



Community Rail Lancashire

Company number: 9999437

BUSINESS PLAN 2016 -2020

Updated 1st January 2019

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Approved at Board Meeting on XX.XX, 2019

**Community Rail Lancashire Ltd
Business Plan 2016/17 to 2024/25
Revised and updated 11th November 2018**

1. Executive Summary

- 1.1 The Business Plan covers the period from 2016/17 to 2024/25. This update focuses on 2019.
- 1.2 The plan is aligned to the core funding received from Arriva Rail North Ltd (ARNL) for this period. In addition to the core funding additional funding has been secured from ARNLs Community Rail Executive Group (ComREG) to enable CRL to expand its school and college engagement programme across the Northern franchise area. Funding for a three year period 2018/19 to 2020/21 was confirmed at the ComREG meeting held on the 7th February, 2018 and in an email from Craig Harrop, Acting Communities and Sustainability Director dated 13th February, 2018. The funding enables CRL to employ 2 additional CREDO's as well as the 2 CREDOs previously appointed and a part time Special Needs Education Officer. CRL also benefits from the KS2 school engagement carried out by Brian Haworth, one of the Community Rail Development Officers (CRDO), and Marjorie Birch, who acts in a voluntary capacity.
- 1.3 As a result of the new staff and additional requirements from ComREG the Four Year Strategic Educational Plan has been updated and is attached at Appendix 1 to this Business Plan. The Plan covers the period 2019 to 2022 and includes the expansion into the eastern side of the Northern operating area being led by Karen Bennett, the development of the Railway Confidence Programmes (RCP) being led by Daisy Chapman Chamberlain assisted by Katie Musgrove as well as the Northern apprentice programme being led by Brian Haworth.
- 1.4 CRL receives the core funding from ARNL for the four Community Rail Partnerships namely the East Lancashire CRP, Clitheroe Line CRP, West of Lancashire CRP and South Fylde Line CRP. This grant is shown in the financial summary at **Appendix 2** and in the individual Action Plans for the 4 CRPs. The funding mainly covers staff costs for the 4 CRDOs but there is some headroom to support small scale projects along the lines. In addition to the core funding from ARNL, CRL also receives grants on behalf of the CRPs from Merseytravel for the West of Lancashire CRP; Blackpool Borough Council and St Annes Town Council for the South Fylde Line CRP and Ribble Valley Borough Council for the Clitheroe Line CRP.
- 1.5 CRL and the four CRPs also makes funding bids to support specific projects. To date bids have been made to the Designated Line Community Rail Development Fund (DCRDF), ARNL Seedcorn Fund, ACoRP's Small Grants Fund, TfGM's small grants fund, Aviva, Merseyrail and Merseytravel. It is anticipated that further grant applications will be made during 2019 to those already mentioned as well as to new funding bodies. ACoRP regularly provides details through Train on Line of potential funding sources for CRPs.

2. Community Rail in Lancashire

2.1 Community Rail Lancashire Ltd

2.1.1 Community Rail Lancashire Ltd (CRL) was formally established as a not for profit company, limited by guarantee on the 11th February, 2016 having existed as an informal body since 2012. The decision to become a formal body was taken so that CRL could take advantage of the opportunities presented by the recently awarded Northern franchise by the DfT (Department for Transport) to ARNL. The objects of the company are set out in its 'Articles of Association'.

2.1.2 In summary the key objects of CRL are, inter alia, to:

- Act as an 'umbrella body' for the 4 Lancashire CRPs listed in section 2.2 below in particular to provide them with the resources, human and financial, to deliver their annual Action Plans;

- Expand the programme of school engagement and social outreach across the Northern franchise; and
- Employ the staff required to deliver the agreed actions subject to the finances available to CRL.

2.1.3 The company is currently managed by a Board consisting of 6 Directors. The intention is for the Board to consist of representatives from the 4 CRPs covered by CRL. However, to date this has not been possible and at the time of writing the West of Lancashire CRP still needs to appoint a Director. However, the Board was pleased to welcome Melanie Taylor, from Blackburn with Darwen Borough Council, as a Director. Carolyn Watson is an ex officio member of the Board representing Northern in her role as ARNL Community and Sustainability Director. In addition to the Directors the company will also develop over time a membership principally made up of representatives from adjoining CRPs, local authorities, local businesses, station friends groups as well as representatives from the railway industry.

2.1.4 A number of Directors have specific roles within the company including Richard Watts who is Chair and also responsible for the paid staff, Marjorie Birch who is Vice Chair and Simon Clarke is Secretary.

2.1.5 CRL employs one full time Community Rail Development Officer (CRDO) and fully funds a second part time CRDO who is employed through Lancashire County Council. From the 1st September 2016 two full time Community Rail Education Development Officers (CREDO) joined CRL to develop the educational engagement programme. Following the confirmation of further funding from Northern, CRL has recruited an additional CREDO and a part time Special Needs Education Officer. The CRL staffing structure is detailed in **Appendix 2**.

2.1.6 The Community Rail Development Strategy & Accreditation

2.1.6.1 CRL is committed to implementing the new 'Community Rail Development Strategy'.

2.1.6.2 The Community Rail Development Strategy (CRDS) was first launched in 2004 by the former Strategic Rail Authority and updated in 2007 by the DfT. Since then the strategy has remained unchanged and the DfT along with the National Community Rail Steering Group agreed in 2017 that the time had come to review and if necessary update the CRDS.

2.6.1.3 After a consultation period the conclusion was that the CRDS needed to be updated to reflect changing circumstances in particular to better embrace the diversity and inclusion agenda. However, it was recognised that much of the former strategy was still fit for purpose and consequently has been incorporated into the new CRDS. Launched by Andrew Jones, MP on Thursday 15th November, 2018 the new CRDS called 'Connecting Communities with Railways: The Community Rail Development Strategy' contains 4 key themes as follows:

- A. Providing a voice for the community;
- B. Promoting sustainable and healthy travel;
- C. Bringing communities together and supporting diversity & inclusion; and
- D. Supporting Social and Economic Development.

The full strategy and the CRL press release supporting it can be viewed by using the following link to the CRL website:

<https://www.communityraillancashire.co.uk/news/new-community-rail-strategy-launched/>

or to the DfT website using the link below:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/756054/connecting-communities-with-the-railways-the-community-rail-development-strategy.pdf

2.6.1.4 What marks the biggest change is that the former strategy designed lines as either community rail routes or community rail lines or a combination of both as is the case for the Preston to Colne/Burnley Manchester Rd lines; the Preston to Ormskirk and the Preston to Blackpool South lines. However, the new CRDS is using a totally different approach so instead of designating lines, which will be phased out, it is going to use a process of accreditation for CRP's.

2.6.1.4 Commenting on the new CRDS Richard Watts, Chair of CRL Ltd commented:

The new Community Rail Development Strategy builds on the best practice that has been taking place in Lancashire and across the country since the original CRDS was launched in 2004. It recognises the important community engagement work that CRPs carry out and gives encouragement for this to expand into new areas especially through the diversity and inclusion objective. CRL welcomes the challenges and will continue to develop its award winning programmes.



Rail Minister Andrew Jones discusses the new CRDS with Warren Birch, Community Rail Cumbria and Fiona Foulkes, Network Rail during the launch event at Millom in Thursday 15th November, 2018.

2.1.7 This **Business Plan** covers a 9 year period from the financial year 2016/17 to 2024/25. Income from ARNL is guaranteed through the Franchise Agreement signed between ARNL and the DfT/Rail North Partnership for this period and will be a £100k per annum index linked in the period from 2016/17 to

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2018/19. In addition, CRL is receiving an additional £75k per annum to enable it to enhance its educational engagement programme. As mentioned in 1.2 above ComREG recently agreed a further contribution towards this project to enable CRL to recruit additional staff as detailed above.

2.1.8 In summary, CRL plans to build on its strengths and will:

2.1.8.1 Work closely with the 4 Lancashire CRPs and assist them in the delivery of their annual Action Plans in particular through the employment of the 2 CRDOs, 3 CREDOs and 1 PT SNEO. It should be noted that the 2 CRDOs work closely with the individual CRPs.

2.1.8.2 Implement on behalf of ARNL a programme of school and college engagement across the Northern Rail franchise area; it will share best practice with all 19 CRPs through the 'Down the Line' website and the Education Network and within Northern as well as with CRPs from other parts of the UK. These plans are set out in detail in the 'Four Year Strategic Education Plan see **Appendix 1**.

2.1.8.3 Continue to engage closely with its 'station friends groups' and to assist them in developing 'action plans' for 'their' station in line with the requirements of ARNL. CRL will also assist these groups in securing funding for small scale station improvements through the Station Adoption Fund or SAF as well as in developing marketing materials to promote their station and its rail service to the local community as part of an on-going awareness raising exercise.

2.1.8.4 Work with ARNL to develop investment plans for all stations covered by CRL. The ARNL franchise has a strong commitment to investment in stations and to developing stations as community hubs. CRL will use its knowledge of the requirements of the area to assist ARNL in ensuring this investment is targeted where it will achieve the maximum impact. One example will be the development of Blackburn station where CRL, in partnership with the East Lancashire and Clitheroe Line CRP's, Blackburn with Darwen BC, Northern and Network Rail, may have access to grant funding to support a project here.

2.1.8.5 Maintain and update the individual CRP websites under the generic www.communityraillancashire.co.uk. In addition, CRL looks the social media for the 4 CRPs through its Facebook page and Twitter feed @crl_live. In addition, CRL has developed an education based web site www.downtheline.org.uk. The specific site www.dalesrail.com is also managed by CRL.

2.2 The 4 Lancashire Community Rail Partnerships

The following is a brief summary of the 4 Community Rail Partnerships that make up Community Rail Lancashire.

2.2.1 East Lancashire Community Rail Partnership (ELCRP)

2.2.1.1 The ELCRP covers the line from Preston to Colne and Burnley Manchester Road and is a route of contrasts. Starting at Preston the junction with the West Coast Main Line it ends at Colne an attractive Market Town and the home of the annual Rhythm and Blues Festival. The route passes through attractive countryside and the towns of Blackburn, Accrington, Burnley and Nelson. The journey affords excellent views of Pendleside and Pendle Hill. Apart from the major stations the line also serves many smaller stations including Lostock Hall, Cherry Tree, Pleasington, Huncoat, Hapton and Brierfield as well as smaller towns such as Bamber Bridge and Church & Oswaldtwistle. The route is used by three passenger services namely Blackpool North to York; Blackpool South to Colne and Blackburn to Manchester Victoria/Wigan Wallgate/Southport. The route crosses the Clitheroe to Manchester service at Blackburn.

2.2.1.2 The line serves a population of roughly 500,000 people ranging from affluent communities to some of the most deprived areas in England.

2.2.1.3 The East Lancashire Community Rail Partnership was established on 22nd April 2005 and formally launched on Community Rail Day 20 May, 2006. On the 29th November, 2006 the DfT formally designated the line as a '**Community Rail Line and Service**'.

2.2.1.4 The Partnership has a Management group that consists of representatives from a variety of bodies including Community Rail Lancashire, Lancashire County Council, Blackburn with Darwen Borough Council, Arriva Rail North, Network Rail, Friends of Pendle Stations, Pendle Borough Council, British Transport Police and the Association of Community Rail Partnerships. Representatives from the Department for Transport occasionally join management group meetings.

2.2.1.5 The CRP produces an Annual Action Plan which is agreed at the Annual General Meeting (AGM) which takes a realistic view of the financial and human resources available to it.

2.2.1.6 The CRP is a co-signatory to the Service Level Agreement agreed between CRL and ARNL.

2.2.2 Clitheroe Line Community Rail Partnership (CLCRP)

2.2.2.1 The Clitheroe to Manchester line is an inter-urban route linking the market town of Clitheroe, population about 15,000, with Blackburn, population 141,200 (including Darwen), Bolton, Salford and the regional centre of Manchester. The line carries about 2m passengers per year.

2.2.2.3 The Clitheroe Line Community Rail Partnership was established in December 2006 and was the successor body to the Clitheroe Line Development Group. The line was formally designated on the 27th March, 2007 by the DfT as a '**Community Rail Service**'.

2.2.2.4 The Partnership has a Management Group that consists of representatives from Community Rail Lancashire, Lancashire County Council, Blackburn with Darwen Borough Council, Transport for Greater Manchester, Ribble Valley Borough Council, Arriva Rail North, Network Rail, British Transport Police, Association of Community Rail Partnerships) and Ribble Valley Rail. The Bolton Station Community Station Partnership has recently joined the management group.

2.2.2.5 The CRP produces an Annual Action Plan which is agreed at the Annual General Meeting (AGM) which takes a realistic view of the financial and human resources available to it.

2.2.2.6 The CRP is a co-signatory to the Service Level Agreement agreed between CRL and ARNL.

2.2.3 West of Lancashire Community Rail Partnership (WofLCRP)

2.2.3.1 The WofLCRP was formed in 2000 to develop both the Preston to Ormskirk and (Manchester) Wigan to Southport lines. The Preston to Ormskirk line was formally designated by the DfT as a '**Community Rail Line and Service**' on the 23rd September, 2011 at the Community Rail Awards in Sheffield.

2.2.3.2 The Partnership has a Management Group that consists of representatives from Community Rail Lancashire, Lancashire County Council, Transport for Greater Manchester, Merseytravel, Arriva Rail North, Network Rail, West Lancashire Borough Council, Sefton Metropolitan Borough Council, British Transport Police, the Association of Community Rail Partnerships and the Ormskirk Preston Southport Travellers' Association (OPSTA).

2.2.3.3 The CRP produces an Annual Action Plan which is agreed at the Annual General Meeting (AGM) which takes a realistic view of the financial and human resources available to it.

2.2.3.4 The CRP is a co-signatory to the Service Level Agreement agreed between CRL and ARNL.

2.2.4 South Fylde Line Community Rail Partnership (SFLCRP)

2.2.4.1 The South Fylde Line is 20 miles long linking Preston with Blackpool on the Fylde Coast via Kirkham & Wesham, Lytham and St. Anne's. The service is a continuation of the East Lancashire line that runs between Colne and Preston.

2.2.4.2 The line serves a population of about 350,000 people ranging from some of the most affluent communities in Lancashire to some of the most deprived areas in England, especially in Blackpool.

2.2.4.3 The SFLCRP has a Management Group that consists of representatives from Community Rail Lancashire, Lancashire County Council, Blackpool Borough Council, Fylde Borough Council, St Annes Town Council, Arriva Rail North, Network Rail, British Transport Police, the Association of Community Rail Partnerships and the Blackpool & Fylde Rail Users' Association.

2.2.4.4 The DfT formally designated the Preston to Blackpool South route as a **Community Rail Line and Service** on 1 April, 2008 and the SFLCRP itself was formally launched during Community Rail Week on 17 May, 2008.

2.2.4.5 The CRP produces an Annual Action Plan which is agreed at the Annual General Meeting (AGM) which takes a realistic view of the financial and human resources available to it.

2.2.4.6 The CRP is a co-signatory to the Service Level Agreement agreed between CRL and ARNL.

3 2019 Company Plan

3.1 The table below sets out the key activities that will be undertaken by CRL during 2019.

Activity	Task
Company development	<ul style="list-style-type: none">• Look to recruit additional Directors including one from the West of Lancashire CRP.• Ensure representation on the Board from at least one station partnership or friends of station group.• Arrange quarterly Board meetings, including the annual AGM.• Provide accounts to Companies House as required by law.• Prepare an annual report covering all aspects of the work of CRL and the 4 CRPs.• Develop a data protection policy to meet new legal requirements.• Look at potential company structures for the transfer of Clitheroe Interchange to CRL.
Staff recruitment and development	<ul style="list-style-type: none">• Agree the key objectives of the 2 CRDO's, 3 CREDOs, (Community Rail Education Development Officers) and 1 SNEO (Special Needs Education Officer, part time).• Undertake regular staff review meetings to review progress against objectives and identify any specific training needs.• Review and update the Job Descriptions for all staff.• Develop bespoke training packages for all members of staff.

<p>School and college engagement (see appendix 1 for full details)</p>	<ul style="list-style-type: none"> • Maintain and develop the 'Down the Line' website and related support materials for use by inter alia schools, colleges, universities, CRPs and station partnerships. • Arrange at least 3 meetings of the 'Education Network' where CRPs, TOCs, Network Rail etc. can exchange ideas and share best practice about their school and college engagement work. • Continue to work with Northern on its apprenticeship programme and look to engage with TransPennine on its apprenticeship programme. • Continue to develop a programme of school engagement aimed at EYFS, KS1 and KS2 pupils across the Northern franchise area. • Continue to develop the Railway Confidence Programmes (RCP) across the Northern franchise area and also in partnership with TfGM, Merseytravel and Merseyrail. • Develop tools for the use by pupils at KS3 to be show cased on the Down the Line website. • Start to develop bespoke packages to meet the requirements of individual CRPs.
<p>Support the work of the four Lancashire CRPs</p>	<ul style="list-style-type: none"> • Support the 4 CRPs in the development and implementation of their annual Action Plans. • Provide support for the management groups of the 4 CRPs including arranging meetings, finding suitable venues and secretarial support. • Work as required with the station partnerships on each CRP line. • Assist with the preparation of funding bids. • Develop a Business Plan, in partnership with the Clitheroe Line CRP for the potential transfer of Clitheroe Interchange to CRL (refer also to the CLCRP 2018 Action Plan).

Appendix 1

Draft Four Year Education Strategic Plan

See attached document.

APPENDIX 2

COMMUNITY RAIL LANCASHIRE

(Including the East Lancashire, Clitheroe Line, West of Lancashire and South Fylde Line CRPs)

ACTUAL & PROJECTED INCOME 2018/19 TO 2023/24

CRP/CRL	2018/19 Actual	2019/20	2020/21	2021/22	2022/23	2023/24
East Lancashire CRP						
Northern core funding	26,676	27,000 TBC	27,000 TBC	27,000 TBC	27,000 TBC	27,000 TBC
Clitheroe Line CRP						
Northern core funding	26,676	27,000 TBC	27,000 TBC	27,000 TBC	27,000 TBC	27,000 TBC
Ribble Valley BC	5,200	5,200	5,200	5,200	5,200	5,200
West of Lancashire CRP						
Northern core funding	26,676	27,000 TBC	27,000 TBC	27,000 TBC	27,000 TBC	27,000 TBC
Merseytravel	10,000	10,000	10,000	10,000	10,000	10,000
South Fylde Line CRP						
Northern core funding	26,676	27,000 TBC	27,000 TBC	27,000 TBC	27,000 TBC	27,000 TBC
Blackpool Borough Council	3,000	3,000	3,000	3,000	3,000	3,000
St Annes Town Council	1,000	1,000 TBC	1,000 TBC	1,000 TBC	1,000 TBC	1,000 TBC

Leeds Lancaster Morecambe CRP	3,000	3,000	3,000	3,000	3,000	3,000
Community Rail Lancashire						
'Passengers of the Future' school project EYFS to apprentices	105,000	108,000	111,000	113,000 TBC	115,000 TBC	117,000 TBC
Grants (see note below) rounded total.	57,000					
GRAND TOTAL	290,904	238,200	241,000	243,200	245,000	247,000

Key:

TBC To be confirmed by ComREG
CRP Community Rail Partnership
ELCRP East Lancashire CRP
CLCRP Clitheroe Line CRP

Commentary

Above shows the current and projected future income for the 4 CRPs and CRL Ltd.

Grants:

- These are grants to date others may be applied for and in that case this total will be adjusted to reflect any additional grants.
- The grants are either paid or approved grants mainly from the DCRDF £25,169; ARNL seed corn fund, £23,950; ARNL SAF fund, £5,000; or from other sources, £2,559 in the current financial year.
- In addition, CRL has been awarded £80,000 from the Connecting East Lancashire project to be spent on 7 stations in East Lancashire.

Below are the estimated full year staffing costs for 2018/19.

Community Rail Lancashire Staffing costs:

The following staff are employed by CRL or in the case of one of the CRDOs Lancashire County Council (LCC) is reimbursed by CRL.

Staff costs 2018/19 - full year costs

Staff title	Salary £	Other costs £	Totals £
1 x CRDO (FT)	32,233		32,233
1 x CRDO (PT)	12,500		12,500
3 x CREDO (FT)	91,000		91,000
1 x SNEO (PT) (a)	9,300		9,300
Employer NI (all staff) (estimate)		15,000	15,000
Employer pension (all staff) (b)		800	800
Expenses (all staff) (c)		5,000	6,000
Grand Total (d)			167,000

Key:

FT full time
PT part time

Notes

- a. 12 month contract starting 1st September, 2018 - potential to renew.
- b. Only two members of staff have entered the company pension plan with the People's Pension.
- c. Estimate - expenses have reduced since the company obtained two purchase cards held by RW & SC.
- d. Rounded total