

# LIGHTRAIL

Safety and Standards Board



**Business Plan**  
**2023 update**



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# Foreward - Who are LRSSB?

## Background

The Light Rail Safety & Standards Board (LRSSB) was formed by the UK light rail sector and UKTram in 2019 under the guidance of the Department for Transport (DfT) and the Office of Rail and Road (ORR) with the overarching aim of supporting the light rail sector in preventing incidents and reducing harm. The terms of reference for the LRSSB fall under seven key headings, and we have adopted these as our Strategic Aims.

Whilst the LRSSB is a subsidiary of UKTram and some of our activities are carried out in partnership with our parent organisation, the majority of our activities are delivered independently by a core management team, supported by third-party organisations where more specialist expertise is required.

The LRSSB is jointly funded by the DfT, membership subscriptions and any third-party revenues generated.

## Planning

The LRSSB has now completed its fourth full trading year. Encouragingly, it has now agreed a Memorandum of Understanding with the DfT for a further three years' funding. This funding is welcomed and along with the sector's continued support will mean that the LRSSB can now better plan and produce in a more sustainable way. This certainty not only allow it to grow internally but to also offers new opportunities.

Following the ORR's review, and Findings report in February 2022, LRSSB attended the ORR Health and Safety Regulation Committee (HSRC) in December 2022 to report back on progress against the recommendations made. A full report was given, and an acknowledgement received back that LRSSB had discharged its requirement to provide an update on the progress made to date.

LRSSB are to develop a "blueprint" for the future status and funding model of the body beyond the current Memorandum of Understanding with the DfT.

LRSSB is also in consultation with ORR regarding the production of an Memorandum of Understanding between the two organisations.

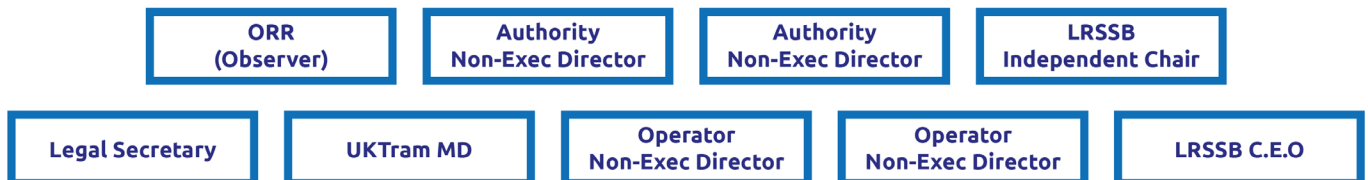
## Governance

The LRSSB is governed by our own independent Board, which is made up of representatives from throughout the sector.

# LIGHT RAIL

## Safety and Standards Board

### BOARD STRUCTURE



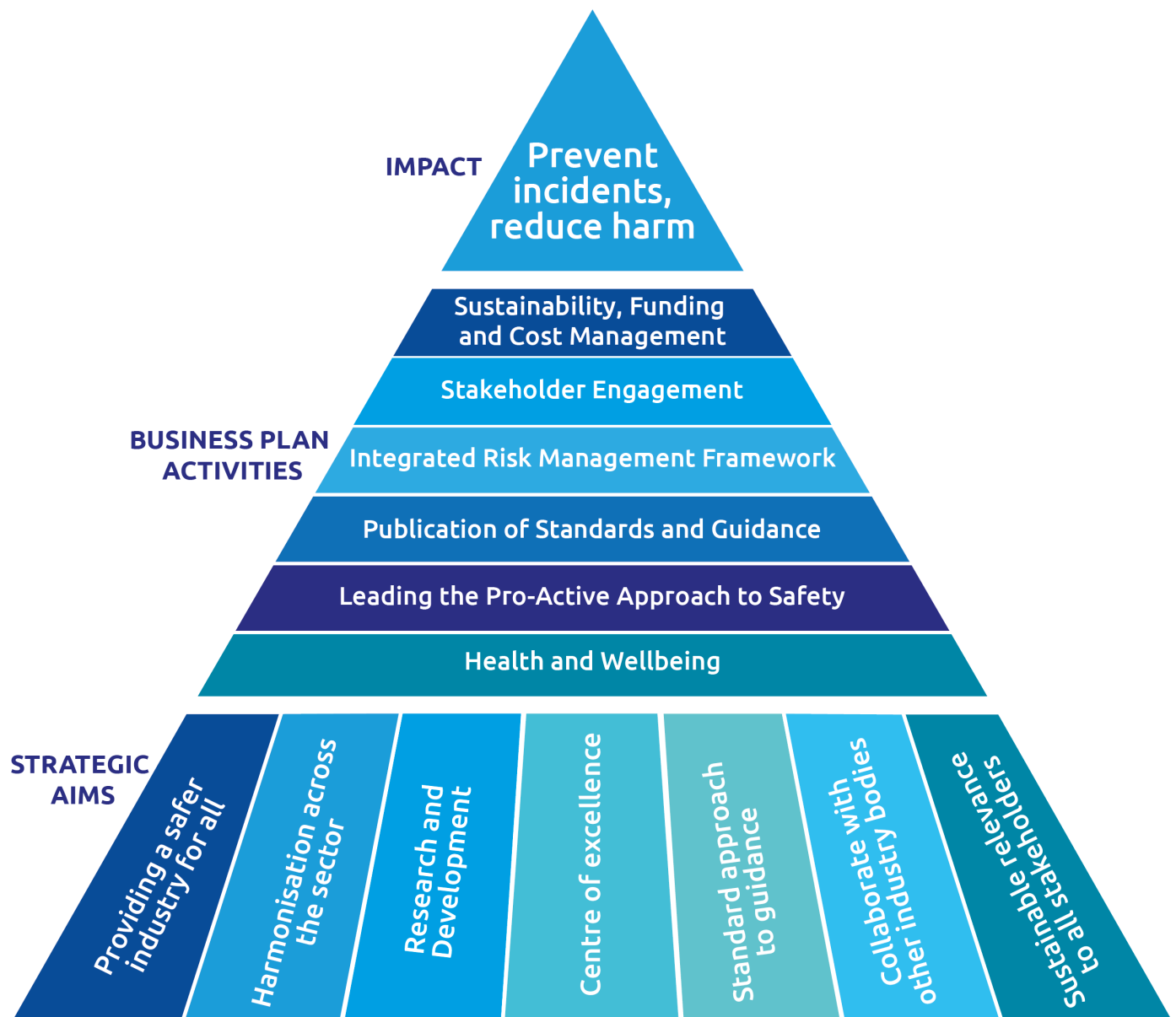
# LRSSB Strategy

## Strategic Update

The LRSSB has now completed its fourth full trading year. A Memorandum of Understanding is now in place with the DfT for three years' funding. This funding is welcome and along with the sector's continued support will mean that the LRSSB can now better plan and produce in a more sustainable cost-effective way; however, in these times of reduced patronage LRSSB does not take for granted this commitment and will continue to attempt to deliver the best added benefit it can to the sector.

A full business update on the year 2022/23 will be provided in the LRSSB Annual Report 2022/23.

This strategic three-year plan sets out how we will deliver our core objective, which is "Prevent Incidents, Reduce Harm", underpinned by our seven Strategic Aims and in line with our Values.



**Our Values: Collaboration | Integrity | Innovation | Proactive**

# Chief Executive Officer's Introduction

Since our inception in 2019, the initiatives, products and support delivered by the LRSSB have been well received by all our stakeholders. The purpose of this three-year plan is to outline how we intend to build upon that and to provide our business with the framework within which to work.

This plan strategically outlines our direction of travel in the coming years; however, we must pay cognisance to the fact that LRSSB is still a growing organisation, learning and developing whilst also being able to accept new opportunities and challenges. Within the plan we have included more specific objectives and targets for delivery in the short and medium term.

In December 2022 LRSSB reported back to the Office of Rail and Road (ORR) – Health and Safety Regulation Committee (HSRC) on progress against the recommendations within their “Findings Report” published in March 2022.

The update report was well received by the Committee with LRSSB receiving acknowledgement of the good progress made and that LRSSB had discharged its initial requirement to provide adequate updates on progress. LRSSB will continue to update the ORR’s team through the routine engagement channels held with them.

ORR further added that continuing to have a safety and standards body that meets the specific needs of the light rail and tramway sector was vital.

As an organisation, the LRSSB is still evolving and is not yet as influential within the sector as we would like. The implementation of our Stakeholder Engagement Plan has enabled us to raise our profile and to demonstrate to our customers the benefits to them in adopting our various offers. In addition, feedback from the sector and other stakeholders will help us in our drive for continuous improvement.

The integrated risk management framework developed by the LRSSB has been well received and adopted either in part or wholly by a number of our members. One of the key aspects of our Stakeholder Engagement Plan will be to gain an understanding from our customers as to how the framework and the tools which comprise this can be developed, enhanced or better supported, so as to maximise usage and effectiveness in reducing risk both at the operational phase but also to provide a complete understanding of mitigations possible at the design stage of a project.

We continue to make good progress in the development of our Standards and Best Practice documentation library, having now produced in excess of 40 new Standards which are available to our customers for adoption within their own SMS or CMS. We will continue to review the priority rankings applied from the initial full review of the current Tramways Principal Guidance (TPG), re-prioritising if necessary due to changing circumstances or arising issues.

We will continue to develop and produce further key documents in addition to the required cyclical reviews of the guidance produced to date; this is becoming an increasing area of work.

In order to provide our customers with the level of leadership, support and guidance for which we strive, we are always seeking to be one step ahead in identifying arising risks and opportunities. We are focussed on finding ways in which to innovate, be this through research and development, taking a wider international view or simply through talking to our customers.



Funding agreed by DfT enables us to make longer-term decisions, not least in terms of our staffing levels. We will recruit additional resource in order to support the delivery of this plan, providing greater support to our customers.

As well as improving our offer, the recruitment of permanent staff will reduce our reliance on consultants, meaning that we will have greater cost and management control.

These actions being taken will ensure that in the LRSSB, the light rail sector retains a safety and standards body that meets the specific needs of the sector. The delivery of this plan will ensure that the sector continues to have a formal and structured approach to the continuous development of safety principles and standards.

# Organisation and Structure

The management structure of the LRSSB is depicted below.

As planned, we have increased our establishment with the introduction of a new Head of Safety Risk Management and a graduate in a Data Analyst role. The team continues to deliver some highly significant milestones particularly in the risk identification and assessment areas. Our intention is to recruit further posts in the coming year within the Operational and Technical disciplines. We have engaged an external resource to assist in the co-ordinator function as our catalogue of reference documents and guidance grows.

The additional posts will enable us to deliver more of our activity in-house, thereby improving our cost-effectiveness, and will reduce reliance upon third-party organisations, thereby providing us with greater control over our products and outputs.

We will still, where required, continue to partner with third-party organisations with the necessary skills and expertise to support the delivery of our products.

The delivery of training remains an aspiration, and either through internal expertise or collaboration with partners, LRSSB will continue to look to deliver training specific to our sector's needs.

This hybrid structure allows us to remain lean whilst providing us with the flexibility to re-prioritise our activities where necessary.

## LRSSB 2023/24 Organisation

### Internal Structure





The LRSSB is currently funded through a combination of a DfT grant, member subscriptions and at present a small amount of third-party revenue.

To remain sustainable in the long term, the LRSSB will focus upon continuing to provide excellent value for our existing customers, developing additional revenue stream opportunities and closely managing costs.

## Continue to Provide Value for Money

Our Stakeholder Engagement Plan is designed in part to ensure that our members and other customers are able to better understand what we offer and how our various products can support them in preventing incidents and reducing harm, and in turn how this provides them with value for money.

Whilst the key focus for ourselves is to support the industry in reducing the number of incidents and accidents, we would expect our members and customers to derive, in the longer term, some financial benefit as a consequence.

## Develop Additional Revenue Stream Opportunities

The core products developed and delivered by LRSSB to date are provided without charge to members; however, there may be some potential for the LRSSB to provide more bespoke/tailored support and to charge for this.

We will explore opportunities to develop our non-member market with a view to increasing revenues through providing our products and services.

We will seek to develop initiatives which attract innovation funding through organisations such as Innovate UK.

## Cost Management

The structure adopted by the LRSSB is a hybrid structure with a core team of employees who combine direct delivery of activities with the management of third-party organisations which support the delivery of activities.

The hybrid structure provides a healthy balance between control, flexibility and cost-efficiency, enabling the permanent team to manage our core products and data but with the flexibility to buy in more specialist skills as required.

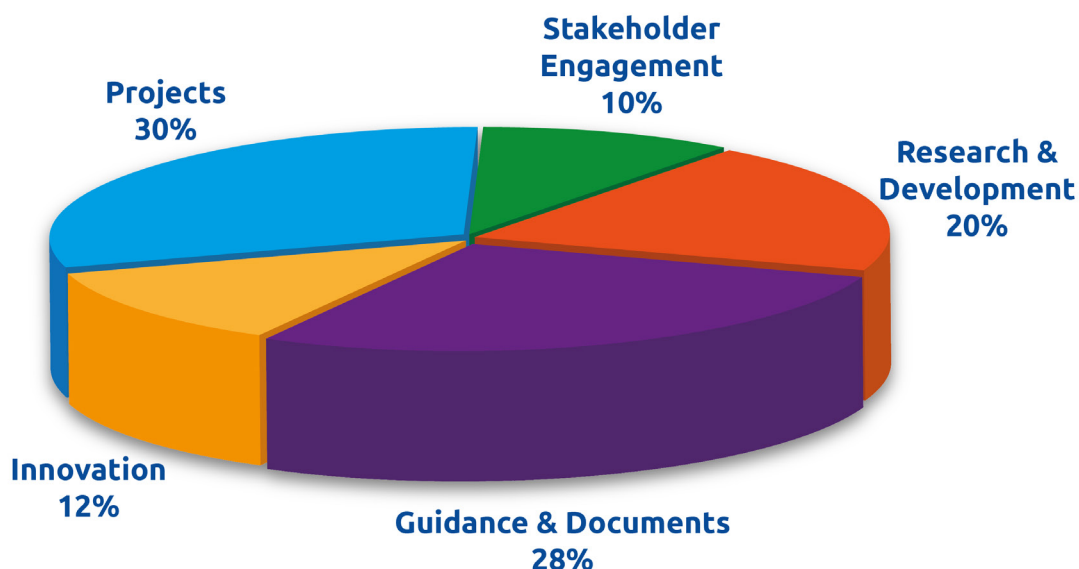
To date, through robust supplier management, the organisation has been able to ensure that we are achieving best value for money when 'buying in' services. By remaining close to the market, we will ensure that we continue to receive the right quality at the right price.

We will continue to drive for best value, in particular through collaborative working where research and development costs can be shared between ourselves and our development partner(s).

Costs are reviewed on an ongoing basis to ensure that best value for money is delivered, and that each activity is within budget.

*The anticipated direct costs of delivering our activities in 2023/24 are broken down below:*

## LRSSB Production Cost Breakdown



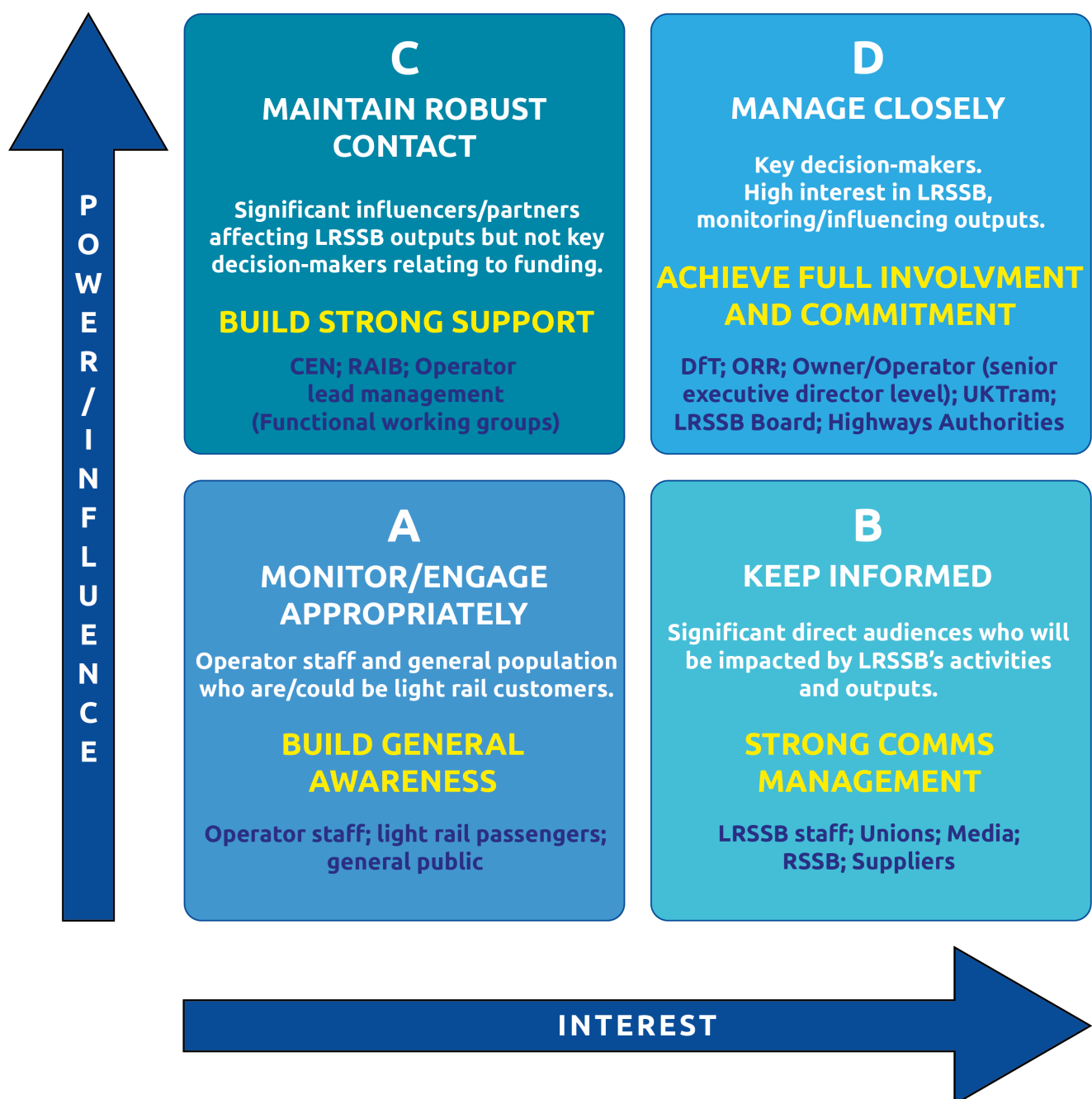
# Stakeholder Engagement

## LRSSB Power/Interest Matrix

A crucial LRSSB objective is to deliver a concise and well-targeted Stakeholder Communications Management Plan. We have identified all of the LRSSB's key stakeholders and how we will establish effective channels through which important relationships can be appropriately managed and maintained. A relevant power/influence matrix has been created below to assist in this process and the organisation will continuously analyse the effectiveness of its ongoing relationships.

The aim is to maintain strong and robust mechanisms for future communications, both direct and indirect. As part of the planning process, work has been undertaken to produce an analysis of the LRSSB's stakeholder community, and this is set out below along with commentary reflecting the way in which communications channels will be either maintained or strengthened.

The channels described are all in addition to the efforts to establish regular general contact through briefings, newsletters, and targeted social media activity.





# Key Stakeholder Analysis

## Regular Chief Executive meetings supplemented by ad-hoc contact as required



### Department for Transport (DfT)

Direct contact through Chief Executive and Chair at senior departmental, and occasional ministerial, level. Requires close management to maintain positive relationships and to ensure LRSSB commitments in relation to funding targets are met. Occasional requirement to lobby for safety improvements.

*Communications channels – monthly Chief Executive meetings with fixed agendas supplemented by ad-hoc contact as required.*

### Office of Rail and Road (ORR)

Senior management interface (principally Chief Executive) to ensure a strong relationship persists. Contact at operational level should maintain professional integrity of LRSSB and create a relationship based on mutual respect.

*Communications channels – monthly Chief Executive meetings with fixed agendas plus formal contact regarding the Annual Review which is conducted by the ORR. Other quarterly meetings will be maintained in relation to ongoing working activities.*

### Congress of European Norms (CEN), BSI Group (British Standards) and ISO (International Organization for Standardization)

Regular interface with LRSSB Head of Engineering in the first instance to ensure LRSSB maintains awareness of outputs from various committees and working groups and effectively monitors potential 'red flag' issues for the UK light rail sector.

*Communication channels – a more structured and planned approach to be established via a dedicated member of LRSSB's staff giving representation at Committee level. Interaction will be issue-dependent and managed on a 'best use of time' basis to assess the need for a UK Mirror Group.*

## LRSSB activity updates provided and feedback received, supplemented by regular consultation exercises



### Operator organisational managers

Regular continuous contact with Safety/Operations/Engineering lead managers looking after practical day-to-day safety practices to maintain relevance of LRSSB outputs and ensure consultative communications are successful.

*Communication channels – primary structured contact will continue to be managed through the quarterly Heads of Safety meetings and LROC where LRSSB activity updates are provided, and feedback received. These channels are supplemented by regular consultation exercises and through a new group delivering the production of a national safety plan which is being created and reported against via quarterly dashboards.*

### Rail Accident Investigation Branch (RAIB)

A structured dialogue needs to be maintained at Chief Executive level to address issues of mutual interest.

*Communication channels – a diarised structured liaison meeting to be introduced on a twice-a-year basis, supplemented by contact on specific issues as the need arises. To act as a conduit to the Sector and help manage expectations and understanding of both parties' obligations and influences.*

### LRSSB Internal Staff

Regular communications managed via Chief Executive to ensure full awareness of organisational objectives/targets and encourage optimal performance.

*Communication channels – formal, once-a-month, full team meetings are to be established to share knowledge on current LRSSB activities. These are to be supplemented by weekly management meetings to examine performance and ad-hoc project discussions. Annual formal individual appraisal meetings will be continued.*

### Rail Safety & Standards Board (RSSB)

Proactively seeking areas of collaboration and benefit identified, regular task workshops being held – senior dialogue to continue.

*Communication channels – a diarised structured liaison meeting to be introduced on an annual basis, supplemented by contact on specific issues as the need arises.*

# Key Stakeholder Analysis continued

## Structured liaison and briefing workshops to give updates and receive feedback on recent activities



### Unions

Create appropriate contact platform (managed principally through Chief Executive) which can be maintained to ensure awareness of LRSSB activities and to monitor possible trade union safety concerns.

*Communication channels – attendance by LRSSB at company level Health and Safety meetings where local and regional officials attend. An annual liaison meeting to be held with regional or national officers representing sector workforce.*

### Operator staff

Working in partnership with network operators (and potentially trade union bodies), the delivery of helpful communications material is seen as desirable to ensure critical safety messages and practices are explained and understood by light rail sector employees.

*Communication channels – to be discussed and agreed as appropriate during the various meetings outlined above. It is recognised that the LRSSB should not work in isolation on this strand of communications.*

## On-going dialogue on a regular basis supplemented by more formal interventions when required



### Owners and Operators

Interface at senior (MD) level to ensure corporate communications channels are managed and actively maintained to positive effect. Maintain 'named individual' contact database and create an appropriate relationship regime.

*Communication channels – primary structured contact will continue to be managed through the quarterly functional working groups where LRSSB activity updates are provided, and feedback received. These channels are supplemented by regular consultation exercises and through a new group delivering the production of a national safety plan which is being created and reported against via quarterly dashboards.*

### UKTram

As our 'holding company' we have a regular corporate interface via Chief Executive and LRSSB Chair to ensure alignment of objectives and a productive working relationship.

*Communication channels – on-going dialogue on a regular basis supplemented by more formal interventions through Board meetings and AGMs. Utilisation of functional groups as a two-way means of passing and receiving current hot topics and also gaining feedback on published documentation.*

## LRSSB website and social media channels giving regular updates on activities and initiatives



### Media

We maintain ongoing flow of information and create appropriate relationships particularly with trade media outlets to assist in message transmission.

### Customers

Whilst not essential, however desirable, communications should be managed alongside operators and owners to create strong and relevant safety messages.

### General public

A desirable audience as an area of positive contribution to safety education which, whilst not essential, is considered desirable. Here again, communications should be managed alongside network operators and owners to create strong and relevant safety messages.

As part of the LRSSB communications activity, a more detailed plan and programme is produced to sit alongside this Stakeholder Engagement Strategy. These activities will be recorded and tracked as part of LRSSB's reporting cycle.

# Integrated Risk Management Framework

The integrated risk management strategy framework developed and introduced by the LRSSB is designed to provide our customers with a fully integrated, data-led toolkit of products which support them with the identification of and mitigation of potential future risks.

The framework incorporates the key features of good practice in health and safety in addition to providing an intuitive and robust platform to enhance safety culture, collaboration, and innovation throughout the sector, enabling the continual improvement and indication of maturity for both individual networks and the light rail sector collectively.

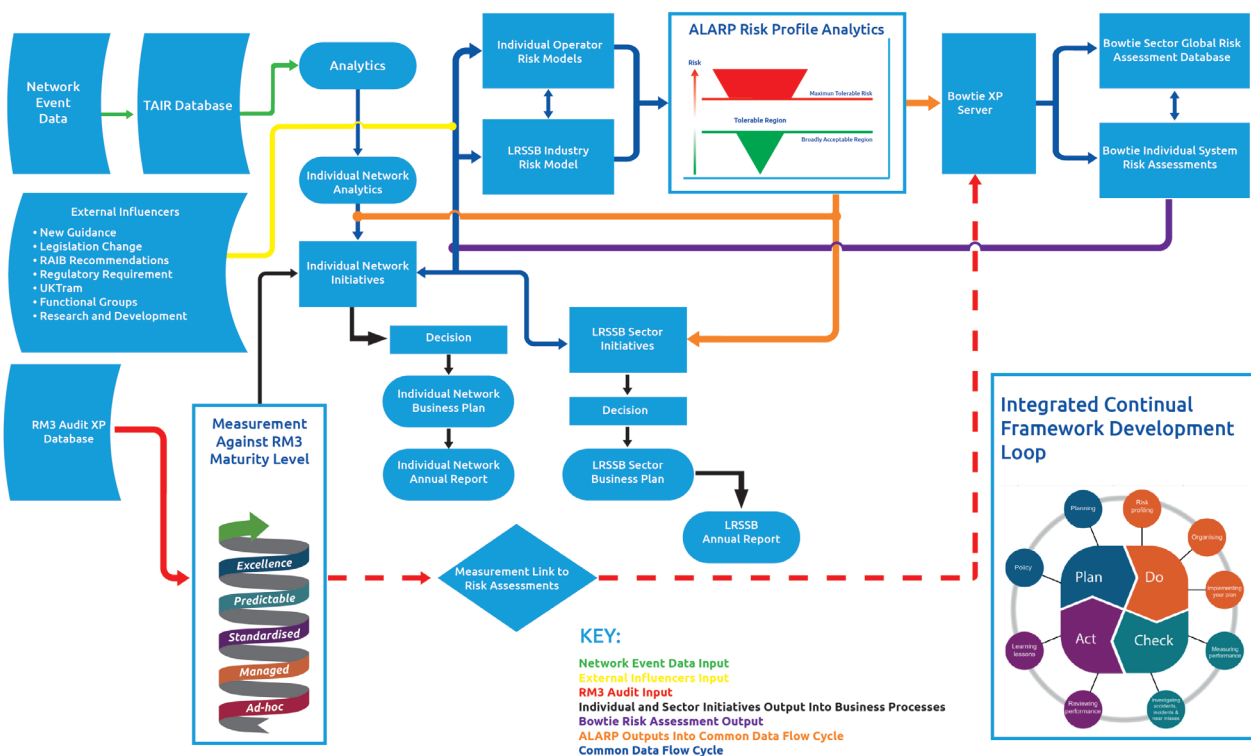
The take-up of the framework within the sector has been good and the feedback positive. Through discussion with members, we have identified areas for improvement, particularly in terms of integration between the individual tools within the framework.

Work is ongoing to deliver some of these improvements with plans in place for the remainder.

The outputs from the framework enable us to identify and prioritise areas of concern or emerging risks which in turn will ensure higher levels of safety whilst also providing a consistent cost benefit approach to the sector by introducing better standardised mitigations.

The basis of the risk management process is a continuous cycle of Plan, Do, Check, Act, and as such we will be continuously looking for ways in which we can improve the individual products and processes to ensure maximum benefit to our individual customers and to the sector as a whole.

## Interdependences of LRSSB Risk Management Strategy Framework





# Tram Accident Incident Reporting Database Tool – TAIR

TAIR is a database developed and introduced by the LRSSB to improve the gathering of data and reporting in relation to sector accidents, incidents and near misses and is the keystone of the LRSSB's Risk Management Framework.

The database is available to customers either for use as their primary database or by way of an interface with their existing system of choice.

Extensive work has been undertaken to populate TAIR with multiple years of the individual networks' historical data thus building a foundation for the networks to continue their work. This upload, along with the developed analytics allowing for a direct export of data into networks' safety risk models, has enabled the recent review of both individual network and national sector risk models during the 2022-2023 period. This integration undertaken by the LRSSB, in conjunction with individual operators, allows more accurate assessment of event frequency to determine levels of risk.

The successful hiring of a dedicated data analyst in early 2023 will now enable an expanded focus on data quality of records in the TAIR. Building beyond the data needs of the sector safety risk models, TAIR records will be reviewed for completeness and consistency, and the data analyst shall work with the networks and TAIR platform provider to promote continuous improvement. This work aims to maintain dependable datasets for any future network and sector analysis.

Following significant investment and the launch of the updated TAIR platform in March 2023, 2023/24 will see the updated TAIR platform embedded into business as

usual for the sector and its networks. The introduction of this platform aligned with feedback from the industry and has delivered enhanced usability and dashboards. The new platform provides the following benefits:

- **Improved integration with existing databases**
- **Enhanced user interface and navigation**
- **Improved reporting output**
- **Integrated sector dashboards**
- **Enhanced individual network dashboards**
- **Enabled ready for future integration of regulatory reports – RIDDOR, RAIB**
- **Sector-agreed ORR reporting.**

The updated TAIR was presented to the sector and key stakeholders on 20th March 2023

Following the introduction of the new platform LRSSB are committed to:

- **Assisting users to realise the full potential of the platform;**
- **Provide bespoke support to users where required;**
- **Continued monitoring and evolution of the system to enhance the end user experience and ensure simplicity of use and functionality.**

**Status:** Operational, significant improvement project in progress.

**Uptake:** All networks

# TAIR

Tram Accident & Incident Reporting system

## Planned Activities

	Management/Support	Development/Improvement
2022-2023	<ul style="list-style-type: none"> <li>• Ongoing stakeholder engagement and support for existing users</li> </ul>	<ul style="list-style-type: none"> <li>• Collate and upload existing network historic data</li> <li>• Platform update (TAIR2) implementation, rollout and training</li> <li>• Improve interfaces between TAIR and its systems</li> </ul>
2023-2024	<ul style="list-style-type: none"> <li>• Ongoing stakeholder engagement and support for new TAIR platform users</li> <li>• Industry recognition as business-as-usual database</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer existing network historic data to new TAIR platform</li> <li>• Roll-out of TAIR platform training</li> <li>• Data quality review and cleansing</li> <li>• RIDDOR/RAIB regulatory and ORR reporting</li> <li>• Improve interfaces between TAIR and its facing systems</li> <li>• Full adoption of TAIR</li> </ul>
2024-2025	<ul style="list-style-type: none"> <li>• Ongoing stakeholder engagement and support for existing users</li> <li>• Industry recognition as business-as-usual database</li> </ul>	<ul style="list-style-type: none"> <li>• Data analysis investigations</li> <li>• Development and implementation of any improvement initiatives as identified through ongoing review process and horizon scanning</li> <li>• Improve interfaces between TAIR and its facing systems</li> </ul>

## Sector Risk Model

The risk model is a bespoke model which was developed and introduced by the LRSSB in order to obtain an understanding of individual system risk profiles to provide improved information relating to emerging risks and precursors to incidents.

2022-2023 has seen a review of both individual network and national sector safety risk models. This included use of TAIR data exports and the roll-out of an updated model template with enhanced functionality and results dashboards in response to feedback from the network users. As per LRSSB's Integrated Risk Management Framework, the results of these model updates shall inform both individual networks and the national safety management planning and initiatives.

Following this recent model update, and TAIR now maturing, LRSSB shall set a support strategy for the networks' update of their safety risk models alongside an agreed periodicity and approach to the publication of a national safety risk profile.

Moving into 2023/4 ongoing work to develop web-based

dashboards for both national results and individual network benchmarking will be finalised providing customers with a quick and user-friendly understanding of the model outputs. Further to this, a stepped programme will commence to also move the model template to a web-based platform with the ultimate objective to enable automated TAIR functionality.

As part of LRSSB's proactive aim for continuous improvement, a review shall be undertaken with focus on the approach taken for estimating risk of high-consequence low-frequency events and credible worst-case outcomes. The objective to feed back collaborative learning to the networks for consideration in the context of their individual models.

LRSSB continues to discuss the benefits of the safety risk model, and LRSSB's other tools, with further existing and proposed new networks.

**Status:** Operational

**Uptake:** All networks

## Planned Activities

	Management/Support	Development/Improvement
2022-2023	<ul style="list-style-type: none"> <li>• Ongoing stakeholder engagement and support for existing users</li> </ul>	<ul style="list-style-type: none"> <li>• Review and re-analysis of Operator models.</li> <li>• Production of sector risk profile</li> <li>• Upgrade and enhancement of Risk Model</li> </ul>
2023-2024	<ul style="list-style-type: none"> <li>• Ongoing stakeholder engagement and support for existing users</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy for model update and maintenance</li> <li>• Enhanced dashboard and benchmarking</li> <li>• Focus on high consequence, low frequency events</li> <li>• Commence move to web-based model</li> </ul>
2024-2025	<ul style="list-style-type: none"> <li>• Ongoing stakeholder engagement and support for existing users</li> </ul>	<ul style="list-style-type: none"> <li>• Development and implementation of any improvement initiatives as identified through ongoing review process and horizon scanning</li> <li>• Ongoing development of web-based model</li> <li>• Development of ultra-light rail risk model</li> </ul>

# Bowtie Risk Assessments

The LRSSB has identified that the Bowtie Risk Assessment model is a useful tool which can be adopted by the light rail sector and has undertaken to deliver a process to the sector by which they can apply global sector Bowtie assessments.

Initial global Bowtie assessments associated with the national top ten hazardous events have been developed by LRSSB and uploaded to the main Bowtie server.

During the recent risk model review process, bowties were introduced for the first time to aid our customers in safety decision-making when implementing mitigation and recovery measures associated to hazardous events.

**Status:** Operational

**Uptake:** All networks



## Planned Activities

	Management/Support	Development/Improvement
2022-2023	<ul style="list-style-type: none"> <li>Ongoing stakeholder engagement and support for existing users</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of LRSSB-led Bowtie working group (complete)</li> <li>Further development of global Bowties</li> </ul>
2023-2024	<ul style="list-style-type: none"> <li>Ongoing stakeholder engagement and support for existing users</li> </ul>	<ul style="list-style-type: none"> <li>Further development of global Bowties</li> <li>Integration of the full-sector risk model data into the Bowtie server database</li> </ul>
2024-2025	<ul style="list-style-type: none"> <li>Ongoing stakeholder engagement and support for existing users</li> </ul>	<ul style="list-style-type: none"> <li>Re-assessment of global Bowties against the revised national risk profile</li> </ul>



## Risk Management Maturity Model - RM3

The LRSSB has developed an RM3 audit tool, with an initial evaluation being undertaken by both the ORR and several networks from the light rail sector. The tool provides a standardised platform for the sector to apply RM3 in the evaluation of the maturity of their safety management systems.

As RM3 forms a key element of LRSSB's wider risk management framework, and to further cascade the adoption of RM3 across the sector, LRSSB worked closely

with the ORR and other rail industry stakeholders during the 2022 -2023 period in the development of the ORR's new e-learning platform, which allows users to gain a full end-to-end understanding of how RM3 works and how to apply it to an organisation.

**Status:** Operational

**Uptake:** All networks

### Planned Activities

	Management/Support	Development/Improvement
2022-2023	<ul style="list-style-type: none"> <li>Ongoing stakeholder engagement and support for existing users</li> </ul>	<ul style="list-style-type: none"> <li>Apply the RM3 maturity levels against Bowtie assessments and provide the sector with appropriate training</li> <li>Support the ORR in developing e-learning platform (Module 1)</li> <li>Establishment of LRSSB-led RM3 working group</li> </ul>
2023-2024	<ul style="list-style-type: none"> <li>Ongoing stakeholder engagement and support for existing users</li> </ul>	<ul style="list-style-type: none"> <li>Further development of global Bowties</li> <li>Integration of the full-sector risk model data into the Bowtie server database</li> </ul>
2024-2025	<ul style="list-style-type: none"> <li>Ongoing stakeholder engagement and support for existing users</li> </ul>	<ul style="list-style-type: none"> <li>Development and implementation of any improvement initiatives as identified through ongoing review process and horizon scanning</li> </ul>

## Safety Verification and Hazard Management

It is recognised that inconsistencies of approach exist in the sector for the management of safety risk during system change. As such, LRSSB have undertaken initial steps on how they may be best placed to support the sector in this area.

Work continues to establish the best approach through discussion with relevant stakeholders.

**Status:** Pipeline

**Uptake:** All networks

### Planned Activities

	Management/Support	Development/Improvement
2022-2023	<ul style="list-style-type: none"> <li>Develop ideology with sector</li> </ul>	<ul style="list-style-type: none"> <li>Proof of concept safety verification and initial hazard log development tool</li> </ul>
2023-2025	<ul style="list-style-type: none"> <li>Ongoing stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>Development of generic LRSSB safety verification guidance</li> <li>Investigation into best approach for industry tooling</li> </ul>

# Publication of new Standards & Guidance

## LRSSB Guidance and Standards Committee (GSC)

An essential aspect of the LRSSB's outputs is the creation, participation and publication of standards and guidance documents. To ensure LRSSB remains accountable for its decision-making it has strengthened its own governance with the newly formed LRSSB Guidance and Standards Committee (GSC), and all new document proposals must be submitted. This committee has been formulated in line with the LRSSB terms of reference and operates utilising strict governance by LRSSB and is represented by several key stakeholders from the light rail sector. Proposals can be made via multiple sources such as UKTram functional Groups, RAIB and the ORR and will be agreed on merit formally by the GSC.

The production of light rail guidance and standards documents is delegated to the Guidance and Standards Committee (GSC). This includes the management of derogations or deviations from existing light rail standards that are relevant to applicable documentation.

The entire process for the production of light rail guidance and standards documents includes the creation, revision and withdrawal of guidance and standards documents as laid out in DOCUMENT CODE: GA 01.2 LRSSB GUIDANCE AND STANDARDS COMMITTEE (GSC) TERMS OF REFERENCE,

This document sets out the responsibilities of the GSC in discharging this duty and the procedures for the management of these processes.

**Status:** Since its inception three years ago, the LRSSB has produced over 40 Light Rail Guidance (LRG) documents all available on the LRSSB reference library free of charge.

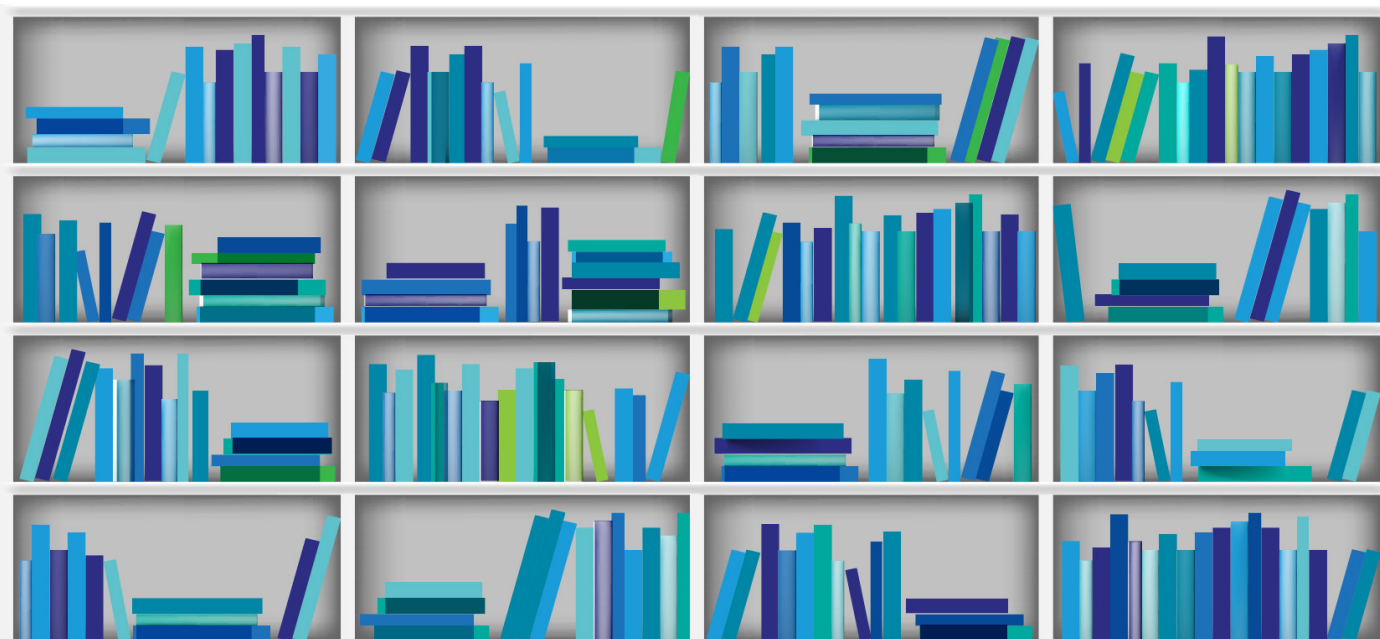
This total represented a substantial output and was achieved through utilisation of both internal and external resources, seeing us partner with numerous consultants and organisations systematically selected based on the area of expertise for each guidance topic.

**Uptake:** There is growing evidence to support the adoption of LRG documents by the sector, and LRSSB continues to engage and support its members by assisting with the implementation of its guidance. The ongoing review process allows feedback from the sector and, where required, revisions to existing documents as part of the continuous improvement process. Continued formal engagement with all stakeholders has resulted in feedback highlighting the positive impact of the guidance, and this area will be further strengthened going forward as LRSSB looks to understand the potential impact it will have.

## Planned Activities/Developments 2023 to 2025:

As previously mentioned, LRSSB has maintained a high level of output in the form of guidance due to the number of priority documents required. This pace is likely to reduce somewhat; however, there will continue to be a steady flow of documents as required. Through its analysis of the past two years, LRSSB has been able to capture "lessons learned" and has refined its process and governance in relation to the production.

The sector engagement through the consultation stage will be a key element of the selection process, which will make certain LRSSB is meeting the requirements of all stakeholders whilst not compromising on its duty to improve all aspects of safety through the uptake of its guidance.



## Tramway Principles and Guidance (TPG)

During 2022/23 there has been an ongoing review of TPG which has been implemented in the form of four workshops incorporating a full page turn of the entire document. It has been agreed by LRSSB that there will be an ongoing annual review of TPG due to the continued production of guidance to assess where it is necessary to amend aspects of TPG to ensure consistencies with the aforementioned documentation.

## CEN, CENELEC, BSI, ISO, IEC & RSSB

In line with our approach to research and development we are always looking to work collaboratively with partner organisations. The recruitment of additional resource within the LRSSB will enable us to represent ourselves more widely, thereby enabling us to improve our knowledge of best practice and hot topics, and in turn informing our decision-making in terms of what to deliver to the sector.

In addition to locally produced guidance, the LRSSB, through BSI, has the responsibility of representing the light rail sector on all relevant standards in Europe and internationally. The Congress of European Norms (CEN) recently voted to consider "Urban Rail" within all new and revised standards, thereby necessitating a light rail sector presence in a number of working groups.

A key element of raising awareness of EN/ISO standards has been to highlight these documents within its own LRSSB Guidance, and due to its arrangement with BSI as a distributor it is able to purchase any relevant BSI/ISO documents for its members at no additional charge to them.

Since 2008 BSI have been working with the Rail Safety and Standards Board (RSSB) to manage the increasing number of national railway committees in the UK.

There are now over 40 BSI committees responsible for more than 400 published standards with over 175 live projects, and with the recent announcement that all "Urban" transport must be considered within any newly proposed and revised standards, there has been a greater call for Light Rail experts to become more involved in the production of EN and ISO working groups.

The LRSSB has continued to review the status of Urban EN/ ISO standards despite its limited personnel, and remains a consistent presence within these working groups. LRSSB personnel have been formally invited to attend the committees highlighted above, and the organisation has also nominated individuals with relevant expertise to take part on its behalf.

Currently, only LRSSB and UKTram staff are members of BSI, so it is not always feasible for individuals from other organisations to take a direct role in the working group meetings, and the current process remains reliant on the LRSSB to disseminate EN/ISO standards to the light rail industry and ask for comment.

However, LRSSB and UKTram personnel, along with their carefully selected external experts, continue to participate in working groups to make certain that the UK light rail sector has the required input.

The LRSSB has also identified where there is a necessity, or where it is advisable, to form UK "mirror" groups to make certain that the UK systems and experts are fully consulted.

As predicted in the original Business Plan, the demands on light rail experts have increased, due in large part to a formal requirement that "all" future and revised standards will consider the inclusion of "urban" transport. As a result, the LRSSB will continue to form its mirror groups, as required, in order to ensure that the UK systems and sector professionals can contribute to their development.

Encouragingly, the UK sector is finally being fully represented, and has a genuine input into revised and future international standards.

The UK remains a key driving force in the production and assessment of European and International standards, and led by LRSSB, the sector is at the forefront of making positive steps to assure its members have an opportunity to shape the standards which are most likely to impact them.



# Leading a Proactive Approach to Safety

## Research and Development – Ideas – Horizon Scanning – Innovation

In our drive to become a Centre of Excellence, much of our activity is focussed on learning, whether this be to identify improvements in best practice, identify potential future risks and mitigations or to identify innovative solutions/mitigations for existing risks.

Much of our activity within this area is based upon developing relationships and partnerships with different bodies to learn about what is happening within the light rail sector around the world, or to identify whether there are ideas from within other sectors which could be adapted and developed for the benefit of UK light rail.

Our Stakeholder Engagement Plan sets out a two-way process whereby we will work more closely with our users and members, enabling LRSSB to provide our customers with up-to-date thinking and offering the opportunity to discuss potential solutions for risk reduction.

The LRSSB has identified several initiatives where the support of our members and users will be helpful in developing and delivering solutions. These include:

### These include:

- Further interrogation into the human factors elements surrounding potential dangerous and hazardous events. Adoption of a “human factors” anonymous reporting portal similar to that used in the aviation industry.
- Increased engagement with stakeholders and ability to inform all levels of employees using safety notifications. Ability to offer a 24/7 “live” reporting channel with option to report incidents instantaneously and monitored daily by LRSSB without reliance on external agencies.
- Assist with members’ internal investigations as well as assist the ORR and RAIB where appropriate. LRSSB staff could be trained as RAIB-accredited agents, a competency currently offered to operator staff.
- Encourage a “lessons learned” culture and sharing of best practice, helping to avoid similar issues for operators and maintainers. It would also help strengthen ties with ORR and help RAIB better understand some aspects of light rail prior to compiling reports and making recommendations.
- Produce and launch targeted safety campaigns for light rail networks.
- Engage with prospective cities and authorities that are looking to deliver new light rail schemes to assist them in understanding how best to deliver a safe, efficient, and affordable scheme.

Based upon previous customer feedback and as outlined within this original three-year plan, there are now a number of development “live” initiatives already planned for our existing products. These products are at the heart of everything which the LRSSB is looking to achieve, and as such we are committed to researching ways in which these core products can be continuously developed/improved.

One of the organisations identified as a potentially strong partner is the UK Rail Research and Innovation Network (UKRRIN), which was originally formed by a consortium of universities and heavy rail industry organisations to “provide a step-change in realising innovation and accelerating new product development in the rail industry”. By making good on its intention to arrange this objective and has been realised in the form of several new R&D projects established with the Institute of Rail Research at Huddersfield University and other third-party organisations.

The LRSSB is an active participant in all of UKTram’s functional groups and has a place on all agendas which will serve as a forum for updates. In addition, quarterly reports are circulated to member organisations with more detailed accounts of LRSSB activities and progress. This has proved to be successful in LRSSB’s ability to stay up to date with current events and ensure its work remains relevant to the sector.

This is further supported by external communications using social media, e-shots and regular press releases quoting members of the LRSSB team.

The LRSSB Board has a broad spectrum of representation for the industry and is the body that holds LRSSB to account on all objectives and deliverables.

Through our partnership approach and associated learning, we will continue to develop a pipeline of research start-up projects to build on and add to those that are current.

Where feasible, our preferred option would be to continue to develop projects with partner organisations, providing a continued pooling of knowledge, further/ongoing development of expertise and cost-efficiency.

Through its desire for continued improvement and to make certain that it only embarks on relevant work that will benefit the sector and its stakeholders, LRSSB has implemented a formal process for reviewing all potential R&D projects. This process has already seen the successful application and funding of multiple projects in this space. LRSSB will continue to work with its stakeholders to identify more initiatives which have the potential to improve overall safety for light rail.

Although still in its infancy, LRSSB recognises that addressing Health and Wellbeing is a key area that can lead to healthier and happier employees, and safeguarding employee health and wellbeing is an important part of any organisational culture and identity. The continued development of the Focus+ project will assist employers in discussing possible health concerns with its employees.

As stated in the 2022 Business Plan, LRSSB has created a policy document for the sector which will be formally rolled out during 23/24 along with the creation of an online hub being formulated which will continue to share

best practice and improve the overall management of health and wellbeing, the LRSSB will continue to acknowledge the importance of providing a workplace that addresses the health and wellbeing of employees.

The LRSSB will also look to host a series of events to highlight ongoing concerns and assist in creating the right environment for employees, passengers, and members of the public. In order to make certain this remains a priority, LRSSB as previously stated has added an additional resource to its staff to drive the development of data and accessible information in this area.



## Year 2 Focus

Each of our focus deliverables will be allocated an owner who will be accountable via our own internal processes, whereby activities and sub-activities are reviewed four-weekly at local level and updates provided to the LRSSB at their quarterly board meeting.

Specific deliverables for the year 2023/24 are contained within this section.

Section	Activity	Deliverable	Measure
Organisation and Structure	Recruitment	Operational Lead	In Post
	Recruitment	Technical Lead	In Post
	Recruitment	Co-ordinator	In Post
	Recruitment	Project Manager	In Post
Sustainability, Funding and Cost Management	Provide Value for Money	Via improved stakeholder engagement, ensure that we are providing the sector with good value for money	Feedback
	Third Party Revenue	Identify and develop third-party (non-member) revenue opportunities	Additional Revenue
	Cost Management	Deliver all activities within budget	Management Accounts
	Cost Management	Develop supplier framework to ensure competitive tendering	Framework in place
	Cost Management	Deliver more activities in-house	Reduction in consultancy costs
Stakeholder Engagement	Engagement	Maintain or develop all channels identified in Stakeholder Engagement Plan Establish sector "working group"	Findings from follow-up survey/audit Increased collaboration and broader engagement Develop longer-term strategic plan
	Influence	Enhance awareness of LRSSB role Accepted sustainable funding model	Full adoption of LRSSB ideas and documents Secured long-term funding
	Capture Feedback	Ensure feedback is formally captured and retained – inform demand for new initiatives or enhancements	Develop database (TAIR) to capture relevant feedback
Integrated Risk Management Framework	TAIR (S)	Ongoing engagement and support	Active support through data analyst
	TAIR (E)	Delivery of outputs to statutory bodies	Delivered in partnership with organisations
	TAIR (E)	Platform update	Available to sector
	TAIR (E)	Provide user training post-delivery of new platform update (above)	Number of users trained
	TAIR (E)	Improve interfaces between TAIR and user base systems – localised dashboards	Interfaces delivered Full utilisation of TAIR
	Sector Risk Model (S)	Ongoing engagement and support	Feedback (working groups)
	Sector Risk Model (E)	Strategy for review, update, and maintenance	Published strategy
	Sector Risk Model (E)	Enhanced dashboard and benchmarking	Published dashboards
	Bowtie Risk Assessments (S)	Ongoing engagement and support	Feedback (Working Group)
	Bowtie Risk Assessments (S)	Establishment of LRSSB led Bowtie working group	Group established and attended
	Bowtie Risk Assessments (E)	Integration of the full sector risk model data into the Bowtie server database	Full integration completed
	Risk Management Maturity Model (S)	Ongoing engagement and support	Feedback (Working Group)
	Risk Management Maturity Model (S)	Establishment of LRSSB led RM3 working group	Group established continued support and attendance
	Bowtie Risk Assessments (E)	Apply RM3 maturity levels against Bowtie assessments	Full integration completed
	Risk Management Maturity Model (S)	Provide user training following completion of all assessments	Ongoing support
	Risk Management Maturity Model (S)	Support the ORR in developing e-learning platform (Module 1)	E-Learning module issued to Sector Sector adoption of RM3 tool



## Year 2 Focus continued

Section	Activity	Deliverable	Measure
Publication of New Standards and Guidance	Prioritisation	Ongoing review of planned publications and re-prioritisation as deemed necessary	Changes to plan
	Production	Publication of new documents Exemplar SMS produced for sector	Documents produced as identified
	Review	Review all existing documents in line with cyclical review requirement	Document reviewed
	Customer Engagement	Quantify level of adoption (into SMS/QMS) for each document produced by customers	Quantum Available
	Influence	Formation of UK Mirror Groups to ensure appropriate input into development of Standards	Formation of groups
	Influence	Develop framework of expertise to provide representation at BSI working groups	Production of framework
Leading a Proactive Approach to Safety	Research and Development	Development of relationships with partner organisations and improved representation Investment into Focus+	Schedule of confirmed meeting attendance Effective input into deliverables
	Research and Development	Development (subject to feasibility) of existing R & D led pipeline initiatives	Go / No-go into Project status
	Research and Development	Collaboration with other sectors and third parties	Workshop outputs Documentation Knowledge share Efficiencies
	Competency	Hold sector workshop with HR and Training managers	Workshop held with needs analysis feedback
Health and Wellbeing	Policy Production	The production of a Health and Wellbeing Policy Investigate opportunities and collaboration	Policy produced Partnerships agreed
	Events	LRSSB to host industry events	Number of events
	Online Hub	Production and roll-out of an online safety hub	Hub available to users
Measuring the Impact of LRSSB	Stakeholder Engagement / Data Collection and Analysis	Develop understanding of success/impact against the Strategic Aims Delivery of Sector Safety Campaign	Specific Measurables Tracker Improved knowledge / awareness



# Measuring the Impact of LRSSB

There are a number of key channels for reporting on formal progress both verbally and in written form.

**Planning** – The LRSSB Business Plan will outline the key deliverables for the subsequent year. Each deliverable will have an expected timescale for completion and any associated risks/dependencies.

**Internal Reporting** – On a four-weekly basis the LRSSB SMT will review progress against the Business Plan and will update the management tracker to reflect any updates and/or changes. Any additional projects or initiatives, not contemplated within the Business Plan, will be added and tracked within the management tracker.

**Board Reporting** – On a quarterly basis the Board pack will include a summary of the LRSSB management tracker, R/A/G rated according to whether each initiative is on target in terms of delivery date and will flag any deliverables which will not be delivered in line with the plan.

**Annual Reporting** – The LRSSB Annual Report will provide detail of the deliverables achieved within the year, and for any deliverables not achieved, an explanation as to why and to what extent this will impact upon the subsequent year's programme.

Successful management and delivery of the above planning and reporting cycles will aid the LRSSB in achieving its goals.

The activities of the LRSSB as outlined within this plan are designed to ensure the delivery and long-term sustainability of our core objective which builds upon seven Strategic Aims.

Whilst we are able to determine to some extent the impact of our activities, this is not formally established. Improved stakeholder engagement and data collection/analysis will improve our ability to understand what good looks like against each of our Strategic Aims, and we will develop processes to record and enable reporting on this.

The types of measures that will be adopted are outlined below by each of our Strategic Aims:

## **To assist the light rail sector in providing a safer industry for all, passengers, staff and public –**

Measured by: Statistical data derived, in particular from the enhanced functionality of TAIR once the TAIR2 project is completed.

## **To provide harmonisation across the sector by maintaining a risk profile, both national and local, that alerts and informs all users –**

Measured by: Standardisation/categorisation to ensure consistency of reporting at a local level and at sector level, enabling accurate benchmarking.

## **Through Research and Development invest in innovative technology that benefits the sector.**

Measured by: Number of potential new initiatives in development and the conversion of these into actual initiatives/products.

## **Produce, manage, and maintain a codified standard approach to documentation, guidance, and support to the sector.**

Measured by: Number of documents produced and level of adoption into local Safety and Quality Management Systems by members or other customers.

## **Become a centre of excellence for knowledge retention and individual development.**

Measured by: Continuous provision of data to and from members. Staff training, retention and succession/contingency planning. Development of the agreements with recognised qualifications bodies for courses or syllabus or experience-based assessment and accreditation.

## **To ensure sustainable relevance to all stakeholders.**

Measured by: Delivery of Stakeholder Engagement Plan and take-up within the sector of LRSSB products and initiatives.

## **To collaborate with other industry bodies.**

Measured by: Participation in shared initiatives.

The LRSSB maintains an active risk register that is reviewed at every Quarterly Board meeting.

## Summary

The recognition of the good work achieved to date is evident and was welcomed within the ORR Findings Report.

The progress report to the ORR – HSRC in December 2022 was well received with positive feedback.

LRSSB continues to grow from the initial embryonic stage through childhood into its adolescence.

This year 2 update of the three-year strategic plan launched last year, sets out a vision for 2023/24 and details the milestones and ambitions for the following years.

Our organisation is now well placed to provide support, guidance, education, and detailed information to assist each network in addressing their own or collective challenges. We also expect that the sector will be benefiting from our integrated risk framework strategy by March 2024.

The LRSSB has now become an integral part of the light rail sector in the UK and has forged partnerships and agreements with a number of revered and established organisations, and, whilst benefiting LRSSB and our sector, this is also testimony to how those organisations see us.

We will also look to learn from such organisations and work collaboratively for the betterment of the light rail sector.

Light rail plays an important role in the wider integrated transport solutions. UK cities are continuing to explore the light rail option to help in decarbonisation strategies. LRSSB understands and appreciates the benefits of gaining knowledge from a cross-sector approach to safety and standards. With the continued support of stakeholders and members, the LRSSB can deliver real benefit for the light rail sector, today and in the future.

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# LIGHT RAIL

Safety and Standards Board