



Company number: 9999437

## **BUSINESS PLAN 2019/20 -2023/24** **Updated 10<sup>th</sup> March 2020**

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**To be considered at the Board Meeting on the 9<sup>th</sup> April 2020**  
**To be approved at the AGM on the XX July 2020.**

**Community Rail Lancashire Ltd**  
**Business Plan 2019/20 to 2023/24**  
**Updated 7<sup>th</sup> May 2020**

**Abbreviations:**

BwD	Blackburn with Darwen Borough Council
ComREG	Community Rail executive Group
CRDF	Community Rail Development Fund
CRDO	Community Rail Development Officer
CREDOI	Community Rail education Development Officer
CRDS	Community Rail Development Strategy
CRL	Community rail Lancashire Ltd
CRP	Community Rail Partnership
DfT	Department for Transport
LCC	Lancashire County Council
SNEO	Special Needs Education Officer

## 1. Executive Summary

- 1.1 The Business Plan covers the period from 2019/20 to 2023/24. This update focuses on the 2020/21 financial year.
- 1.2 **Accreditation:** CRL and its 4 CRPs were delighted to receive accreditation status from the DfT. The accreditation meeting took place in October 2019 but due to the General Election the formal notification that we had been successful did not arrive until the 16<sup>th</sup> January 2020. As the DfT letter states “Accreditation is formal recognition by the DfT that a community rail partnership operates to a high standard and that its objectives and activities are supported by Government. Accreditation should provide assurance to others, including potential funders and partners, that the CRP operates to high standards of governance and financial propriety; adopts a collaborative approach; is worthy of trust by others; and is a suitable entity for receiving public funds”. Accreditation must be renewed annually so for CRL and the 4 CRPs this will be October 2020 with a date to be agreed with Community Rail Network.
- 1.3 This Business Plan and the associated CRP Action Plans are aligned to the core funding received from Northern Trains Ltd, the company that from the 1<sup>st</sup> March 2020 has taken over operation of the Northern franchise from Arriva Rail North, and Avanti West Coast. Additional funding is also received from Merseytravel, towards the work of the West of Lancashire CRP, Blackpool Borough Council, towards the South Fylde Line CRP and St Annes Town Council towards the South Fylde Line CRP. At the time of writing a bid for funding has been submitted to Ribble Valley Borough Council to support the work of the Clitheroe Line CRP
- 1.4 In addition to the core funding an additional grant has been secured 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 3 full time Community Rail Education Development Officers (CREDO) as well as a part time Special Needs Education Officer. This Business Plan assumes that Northern Trains Ltd will continue to support this programme.
- 1.5 To provide a framework for the Education Team a Four Year Strategic Educational Plan has been developed which is regularly reviewed and updated. The Plan is approved by the CRL Board and is reviewed and commented on by Carolyn Watson, Northern’s Community & Sustainability Director and by ComREG (the Community Rail Executive Group). The plan is attached at Appendix 1 to this Business Plan. The Plan covers the 4 year period from 2019 to 2022 and includes the expansion of the education programme led by Karen Bennett, the development of the Railway Confidence Programmes (RCP), Women Who Wander and On Track to Train programmes being led by Daisy Chapman Chamberlain assisted by Katie Musgrove as well as the Northern apprentice programme.
- 1.6 As referred to in 1.3 above CRL receives the core funding from Northern and Avanti West Coast towards the work of the four Community Rail Partnerships namely the East Lancashire CRP, Clitheroe Line CRP, West of Lancashire CRP and South Fylde Line CRP. These grants are 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 2 CRDOs but there is some headroom to support small scale projects along the lines.
- 1.7 CRL and the four CRPs also make funding bids to support specific projects. To date bids have been made to the Community Rail Development Fund (CRDF), ARNL Seedcorn Fund, Community Rail Network’s Small Grants Fund, TfGM’s Small Grants Fund, Aviva, the Home Office, Merseyrail and Merseytravel. It is anticipated that further grant applications will be made during 2020 to those already mentioned as well as to new funding bodies. Community Rail Network regularly provides details through its Community Rail News of potential funding sources for CRPs.

- 1.8 CRL also benefits from the input from its 6 Directors who are Richard Watts, Chair; Tony Ford, Vice Chair; Simon Clarke, Secretary, Melanie Taylor, BwD and Connect East Lancashire; Gerald Townson, Chair LLMCRP and Marjorie Birch, Chair East Lancashire & Clitheroe Line CRPs.
- 1.9 A key objective for 2020 is to look at recruiting additional Directors and to develop a succession strategy for the future development of CRL Ltd.
- 1.10 CRL produces an Annual Report which can be viewed online.

## **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 11<sup>th</sup> 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' which can be viewed at <https://www.communityraillancashire.co.uk/wp-content/uploads/2016/04/Articles-of-Association-Final-Version.pdf>

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 full Objects of the company can be viewed in Appendix 4.

2.1.4 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 Community and Sustainability Director. The Board will also be looking for additional Directors to ensure that it fully reflects the diverse communities across the area covered by CRL and its 4 CRPs and during 2020 it is planned to invite Lancashire County Council to nominate a Director to the Board. 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.

2.1.5 A few Directors have specific roles within the company including Richard Watts who is Chair and responsible for the paid staff, Tony Ford, Vice Chair and Simon Clarke is Secretary.

2.1.6 CRL employs one full time and one part time Community Rail Development Officers (CRDO). The part time CRDO will join the team from the 1<sup>st</sup> April, 2020. In addition, CRL employs 3 full time CREDOs and 1 part time SNEO. Richard Watts will continue to undertake a range of duties for CRL for which he will be remunerated. The CRL staffing structure is detailed in **Appendix 2**.

## 2.1.7 The Community Rail Development Strategy & Accreditation

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

2.1.7.2 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.

2.1.7.3 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 pillars 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.communityrail Lancashire.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-community-rail-development-strategy.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/756054/connecting-communities-with-the-community-rail-development-strategy.pdf)

2.1.7.4 What marks the biggest change is that the former strategy designated 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. As stated in 1.2 above CRL and the 4 CRPs received formal notification of accreditation on the 16<sup>th</sup> January, 2020.

2.1.7.5 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.

2.1.8 This **Business Plan** covers a 5 year period from the financial year 2019/20 to 2023/24. Despite the ending of the ARNL franchise as/from the 1<sup>st</sup> March 2020 it is anticipated that core funding towards the 4 CRPs will continue with each CRP receiving a minimum of £25k per annum which is index linked. As well as this CRL is also receiving circa £110k per annum from ARNL to enable it to deliver and enhance its educational engagement programme. In addition to the funding received from Northern CRL will also be receiving £13,000 per annum from Avanti West Coast which will be adjusted annually in line with the Retail Price Index. Further core funding is also received from stakeholders towards their CRP – see financial statement in appendix 2 below.

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

2.1.9.1 Work closely with the 4 Lancashire CRPs and assist them in the delivery of their annual Action Plans 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.

2.1.9.2 Implement a programme of school and college engagement across the Northern area; it will share best practice with all 20 CRPs through the 'Down the Line' website, the Education Network, ComREG 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**.

2.1.9.3 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 Northern. 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.

2.1.9.4 Work with Northern to develop investment plans for all stations covered by CRL. Northern 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 Northern in ensuring this investment is targeted where it will achieve the maximum impact. In addition, CRL would like to develop a range of projects with Avanti West Coast in particular at Preston and Kirkham & Wesham stations.

2.1.9.5 Maintain and update the individual CRP websites under the generic [www.communityrailancashire.co.uk](http://www.communityrailancashire.co.uk) . In addition, CRL looks after the social media for the 4 CRPs through its Facebook page, Twitter feed @crl\_live and Instagram account. In addition, CRL has developed an education-based web site [www.downtheline.org.uk](http://www.downtheline.org.uk). The specific site [www.dalesrail.com](http://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/Manchester via Todmorden 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 22<sup>nd</sup> April 2005 and formally launched on Community Rail Day 20 May, 2006. The DfT has formally accredited the CRP.

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, Northern, 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 Northern.

### **2.2.2 Clitheroe Line Community Rail Partnership (CLCRP)**

2.2.2.1 The CLCRP covers the line between Manchester and Clitheroe although it shares the route between Manchester and Bromley Cross with the newly formed Bolton and South Lancashire CRP. It is an inter-urban route linking the market town of Clitheroe, population about 15,000 with the regional centre of Manchester. From Clitheroe the service passes through the Ribble Valley to Blackburn, population 141,200 (including Darwen). From Blackburn it serves

Darwen before crossing the West Pennine Moors to reach Bromley Cross and Bolton and then on to Salford and Manchester. In addition to the core route the CRP also helps promote DalesRail the summer Blackpool North to Carlisle service as well as the winter service between Blackpool North/Preston and Hellifield. It is estimated that the service carries about 2m passengers per year.

2.2.2.2 The Clitheroe Line Community Rail Partnership was established in December 2006 and was the successor body to the Clitheroe Line Development Group. The CRP has been formally accredited by the DfT.

2.2.2.3 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, Northern, 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.

2.2.2.4 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.

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

### **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 CRP has been formally accredited by the DfT.

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, Northern, 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.

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

### **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, Northern, Network Rail, British Transport Police, the Association of Community Rail Partnerships and the Blackpool & Fylde Rail Users' Association.

2.2.4.4 The DfT has formally accredited the CRP 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 Northern.

### 3 2020 Company Plan

3.1 The table below sets out the key activities that will be undertaken by CRL Ltd during 2020.

3.2 Please note that some actions will be affected by the Covid19 pandemic this is also reflected in the supporting 'Four Year Strategic Education Plan'.

Activity	Task
<b>Company development</b>	<ul style="list-style-type: none"><li>• To maintain accreditation by arranging review meeting in October 2020 for CRL and the 4 CRPs.</li><li>• Look to recruit additional Directors including from the West of Lancashire CRP, Lancashire County Council and from at least one station partnership or friends of station group.</li><li>• Ensure the Board reflects the diversity of the communities served by CRLs 4 CRPs.</li><li>• Arrange quarterly Board meetings, including the annual AGM. [The Covid19 pandemic will affect these but it is hoped to arrange either virtual meetings or conduct essential matters by email exchange]</li><li>• Provide accounts to Companies House as required by law.</li><li>• Prepare an annual report covering all aspects of the work of CRL and the 4 CRPs.</li><li>• Retain Peninsula to advise on HR and H&amp;S issues.</li><li>• Review annually all company policies and update as necessary.</li><li>• Maintain close links with likeminded organisations including the Community Rail Network (formally Community Rail Network), the DfT Community Rail team, local &amp; national government and local businesses.</li><li>• Retain membership of Community Rail Network.</li><li>• Attend relevant conferences and briefings including the annual DfT/Community Rail Network Community Rail Conference and the twice yearly Community Rail Network seminars.</li></ul>

<b>Property development</b>	<ul style="list-style-type: none"> <li>To negotiate with Lancashire County Council and Northern underleases for Accrington ('the bunker') and the Burnley Manchester Rd Community Room.</li> </ul>
<b>Staff recruitment and development</b>	<ul style="list-style-type: none"> <li>For the Chair to agree the key objectives of the 2 CRDO's (Community Rail Development Officers), 3 CREDOs (Community Rail Education Development Officers) and 1 SNEO (Special Needs Education Officer, part time).</li> <li>Recruit a new member of the Education Team.</li> <li>Undertake regular staff review meetings to review progress against objectives and identify any specific training needs.</li> <li>Review and update the Job Descriptions for all staff.</li> <li>Develop bespoke training packages for all members of staff.</li> </ul>
<b>School and college engagement (see appendix 1 for full details)</b>	<ul style="list-style-type: none"> <li>Maintain and develop the 'Down the Line' website and related support materials for use by inter alia schools, colleges, universities, CRPs and station partnerships.</li> <li>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.</li> <li>Continue to work with Northern on its apprenticeship programme.</li> <li>Continue to develop a programme of school engagement aimed at EYFS, KS1 and KS2 pupils across the Northern franchise area.</li> <li>Continue to develop the Railway Confidence and On Track to Train programmes across the Northern franchise area and also in partnership with TfGM, Merseytravel and Merseyrail.</li> <li>Develop tools for the use by pupils at KS3 to be show cased on the 'Down the Line' website.</li> <li>Start to develop bespoke packages to meet the requirements of individual CRPs.</li> </ul>
<b>Support the work of the four</b>	<ul style="list-style-type: none"> <li>Support the 4 CRPs in the development and implementation of their annual Action</li> </ul>

<b>Lancashire CRPs</b>	Plans. <ul style="list-style-type: none"><li>• Support the 4 CRPs in maintaining accreditation.</li><li>• Attend the annual DfT/Community Rail Network Accreditation meeting.</li><li>• Provide support for the management groups of the 4 CRPs including arranging meetings, finding suitable venues and secretarial support.</li><li>• Work as required with the station partnerships on each CRP line.</li><li>• Assist with the preparation of funding bids.</li></ul>

## **Appendix 1**

### **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 2019/20 TO 2023/24**

<b>CRP/CRL</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>East Lancashire CRP</b>					
Core funding	27,617	28,362	28,000 TBC	28,000 TBC	28,000 TBC
<b>Clitheroe Line CRP</b>					
Core funding	27,617	28,362	28,000 TBC	28,000 TBC	28,000 TBC
Ribble Valley BC					
<b>West of Lancashire CRP</b>					
Core funding	27,617	28,362	28,000 TBC	28,000 TBC	28,000 TBC
Merseytravel	10,000	10,000	10,000	10,000	10,000
<b>South Fylde Line CRP</b>					
Core funding	27,617	28,362	28,000 TBC	28,000 TBC	28,000 TBC
Blackpool Borough Council	3,000	3,000	3,000	3,000	3,000
St Annes Town Council	1,000	1,000	1,000 TBC	1,000 TBC	1,000 TBC
<b>Leeds Lancaster</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>

<b>Morecambe CRP</b>					
<b>Community Rail Lancashire</b>					
'Passengers of the Future' school project EYFS to apprentices	107,625	110,531	113,000 TBC	115,000 TBC	117,000 TBC
Avanti West Coast (A)	4,096	14,406	13,000	13,000	13,000
<b>Grants</b> (see note below) rounded total.	81,100 (B) (C)				
<b>GRAND TOTAL</b>	<b>320,289</b>	<b>255,385</b>	<b>255,200</b>	<b>257,000</b>	<b>259,000</b>

**Key:**

TBC	To be confirmed
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.

**Notes**

- A Index linked so exact figure will change.
- B. This includes £7,500 towards the South Fylde Line Capacity Study carried forward from the 2017/18 financial year.
- C. Includes all grants awarded up to 27<sup>th</sup> February, 2020

**Grants:**

- a. These are grants to date others may be applied for and in that case this total will be adjusted to reflect any additional grants.
- b. In the financial year 2019/20 grants were received from the DCRDF; ARNL seed corn fund; ARNL SAF fund; and from other sources full details are shown in the 2019 Annual Report
- c. In addition, CRL has been awarded £80,000 from the Connecting East Lancashire project to be spent on 7 stations in East Lancashire. This is not shown in the table.

Below are the estimated full year staffing costs for 2020/21.

## Community Rail Lancashire Staffing costs:

All staff are employed by CRL Ltd except for the Chair.

### Staff costs 2020/21 - estimated full year costs

Staff title	Salary £	Other costs £	Totals £
1 x CRDO (FT)	32,878		
1 x CRDO (PT)	18,823		
3 x CREDO (FT)	96,278		
1 x SNEO (PT) (a)	18,823		
Professional fees	12,000		
Employer NI (all staff) (estimate)		30,000	
Employer pension (all staff) (b)		4,500	
Expenses (all staff)		6,000	
<b>Staff grand total</b>	<b>178,802</b>	<b>40,500</b>	<b>219,302</b>

#### Key:

FT full time  
PT part time

#### Notes

- a. 1 year contract starting 1st September, 2018 now extended by 2 years to 31st August 2021.
- b. Only two members of staff have entered the company pension plan.



### Appendix 3 - Summary of Projects 2020/21

Project	CRP	Funding £	Notes
<b>Marketing</b>			
DalesRail - brochure & poster	EL & CL CRPs		On hold due to Covid19
DalesRail www.dalesrail.com - maintain website	EL & CL CRPs		
Clitheroe Line concertina timetable May & Dec 2020	CLCRP		May on hold due to Covid19
Todmorden Curve concertina timetable May & December 2020	EL CRP		May on hold due to Covid19
Todmorden Curve bespoke poster May & December 2020	EL CRP		May on hold due to Covid19
Preston - Ormskirk concertina timetable May & December 2020	WofLCRP		May on hold due to Covid19
Preston - Ormskirk Make a Bee Line leaflet and poster	WofLCRP		
www.communityraillancashire.co.uk - maintain website	All		
South Fylde posters for St Annes Christmas Market/Fair 2020	SFL CRP		
Posters for the St Annes Kite Festival Sept 2019	SFLCRP		
South Fylde Line concertina TTs May and December 2020	SFLCRP		May on hold due to Covid19
New CRL branded notice boards: Burnley Central, Croston (community boards)			
EL & CL Guided walk leaflet (x2)	EL & CL CRPs		
Colne R&B Festival posters	EL CRP		
<b>CRL Education Team (see 4 year Strategic Education Plan)</b>			
RCP, RCEE & On Track to Train	CRL & all CRPs		

Women in STEM	All CRPs		
Down the Line maintain website	All CRPs		
Hidden Gems (Liverpool – Southport – Wigan – Liverpool)	WLCRP		
Autism Friendly Line extension project.	ELCRP		
Reasoning Express	ALL		
<b>Station projects</b>			
Whalley entrance project	CL CRP		
Ramsgreave & Wilpshire project with Connect East Lancashire	CL CRP / CEL		
Accrington station art project with Hyndburn Park & Peel Park Primary Schs.	EL CRP		
Accrington Access for All – mid tier scheme new ramp to Colne platform	EL CRP		
Bamber Bridge	EL CRP		
Brierfield project with Connect East Lancashire, In Situ etc	EL CRP/CEL & In Situ		
Cherry Tree potential project with Connect East Lancashire	EL CRP/CEL		
Rufford – project with local school	WofLCRP		
Burscough Jct redundant platform	WofLCRP		
<b>Other projects</b>			
South Fylde Line capacity study	SFL CRP		
<b>Sponsorship</b>			
Pendle and Clitheroe Beer Festivals	EL & CL CRPs		
CRA Awards 2020 sponsorship and event	All CRPs		

## **Appendix 4**

### **Community Rail Lancashire – extract from the Articles of Association**

#### **The full Objects of CRL:**

The objects of the Company shall be specifically restricted to:

- (a) act as an umbrella body for the four Lancashire Community Rail Partnerships (CRPs) namely the Clitheroe Line CRP, the East Lancashire CRP, the South Fylde Line CRP and the West of Lancashire CRP or their successor bodies in name and title;
- (b) co-operate and/or work with adjoining CRPs and station partnerships;
- (c) become a delivery agent for regional and national rail projects;
- (d) promote the development of the Lancashire community rail lines for the benefit of local residents, businesses and visitors, through a partnership approach;
- (e) engage with a variety of organisations including, but not exclusively, Network Rail, the Train Operating Company, Rail North, (or their successor bodies in name and title), local government, local enterprise partnerships (LEPs), local chambers of trade, the voluntary sector and local charitable trusts, local tourism bodies and rail user groups to promote the development of community rail in Lancashire;
- (f) promote the development of, and investment in, the stations and train services, including the information provided to the public, on routes covered by the Company and in particular to develop stations as community hubs;
- (g) promote the formation and development of station partnerships;
- (h) expand the programme of school engagement and social outreach especially with disadvantaged communities;
- (i) encourage regeneration, sustainable development; and accessibility in the communities served by the Company;
- (j) promote integrated transport links; and
- (k) carry out any other activity in furtherance of, or ancillary to, the objects of the Company.

## **Appendix 5**

### **CODE OF CONDUCT**

Adopted at the Board meeting held on the 25th April 2019.

I/We will at all times:

- Promote positive relationships to deliver positive outcomes and discussions.
- Champion diversity and inclusion, aiming to ensure that community rail is welcoming, engaging and respectful of everyone.
- Value others by listening and not making assumptions.
- Challenge bullying, harassment, intimidation and report all negative behaviour.
- Never act in a manner that could bring community rail into disrepute.