to our 2021-22 Business Plan

The past twelve months has seen the light rail sector rise to the many challenges presented by Covid-19 and, as restrictions are gradually eased, its vital we drive forward with dynamic plans that will help us 'build back better'.

While significant progress has continued to be made on a wide-ranging research and other important workstreams, naturally, much of our work over the past year has been driven by the need to support the sector through these unprecedented times.

Since the earliest days of the pandemic, UKTram has maintained a constant dialogue with both national and devolved governments, helped secure over £200 million in funding to maintain essential services and we'll continue to press for further support.

Clearly, many uncertainties remain as we emerge from the most recent restrictions - not least in terms of changes to travel patterns and the pace of economic recovery - but the year ahead also presents numerous opportunities.

The value of light rail to the cities served by existing networks has clearly been demonstrated during the crisis, ensuring safe, reliable transport for those who still needed to travel. This helps us build an even stronger case for future investment that meets calls for a 'green' economic recovery and regional 'levelling up'.

Of course, while UKTram has reacted quickly and decisively to the pandemic, work has continued on projects covering innovation, best practice, strategy, promotion and training and this business plan sets out how we intend to build on these five 'key pillars'.

Our plan reflects changes in the sector, the needs of our members and key stakeholders and I look forward to working with colleagues from across light rail to achieving the goals it sets out, while helping them to meet the challenges that lie ahead.

James Hammett
Managing Director, UKTram





Year 3, 2021-22

In 2021-22 UKTram will deliver year 3 of our 3-year Business Plan, under the 5 key pillars set out at the start of the plan in 2019. The focus areas under these key pillars have been prioritized to reflect the changes in the industry and need of our members and those of the sector and key stakeholders.

Best Practice

**Light Rail
Strategy**

Innovation

**Promotion
and Advocacy**

**Training and
Diversity**

UKTram's Functional Groups, Working Groups and Sub-Groups will continue to deliver against their objectives benefitting the groups participating members and the wider industry. The objectives of these groups are detail in section 2 of the document.

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 flexible and agile to ensure it supports the priorities of its members and the industry.

UKTram and its members will continue to support its subsidiary company the Light Rail Safety and Standards Board (LRSSB) through collaboration, resource, standards, guidance, and document reviews, as set out in the main objectives below.

2021-22 Covid-19 Impact on Industry – Ongoing Support

Key Objectives		Scope	
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.		1. Attend all weekly DfT liaison meetings, 2. At least fortnightly contact with DfT 3. Share Best Practice on a quarterly basis on dealing with the impact, restart, and recovery with members, 4. Produce updates guidance and notes for members – reviewed quarterly	
<i>Timescale: 12 months</i>	<i>Lead: Managing Director</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 360h</i>
Collate and supply all data to DfT and Secretary of State for Operational impacts of Covid-19 and recovery and restart data.		5. Send daily collated industry patronage figures to DfT and Secretary of State 6. Send weekly sickness/absenteeism for Operational impacts of Covid-19, to DfT	
<i>Timescale:</i>	<i>Lead: Technical Officer</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 48h</i>
Lobby for lockdown restart/recovery funding for systems from the impact of the Covid-19 pandemic.		7. Lobby DfT - Fortnightly, Secretary of State - quarterly, HMT - quarterly, Transport Scotland - fortnightly for, restart/recovery funding 8. Secure continued industry funding from June 2021 onwards	
<i>Timescale: 12 months</i>	<i>Lead: UKTram Chair</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 96h</i>
Review and update Covid-19 Guidance for Operators, including the following documents: Industry Risk Assessment, Social Distancing Guidance, Customer Communications Guidance, SWOT Analysis and Robustness Guide as required.		9. Review and update Covid-19 Guidance and recovery guidance for members at each roadmap milestone and review quarterly, publish, and circulate to members via UKTram website	
<i>Timescale: 12 months</i>	<i>Lead: Operations Manager</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 192h</i>
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.		10. Attend all weekly liaison meetings with UTG, RDG, CPT, DfT on Funding, Start-up/Recovery, Comm's and guidance 11. Represent the Light Rail sector and members by partaking in, feeding into and feeding back from every weekly/fortnightly/monthly Stakeholder session	
<i>Timescale: 12m</i>	<i>Lead: Managing Director</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 360h</i>
Members Input: Ensure daily & weekly data is passed to UKTram team for collation. Attend review group meetings and share 'Best Practice'. Communicate information within own organizations.			

UKTram's Key Pillars of Focus 2021/22

Best Practice and Knowledge Sharing

British Isles

Key Objectives		Scope	
Set and deliver 26 Functional Groups meetings, LREG, LROC, LRMCCS Group, OAG & HTC, Centre of Excellence. 4 per Group & Executive meetings either online or face to face, covering the relevant topics for the function groups and their hot topics, key issues and points of interest.		1. Hold 24 meetings across the Functional Groups of UKTram – 4 Executive, 4 Operations Group, 4 Engineering Group, 4 Owners and Authorities Group, 2 Marketing Group, 2 HR Group, 4 Centre of Excellence, 2 Heritage Group	
<i>Timescale: 12 months</i>	<i>Lead: Business Manager</i>	<i>Budget cost: Travel</i>	<i>Provided Resource: 384h</i>
Set and deliver 12 'one day' Best Practice Days (BPD) within the UKTram Functional Groups, LREG, LROC, LRMCCS Group, OAG & HTC. 2 per Group session either online or face to face meetings covering the relevant topics for the function groups.		2. Hold 12 Best Practice - 2 Operations Group, 2 Engineering Group, 2 Owners and Authorities Group, 2 Marketing Group, 2 HR Group, 2 Heritage Group	
<i>Timescale: 12 months</i>	<i>Lead: Business Manager</i>	<i>Budget cost £12,000</i>	<i>Provided Resource: 192h</i>
Benchmarking of Operations and Infrastructure Statistics across the Industry – Developed and delivered via 'BENCHMARK'		3. Deliver year 1 of 'BENCHMARK' as detailed in work program. Stage 1,2 &	
<i>Timescale: +12 months</i>	<i>Lead: Engineering Manager</i>	<i>Budget cost: £30,000 in Staff Hours</i>	<i>Provided Resource: 1,112h</i>
Facilitate Peer Review between Member Organisations. Set process for peer review as Covid-19 roadmap allows,		4. Have Peer Review available for Members during 2021/22	
<i>Timescale: 12 months</i>	<i>Lead: Managing Director</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 375h</i>
Weekly members newsletter/e-shots, including quarterly updates on UKTram Functional Groups		5. Deliver weekly e-shots 6. Share updates from all Functional group meetings to members	
<i>Timescale: 12 months</i>	<i>Lead: Marketing Manager</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 100h</i>

Key Objectives		Scope	
Collaborate with transport bodies/universities, councils, and associations to broaden the Industry experience, divulge, and share with members		Attend liaison meetings with transport bodies – 7. 2 x UITP UK Members meetings, 8. Annual UTG, RDG, CPT, meetings, 9. 4 x Universities, 10. 2 x CIHT sessions To broaden the Industry experience, divulge, and share with members through updates and reports	
<i>Timescale: 12 months</i>	<i>Lead: Managing Director</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 100h</i>
Members Input: Members attendance and engagement in meetings, working groups, work streams and activities. Provide information to support the best practice sharing and information collation and sharing. Communicating the outputs back to colleagues and members.			

International

Key Objectives		Scope	
Continue active engagement and involvement with UITP Working Groups to represent the UK Internationally		Attend and participate in: 1. 2 x UITP Light Rail Committee meetings 2. 4 x sub-group meetings (WG Operational Safety, WG Maintenance 3. Circulate Industry updates to members after each meeting	
<i>Timescale: 12 months</i>	<i>Lead: Managing Director</i>	<i>Budget cost: Travel Costs (£10,000)</i>	<i>Provided Resource: 90h</i>
Provide UK experts for European and International Standards work to support LRSSB in ensuring 'Mandate 486' and any standards that will impact our industry have UK representation		Support LRSSB by supplying 'experts' from within UKTram resource and membership. 4. Support at least 4 Mandate 486 work streams	
<i>Timescale: 12 months+</i>	<i>Lead: Managing Director</i>	<i>Budget cost: Travel Costs (£7,200)</i>	<i>Provided Resource: 150h</i>
Benchmarking of Operations and Infrastructure Statistics across the Industry – Developed and delivered via 'BENCHMARK' from international input and collaboration.		5. Deliver year 1 of 'BENCHMARK' as detailed in proposal and work program. Stage 1, 2 & 3 6. Q1 – Complete full business plan and project proposal with detailed stages Research similar projects for lessons 7. Q2 –Consolidation existing data and review suitability & categorize 8. Q3 – Set up individual working groups and begin external data gathering 9. Q4 – Begin review of external data & categorize	
<i>Timescale: 12 month +</i>	<i>Lead: Engineering Manager</i>	<i>Budget cost: See above</i>	<i>Provided Resource: see above</i>

Key Objectives		Scope	
Collaborate on procurement and supply chain efficiencies, obsolescence issues and life cycles costs		Attend and participate in 10. UITP Working Group on supply chain efficiencies, equipment obsolescence 11. Provide updates and reports on WG activities and outputs after each meeting	
<i>Timescale: 12m</i>	<i>Lead: Engineering Manager</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 48h</i>
Members Input: Members attendance and engagement in meetings, working groups, work streams and activities. Provide information to support the best practice sharing and information collation and sharing. Communicating the outputs back to colleagues and members.			



Light Rail Industry Strategy

Key Objectives		Scope	
Light Rail Strategy Working Group to promote UK Light Rail Industry Strategy with and for the DfT and Government		Light Rail Strategy Working Group to 1. Produce final UK Light Rail Industry Strategy with the DfT and Government by September 2021 2. Share, promote and advocate the strategy via website and social media through Q3 & Q4.	
<i>Timescale: 12 months</i>	<i>Lead: Business Manager</i>	<i>Budget cost: Travel</i>	<i>Provided Resource: 384h</i>
Coordinate and raise our profile within other transport sectors and understand their strategies – BRT, Heavy Rail, Metro, Bus, Air etc.		Attend and present at liaison meetings with transport bodies: 3. 2 x UITP UK Members meetings 4. Annual UTG, RDG, CPT, meetings, Universities, Councils, and organizations like CIHT) to broaden the Industry profile	
<i>Timescale: 12 months</i>	<i>Lead: Managing Director</i>	<i>Budget cost: Travel Costs (£3,750)</i>	<i>Provided Resource: 90h</i>
International engagement of transport strategies with UITP, VdV, CUTA, APTA etc. Identify international opportunities to export UKTram skills and experience.		Attending and present at: 5. 2 international events/conferences to detail UKTram's skills, experience, and outputs Internationally	
<i>Timescale: 12 months</i>	<i>Lead: Managing Director</i>	<i>Budget cost: Travel Costs (£3,550)</i>	<i>Provided Resource: 90h</i>
Publish Forward looking 'Transport Horizon' articles in support of, and to help develop the consultation and delivery of the Light Rail Strategy		6. 4 articles published in industry magazines and online throughout the year – 1 per quarter	
<i>Timescale: 12 months</i>	<i>Lead: Marketing & Commercial Manager</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 16h</i>
Sustainability – understanding our carbon footprint, how we can improve this and promote our green credentials		Undertake sector research on our carbon footprint 7. Collate data and information by December 2021 8. Publish top '5' target areas for industry to members in Q4	
<i>Timescale: 12 months+</i>	<i>Lead: Operations Manager</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 96h</i>
Members Input: Provide information to support the Light Rail Strategy, International and wider industry best practice sharing, provide information to assist with media articles, collation and sharing of Sustainability. Communicating the outputs back to colleagues and members.			

Innovation

Key Objectives		Scope	
Review and Rank Innovation ideas and solutions, seek and assist in securing funding for innovation projects		Process, rank, and feedback on Innovations projects 1. Support top 5 to seek Innovation funding Q1/Q2 2. Review after 6 months and repeat process for Q3/Q4	
<i>Timescale: 12 months</i>	<i>Lead: Technical Officer</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 120h</i>
Support the DISC (Driver Innovation Safety Challenge) project		Provide DISC Board support: 3. Project Officer 4. Support Innovation applications 5. Provide link to Industry for the DISC project via monthly comms updates	
<i>Timescale: 12 months</i>	<i>Lead: Managing Director</i>	<i>Budget cost: £44,000</i>	<i>Provided Resource: 1,700h</i>
Support Innovation Funding applications and assist Innovation projects		Provide review, input, data, and resource for Innovation projects applying for funding grants etc. 6. Support at least 5 viable innovation projects, currently: <ul style="list-style-type: none"> • DISC/Focus+ • Benchmark • PCAT – S&C & Curved Slab track • PureTransit – Station in a Box • Aventuri – Power Design 	
<i>Timescale: 12 months</i>	<i>Lead: Technical Officer</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 100h</i>
Create 'Library' of new ideas and products		Seek and collate a 'live' library of new ideas 7. Publish to members developments that could be applied to the industry by end of Q2	
<i>Timescale: 6 months</i>	<i>Lead: Technical Officer</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 70h</i>

Key Objectives		Scope	
Engage with Universities and companies on Innovation, R & D projects, and research		8. Highlight at least 3 key areas within 4 Universities, colleges, and companies to input on and assist with 9. Communicate work to Industry and potential partners or beneficiaries quarterly. 10. Q1 – Research relevant R&D, contact individuals within organizations – produce update report 11. Q2 – Offer UKTram support, attendance at WG's & have relevant access to updates to produce update reports 12. Q3 & Q4 – ongoing support based on project plan	
<i>Timescale: 12 months</i>	<i>Lead: Engineering Manager</i>	<i>Budget cost: £500(travel)</i>	<i>Provided Resource: 90h</i>
Promote and assist in the development of the Light Rail test track at Long Marston		13. Promote the continued development of the test track at Long Marston. Support at least 2 projects 14. 2 news articles one in Q1/Q2 & 1 in Q3/Q4 15. Attend 'Rail Live' and at least 2 other associated Innovation events like RIA	
<i>Timescale: 12 months</i>	<i>Lead: Managing Director</i>	<i>Budget cost: £3,000</i>	<i>Provided Resource: 90h</i>
Members Input: Advise of any potential Innovations and R&D they are involved in or are supporting. Also help provide links, information and feedback on any new Innovations and R&D. Share the developments with colleagues and decision makers.			



Promotion and Advocacy

Key Objectives		Scope	
Support New or Potential Light Rail (or other guided) systems through the Centre of Excellence		1. Provide support, expertise, and guidance to at least '6' schemes through the Centre of Excellence in 12 months. Currently: <ul style="list-style-type: none"> • Leeds/West Yorkshire • West of England – Bristol/Bath • Cirencester/Kemble • Stoke • High Wycombe • Isle of Wight 	
<i>Timescale: 12 months</i>	<i>Lead: CoE Chair</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 240h</i>
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 • Press and media exposure 		2. Advertise, promote, and champion the Centre of Excellence in industry forums – 3. 1 per quarter 4. In at least 2 publications per year	
<i>Timescale: 12 months</i>	<i>Lead: Marketing and Commercial Manager</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 40h</i>
Deliver promotion videos for Members, scheme developers to utilize on website, social media including YouTube, Twitter, Instagram, Facebook etc.		Produce at least: 5. 2 promotional/information videos to benefit and promote Light Rail, for members use and sharing on social media	
<i>Timescale: 12 months</i>	<i>Lead: Marketing and Commercial Manager</i>	<i>Budget cost: £12,000</i>	<i>Provided Resource: 40h</i>
Publish Guidance Documents, to support 'Road Maps' and case studies for creation and expansion of Light Rail systems		6. Produce pre-roadmap guidance by end of Q2 7. Produce at least 3 case studies for creation and expansion of Light Rail systems by end of Q3	
<i>Timescale: 6 months</i>	<i>Lead: CoE Chair</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 72h</i>
Continue to refresh and add to Information Pack on Implementing a LR Scheme with Promoter/ User guides		8. Review and refresh the 4 current information packs by end of Q2 9. Add VLR and Tram-Train to information pack suite by end of Q4	
<i>Timescale: 12 months</i>	<i>Lead: CoE Chair</i>	<i>Budget cost: £5,000</i>	<i>Provided Resource: 80h</i>
Review Business plans, scheme development plans, business cases and mode selection of developing LRT schemes.		10. Provide support, expertise, and guidance to review at least '4' new/potential schemes throughout the year through the Centre of Excellence over 12 months	
<i>Timescale: 12 months</i>	<i>Lead: CoE Chair</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 450h</i>
Members Input: Provide support/experts to assist with guidance and assistance to new schemes, current scheme development and operation. Provide footage and access for filming to build library of video footage, provide interviews and 'talking heads' to assist in promotion of the industry and its benefits.			

Training and Diversity

Key Objectives		Scope	
Continue formal working partnerships with training specialists like NRTA, The Big Solutions, EAL for: training, apprenticeships, workforce diversity, competency, upskilling and developing National Occupational Standards		<p>To enhance the industry and raise the level of competency training and standardization, diversity, to attract more people to work in the sector.</p> <p>1. Deliver 2 x NOS and training options by end of Q4</p>	
<i>Timescale: 12 months</i>	<i>Lead: Operations Manager</i>	<i>Budget cost: £14,000</i>	<i>Provided Resource; 96h</i>
Continued development of Career opportunities section on UKTram website.		<p>2. Promote new 'Careers' section on the UKTram website in forums quarterly</p> <p>3. Add job vacancies and or career opportunities for members</p> <p>4. Add career roadmap by end of Q4</p>	
<i>Timescale: 12 months</i>	<i>Lead: Business Manager</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 50h</i>
Revise and update mapping the areas of greatest need for training, competency and diversity and sharing best practice on developing these areas		<p>5. Survey members and the sector to highlight the next area with greatest need for training, competency, and diversity, by end of Q2</p> <p>6. Hold at least 2 Best Practice sharing forums/sessions in 12 months</p>	
<i>Timescale: 12 months</i>	<i>Lead: Operations Manager</i>	<i>Budget cost: £5,000</i>	<i>Provided Resource 96h</i>
Members Input: Share vacancies and opportunities to include on UKTram website, share training gaps and experts to review and input into new NOS's and training standardization.			



Appendices - Functional Group Deliverables 2021/22

Appendix 1. Operations Committee

Operations Group Objectives		Scope	
Support Innovation Funding applications and assist Innovation projects		1. Build on portfolio of varied technological approaches to assist drivers by end of Q2 2. Record planned objectives and then prepare the foundation indicators to measure performance changes end of Q3 3. Share Best Practice and endorsements of IR challenges and assistance with stakeholder groups end of Q4	
<i>Timescale: Life cycle</i>	<i>Lead: LROC Chair</i>	<i>Budget cost: £10,000</i>	<i>Provided Resource: 96hrs</i>
Dealing with Impacts of Extreme Weather		4. Capture and log lessons from historical operational responses to extreme regional incidents by end Q3 5. Facilitate Best Practice day for each system to present unique challenge to industry for collaborative learning opportunity in Q3 6. Collate and publish Best Practice information by end Q4	
<i>Timescale: 12 months</i>	<i>Lead: LROC Chair</i>	<i>Budget cost: £2,000</i>	<i>Provided Resource: 96hrs</i>
Degraded Operations		7. Set up working party to produce data base of degraded operations and potential manageable risk solutions by end of Q2 8. Seek industry agreement and endorsement of risk mitigation solutions end of Q3	
<i>Timescale: 12 months</i>	<i>Lead: LROC Chair</i>	<i>Budget cost: £2,000</i>	<i>Provided Resource: 96hrs</i>
Signal Passed at Stop (SPAS) categorisation		9. Define terminology for events by end of Q1 10. Establish parameters for categorization of events – formation of industry data base of newly categorized events by end of Q2	
<i>Timescale: 12 months</i>	<i>Lead: LROC Chair</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 96h</i>
Members Input: Members attendance and engagement in meetings, working groups, work stream and activities. Provide information to support the best practice sharing and information collation and sharing. Communicating the outputs back to colleagues and members.			

Appendix 2. Communications Group

Marketing, Communications and Customer Service Groups Key Objectives		Scope	
Post-pandemic marketing to rebuild patronage		1. Collate Best Practice by end of Q1 2. Share Best Practice in Q2	
<i>Timescale: 12 months</i>	<i>Lead: Marketing and Commercial Manager</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 96h</i>
Positive communications to reassure customers Public Transport is safe to use		3. Set out 'safe message' by end of Q1 4. Assess impact Q2 and review	
<i>Timescale: 4 months</i>	<i>Lead: Marketing and Commercial Manager</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 96h</i>
Developing new ticketing options to match changes in commuter demand		5. Assess commuter demand Q2 6. Share ticketing options 'Best Practice' in Q3	
<i>Timescale: 6 months</i>	<i>Lead: Marketing and Commercial Manager</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 48h</i>
Industry-wide surveys looking at user and non-user confidence that Light rail is safe to use		7. Delivery industry survey with 12 months	
<i>Timescale: 12 months</i>	<i>Lead: Marketing and Commercial Manager</i>	<i>Budget cost: £10,000</i>	<i>Provided Resource: 48h</i>
Best practice in extension comms and launches		8. Collate 'Best Practice' in Q3 9. Share 'Best Practice' in Q4	
<i>Timescale: 12 months</i>	<i>Lead: Marketing and Commercial Manager</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 40h</i>
Members Input: Members attendance and engagement in meetings, working groups, work streams and activities. Provide information to support the best practice sharing and information collation and sharing. Communicating the outputs back to colleagues and members.			

Appendix 3. Engineering Group

Engineers Group Key Objectives		Scope	
Collaborate on procurement and supply chain efficiencies		This activity is included in the “Benchmark” project. 1. Benchmark WG established from LREG members to deliver this aspect of Benchmark	
<i>Timescale: 18 months</i>	<i>Lead: LREG chair</i>	<i>Budget cost: Allocated in 'BENCHMARK'</i>	<i>Provided Resource: Allocated in 'BENCHMARK'</i>
Support current networks in looking beyond the life cycle of their current assets		This activity is included in the “Benchmark” project. 2. Benchmark WG established from LREG members to deliver this aspect of Benchmark	
<i>Timescale: 18 months</i>	<i>Lead: Engineering Manager LREG chair?</i>	<i>Budget cost: Allocated in 'BENCHMARK'</i>	<i>Provided Resource: Allocated in 'BENCHMARK'</i>
Predictive Maintenance on Rolling Stock LREG chair?		This activity is included in the “Benchmark” project. 3. Benchmark WG established from LREG members to deliver this aspect of Benchmark	
<i>Timescale: 18 months</i>	<i>Lead: Engineering Manager LREG chair?</i>	<i>Budget cost: Allocated in 'BENCHMARK'</i>	<i>Provided Resource: Allocated in 'BENCHMARK'</i>
Members Input: Members attendance and engagement in meetings, working groups, work stream and activities for 'Benchmark'. Provide information to support the best practice sharing and information collation and sharing. Communicating the outputs back to colleagues and members.			



Appendix 4. Owners and Authorities Group

Owners and Authorities Group Key Objectives		Scope	
Collation of Economic and Environmental Impact		To support lobbying to Government and the work by CoE for new potential schemes, 1. Collate at least 3 case studies on the economic and environmental impact of light rail systems and how it fits into Governments plans for 'levelling up' and building back better by end of Q3	
<i>Timescale: 6 months</i>	<i>Lead: OAG Chair</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 72h</i>
Future Projects		As an industry, 2. Investigate what support can assist the various Light Rail Projects extensions etc. that have been put on hold or potentially cancelled due to the impact of COVID-19, provide a list by Q2 and Share Best Practice on tackling these in Q3	
<i>Timescale: 12 months</i>	<i>Lead: OAG Chair</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 160h</i>
Strategic Alignment		3. Work on aligning systems Strategy and UKTram's to be succinct by Q4	
<i>Timescale: 12 months</i>	<i>Lead: OAG Chair</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 80h</i>
Rollingstock Procurement		Driven by the prospect of a lot of extension potentially being Tram-Train, 4. Form a focus group to investigate the potential for joint rolling stock procurement or specification feed-back findings to members by Q3	
<i>Timescale: 12 months</i>	<i>Lead: OAG Chair</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 160h</i>
Members Input: Members attendance and engagement in meetings, working groups, work streams and activities. Provide information to support the best practice sharing and information collation and sharing. Communicating the outputs back to colleagues and members.			



Appendix 5. Heritage Group

Heritage Groups Key Objectives		Scope	
Support standard approaches to unique safety critical competency requirements		1. Test and trial the new industry tools; Hazard Perception Tool, Psychometric testing etc. forma Working Group to feedback developments by end of Q2	
<i>Timescale: 12 months</i>	<i>Lead: Operations Manager</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 96hrs</i>
Medical Fitness and Fatigue Management		Assist and share understanding of expected publication of Medical Fitness and Fatigue Management guidance 2. Draft a paper to assist in a devolved understanding of requirements for the sector by end of Q3	
<i>Timescale: 12 months</i>	<i>Lead: Operations Manager</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 96hrs</i>
Young Persons Volunteering/Employment		3. Continue to progress the Young Persons volunteering/Employment issue within the Light Rail Industry until successful change in legislation	
<i>Timescale: 24 months</i>	<i>Lead: Chair of HTC</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 96hrs</i>
Building back patronage to Heritage attractions		4. Share Best Practice and success in attracting visitors back to Heritage Tramways – Hold Best Practice day on this topic by end of Q2	
<i>Timescale: 12 months</i>	<i>Lead: Commercial Manager</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 96h</i>
Replacing and recruiting lost volunteers and staff due to Covid-19		5. Share Best Practice and success in attracting new volunteers and staff to Heritage Tramways - Hold Best Practice day on this topic by end of Q4	
<i>Timescale: 12 months</i>	<i>Lead: Chair of HTC</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 48h</i>
Members Input: Members attendance and engagement in meetings, working groups, work streams and activities. Provide information to support the best practice sharing and information collation and sharing. Communicating the outputs back to colleagues and members.			

Appendix 6. Centre of Excellence

Centre of Excellence Key Objectives		Scope	
Devise, publish and update official 'Tram-Tracker' for new schemes and extensions		1. Rank and prioritize potential schemes by end of Q1 2. Highlight areas of strength and areas for support in these schemes by end of Q3	
<i>Timescale: 12 months+</i>	<i>Lead: Chair of CoE</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 56h</i>
Collate and submit to LRSSB requirements for industry approval process for Independent Competent Persons (I.C.P.'s)		3. Set out the requirements of skill set for I.C.P. requirements from Industry members and experts by end of Q2 4. Present to LRSSB for formalizing into Standard/Guidance/Accreditation from Q3	
<i>Timescale: 3 months</i>	<i>Lead: Chair of CoE</i>	<i>Budget cost: £1,000</i>	<i>Provided Resource: 40h</i>
Identify Industry 'Hot-spots' and 'gaps' for work stream development to strengthen the Industry		5. Review any potential 'gaps' or 'Hot-spots' in industry Best Practice, Guidance notes or reoccurring themes by end of Q2 6. Produce quarterly 'gap analysis' by end of Q4	
<i>Timescale: 12 months</i>	<i>Lead: Chair of CoE</i>	<i>Budget cost: £0</i>	<i>Provided Resource: 96h</i>
Members Input: Members attendance and engagement in meetings, working groups, work streams, review groups and partaking in CoE activities. Provide information to support the best practice sharing and information collation and sharing. Communicating the outputs back to colleagues and members.			



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