

LIGHT RAIL

Safety and Standards Board

Three Year Strategy 2025-2028

Strategic Overview

As the national organisation responsible for coordinating advances in light rail and tramway safety, the LRSSB has made huge strides over the last five years - reducing the risk of accidents and hazardous events across the UK's Light Rail Sector.

This three-year strategy looks to build on our significant successes and create an even safer future for light rail, promoting our mission to "Prevent Incidents and Reduce Harm".



Guided by six strategic pillars, we are delivering improved safety for employees, passengers, pedestrians, and road users. This overview also details the ways in which the LRSSB itself can build its capacity and retain its capability to meet the Sector's growing requirements.

Working closely in partnership with Local Authorities, operators and other key stakeholders - including the Office of Rail and Road (ORR) and the Department for Transport (DfT) - we are leading a revolution in sector safety, which is already, delivering measurable results. Our groundbreaking Tram Accident Incident Reporting database and Sector Risk Model are now fully adopted, and both are the envy of several other countries. Utilising empirical outputs, we continue to innovate and invest in research projects to deliver technological advancements for light rail networks alongside publishing our best-in-class standards and guidance.

Everything we have delivered to date has represented exceptional value for both the Sector and the public purse. By taking a centralised, UK-wide approach, we estimate we have achieved savings of around £20 Million for the Sector when compared to the combined cost of UK networks acting on an individual basis.

As a result of our efforts, sharing safety knowledge and best practice has now become the norm for the Sector, and this approach has so far delivered a 5% reduction in collective risk.

With a further three years of support from the DfT and the Sector, this three-year strategy, which will be supported by annual business plans, details how the LRSSB will scale its value, by generating more members, act as a force for collaboration and innovation in the Sector, and continue to "reduce harm" associated with light rail in the UK.

2026

Timeline

SRM Sector Update

Develop Commercial Strategy

2nd ORR Review

Launch LRSSB Safety Forum

Action ORR Review Findings

Produce Documents and Podcasts Annually

LRSSB Board meets under new Articles

Research Low-Frequency Events

Integrate Digital Threats into TAIR

2027

MoA's Signed by Sector

Develop Asset Defect Platform

Launch Asset Management Portal

2025

Revised Articles Of Association

Launch LMS Platform

Offer Consultancy Services

Review LRSSB Sector Status

Launch SRM Platform

Update Sector Risk Profile

Agree LRSSB Future Status

2028

Strategic Direction

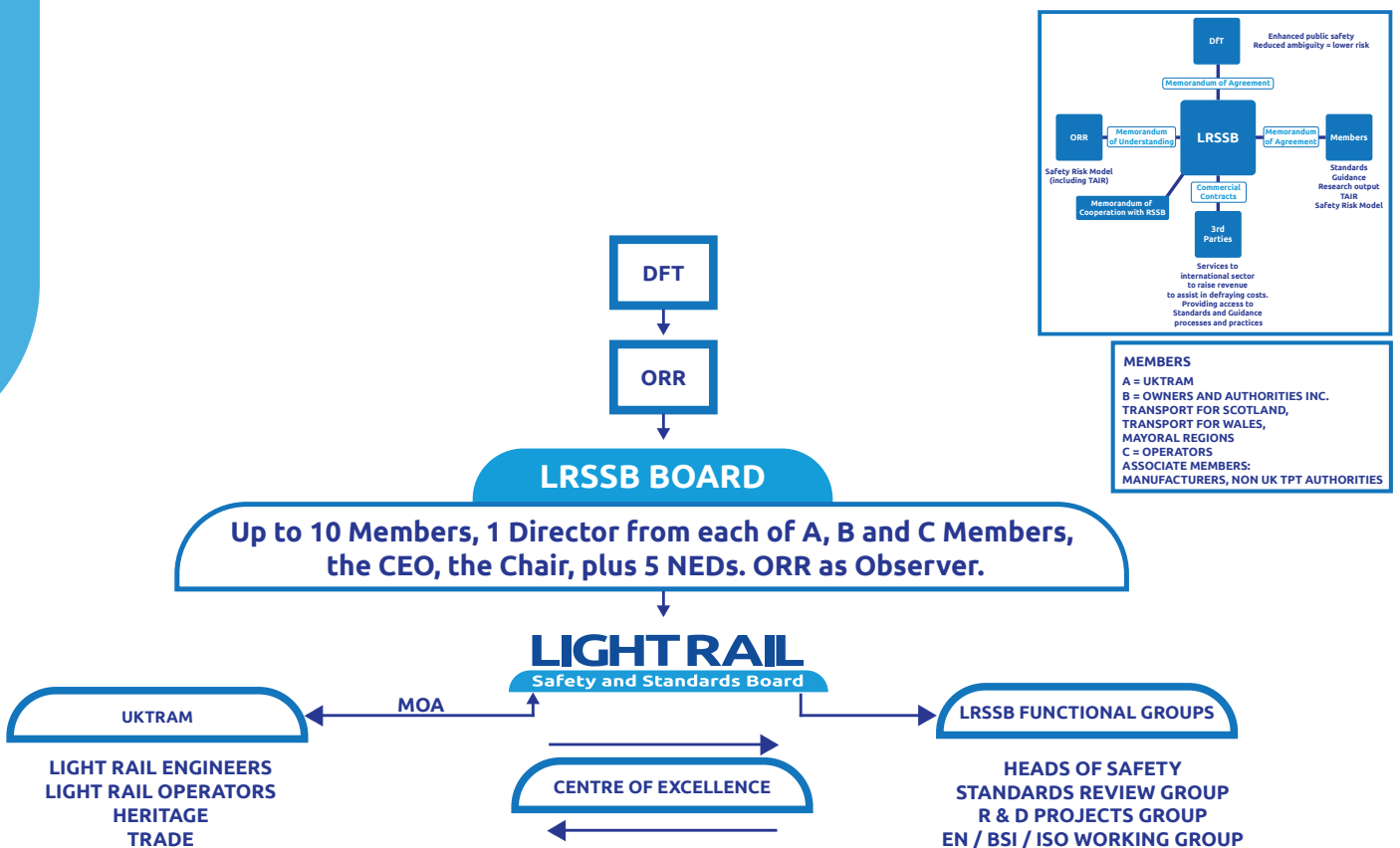
We will work to ensure that LRSSB remains the UK Light Rail Sector's independent safety and standards body, and that sustainable future funding, growth and position are secured. We will investigate how to gain additional funding through non-direct fees, external revenue sources, including overseas markets, and we shall look to better promote the products which we supply.

- Fully commit to the recommendations within the ORR 2022 Findings Report.
- Investigate, to its full extent, the possibility of LRSSB membership becoming mandated in law for UK light rail networks, thus securing sustainable long-term funding.
- Explore new markets and stakeholders for the LRSSB portfolio.
- Develop a commercial strategy to supplement the financial commitment of the sector.
- Maximise possible alternative clients for TAIR and the SRM.

Measures

- LRSSB is an independent organisation, insofar that it is no longer a subsidiary of UK Tram, and has a new membership model and has refreshed governance and protocols.
- LRSSB has sufficiently explored the possibility of mandated membership and has produced a "green paper" for the ORR/DfT and Members.
- Active promotion of commercial strategy.
- New members joining, either associate or full.
- Third party revenues being received for consultancy work.

LRSSB GOVERNANCE



Organisational Development

We will invest in employee training and welfare both internally and externally by the continued development of both our Safety Hub and our Learning Management System. We shall review our policies and procedures to ensure that they are current, trained and understood by our colleagues. We will also introduce new resource systems to protect the growth and development.

How will we achieve this?

- Continue to update current policies whilst engaging with third party specialist support.
- Continued development of the Safety Hub.
- Production of an internal document and policy control system.
- Launch of an LRSSB Learning Management System (LMS).
- Maintain a high level of competency within the organisation.

Measures

- Internal policies current, trained, and supported.
- Implement a colleague development plan.
- All LRSSB products and services available through the Safety Hub.
- Implementation of a new document control system.
- New LMS launched and utilised by the sector.
- Mature and grow in step with the Sectors' current and future needs.



Safer Light Rail

Establish a TAIR Data Quality Monitoring Programme

We will establish a TAIR Data Quality Monitoring Programme including development of dashboards for users to improve understanding and ability to check data status and quality. In addition to enhancing overall functionality of the TAIR platform.

How will we achieve this?

- TAIR Implementation Group.
- Use of External Expert Partners.
- In-house data analysis and PowerBI capability.
- Localised data analysis.
- Data normalisation.
- Further enhance TAIR functionality by delivery of phase 3 upgrade works.



Measures

- Establish KPIs for TAIR data quality including accuracy, completeness, timeliness etc.
- Establish safety KPIs for enhanced reporting suite and future analysis.
- Dashboards developed for LRSSB and the networks to understand the status of their data.
- Establishment of enhanced TAIR platform functionality.
- Establishment of Metadata framework.

Develop global bowtie assessments

We will establish and progress a programme of works to support networks in their Safety Verification and Hazard Management activities. Working with the networks we will develop global bowtie assessments in addition to identifying and integrating Digital Safety Threats.

How will we achieve this?

- Bowtie Working Group.
- Use of External Experts Partners.
- In-house data analysis and Power BI capability.
- Collaborative working and workshops with the networks.
- Development of Digital Safety Threat compliance model.

Measures

- Safety Verification and Hazard Management Programme milestones.
- Integration of Digital Safety Threats into SRM.
- Delivery of a suite of global bowties incorporating SRM data.

Establish a programme to audit networks against ORR's RM3 criteria

We will establish and progress a programme of works to audit networks against RM3 criteria to provide the sector with a clear view of Safety Management System maturity levels assessment and comparison.

How will we achieve this?

- Develop RM3 Audit.
- Peer Network Audit Working Group.
- Communicate and share best practice.
- In-house audit data analysis and PowerBI capability.
- Localised audit data analysis.
- Enhance RM3 audit tool functionality.
- Communication and knowledge sharing of best practice.
- Transposition of existing network RM3 audits into database.

Measures

- Assist networks to identify and manage safety risks.
- Identify areas for continuous improvement.
- Establishment of sector maturity benchmarking for year on year comparison.
- Dashboards developed for LRSSB and the networks to understand the status of their maturity levels.

SRM

Safety Risk Model

Safety Risk Model

The LRSSB Safety Risk Model (SRM) provides numerical estimates of all the safety risks associated with the operation and maintenance of light rail and supports risk-based decision making, both at network and at Sector-level. In the next 3 years, working with the networks we will undertake a wholesale review and update of all the individual networks' SRMs.

Subsequently LRSSB will publish an updated SRM risk profile for the sector. In parallel, the SRM will evolve as we develop the tool into a new web-based platform and continue to build on our existing SRM results dashboards to meet the needs of our stakeholders.

How will we achieve this?

- SRM Implementation Group.
- Use of External Experts Partners.
- Use of TAIR functionality.
- In-house data analysis and Power BI capability.
- Collaborative working and workshops with the networks.

Measures

- SRM Platform Milestones and Launch.
- Refreshed and new SRM Results dashboards.
- All Sector network SRMs updated.
- Revised Sector SRM Risk Profile.

Standards & Guidance

Review document and selection process

Ensure a structured process for identifying relevant documents to improve decision-making, reduce risks, and support compliance.

How will we achieve this?

- Refine the process to enhance efficiency, accuracy, and alignment with client needs.
- Gather Sector feedback to validate criteria.

Measures

- Track document review times and process efficiency.
- Monitor alignment with sector requirements.

Create Criteria for Standards Audit

Develop a framework to evaluate the compliance, effectiveness, and implementation of standards.

How will we achieve this?

- Perform gap analysis, collaborate with members, and recruit an auditor.

Measures

- Produce and deliver an audit plan and complete one gap analysis.
- Complete one visit to each member system annually.

Publish up to 12 documents a year

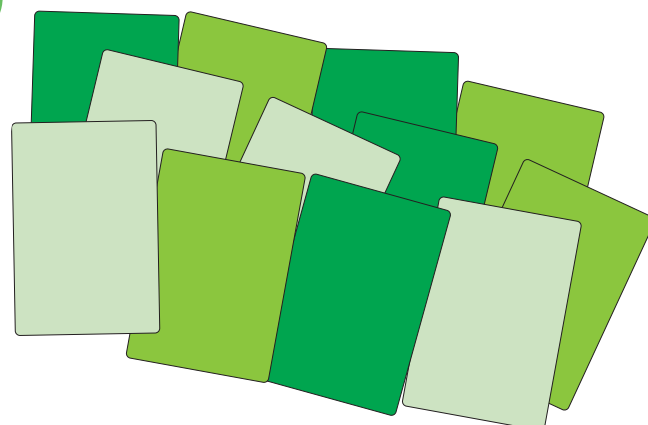
Publish upto 12 standards documents within 12 months using internal and external resources.

How will we achieve this?

- Identify topics, manage development, and recruit a document controller.

Measures

- Delivery of up to 12 standards annually.



Standards & Guidance

Develop an engineering harmonisation roadmap

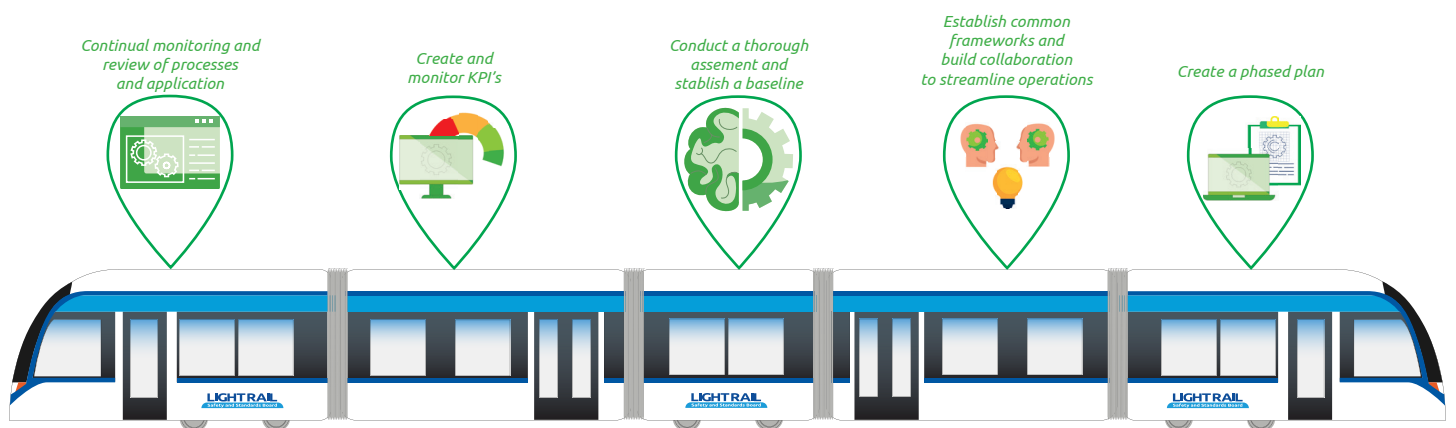
Create a plan to align engineering standards and practices across the sector.

How will we achieve this?

- Conduct a baseline assessment, define objectives, and create a phased roadmap with milestones and KPIs.

Measures

- Annual review of progress with key stakeholders.
- Monitor KPI achievements.



Implement new document development process

Introduce software (off-the-shelf or bespoke) to improve consistency, efficiency, and compliance in document development.

How will we achieve this?

- Research and evaluate software options.
- Present findings to stakeholders and perform cost-benefit analysis.

Measures

- Assess production times over 12 months.
- Gather Sector feedback on implementation.

Develop Support for Major Incident Investigations

Establish a framework for LRSSB to support major incident investigations.

How will we achieve this?

- Define roles, processes, and collaboration protocols with stakeholders.

Measures

- Complete initial scoping and determine feasibility within the year.

Leading Proactive Approach to Safety

Develop a Sector-Wide Asset Management Portal

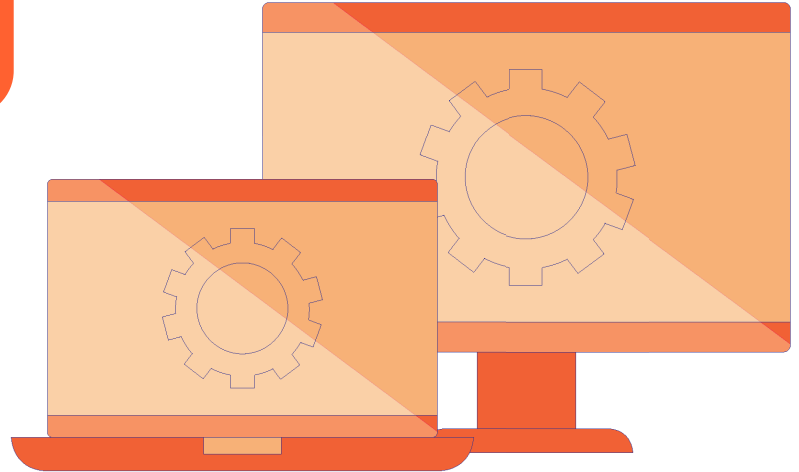
Create a centralised platform for asset management to enhance efficiency and collaboration.

How will we achieve this?

- Gather sector feedback, perform SWOT analysis, and develop a project plan.

Measures

- Conduct one visit per member in 2025.
- Decide on project progression by 2026.



Research and Develop NMU Innovation

Explore AI and pedestrian safety technologies for Non-Motorised User Crossing (NMU) innovation.

How will we achieve this?

- Conduct research, trials, and collaborations with third parties and stakeholders.

Measures

- Deploy AI cameras in two systems (Sheffield and Manchester) and analyse outcomes.

Build an online learning and development platform

Finalise and deploy a Learning Experience Platform (LXP) for sector-wide use.

How will we achieve this?

- Confirm terms and conditions and ensure systems are enrolled.

Measures

- Fully functional LXP with enrolled systems.

Communications

Internal Communications

As LRSSB strengthens its capability and grows, we recognise that as part of our ongoing commitment to enhancing collaboration within our own organisation, we will review our internal communications plan to enhance how we share information, align our goals, and work together more efficiently. We recognise that effective communication is key to fostering a strong team culture. This initiative is designed to improve clarity, accessibility, and connectivity across all levels of the organisation, ensuring that everyone is well informed and empowered to contribute to our shared success.

How will we achieve this?

- Invest in a new SharePoint database.
- LRSSB to have a dedicated site on the sectors Learning Management platform.
- Improve internal records of diarising, attendance and outputs of meetings.

Measures

- Delivery of new SharePoint.
- LRSSB facility in the sector's LMS platform.
- Circulation of internal e-shots with LRSSB updates.



Review External Communications

Our external communications plan has now been in place for 3 years. It identified key stakeholders and channels and frequencies of how we engaged with the sector. We will review our current plan to ensure it remains aligned with the Sector's expectations and delivers high-impact support.

How will we achieve this?

- Conduct a survey to help shape LRSSB's future strategic direction.
- Review our current and any potential future mediums by which we communicate.

Measures

- Compare responses against previous years and produce a renewed communications plan in line with sector responses

Create a LRSSB Safety Sector Events Calendar

LRSSB need to attend safety meetings/conferences/events to maintain and build relationships in the Light Rail Sector and show support to the Sector. We need to be more engaging with the Sector to create more awareness of who we are and what we do.

How will we achieve this?

- Establish a Light Rail Sector networking calendar to build interaction in the sector.
- Attend each meeting/conferences/events and make the sector aware of our plan.
- Add a "Tile" on the Safety Hub of the light rail calendar for the current year.

Measures

- Better interaction from the Light Rail Sector on digital platforms.



Create Sector safety communications support

The LRSSB are here to support the Light Rail Sector. With the launch of the National Safety Campaign, we have received feedback from the Sector that a "resource package" with all safety assets, such as animations and other content, would benefit and support the communications departments within each operator.

How will we achieve this?

- Meet with operators and get a full list of resource support they need.
- Create an assets package for the National Safety Campaign.
- Provide easy access via the Safety Hub at anytime.
- Make operators aware that LRSSB are always available for direct support for anything additional they may need.

Measures

- Hold regular meetings with communications teams within the Sector.
- Track downloads and requests from the Sector and see where we can adapt.

Build a Heads of Safety working group dedicated communications channel

With the introduction of RIDDOR (Reporting of Injuries Diseases and Dangerous Occurrence Regulations) reporting now being undertaken by the Sector through the TAIR platform, LRSSB now receives instant notification in concert with the ORR of major incidents in the UK Light Rail Sector. Furthermore, LRSSB is also working in partnership with RAIB to place their immediate notification form on TAIR. These functions will give LRSSB the ability to ensure that potential, Sector-wide, impending issues are being communicated more efficiently.

LRSSB's Heads of Safety Functional Group is now a well-established forum providing an excellent conduit promoting benefits to the sector. LRSSB now want to leverage our available IT platforms to introduce efficiencies in logistics, cross-sector communications, and maximise benefits from knowledge shared and lessons learnt.

How will we achieve this?

- Research suitable platform.
- Create a "channel" for the group.
- Create a "shared" platform for learning through the Learning Management System (LMS).

Measures

- Launch a "shared" channel.
- Assess usage and effectiveness.
- Provision of a site on the LMS for sharing Sector experiences and knowledge gain.



FUTURE

This 3-year plan outlines our strategy for advancing and growing LRSSB. It will be supplemented by annual programmes of work that will be the “tools” by which we manage our delivery and outputs.

During the period of this plan, it is intended that LRSSB will be able to secure a more certain, independent, and sustainable future both in position and funding whilst continuing to commit to its **Mission - Prevent Incidents and Reduce Harm.**



We believe that our future strategy is closely aligned with the UK Government’s vision for more sustainable, efficient, and accessible transport. We are committed to supporting the expansion and modernisation of light rail and will work collaboratively with government bodies, operators, and stakeholders to integrate new mobility solutions, safety systems, and sustainability-focused infrastructure.

We believe that this strategy is consistent with the national transport goals of:

Railway Performance and Reform:

- By adopting and standardising advanced data analytics for preventive safety measures.
- By collaborating on technological innovations in rail performance.



Enhanced Bus and Urban Mobility Services:

- By being part of enhancing urban mobility the LRSSB can work closely with local transport authorities to improve connections between light rail systems and bus services.

Infrastructure Transformation for Regional Equity:

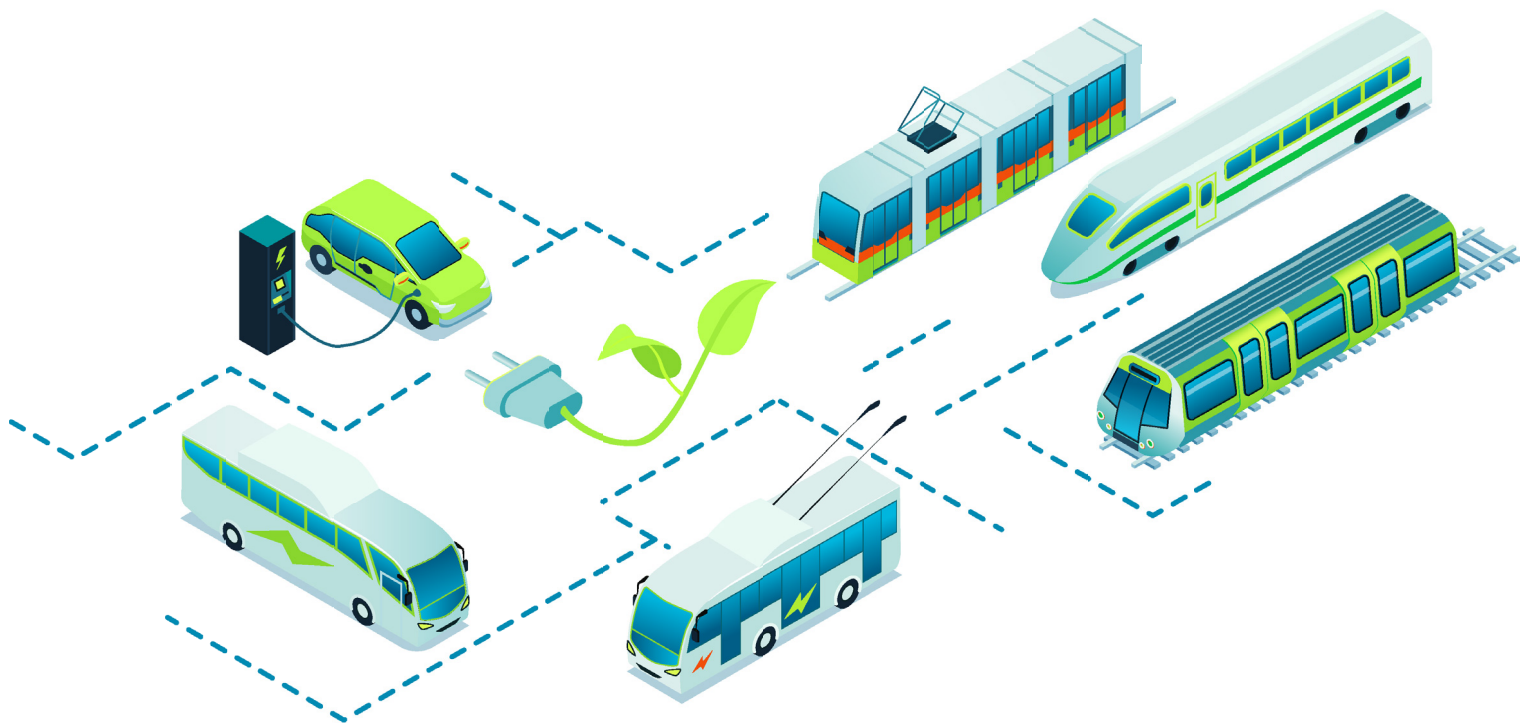
- By supporting regional growth and addressing transport inequalities the LRSSB can advocate for the “best option” of urban rail expansion.
- By collaborating on safety assessments and infrastructure audits to prioritise high-impact improvements in regions needing reliable transit options.

Sustainable and Greener Transport:

- By developing and enforcing guidance and standards for energy efficiency and emissions reduction.
- By promoting low-emission light rail technologies and supporting electrification efforts and ensuring that environmental sustainability is a central consideration in light rail planning and operations.

Integrated Transport Networks:

- By creating standards that facilitate easier integration with other transport modes the LRSSB can help ensure that light rail networks are accessible and interoperable with bus, rail, and other active transport networks. This could involve developing guidelines for “last mile” connectivity options and ensuring that stations and routes align with regional mobility hubs.



By aligning with these national priorities LRSSB will actively engage with the development of potential new schemes, supporting feasibility studies, providing guidance on risk management and operational good practices, whilst ensuring that light rail continues to be a safe, efficient, and scalable solution for future urban transport needs.

By fostering wider collaboration and aligning with national transport objectives, LRSSB aims to be a driving force in shaping the next generation of light rail systems as well as the UK’s overall transport objectives.

LIGHT RAIL

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