



## 2007 UPDATE OF STRATEGIC PLAN

### INTRODUCTION – Purpose of this update

This update is intended to report on progress since the publication of the original 2006 – 11 Plan at end of 2005. During 2006 the individual components of the plan were developed and published. As with all such documents they are, to a degree, out of date before they get read and this document is intended to report on any significant changes to the plans as well as reporting progress.

### CORE STRATEGIC PLAN DOCUMENT

#### The Swanage Railway Trust objectives:

- 1. The extension of the Swanage Railway to enable the delivery of the planned community services.** Work with the Purbeck Railway Partnership has continued with the aim of re-introducing a regular service to Wareham. Integral to this is the requirement for improved maintenance and stabling facilities.
- 2. Creating the conditions to facilitate capital input for identified projects.** 2006 was successful in terms of increasing SRT income available for projects and it is hoped that this will carry through to the financing of projects from 2007 onwards. The first project funded by this arrangements will be the re-commissioning of Platform 2 over the winter period 2007/8.
- 3. Facilitating the acquisition and first phases of development of Furzebrook depot.** This project has been taken forward as part of the liaison with the Purbeck Railway Partnership. Property matters are in the hands of DCC (dealing with BP) and the Railway has had preliminary discussions with the local councils and the Planning Authority over use of the site. Planning for the use of the site and the effect this will have on other locations around the Railway. The largest hurdle to be tackled is the need to transfer operational responsibility for the NR-owned portion of the branch to SRCL to allow rail access. Initial discussions have taken place but a way forward is not yet clear.
- 4. Directing SRCL to return a net surplus each year, such surpluses as are not retained within the company to be covenanted to the Trust for improvement and development projects.** The Trust has amended this objective as follows:  
**TEXT TO BE INSERTED.**
- 5. Improving volunteer facilities.** During 2006 improvements to the Sleeping Car carried out by users were financed by SRT. A Survey of facilities has taken place and a programme of improvements is in the process of being drawn up.
- 6. Increasing its general fund-raising profile and seeking grant aid for selected projects.**
- 7. Developing the Railway's Museums.**

8. **The phased restoration of the Railway's fleet of heritage coaches and wagons.**

**The Swanage Railway Company objectives:**

1. **Completion of the programme to overcome backlog maintenance issues.**
2. **Consolidation of the SRCL's existing activities.** Management of SRCL activities has been made clearer by published structures within departments and revisions of job descriptions for managers (both contained within the Railway's Safety Management System document). The Railway's Train Operating business is managed, under the leadership of the General Manager, by the:  
Operations Manager;  
Locomotive, Carriage and Wagon Manager; and  
Infrastructure Manager.  
The Commercial activities of SRCL are managed by the Catering and Retail Managers who report to the General Manager. The Board of Directors are responsible for overall strategy, marketing and development matters.
3. **Implementation of a maintenance regime for the fabric of its buildings and structures.** Some background work has gone into preparing inspection and maintenance programmes for buildings and these will be implemented during 2007. The programme of structures inspection and maintenance has continued and included major work to the pointing of Corfe Viaduct during 2006.
4. **Review its activities to deliver surpluses as directed by the Trust.** After a period of making a loss the Railway delivered a profit in 2005. In 2006 the amount of profit created by SRCL was improved and this has helped to reduce the SRCL's dependency on an overdraft from bankers during the late winter/early spring period.
5. **To increase passenger numbers to 200,000 p.a.** In 2006 this target was reached and commercial plans for 2007 aim to maintain and improve on this.
6. **To operate within the policies of the SRT.** To the knowledge of the Directors all activities have taken place within SRT policies. However, this is with the known exception of the policy regarding assets which is awaiting amendment since the asset management changes took effect.

Comment required on:

*"Supporting the achievement of these objectives, ways of improving methods of communication between various parts of the Railway will be developed as appropriate, the role of the General Manager in this is crucial."*

## **FURTHER DETAIL**

**SRCL Marketing Plan** – a plan of the services to be operated and the strategic and tactical marketing that these services will require.

Part 1 of the Plan, relating to the Train Operating side of the business is now being implemented. The prime developments that have resulted from this are:

- Schools Package
- Agency sales
- Railway Experience package
- Branch Line Weekend
- Beer Festival
- 1960s Weekend
- Carol Train

Future developments (subject to investigation and agreement) include:

- Bus link to Bournemouth – 2008 season
- Through ticketing on boats to/from Swanage Pier – 2008 season
- Bus Link to Durlston Castle Visitor Centre – 2008/9 season, depending on development of this attraction
- Mini-bus link from Harmans Cross Station around Worth Parish – tied to introduction of through rail services

Part 2 of the Plan, relating to the Catering and Retail departments is now in the course of preparation and will benefit from the in depth review of Catering activities that the Board of Directors has been undertaking over since autumn 2006. It is planned that this section of the plan will be ready for issue in the latter quarter of 2007 and implemented during the 2008 season.

**SRCL Locomotive Plan** – showing SRCL's requirements to operate the planned train service and overhaul plans on its own and other owners locomotives.

The search for an appropriate additional locomotive of Class 3 or 4 power continues but, by virtue of the scarcity of such locomotives, this is likely to be a long term task. The bodywork overhaul of the second Class 117 vehicle is now complete and it is hoped that this will enter traffic during the 2007 season – allowing the pressure to be taken off the 108 power car so that major work can be undertaken to this vehicle. The overhaul of D3591 has taken a back seat as fitting staff have been engaged in the fine-tuning of 6695 and finishing the overhaul of 30053.

**SRCL Carriage Plan** – showing SRCL's requirements to operate the planned train service and overhaul plans for vehicles in its custody.

Maintenance schedules are now well established and reliability is much improved over the situation that pertained several years ago.

Although circumstances with contractors have led to some changes in scheduling the overhaul schedule is now well established. Attention is now turning to increasing the frequency with which coach repaints take place. The largest issue that constrains such activity is the ability of the Goods Shed facilities to cope with vehicles as Mk. 1 vehicles can only be accommodated when there is a short second vehicle in the Shed.

**SRCL Wagon Plan** –showing SRCL’s requirements to operate the planned train service and overhaul plans for vehicles in its custody.

There have been no significant developments although a PMV is nearing completion in the Goods Shed and a Ballast Hopper has had a thorough overhaul of its bodywork. Routine maintenance is still on the basis of annual inspections. It is hoped that, subject to the coach repainting scheme referred to above, the Queen Mary Brake Van will be the next vehicle to see completion of major work.

**SRCL Infrastructure Plan** – major projects currently planned during the period of this strategic plan.

Surveys of Signalling and Permanent Way work have been undertaken and the resulting backlog is being cleared. This has included major work at Harmans Cross and work to the viaduct at Corfe Castle. A survey of stations is now under way and work programmes will be drawn up as a result of this. Progress with track maintenance has been hampered by the need to undertake emergency works at Pondarosa. However, the bringing into use of the connection at Motala has opened up the possibility of bringing materials and machinery by rail to aid our work.

Planning for future needs has included a report on the work required for running six coach trains and a consultation with the local authority planners.

**SRT Heritage Coaches Project Plan** – SRT plans for the funding and overhaul of Maunsell and Bulleid coaching stock.

**Note on Project Wareham**

To be added...