

LIGHT RAIL

Safety and Standards Board

**Annual Report
2025/2026**

Chief Executive's Overview

The Light Rail Safety and Standards Board (LRSSB) was formed by the UK light rail industry and UK Tram in 2019 under the guidance of the Department for Transport (DfT) and the Office of Rail and Road (ORR).

This was following the Rail Accident Investigation Branch (RAIB) report into the Croydon tram accident at Sandilands on 9th November 2016.

Within the year, the LRSSB Board increased in size. Three new Non-Executive Director positions were appointed to the Board.

LRSSB is managed by the LRSSB Board, which consists of:

- *Chair*
- *CEO*
- *MD UK Tram representing UKTram*
- *Representative of UK Owners*
- *Representative of UK Operators*
- *5 Independent Specialists, Sector Leaders*

This Annual Report describes the activities undertaken by LRSSB in the first year of its current three-year strategy, which can be found on the LRSSB [website](#).

Some of the activities and workstreams are continuous throughout the strategy whilst some are year one deliverables.

In 2025/26 LRSSB grew in line with its three-year strategy, 2025 -2028. A new post focussing on learning and competency had been identified and was recruited to in early 2026. Also, the role of Auditor was successfully filled.

An organogram of the current organisation can be seen below.



During the year, LRSSB continued to advance recommendations of the ORR 2022 Findings Report. The originally proposed timeline to full LRSSB independence was intended to be by the end of 2025/26 business year, however, due to an extended sector consultation period the new transition date is to be 30th June 2026. Notwithstanding this newfound independence LRSSB will retain its strong links with UKTram collaborating closely on projects of mutual interest and benefit to the sector.

Milestones successfully met, have been:

- *Conclusion of Sector consultation*
- *Agreement by UK Tram Board of move to LRSSB independence*
- *New LRSSB Articles of Association agreed upon posted at Companies House*
- *Agreement of new LRSSB Board composition*
- *Sector Memorandum of Agreement established*

2025/26 was the seventh full year of business for LRSSB. More importantly it saw the second major “triennial” output from the sector Safety Risk Model (SRM). The results of that exercise, described within the report, are excellent and bear testimony to all the hard work, commitment and investment made by the UK Light Rail Sector over recent years.

Our analysis shows that safety in the UK Light Rail Sector has significantly improved in the last 3 years. The overall Fatality and Aggregated Injury risk has decreased by 27%. This achievement is down to all the great work undertaken by the networks as well as the collaboration, guidance and advice given by the LRSSB to the UK Light Rail Sector.

Our centralised approach for researching new ideas and innovation is proving beneficial with a “spend it once” approach. LRSSB now has processes in place for sector network requests for documents, data outputs and research projects.

This not only allows LRSSB to allocate resource and funding but also gives the networks access to funding for ideas and projects that may not otherwise have been progressed. Evidence of this is seen in the VR Headsets now in operation at Manchester Metrolink.

Whilst LRSSB has been able to maintain a good impetus in the year, it is becoming ever apparent that neither central funding nor memberships are capable of being increased in line with the needs and aspirations of the business. To assist in maintaining our ability to grow, innovate and strive for “excellence” LRSSB has looked to explore third party revenue options.

LRSSB has had previous success in a minor way in this area and so a decision was made at Board level to invest capital into a more committed approach to commercialise products. In 2026/27 LRSSB will recruit a Head of Commercial to explore business development opportunities both nationally and internationally.

LRSSB and the Office of Rail and Road (ORR) executives met to review, and commit to, the Memorandum of Understanding between the two organisations. Both organisations agreed that the working relationship was in a good and healthy state.

Following our previous commitment to assist the sector in ensuring ongoing competency and training, LRSSB has, in partnership with an industry leader, agreed to provide a centralised learning platform for the entire sector. We are very pleased to report here that six of the seven current tramways have either adopted the LRSSB platform, or are in the process of being onboarded. A more detailed update can be found later in the report.

Welcome to the LRSSB Safety Hub. Please select from the list below, which area of the Safety Hub you would like to visit.

Reference Library Sharing information and best practice is vital to continuous safety. Improvements across the light rail sector and our portal offers access to documents covering a broad range of relevant topics. Go to Reference Library	TAIR Tramway Accident and Incident Reporting system, report and analyse light rail network accidents, incidents and near misses. TAIR	Barbour Legislation, guidance, standards and comprehensive tools to help you master EHS compliance. Barbour More Information
CIRAS Do you have a health, safety or wellbeing concern? CIRAS is the transport sector's confidential safety hotline. Raise a concern Find Out More	Safety Videos Be SMART around TRAMS Highlighting safety around Trams. Watch here Watch on Youtube	Skills Hub Supporting continuous Learning and Competence. Login here

In 2025/26 LRSSB launched its National Safety Campaign (NSC). The aim of the NSC was to promote a message through various mediums that would resonate and remain with colleagues, passengers, pedestrians and those who may come into contact with a tramway network.

The NSC was universally adopted by the Light Rail Sector with several “post introduction” effectiveness surveys being conducted. A more detailed update can be found on this in the report. LRSSB are now looking into “virtually digitising” the campaign.



Finance

LRSSB has now recruited a strong core team that it believes can continue to deliver excellent benefit to the sector. Once again, we have moved the dial to deliver more products “in-house” and so offer both substantial value but also, and more importantly, a broader understanding of what the light rail sector needs from its safety and standards body.

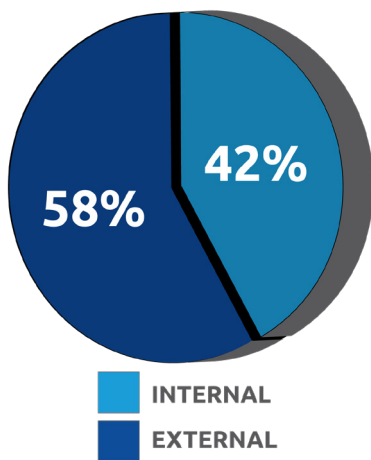
This enables us to explore multiple options for the sector as a single entity, spending money only once, against Operators, Owners and Sponsors having to explore solutions independently and alone.

To date, we also estimate to have saved our sector more than £33m in the added value we bring with this approach, an achievement recognised by the Department for Transport with their continued funding commitment and the signing of a 3-year Grant Funding Agreement and associated Memorandum of Understanding.

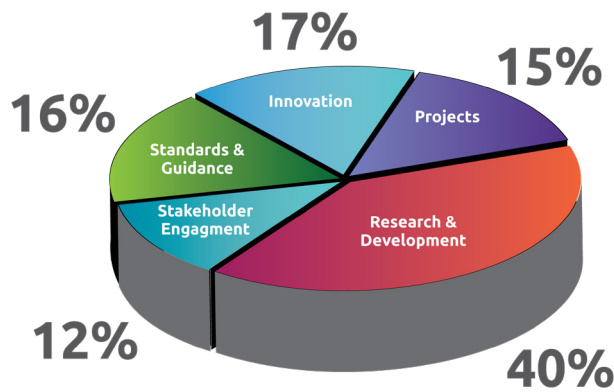
LRSSB has continued to look to expand its portfolio of membership in 2025/26. We have again been successful in exploring third-party revenue streams to assist through work for international or non-light rail sector projects. LRSSB will continue to attempt to maximise its potential in this area, giving further evidence that LRSSB looks for opportunities to relieve the financial commitment on the UK government and light rail sector.

The below charts depict our resource allocation for the year and how our external costs were split.

RESOURCE ALLOCATION



LRSSB PRINCIPLE EXPENDITURE



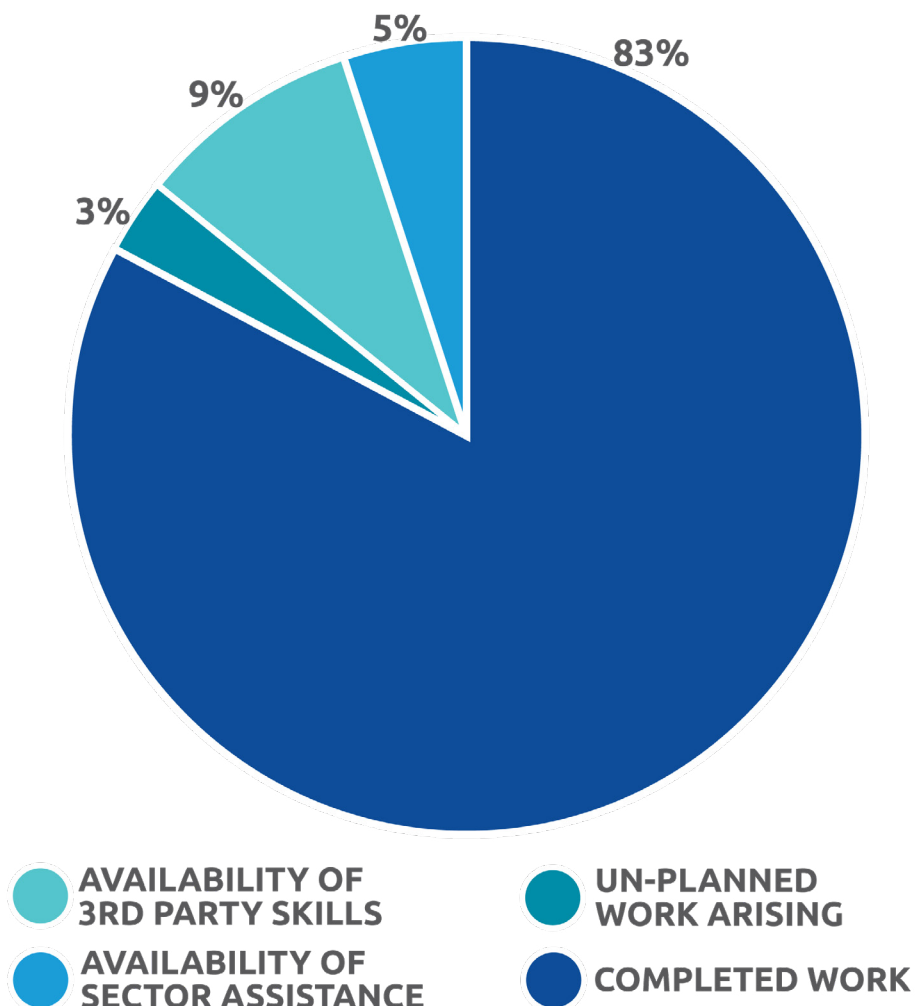
Section	Activity	Deliverable	Measure	
ORGANISATION AND STRUCTURE	Recruitment	Principal Research Coordinator	In Post	
	HR	Update and review HR policies	Completed	
	Strategy	Develop wellbeing strategy		In Progress
		Develop HR, team and succession plan		In Progress
		Review business communications strategy/plan		Completed
		Develop an internal communications plan		Completed

Safer Light Rail

Activities in 2025/2026

Again, I am delighted by the progress the team has made over the past year. Eighty three percent of planned activities were completed in the year with seventeen percent incomplete. Eight percent of these are to be continued into 26/27 with nine percent being re-evaluated.

Constraints to the business activities were:



This report demonstrates a high level of achievement, which will bring huge benefit to our members and the wider Light Rail Sector as a whole. Details and commentary on activities and achievements are contained within later sections of this Annual Report.

Sector Safety Risk Profile Update

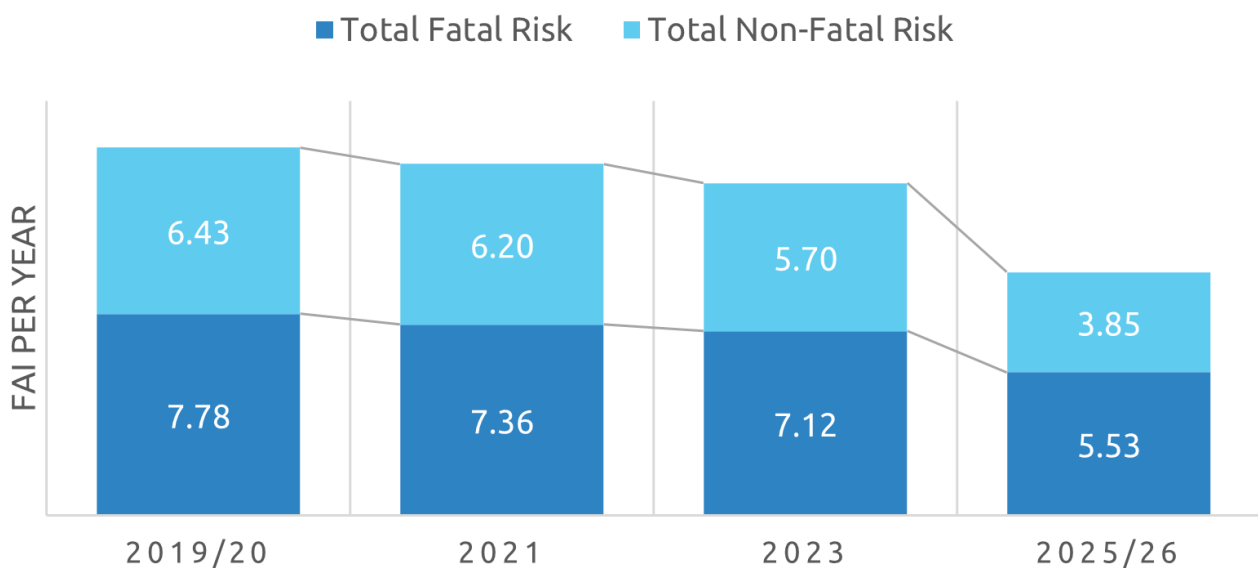
2025/26 saw LRSSB drive a wholesale review of the seven networks' Safety Risk Models (SRMs). Whilst for most networks this provided a third iteration of their SRMs, for the first time updates were primarily underpinned by TAIR data directly entered by networks' own staff now in post.

This, alongside the reduced impact of COVID-19, increased confidence in the use of reported data and reduced reliance on conservative estimates, particularly given the availability of more robust injury detail. The SRM update further benefited by greater contextualisation of individual networks' results in relation to the rest of the sector both in terms of magnitude of risk and attributed precursors.

At national level the sector is maintaining its approach to implementing changes only ever to reduce its overall risk profile [RM3 Criterion RCS 3]. Estimated sector total collective risk is now 9.39 Fatalities and Aggregated Injuries (FAI) per year, representing a 27% reduction which includes a decrease in total fatal risk of 1.59 fatalities per year.

Consequently, risk exposure across all populations is lower; the collective public continues to account for the highest total and fatal risk exposures. Non-controllable risk, such as events arising from acts of the public, continues to constitute the majority of overall risk.

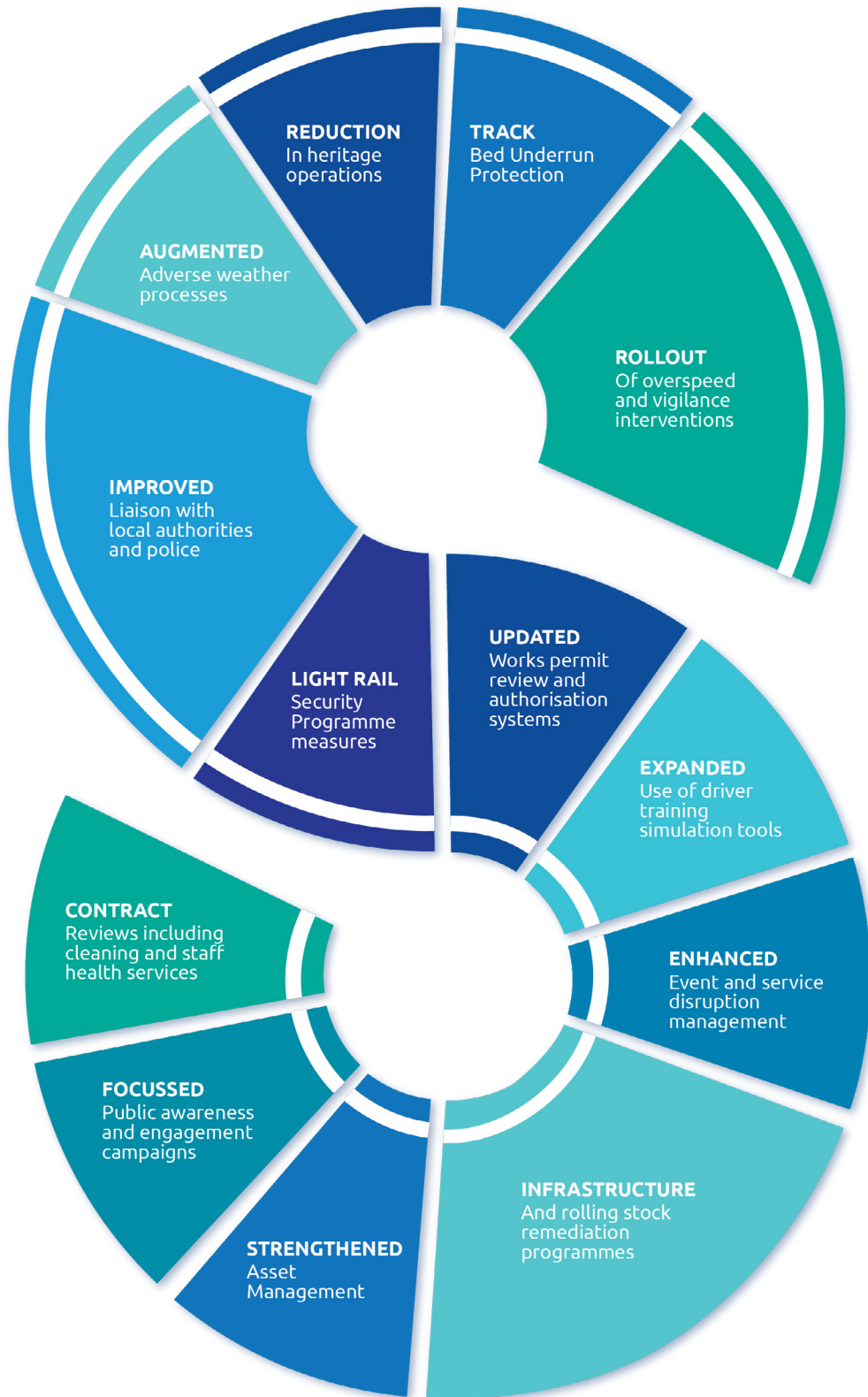
SAFETY RISK MODEL: SECTOR TOTAL COLLECTIVE RISK



Along with adopting evidenced decreasing trends, these reductions have been linked to the networks deploying a wide range of safety risk management improvements. Since the last SRM update in 2023, LRSSB's innovation and standards workstreams have aligned with the sector's risk profile to support the networks in their safety risk improvement.

The latest of these can be found in the respective sections of this report.

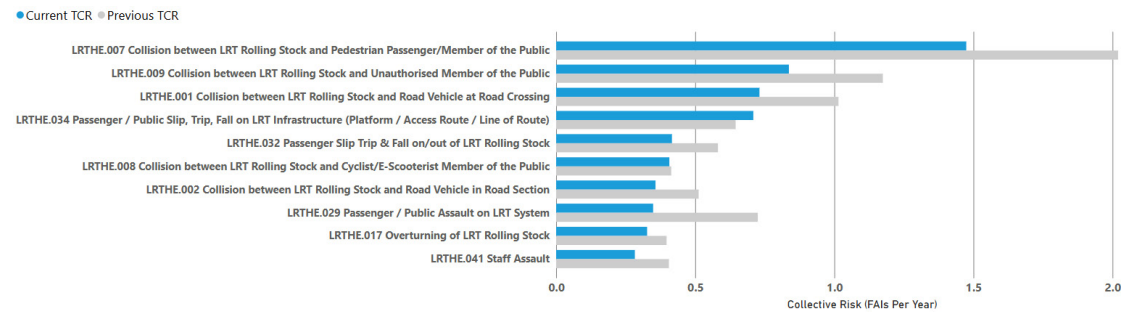
Sector Initiatives



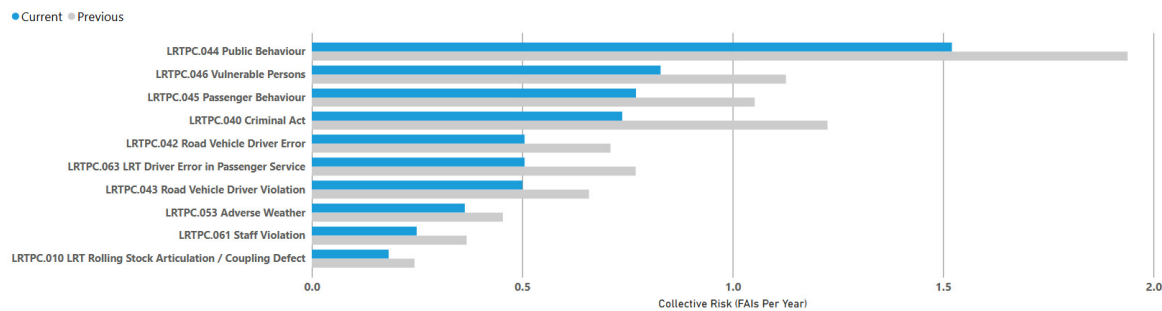
At national level, the hazardous events showing the greatest reduction in estimated total collective risk are:

- LRTHE.007 Collision between LRT Rolling Stock and Pedestrian Passenger/ Member of the Public
- LRTHE.029 Passenger / Public Assault on LRT System
- LRTHE.009 Collision between LRT Rolling Stock and Unauthorised Member of the Public
- LRTHE.001 Collision between LRT Rolling Stock and Road Vehicle at Road Crossing

These events still feature in the sector's top ten hazardous events ranked by total collective risk. While not all networks judged their risk associated with these hazardous events as decreased, findings provide evidence that the sector is focusing efforts for continual improvement aligned with safety risk profiles [RM3 Criterion PI1]. The hazardous events which appear in this top ten are unchanged, however some ranking positions have moved. The risk associated with the top ten events contributes over 60% to the sector's overall risk profile.



Similarly, the sector's top ten precursors ranked by total collective risk have also experienced the largest reductions in absolute value of risk. Some ranking positions have changed; however, the top ten retains the same ten precursors as the 2023 SRM results and is dominated by precursors outside the direct control of the networks. The risk associated with the top ten precursors contributes over 65% to the sector's overall risk profile.



In future SRM updates LRSSB expects to see further reductions in risk associated with LRT driver error and incapacitation, and in turn associated overturning, derailment and collision events as future phases of the networks' overspeed and vigilance interventions are deployed. Some networks are also undertaking rolling stock replacement programmes providing opportunities for further future improvements informed by lessons learned and the sector's safety risk profile.

In addition to LRSSB's support of the networks with their updated SRM results, LRSSB's priorities for the development of SRM turn to the build of its online platform, strategic integration with LRSSB's other Safer Light Rail tools and further research into low-frequency, high-consequence events.

Sector Accident and Incident Reporting

During the year, a major software upgrade to the TAIR platform was successfully delivered, representing a significant advancement in system capability, usability, and reliability.

The upgrade has modernised the TAIR platform and introduced a range of enhancements designed to better support operational delivery and assurance activities.

The upgrade has significantly improved the user experience, with a more intuitive and streamlined interface enabling users to navigate the system more efficiently.

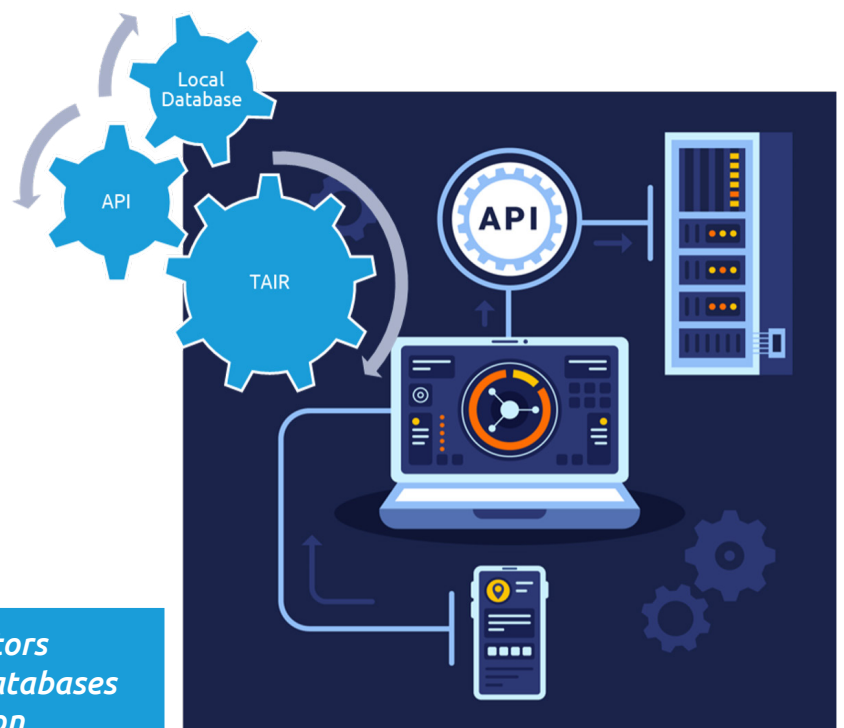
Simplified workflows and clearer functionality have reduced complexity, allowing users to complete tasks more effectively. These improvements support increased productivity and a more consistent approach to system use across the organisation.

A key benefit of the upgrade is enhanced system reliability. Improvements to system architecture and data handling have strengthened overall performance, reduced the likelihood of disruption and improved responsiveness.

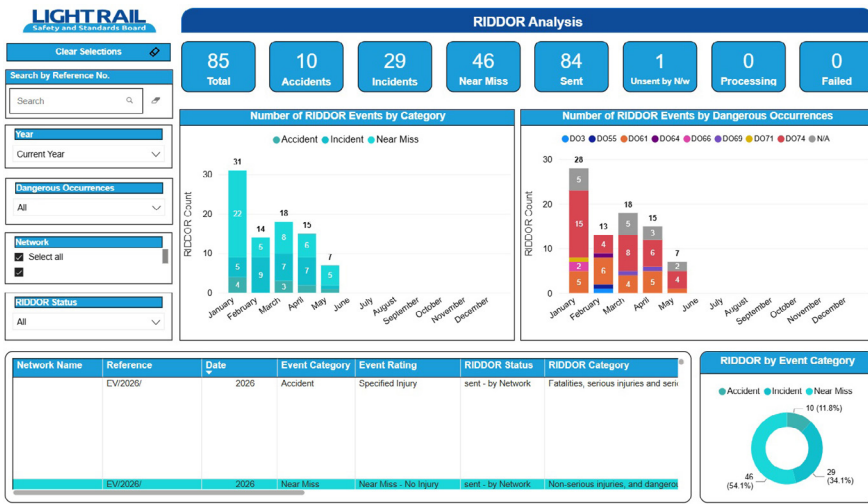
This provides greater confidence in the system, particularly in the management of safety-critical data and assurance processes where accuracy and availability are essential.

The upgrade also introduces a range of new features aimed at improving functionality and supporting evolving requirements. These include enhanced data management tools, improved reporting capabilities, and greater flexibility in how information is organised and accessed.

The system now also enables more effective collaboration, allowing users to both import and export Accident, Incident and Near Miss data specific to their needs, via an API interface.

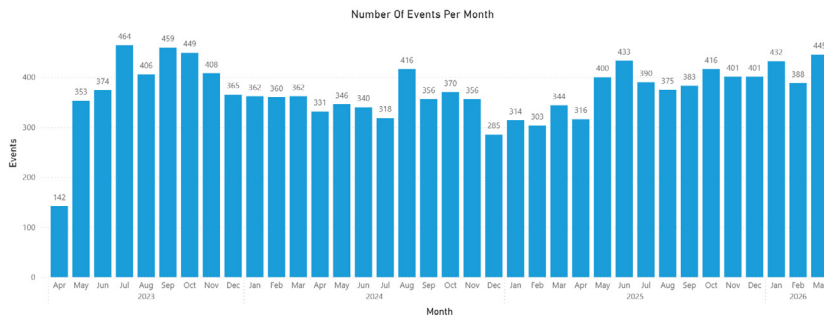


- *Live application of API with operators*
- *Interface with existing operator databases*
- *Enhanced user reporting integration*
- *Integration of RAIB reporting*
- *Enhanced GDPR compliance*
- *Asset location*
- *Enhanced meta data*



As part of LRSSB’s ongoing data quality programme, this year saw the completion of capturing historical data to address identified outstanding time periods arising from the sector’s transition to Business As Usual use of TAIR (Circa sixty-two thousand entries).

This significant effort has resulted in approximately 4,000 previously unavailable records being incorporated into TAIR, enhancing analytical capability for both the sector and individual networks, including acting as a key enabler for the SRM update.



New functionality continues to be developed and introduced to TAIR to address the analysis needs of our stakeholders, legislation and research. This maximises the useful insights the networks and sector can gain from held data, including promoting data-driven innovation.

Section	Activity	Deliverable	Measure
SAFER LIGHT RAIL	TAIR	Completion of historic data capture	Completed
		Close out quality management issues with historical data	Expected completion Q3 2026
		Create BAU Data Quality Monitoring Programme	Expected completion Q2 2026
		Develop RIDDOR/RAIB regulatory and ORR reporting	Expected completion Q1 2026
		Plan for TAIR communications and training	Completed
		Integrate new asset locational functionality into TAIR	Expected completion Q1 2026
		Integrate asset data into TAIR	Expected completion Q1 2026
		Develop enhanced reporting suite within TAIR	Expected completion Q1 2026
		Close out of phase 2A/2B of TAIR functionality development programme	Expected completion Q1 2026
	SRM	Sector review and updates to SRM	Completed
RM3	Conduct sector gap analysis	Completed	
	Create guidance adoption/use criteria for audit	Expected completion Q2 2026	

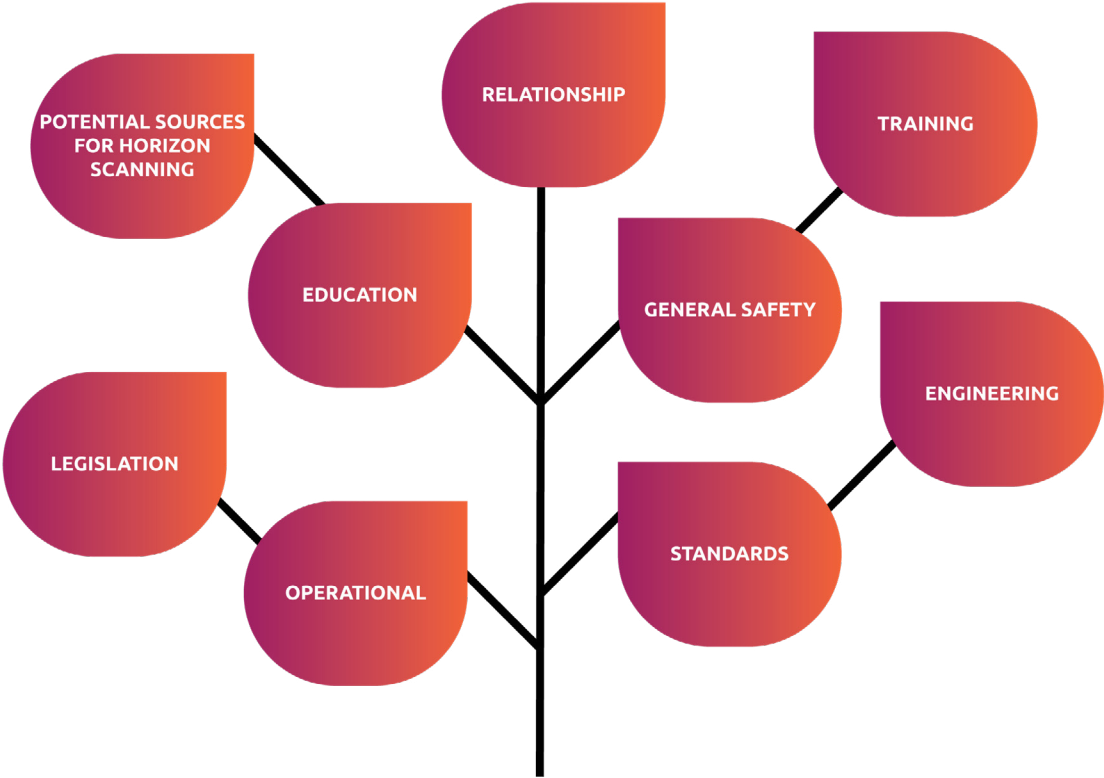
Leading Proactive Ideas

Building on this approach, LRSSB has continued to translate horizon scanning insights into tangible interventions and innovative trials across the sector. Over the past year, this has included the deployment and evaluation of projects such as the Starling artificial intelligence platform, which explores real-time monitoring and predictive capability, and the introduction of virtual reality (VR) headsets to enhance immersive safety training through initiatives such as No Excuse for Abuse. These programmes demonstrate how emerging technologies can be applied practically to influence behaviours, improve situational awareness, and strengthen safety culture.

In parallel, LRSSB has maintained an active programme of technology and innovation scanning, ensuring a continuous pipeline of opportunities aligned to evolving sector needs. This includes ongoing exploration of systems such as collision avoidance technologies and other engineering-led interventions designed to mitigate risk at source, alongside early-stage consideration of automated tram operations and the safety frameworks required to support their future adoption.

These activities are complemented by structured engagement across multiple domains - including education, legislation, operations, standards, training, relationships, and engineering - to ensure that insights are captured holistically and translated into meaningful change.

Through this blend of innovation delivery and continued horizon scanning, LRSSB is not only identifying future opportunities but actively demonstrating their value in the present. This reinforces the organisation's role as a catalyst for progressive safety improvement, ensuring the light rail sector remains adaptive, informed, and equipped to meet both current and emerging challenges.



LRSSB's digital safety / cyber security programme has been produced and a scheduled rollout of audit visits is being conducted, representing a significant step in strengthening the sector's approach to digital safety and resilience.

The programme will deliver a comprehensive suite of outputs, including targeted training for the sector to build capability across organisations, practical guidance to support the consistent application of cyber security principles, and structured risk assessment tools to enable the identification and management of digital safety and cyber security threats.

Together, these elements will provide a robust framework to support improved understanding, governance, and assurance of cyber security risks across the light rail sector. The framework has been based on the Institute of Engineering Technology (IET) Code of Practice (COP) and National Cyber Security Centre, Cyber Assessment Framework (CAF) to enable alignment between cyber security specific governance and other aspects of light rail operation.



Section	Activity	Deliverable	Measure
LEADING A PROACTIVE APPROACH TO SAFETY	Research & Development	Development of relationships with partner organisations and improved representation.	In Progress 3 Year Strategy
		Collaboration with other sectors and third parties.	In Progress 3 Year Strategy
		Anti Drag Door Safety Devices.	In Progress
		Pedestrian Crossing Risk Mitigation Project	In Progress
		Obstacle Detection – Technical Report	In Progress
		Tram Train Wheel Rail Interface Joint report produced with RSSB - NR - LRSSB	Completed
		Expand national safety campaign project	Completed
		Build an online learning and development platform	Completed
		Carry out research and development into NMU innovation	Completion Q1 2026
		Carry out research of high consequence low frequency events Y1: R&D Proposal through process and supplier appointment	Completed
		Improved sector reporting channels	Completed
		Review of new Digital Reference Library	Completed
		Implement members levels in safety hub	In progress
		Access to Safety Risk Model	In progress
		Audit sector position define plan	Completed

Research, Development & Innovation

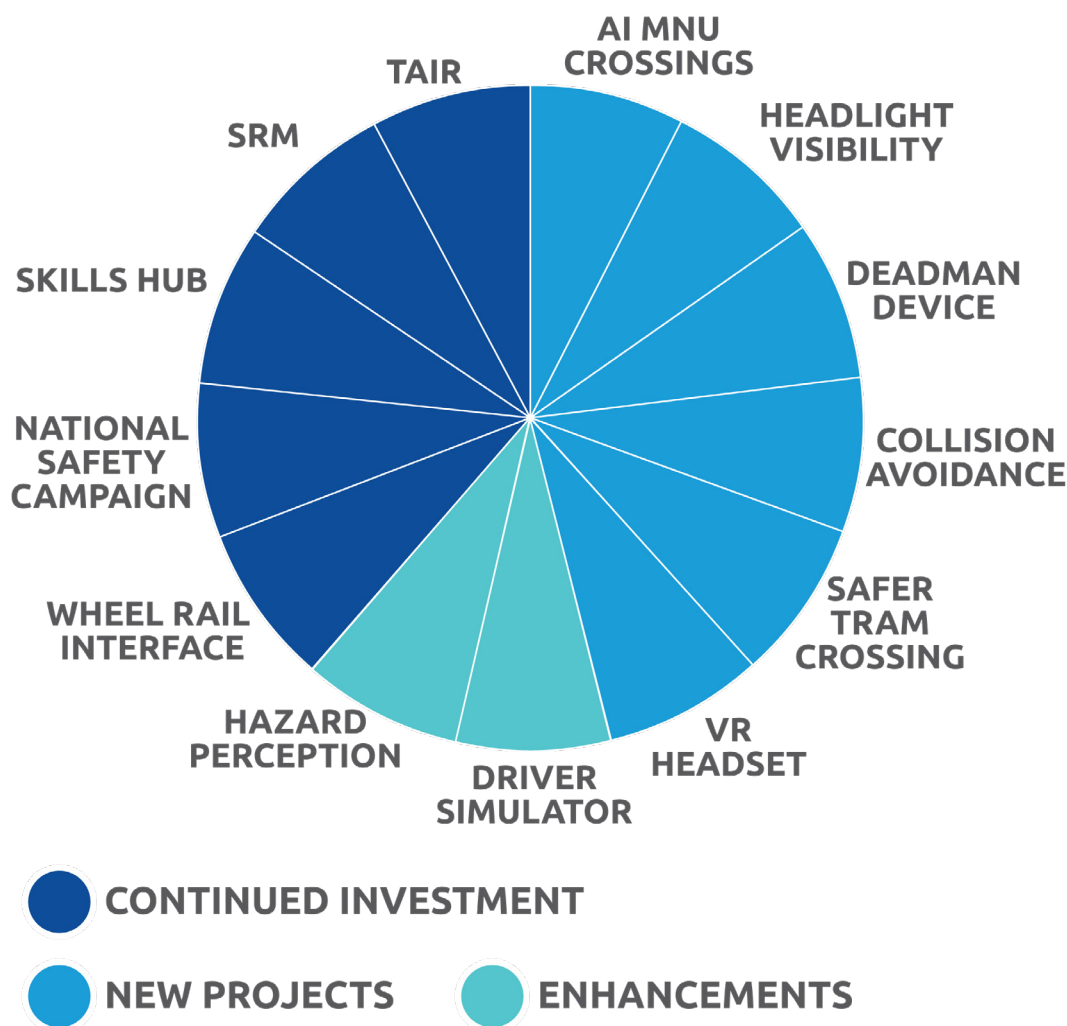
Over the past 12 months, LRSSB has continued to deliver against its strategic commitment to research, development and innovation, translating investment into tangible safety improvements across the light rail sector.

Building on the strong foundations of its data-led approach, the organisation has successfully progressed a portfolio of targeted R&D initiatives shaped by insight from the Light Rail Safety Risk Model (SRM), ensuring resources remain focused on the most critical and high-impact risks.

R&D and innovation activity now represents approximately 33% of LRSSB's overall budget, reflecting a deliberate and sustained commitment to driving safety improvement through evidence-based investment.

This increased allocation is supported by clear indications that the return on investment is being realised, with research outputs increasingly transitioning into practical application and delivering measurable value to operators, infrastructure managers and passengers.

This period has seen the successful implementation and application of several key research outputs, with projects moving beyond concept and into operational use. These initiatives have directly supported the sector in enhancing safety performance through practical tools, guidance and evidence-based interventions.



By maintaining a clear line of sight between research activity and real-world deployment, LRSSB has strengthened the link between innovation and measurable safety outcomes.

Continued investment in R&D has enabled the organisation to respond dynamically to emerging risks and evolving operational challenges. Funding has been directed not only towards new technologies and analytical capabilities, but also towards initiatives that improve human factors of understanding, workforce safety, and system resilience.

This balanced portfolio approach ensures that both immediate safety concerns and longer-term strategic risks are addressed in a coherent and sustainable way.

The formal R&D Policy is now fully embedded as a governance framework, providing consistency, transparency and rigour in how projects are selected, managed and evaluated. Over the past year, this framework has supported more structured engagement with stakeholders, enabling greater collaboration across the sector and ensuring that research priorities are aligned with operational need.

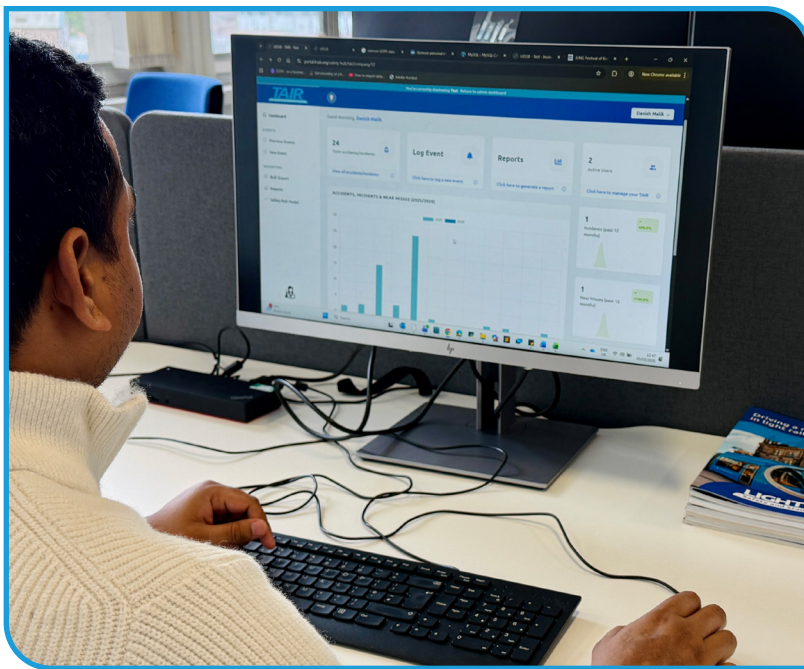
It has also strengthened assurance around value for money, with clearer evaluation of benefits and more disciplined tracking of outcomes against original objectives.

Importantly, LRSSB's role as a centre of expertise has continued to grow, with R&D outputs increasingly recognised as a key enabler of sector-wide learning and continuous improvement.

By sharing insights, tools and good practice, the organisation has supported a more joined-up approach to safety, helping to reduce duplication of effort and maximise the return on collective investment.

Looking ahead, LRSSB remains committed to building on this momentum. Its ongoing investment in research and innovation will continue to be guided by robust evidence, sector collaboration and a clear focus on delivering meaningful safety benefits.

In doing so, LRSSB is not only addressing today's risks, but also shaping a safer, more resilient light rail network for the future.



Standards and Guidance

LRSSB is the custodian of light rail standards and guidance across the UK, providing a structured, sector-led framework to support safe and consistent operations. Standards development is driven through the Light Rail Standards Committee (LRSC), which brings together expertise from across the industry - including operators, owners, engineers, supply chain partners, safety specialists, the Office of Rail and Road (ORR), and the Rail Accident Investigation Branch (RAIB).

This collaborative model ensures that priorities are identified based on real-world operational need, risk insight, and regulatory expectation. From this foundation, LRSSB delivers a clear hierarchy of outputs - ranging from formal guidance and technical notes through to good practice and practical safety tools - ensuring that support is proportionate, targeted and capable of driving continuous improvement across the sector.

The diagram below illustrates how these inputs shape the development of standards and how investment and resources are aligned to deliver maximum safety benefit.

To reaffirm its commitment to developing standards for the sector, by the sector, and to ensure continued compliance with best practice, LRSSB has further strengthened its governance model.

STANDARDS PRODUCTION



REGULATED BY THE NEWLY FORMED LIGHT RAIL STANDARDS COMMITTEE (LRSC)

This enhancement includes the appointment of a new independent Chair, alongside the expansion of committee membership to incorporate broader representation from system owners and operators, all of whom hold full voting rights.

These changes reinforce transparency, accountability and sector ownership, ensuring that decision-making remains both independent and firmly grounded in the collective expertise and operational experience of the light rail community.

Document selection and implementation continue to be driven by LRSSB's strong stakeholder engagement, ensuring that standards are developed collaboratively and reflect sector-wide input. The suite of publications has also expanded to include Light Rail Technical Notes (LRTN) and Good Practice Guides (LRGP), aligning with wider industry approaches and offering more targeted, applied content.

There has been a deliberate and growing emphasis on engaging the supply chain in the authoring and peer review of documents, enhancing both the technical robustness and relevance of LRSSB's standards output.

In 2025, LRSSB conducted a comprehensive sector-wide survey on standards, generating new quantitative and qualitative insights. These findings will inform a series of key improvements to the standards process, aligned with LRSSB's revised pending Articles of Association and its ongoing commitment to strengthening implementation and impact across the light rail sector.

The screenshot shows a web interface for a 'Reference Library'. At the top right, there is a 'Login' button. Below the header, a breadcrumb trail reads 'Home > Safety Hub > Reference Library'. A welcome message states: 'Welcome to the Reference Library. Here you will find a collection of resources to help support your network. To get started, please pick from a category below or click here to view all documents.' The main content area features five resource cards, each with a title, a brief description, a small icon, and a 'View Resources' link. The cards are: 1. 'Light Rail Guidance (LRG)' with a description of its advisory nature and a 'Light Rail Guidance (LRG)' icon. 2. 'Light Rail Good Practice (LRGP)' with a description of its advisory role for operators and a 'Light Rail Good Practice (LRGP)' icon. 3. 'Light Rail Technical Note (LRTN)' with a description of its purpose for R&D projects and a 'Light Rail Technical Note (LRTN)' icon. 4. 'Light Rail Safety Tool (LRST)' with a description of its use in development and repair and a 'Light Rail Safety Tool (LRST)' icon. 5. 'Annual Reports' with a description of the yearly publication and a 'Annual Reports' icon.

Internationally, LRSSB has collaborated with partners in Australia to co-develop a suite of Technical Notes and exchange best practice. Strengthening this relationship forms part of LRSSB's current three-year strategy, as the organisation looks to extend its global reach and reinforce its position as a leader in light rail safety standards.

LRSSB continues to review and refine its cost model to ensure the efficient use of sector funding. By strategically leveraging its internal resources complemented by targeted engagement with external consultants, LRSSB has successfully reduced the average cost per document produced.

This has been achieved without compromising on technical quality, stakeholder engagement, or the rigour of the development and review process.

This blended delivery model ensures that LRSSB remains agile, cost-effective and focused on delivering high-impact outputs that reflect the sector's evolving needs.

Publications

LRSSB continues to build its comprehensive library of documents with over 80 available free to view and download. Regulated by the newly formed Light Rail Standards Committee (LRSC). This year has seen the publication of 10 SMS Tools to support the Exemplar SMS and 4 additional Guidance documents.

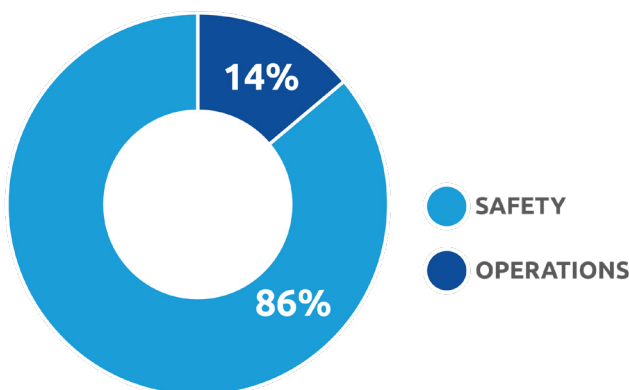
In addition, LRG 1.0 (Tramway Principles and Guidance) has been circulated for a further sector wide review including suppliers and designers. This will bring the document further into line with any fundamental changes that have occurred in the sector these past 12 months.

2025/2026 represented LRSSB's lowest overall costs per document to date, reflecting the effectiveness of the current model.

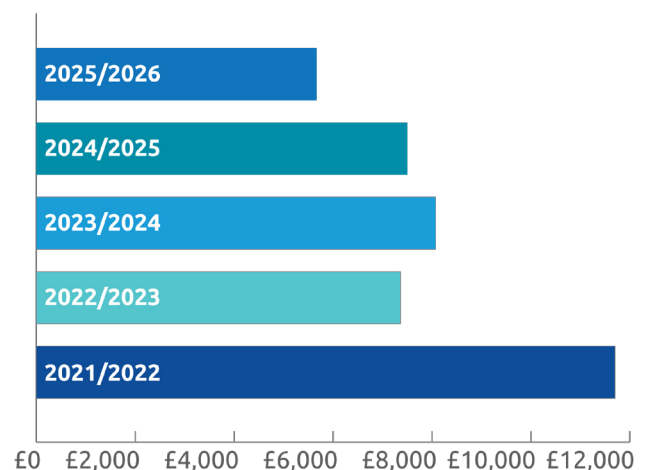
In response to feedback from the sector-wide survey, LRSSB has implemented a series of targeted enhancements to its standards function to strengthen capability, visibility and influence. This includes the appointment of a dedicated Standards Manager, providing focused leadership and oversight across all standards-related activity.

LRSSB has also formalised and strengthened its relationship with the British Standards Institution (BSI), establishing a clear agreement that recognises LRSSB as the primary point of reference for all light rail (urban) standards. Reflecting this elevated role, the LRSSB Standards Manager now actively represents the sector across relevant BSI, EN and ISO committees, ensuring that UK light rail interests are effectively represented at both national and international levels.

This expanded remit provides comprehensive oversight of more than 25 active urban rail working groups as well as emerging and developing standards. Collectively, these enhancements position LRSSB at the centre of standards development, ensuring alignment between industry needs, regulatory expectations and evolving best practice.



YEAR-ON-YEAR AVERAGE COST PER DOCUMENT



Section	Activity	Deliverable	Measure
PUBLICATION OF NEW STANDARDS AND GUIDANCE	Prioritisation	Ongoing review of planned publications and re-prioritisation as deemed necessary. Standards selected, agree with authors allocated	Completed
	Production	LRSSB/LRG 35.0 Safety Validation & Verification for Change Control Guidance	Published
		LRSSB/LRG 50.0 Safety Performance Monitoring	
		LRSSB/LRG 53.0 Emergency Preparedness and Response	
		LRSSB/LRG 55.0 Supplier Assurance	
		LRSSB/LRST 59.1 Preliminary Design Template	
		LRSSB/LRST 59.2 Stage Build Design Template	
		LRSSB/LRST 59.3 Certifiable Element Design	
		LRSSB/LRST 59.4 Detailed Design Template	
		LRSSB/LRST 59.5 Templates FAT Phase	
		LRSSB/LRST 59.6 Certifiable Elements FAT phase	
		LRSSB/LRST 59.7 Templates Stage Build SCT Phase	
	LRSSB/LRST 59.8 Templates Stage Build SCT Phase		
	LRSSB/LRST 59.9 Templates Handover Phase		
	LRSSB/LRST 59.10 Templates O & M period		
	Review	Review all existing documents in line with cyclical review requirements	Completed
Customer Engagement	Quantify level of adoption (into SMS/QMS) for each document produced	Completed	
	Further involvement of sector in LRSSB Light Rail Standards committee processes	Under Review	
Documentation	Review all existing documents in line with cyclical review requirements	Completed	
	Develop an engineering harmonisation roadmap	Under review	
Influence	Maintain a framework of sector expertise to assist in production and review at UK/BSI/EN	In Progress	

LRSSB's Global Reach



Development - Learning & Competency

Over the past year, LRSSB has continued to strengthen the sector's approach to competence and professional development through the creation of SkillsHub, a new Learning Experience Platform (LXP) designed to modernise how learning is accessed and shared across light rail.

The platform will act as a central point for high quality resources, guidance, and sector knowledge, supporting organisations in building a more confident, capable and well informed workforce. Early engagement has been positive, with stakeholders recognising its potential to streamline training processes and promote greater consistency in how competence is developed and maintained.

The development of SkillsHub has been shaped by insights from the Risk Management Maturity Model (RM3), ensuring that the platform directly supports areas where improved capability can deliver the greatest operational and safety benefits. By grounding its structure in maturity data, LRSSB is helping the sector focus on the skills and behaviours that matter most from technical competence to leadership approaches that influence safe, effective and people centred operations.

A key ambition for SkillsHub is to strengthen the sector's support for mental health, wellbeing, and positive workplace culture. The platform will provide space for learning that encourages resilience, psychological safety and strong leadership practice, helping organisations address the human factors that underpin safe performance.

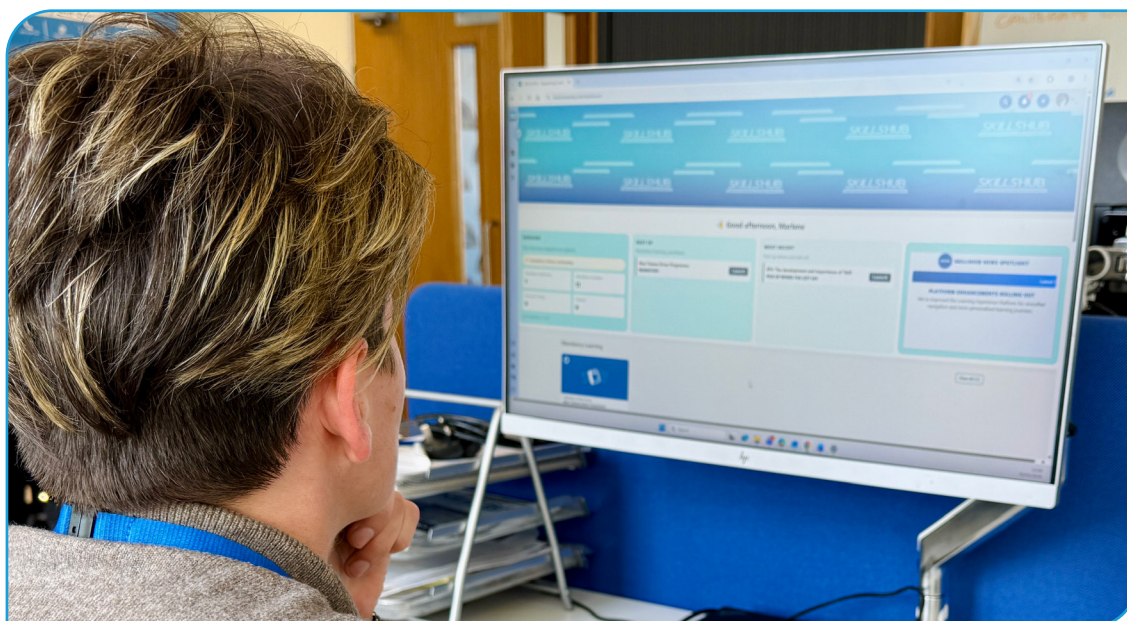
As the platform evolves, it will also foster greater collaboration and shared learning, enabling the light rail community to connect, exchange good practice and collectively raise standards across the sector.

The screenshot displays the SkillsHub LXP dashboard for user Marlene. The interface features a blue header with the SkillsHub logo and navigation icons. Below the header, a personalized greeting reads "Good morning, Marlene". The dashboard is divided into several sections:

- OVERVIEW:** A learning snapshot showing 1 mandatory item(s) outstanding, 11 mandatory completed items, 0 due soon (7 days), and 0 overdue items. Last updated: 9:55.
- NEXT UP:** A section for mandatory learning, prioritised, featuring a "New Trainee Driver Progr..." with a "Launch" button.
- MOST RECENT:** A section for picking up where you left off, featuring "EP3: The development an..." with a "Launch" button.
- SKILLSHUB NEWS SPOTLIGHT:** A section highlighting platform enhancements rolling out, with a sub-heading "PLATFORM ENHANCEMENTS ROLLING OUT" and a description: "We've improved the Learning Experience Platform for smoother navigation and more personalised learning journeys."

SKILLSHUB

Supporting Continuous Learning & Competence



Section	Activity	Deliverable	Measure
DEVELOPMENT	Rollout to initial operators	5 networks live on SkillsHub	Wider sector coverage; consistent approach to competence
	Recording and tracking completions	2,500+ courses completed	630 admin hours saved; reduced manual processing
	Build sites for Blackpool & London	Go live scheduled July 2026	Active users rising to 1,400 UK wide
	Introduce assessment functionality	Integrated assessment tools	Stronger evidence trails; improved audit readiness
	Deploy Elucidat with AI capability	Enhanced digital learning creation	Faster production; higher quality learning materials

Communications

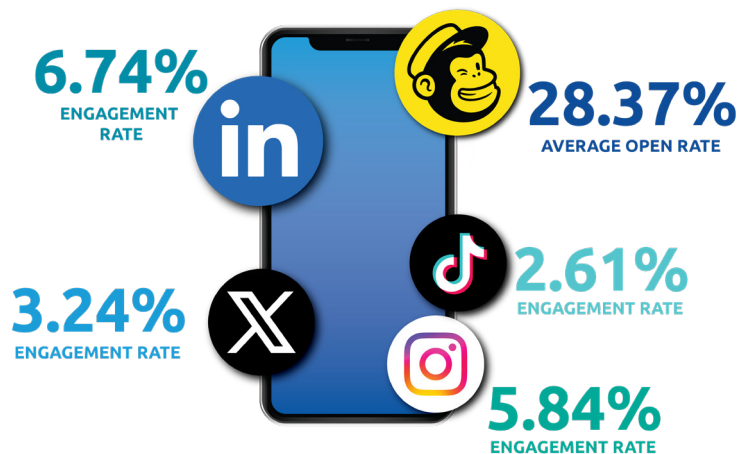
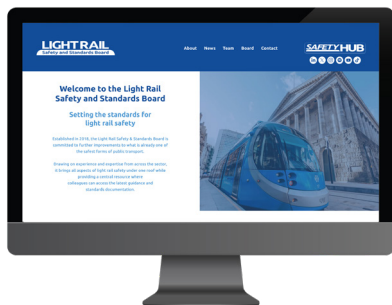
Communication with key stakeholders has continued to strengthen over the last year. Building on relationships with strategic partners has been an important pillar of the LRSSB's work. Our wide range of communication channels continue to be highly effective with different mediums utilised depending on the target audience.

Digital media has grown rapidly with the organisation and the past year has seen some very impressive reach. LRSSB LinkedIn post content is widely absorbed across the sector with an engagement rate of nearly 7%. This is more than double the industry average of 2.6%.

Our regular e-shots to the stakeholder mailing lists also outperform the industry average in terms of open rate.

The 'Lets Talk Light Rail' podcast episodes have now surpassed 2000 streams and downloads with the content being consumed across the world.

A new Best Practice Safety Communications meeting has been established with all comms managers from all relevant stakeholders to further support the light rail sector. This focuses on awareness of safety materials LRSSB have available to support and provides encouragement for safety comms across all networks, sharing ideas and best practices.



12 EPISODES
58+ HOURS CONSUMED
35-44 AVERAGE AGE

2100+ STREAMS & DOWNLOADS
700+ VIEWS ON YOUTUBE

Section	Activity	Deliverable	Measure
COMMUNICATIONS	Digital Development	Undertake further development of Safety Hub	Update Complete
		Internal Business Systems Project - New platform identified	Expected Q2 2025/26
	Communication	Review of external communications plan	Completed
		Create survey to obtain feedback from members	Completed
		Create a safety events calendar for sector	Completed
		Create sector support for safety materials	Completed
		Build Heads of Safety Functional Group dedicated communications channel	Completed
		Formalise stakeholder visits	Completed

Summary

Researching, innovating and striving for continual improvement requires committed funding and we are happy to report that LRSSB and the Department for Transport (DfT) have signed a three-year Grant Agreement with an associated Memorandum of Understanding. This with the ongoing support and contributions of the sector remains the mainstay of our funding.

LRSSB are now a fully independent organisation with a new “membership” structure and board composition that allows Operators and Owner/Authorities more direct contact and input into LRSSB activities. This allied to the sector Memorandum of Agreement reinforces the new relationship model LRSSB now has with the UK sector.

LRSSB are acutely aware as to the financial pressures felt by all our funders and so with this in mind, we have undertaken a project to explore national and international opportunities. LRSSB have already had some success in attracting interest and revenue from international markets and in 2026 we have committed to scouting these opportunities further.

Word of LRSSB has reached organisations in countries as far as Australia and Canada and discussions with representatives of these have been productive. Also, LRSSB has given intelligence and advice to the Swedish Rail Authority in one of their recent “overspeed” incidents. With the continuing relationships with middle eastern networks as well the increasing interest only serves to underline the potential benefit brought by LRSSB to light rail and tramways.

Ties with the Office of Rail and Road (ORR) remain strong with regular liaison and input into LRSSB. ORR will look to conduct their second review of LRSSB in 2027, and we welcome this.

We believe everything we do improves safety and delivers exceptional value for both the sector and public alike. The SRM results are an absolute manifestation of that fact. By taking a national centralised approach, we estimate we have achieved savings of more than £33 million for the UK sector when compared to the combined cost of networks acting on an individual basis.

LRSSB cannot deliver such results alone. It takes everyone invested in our sector to be fully behind our mission to “Prevent Incidents and Reduce Harm”.

Carl Williams Chief Executive



LIGHT RAIL

Safety and Standards Board



West Midlands
Combined Authority



West
Midlands
Metro



Blackpool Council

First Tram Operations

EDINBURGH
THE CITY OF EDINBURGH COUNCIL

Edinburgh
Trams

Department
for Transport

ORR
OFFICE OF
RAIL AND ROAD

RAIB
Rail Accident Investigation Branch

LUAS

SOUTH YORKSHIRE

SYMCA

MAYORAL
COMBINED
AUTHORITY

Transport for
Greater Manchester

keolis amey
Metrolink

Transport
for London



Nottingham
City Council

keolis
NOTTINGHAM

SUPERTRAM