

# Business Plan 2022-25





# Our Members



# Introduction

UKTram is pleased to present our next 3-year Business Plan for Financial Years 22/23, 23/24 and 24/25.

Following the unprecedented last few years, the recovery from the pandemic is our initial, principal, focus. Concurrent with the launch of the Light Rail Strategy that we penned on behalf of the industry, we believe we are presented with one of the best opportunities in recent years, for UKTram and for you as Members and Stakeholders to grow the industry.

Together with your help and support we successfully achieved the following key aims last year:

- Strengthened Ministerial engagement and dialogue with the DfT, UK Treasury and Transport Scotland.
- Improved relationships with UK and Scottish Government and gained longer-term funding support.
- Produced long-term industry strategy in collaboration with the DfT and Members, that takes note of the likely post pandemic recovery and puts light rail at the heart of building back better, the country's economic recovery and helps meet challenging carbon net zero targets.

This success has enabled us to focus on the key points for this coming year (2022/23):

- Improving customer experience, building patronage, accessibility for all and customer confidence.
- Mapping our sustainability and the impacts of decarbonisation and modal shift, that Light Rail can bring.
- New scheme development, sector growth, diversity, and inclusion.
- Innovation, R&D development of UK manufacturing and supply.
- Benchmarking – driving efficiencies and maximising procurement opportunities.

We will continue to keep you as Members and Stakeholders updated with our regular e-shots, newsletters, and Functional Group meetings and events like our annual Summit and AGM throughout the year. We look forward to continuing to support you, your businesses and the industry.

*“We believe we are presented with one of the best opportunities in recent years, for UKTram and for you as Members and Stakeholders to grow the industry.”*

James Hammett  
Managing Director, UKTram







# UKTram Business Plan Key Objectives 2022-25

In 2022-23 UKTram will deliver year 1 of our 3-year Business Plan (2022-25).

UKTram's priority focus areas over the next 3 years cover the following:

## Delivering the Light Rail Strategy

Customer  
Experience

Sustainability  
&  
Decarbonisati

Sector Growth

Innovation

Improving  
Connectivity

Modal Shift

New Scheme  
Development

Pipeline of  
Work

Building  
Confidence

Accessibility  
for all

Careers, PDP,  
Training, Diversity  
& Inclusion

UK  
Manufacturing

Benchmarking

Best Practice

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 are set by each group from the Members hot topic priorities and are overseen and managed via the UKTram Executive.



# Light Rail Industry Strategy

UKTram with the support and endorsement from Government, Members and Stakeholders, will start the delivery of the new Light Rail Strategy, through the following areas:

## Year 1 (2022-23)

- Help define viability for 7 New Light Rail Schemes and 5 extensions and/or upgrades to existing Schemes
- Advise and support top 3 New Scheme development from UK Tram Tracker by:
  - Reviewing 7 Strategic Outline Business Cases (SOBC's) and
  - Critiquing 3 Outline Business Cases via UKTram Centre of Excellence

## Year 2 (2023-24)

- Help define viability for the top 5 Tram Tracker New Light Rail Schemes and
- Top 5 viable extensions and/or upgrades to existing Schemes (Year 2 2023-24)
- Advise and support top 3 schemes from Year 2 (2023-24) development by:
  - Reviewing top 5 New Systems Strategic Outline Business Cases (SOBC's) and
  - Critiquing 3 Outline Business Cases via UKTram Centre of Excellence

## Year 3 (2024-25)

- Help define viability for the top 3 (Year 3 – 2024-25) Tram Tracker New Light Rail Schemes and
- Top 5 viable extensions and/or upgrades to existing Schemes (Year 3 2024-25)
- Advise and support top 3 schemes from Year 3 (2024-25) development by:
  - Reviewing top 5 New Systems Strategic Outline Business Cases (SOBC's) and
  - Critiquing the top 3 Outline Business Cases via UKTram Centre of Excellence





## Customer Experience

As part of the recovery, rebuilding and long term growth of patronage, UKTram will work with Members to maximise the return and increase in industry patronage and ensure Light Rail maintains and continues to improve the highest level of Customer Satisfaction.

### Year 1 (2022-23)

- Set up and deliver - Annual Industry Customer Survey via UKTram
- Identify top 3 target areas for Industry improvement
- Share Best Practice on improving Customer Experience and
- Build Confidence in Light Rail – target 85% National pre-Covid patronage
- Collaborate with all transport modes to identify universal measure of modal shift and develop collaborative ways to improve connectivity

### Year 2 (2023-24)

- Deliver Annual Industry Customer Survey and compare results to Year 1 (2022-23)
- Identify top 3 target areas for improvement in Year 2 (2023-24)
- Share Best Practice on improving Customer Experience and
- Build Confidence in Light Rail – target 95% National pre-Covid patronage
- Collaborate with all transport modes to increase modal shift and develop collaborative ways to improve connectivity with a target of increase in modal shift from 2022/23

### Year 3 (2024-25)

- Deliver Annual Industry Customer Survey and compare results to Years 1 & 2 (2022-24)
- Identify top 3 target areas for improvement in Year 3 (2024-25)
- Share Best Practice on improving Customer Experience and
- Build Confidence in the sector – target an increase of National patronage by 10%
- Collaborate with all transport modes to increase modal shift and develop collaborative ways to improve connectivity with a target of 5% increase in modal shift



# Sustainability, Environmental and Decarbonisation

## Year 1 (2022-23)

- Set the Industry criteria and formula for calculating Light Rail systems Carbon footprint via Think-Tank, in collaboration with the DfT
- Identify target areas for Carbon footprint reduction
- Promote the impact Light Rail has on cutting Co2 emission, cutting carbon, improving air quality to all City Regions, Combined, Local & Transport Authorities
- Produce Sustainability literature, guidance, and facts
- Continue sustainability improvement through Innovation, R&D and collaboration

## Year 2 (2023-24)

- Aid the reduction of our Light Rail systems Carbon footprint by 3% via
- Tackling the top 3 identify target areas for Carbon footprint reduction
- Promote the impact Light Rail has on cutting Co2 emission, cutting carbon, improving air quality to all City Regions, Combined, Local & Transport Authorities
- Produce Sustainability literature, guidance, and facts
- Continue sustainability improvement through Innovation, R&D and collaboration

## Year 3 (2024-25)

- Aid the reduction of our Light Rail systems Carbon footprint by 3% via
- Tackling the top 3 identify target areas for Carbon footprint reduction
- Promote the impact Light Rail has on cutting Co2 emission, cutting carbon, improving air quality to all City Regions, Combined, Local & Transport Authorities and utilise data gathered from Years 1 & 2 (2022-24)
- Update sustainability literature, guidance, and facts with data gained from Years 1 & 2 of the Business Plan
- Continue sustainability improvement through Innovation, R&D and collaboration and define the potential impact







## Sector Growth

To maximise sector growth, UKTram will work with the DfT utilising the knowledge and experience of our Centre of Excellence:

### Year 1 (2022-23)

- Aid new Scheme development, including at least one new VLR system and one new power technology
- Identify and prioritise a pipeline of schemes and developments
- Identify the current industry diversity & inclusion ratio and set industry Target balance this
- Lead the industry recruitment drive to strengthen workforce skillsets
- Continuation and Development of industry training, accreditation, and career pathways by 10%

### Year 2 (2023-24)

- Continue aiding new Scheme development (see Light Rail Strategy section), including one new VLR system, a Tram-Train scheme and the one new power technology
- Identify and prioritise a pipeline of schemes and developments to present to Government and Industry
- Improve the current industry diversity & inclusion ratio balance by 5%
- Lead the industry recruitment drive to strengthen workforce skillsets
- Continuation and Development of industry training, accreditation, and career pathways by 10%

### Year 3 (2024-25)

- Continue aiding new Scheme development (see Light Rail Strategy section), including one new VLR system, a Tram-Train scheme and the one new power technology
- Identify and prioritise a pipeline of schemes and developments to present to Government and Industry
- Improve the current industry diversity & inclusion ratio balance by 5%
- Lead the industry recruitment drive to strengthen workforce skillsets
- Continuation and Development of industry training, accreditation, and career pathways by 10%



# Innovation

UKTram will continue to support Innovation and R&D projects to aid the improvement of our industry cost effectiveness, efficiency, and supporting the development of UK based manufacturing and supply to the sector via:

## Year 1 (2022-23)

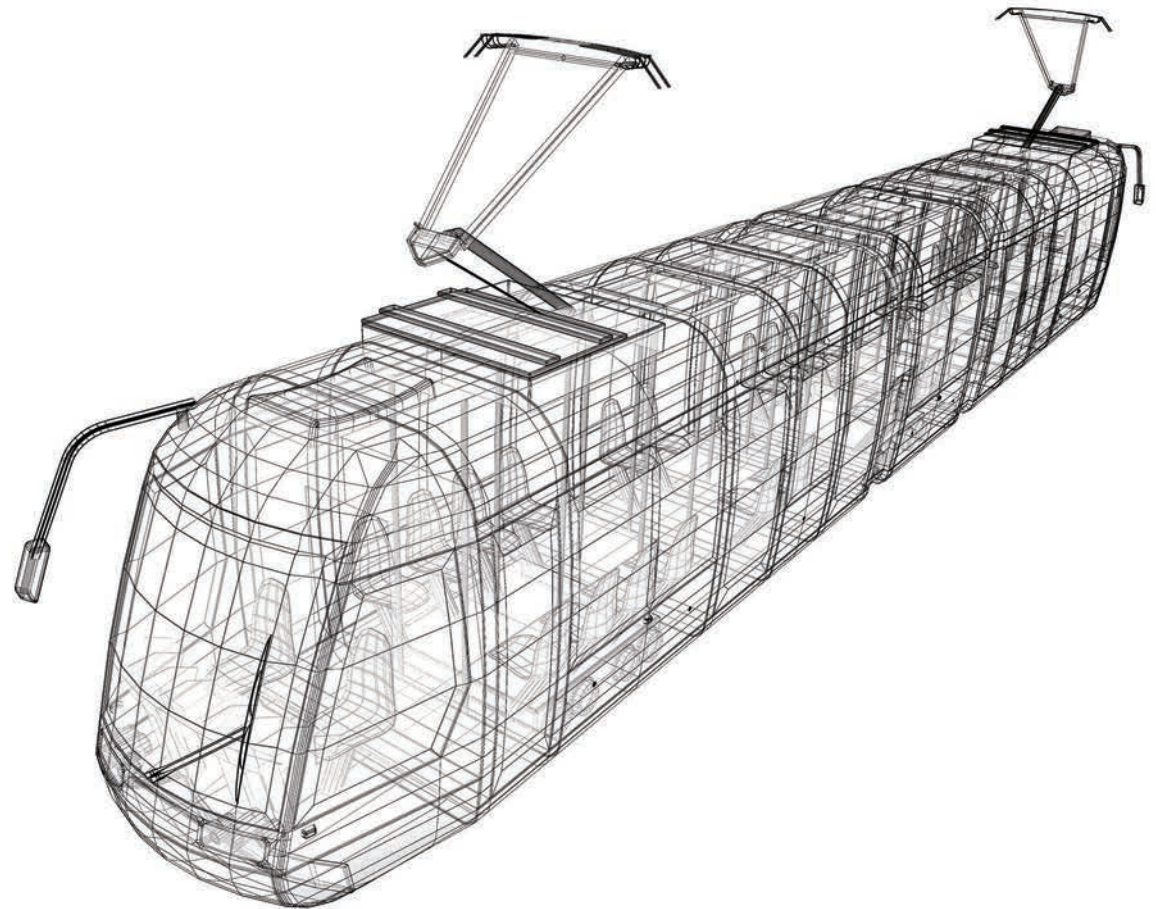
- Support top 5 Innovations for SMART Grants, and relevant Innovation funding schemes
- Project Manage and support Focus+ development
- Identify and support / assist at least 1 new VLR technology pilot scheme
- Support and assist the implementation of at least 1 new power source technology pilot scheme
- Introduce and showcase new technologies from outside our industry

## Year 2 (2023-24)

- Support top 5 Innovations from Year 1 assessments, for SMART Grants and relevant Innovation funding schemes
- Project Manage and support Focus+ project
- Support and assist the chosen VLR technology pilot scheme from Year 1
- Support and assist the implementation of the 1 new power source technology pilot scheme identified in Year 1
- Continued support of Innovations developed in Year 1
- Introduce and showcase new technologies from outside our industry

## Year 3 (2024-25)

- Support top 5 Innovations from Year 2 assessments, for SMART Grants and relevant Innovation funding schemes.
- Project Manage and support Focus+ project
- Support and assist at least 1 new VLR technology pilot scheme
- Support and assist the implementation of at least 1 new power source technology pilot scheme
- Continued support of Innovations developed in Year 1 and 2
- Introduce and showcase new technologies from outside our industry





## General Support

UKTram will continue to provide support to Members, Stakeholders, and the industry, by providing advice, sharing Best Practice, Benchmarking, Peer Review, tackling Hot topics and any assistance. Including the ongoing impact and recovery from the Covid-19 crisis. UKTram will continue to collate lessons learnt and share these accordingly.

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.

The main day to day support and deliverables that UKTram focuses on for Members and the industry will continue through our daily activities the functional groups.

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, whilst continuing to strive in improving the Light Rail Sector and maximising the opportunities that present themselves over the next 3 years.

## Functional Group Deliverables 2022/23

UKTram's Functional Groups will continue to work on the 'Hot Topic' areas relevant to their Group as required throughout the year. Prioritising the needs of the sector and assisting in data and information gathering to feed into the wider UKTram Work Streams.

The Operators Group (LROC), Engineers Group (LREG), Owners and Authorities Group (OAG), Heritage Tramways Committee (HTC) will be led by the Chairs of each group and assisted in their deliverables by the UKTram team, with Sub-groups like the HR, Communications Group feeding into the main Functional Groups.

The UKTram Centre of Excellence will focus on the main elements of ensuring the industry expertise is dedicated to all the key topics in delivering the Light Rail Strategy and supporting the Government and the Department for Transport in maximising the development and opportunity of Light Rail expansion in the UK across all Light Rail modes from VLR, Tram, LRT, Tram-Train up to Metro level systems.

## Summary

Over the next 3 years, as well as the continued daily support and assistance to our Members and the industry, UKTram is targeting some key areas as detailed in the sections above, these are highlighted in a snapshot below:

- Review 15 new Light Rail schemes and 15 proposed extensions for viability
- Support the top 9 viable schemes in implementation
- Support and assist Industry reaching 110% Pre-pandemic Patronage
- Support the LRSSB and the continued improvements of safety in the industry, by supporting innovative projects such as FOCUS+
- Through cross mode collaboration assist in achieving an 8% modal shift
- Identify our Industries Carbon Footprint and reduce this by at least 6%
- Increase the sectors career pathways by at least 30%
- Help the sector improve diversity and inclusion by achieving at least a 10% improvement across the industry
- Aid and support up to 15 new, Innovation Grant applications
- Support and aid the implementation of a VLR Pilot scheme
- Trial newly developed Power Technologies that could aid the sector

As a Member's organisation, we aim to be as dynamic, agile, and responsive to changes and new challenges in the industry, so will review and prioritise our deliverables with all our stakeholders.

