

## **SUSSEX COMMUNITY RAIL PARTNERSHIP**

### **THE NEXT SEVEN YEARS**

The current SCRP Business Plan ends in July 2015. It is therefore necessary to develop a new plan for the next 7 Years with the expectation of an extension of the current GTR franchise to 2022. Initial discussions with each of the current Partners took place in the period December 2014 to February 2015 with a view to presenting a first draft of the new Plan to a full partners (SAB) meeting at Gatwick on March 19<sup>th</sup> 2015. The outcome of that discussion and the subsequent review by the Board of SCRP Ltd on 24<sup>th</sup> April 2015 is embodied in the final plan presented to the SAB at its meeting on May 14<sup>th</sup> 2015.

The Plan has four sections:-

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## **1. EXECUTIVE SUMMARY**

**1.1** The Partnership, now into its second decade, is serving a very useful purpose for the Partners themselves and the communities they serve. In its second decade the availability of resources for the Partners to carry out projects they feel are advantageous to the community will remain a constant challenge. The Partnership has some core funding guaranteed by Govia Thameslink railway (GTR) and Gatwick Airport for up to seven years. This leaves funding still to be found for projects. SCRCP can look to generate funding through consultancy and development work for other organisations. Partners can be encouraged to build potential SCRCP work into their own funding applications as appropriate opportunities emerge, a process which has worked very well through the Local Sustainable Transport Fund (LSTF) funding.

The Partnership will need to continue to adapt its working practices to align with the ever changing Government priorities and objectives in order for Partners to be able to potentially secure future funding streams towards projects. Adaptability will be the key word here.

**1.2** Partners agree that the ability to meet, network and work together across organisational and geographical boundaries is valuable. In this respect the CRP is in a unique situation which does not exist under any other format in the region. In particular, there is an opportunity for partners to jointly influence capital projects for inclusion in the relevant Local Enterprise Partnership (LEP) railway programmes. Partners want to strengthen the Partnership by the inclusion of Surrey County Council and regional representation of business, including tourism, local councils and bus companies.

**1.3** This strengthening is designed to enhance the capability of the Partnership to carry through an even more ambitious work programme than that already achieved in the current business plan.

**1.4** SCRCP will continue to develop its work programme to support partner's main policy objectives of;

- Driving economic growth
- Delivering integrated sustainable transport
- Quality of life - Supporting young and old people

**1.5** **The target groups** include opportunities to extend its work with young people to older children and students, to continue to develop the travel market for local communities and tourists alike and to continue to work with older people, especially where stations can be used as meeting points for social events and volunteering.

**1.6** The provision of artwork in and around stations will remain a strong element of the Partnership's work. So too will the opportunity of special events, linked to rail or local community celebrations. Already much is done at stations but the plan lays emphasis on increasing the effort made to bring redundant buildings or parts of buildings back into community or local business use.

Partners see the potential of stations as local hubs or centres.

- 1.7** Making access to and from stations more sustainable is also an important objective. Station travel plans will be developed aiming to provide a seamless service from door to door by local bus connections, simple through-ticketing, good walking and cycling access and facilities. SCRП will continue to support communities' requirements in term of additional rail services and facilities to assist in getting to and from education, training, work and leisure opportunities. Line guides will figure strongly in the support material though the proportion of hard copies will reduce compared to communication through the web site and using social media.
- 1.8** While the overall method of working may not alter drastically, there is the possibility of a change in the balance between line groups and station partnerships. It may be that an additional line group or two will emerge. However increased activity is more likely in terms of new station partnerships and indeed the possible grouping of adjacent stations into joint partnerships, to provide better value for money.
- 1.9** Finally, Partners are satisfied with the management of work through SCRП Ltd., a not for profit company overseen by volunteer directors. The company will need to continue to secure high resource efficiency across all its work, so providing Partners with an excellent cost/benefit ratio. The company also needs to continue the process of ensuring succession of suitable directors onto its Board and the continued development of up to date staff support policies including the provision of pensions, training and driving for higher standards. On a day to day basis, it is the Partnership's staff who are the reason for its continuing success. They are the catalysts who inspire, instigate and activate, seek funding, find volunteers and then make things happen. Given continued high quality management by the company, Partners will support and encourage them to continue to deliver an excellent level of performance in the coming period.

## **2. WHERE WE ARE**

- 2.1** Sussex Community Rail Partnership held its first meeting under the auspices of the Rural Transport Partnership in 2002. Building on a grant for rural transport from the then Countryside Agency and a Leader Plus (EU) grant, three line groups were eventually formed, one for the line from Oxted to Uckfield, another from Ashford to Hastings (the Marshlink) and subsequently a line group from Seaford to Lewes managed in partnership with the Sussex Downs Conservation Board. These groups brought together local community representatives, passenger support groups, the District and County Councils and the railway company, Southern Railway. By then, the Partnership was employing two full-time and one part time officer with paid for management time provided within the Sussex Rural Community Council.
- 2.2** The line groups flourished, winning awards and hosting the national Community Rail weekend but then the availability of funds dried up. The Seaford line partnership had to be closed and the other two lines were run by one full time member of staff. The cost of managing restricted staff of one full time person became almost too much but with emergency funding from the Partners, the Partnership was reborn as a strong Strategic Advisory Board (SAB). A not for profit, limited company was formed to manage the partnership staff and finances. The Board of the Limited Company, was, and remains, run entirely by volunteer directors. Later the Arun Valley line was added.
- 2.3** SCRPLtd was closely involved in the subsequent franchising process for the South Central franchise which started in September 2009 when Southern retained the operation. Once more, a significant part of the Partnership's core funding was built into the franchise and this allowed the Partnership to prepare its Business Plan with a degree of confidence.
- 2.4** The main objectives in the most recent plan were that each Line Group would have its own work programme which would include most of the following elements:
- close working with the communities,
  - improving rail services,
  - initiating Station Partnership (adoption) schemes,
  - encouraging improved access to/from stations,
  - better use of redundant land and buildings,
  - producing a Line Guide for each line,
  - organising communication (website, Facebook and Twitter), events and projects,
  - responding to rail industry consultation exercises,
  - helping deliver agreed projects in line with Partners' LSTF funding,
  - exploring possible opportunities for freight.

- 2.5** Over the last 3 years, significant activity has taken place. Two new **line groups**, Seaford to Brighton, and Tonbridge to Redhill/Reigate, have been established. The Uckfield to Oxted line group has taken in the Oxted to East Grinstead line, and the Marshlink has extended its activity from Hastings to Eastbourne. The Arun Valley line continues to cover Gatwick to Chichester/Littlehampton/Bognor Regis. Additional staff have been employed, providing the Partnership with two full time and three part time officers.
- 2.6** A significant part of the work has been the delivery of (LSTF) projects in association with Partners. The success of these LSTF projects has resulted in the extension of one project to March 2016, and the development of two new projects starting in April 2015.
- 2.7** Each line group has issued a **line guide**, either its first or updated the existing one with over 50,000 line guides distributed. A large range of **events** have been held ranging from the very extensive 150th celebrations of the Arun Valley and Seaford lines, to local coffee mornings in stations in aid of charities. At **Christmas**, more and more stations have mounted Christmas tree displays with local community groups, especially Brownie packs and Primary Schools, being heavily involved. Within stations, displays of **artwork** have flourished, along with innumerable **planters and station gardens**, again with young people prominent in the volunteering.





**2.8** Staff have carried out an extensive **education programme** for young people teaching them how to travel safely by train including planning journeys, getting tickets and behaviour on the station and on the train. By the end of the current Business Plan around **3,500** children in West Sussex and East Sussex will have benefitted from the programme. It is the view of the SCRП that this excellent and important work with schools should be continued, subject to funding being made available.



Similar grant funding sources have resulted in many **walks from stations** being organised, targeting young people, families, older people and people with restricted mobility.



**2.9** Across the franchise area, the team has also worked hard to increase the number of **station partnerships** with the number now approaching the Business Plan target of 50. These partnerships have taken on a wide range of activities and been driven by an equally wide range of organisations.



Big companies like Shoreham Port, medium sized ones like a Kent and Sussex pub chain, small primary schools and groups of local gardening enthusiasts, have all risen to the challenge, resulting in a further enhancement of the stations making them even safer, attractive, welcoming and more pleasant for users. One very positive aspect of this activity has been a **general reduction in vandalism**, for example at London Road, Brighton; this has been verified by British Transport Police and Sussex Police.



**2.10** Each year the Partnership has produced an annual report recording what has been achieved. SCRP Ltd has also carried out its statutory responsibilities in reporting to Companies House.



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**Working in partnership** to deliver a railway with strong community involvement

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Annual Report

2014

**2.11** No progress has been achieved in terms of the potential for using lines for freight largely due to current rail infrastructure and the heavy use of lines for passenger traffic. Slow progress has been experienced in bringing derelict station buildings and land back into more productive community use, although there have been signs recently that this process is getting positive attention from the partners and this will be a continued objective in the new Business Plan.

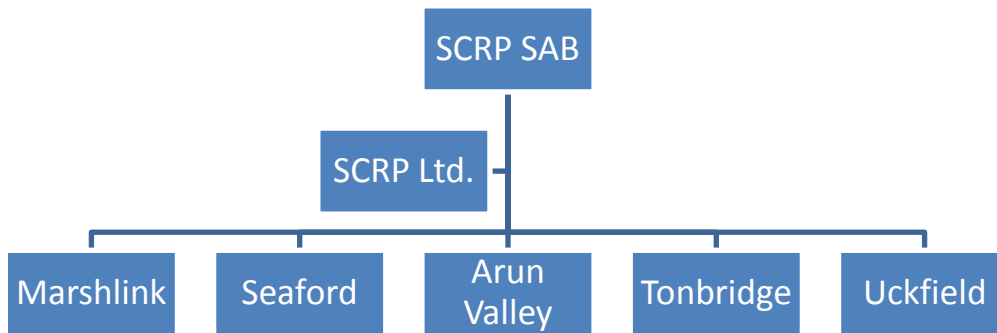
**2.12** Behind this activity have been **two interlinked teams**-- the staff and the volunteer directors of SCRP Ltd.

**2.12.1** **The staff team** is crucial to the success of the Partnership. Under the general direction and management of the Community Rail Development Manager, the team has achieved the progress summarized above and continues to win awards for its work. Staff work from station offices, but more often are out and about meeting with partners, setting up events and working parties and sometimes getting their hands dirty! All the time, the staff have adopted a very willing approach and this is reflected in the large number of positive messages received from the partners, volunteers and members of the travelling public.

The staff have made significant progress in improving SCRP communications. Our website has been rebuilt, and is updated more frequently, resulting in many more hits. Alongside the more traditional newsletters, the SCRP is now actively promoted on Facebook and Twitter and has more than 1,000 followers. Each line group has held an annual stakeholders meeting when the wider local community is encouraged to catch up with what its line group has achieved and discuss its aspirations for the future. Staff have been involved in ensuring the successful delivery of the LSTF project targets for partners and this is reflected in the rolling over of new projects into the first year of the next Business Plan.

**2.12.2** The **volunteer directors on the Board of SCRP Ltd** have developed the annual budget, monitored its progress month by month, and sought the necessary financial inputs from partners. SCRP has enjoyed a combination of core funding from Southern Railway topped up by significant additional support from the railway company in the shape of office space at stations and time from HQ, area and station staff. The application for LSTF funding from Department of transport (DfT) by the Transport Authorities has been particularly significant, with each partner including the SCRP in aspects of their bids, resulting in a series of projects included in the activity report above. The Board of SCRP Ltd. has also developed a range of policies, set up the overall health and safety and human resources practices properly required of a Company and has recruited and managed the staff.

This diagram shows the structure of the Community Rail Partnership



**2.13** SCRP is strongly supported by Southern Railway, East Sussex County Council, West Sussex County Council, Kent County Council and Brighton and Hove City Council. It is also unusual for CRPs in the UK in having very positive involvement, including funding, from an airport (Gatwick Airport Ltd.), a National Park (the South Downs), the active participation of two universities (Brighton and Sussex) and a Championship League football club (Brighton & Hove Albion). SCRP also receives direct grants from some local authorities and, at line group level, funding from a wide range of partners linked to specific local projects.

### **3. WHERE WE WANT TO BE**

- 3.1** Partners have told us that they wish to remain fully committed to working with the SCRP. The SCRP will need to align their own objectives with those of the partners, with a key aim of encouraging and enabling economic growth, using the railway as an important tool to increase sustainable mobility for the communities of the South East. The Partnership is aware of the increased support for the Community Rail which is being generated nationally but which may also result in some changes in the way Community Rail is delivered. The Partnership will aim to be a leader in that process.
- 3.2** All partners are forecasting a continued period of very tight budgets. SCRP will need to budget carefully. It will focus on the delivery of its core objectives, in particular the ability to organise and work with communities and only extend its activities as funding becomes available. The SCRP will need to be adaptable to change.
- 3.3** 42% of the public never travels by train so increasing awareness of the benefits of rail travel will feature significantly in SCRP's work. SCRP will assist the focus on economic growth by making access to employment simpler and quicker. The same focus applies to areas important for leisure and tourism, particularly places along the extensive coastline, the rural hinterland and the National Park. Gatwick Airport needs continued improvements in rail services to help its surface access programme which is aimed at staff as well as passengers. Kent County Council is keen to see a direct train service to Gatwick.
- 3.4** Specific rail strategies have already been published by Kent, East Sussex and Surrey while West Sussex and Brighton have rail focused policies. A significant element of these strategies is related to major infrastructure/capital developments which would alleviate capacity and service provision problems. A number of partners recognise their joint role in ensuring that these major developments figure in future LEP strategies. This could be an area of strategic cooperation which could grow out of the SAB in future.
- 3.5** An expanded station partnership programme needs to be taken forward with the objective of increasing the number of partnerships. Passenger satisfaction will be a strong driver within the new franchise and the work of station partnership teams will help this process considerably. Southern (GTR) want to see stations an even greater part of their community, with those stations in or near a community becoming a destination in their own right as station hubs. Integrated travel systems and access to stations by walking, cycling, local public and community transport, taxi and car will need constant attention. There may be a requirement for more station travel plans in the new franchise and SCRP stands ready to assist in producing these, provided that adequate funding is available. SCRP will also continue to help in achieving the provision of services requested by local communities.

- 3.6** It may be appropriate to explore the potential to extend the line group principle to other lines. The North Downs line from Redhill to Reading and the Hastings to Tonbridge line have been suggested. If required, the SCRCP will advise/support GTR on the extension of the community rail philosophy elsewhere in the region.
- 3.7** All partners wish to see the continuation and extension of community rail activity, again subject to the proviso about adequate funding. Converting these objectives and priorities into a SWOT analysis shows the areas of action that will need to figure in SCRCP's future work.

<b><u>Strengths</u></b>	<b><u>Weaknesses</u></b>
<ul style="list-style-type: none"> <li>• Economic Situation in UK (when strong then support more easily obtained)</li> <li>• Station Partnerships</li> <li>• Working with the Rail Industry to seek improvements particularly for rural lines</li> <li>• Connecting with local communities</li> <li>• Staff &amp; Director Team</li> <li>• Partners commitment</li> <li>• Core funding from the Train Operating Company (TOC)</li> <li>• Range of Partners</li> <li>• Focus of CRP on economic development, access to jobs, training and education.</li> <li>• Promotion of SDNPA &amp; others’ objective to promote rail for leisure and tourism</li> <li>• Focus on youth</li> <li>• Gatwick station up grade</li> </ul>	<ul style="list-style-type: none"> <li>• Economic situation in UK ( support, particularly from local authorities governed by strong economic situation)</li> <li>• Reliance on external funding</li> <li>• Freight use of rail</li> <li>• Gatwick services (rail access from Kent and Hastings, early trains for staff)</li> <li>• Reliance on LSTF funding for some project work</li>   <li>• Reliance on applying for grants for specific projects</li> <li>• Reliance on TOC for office accommodation</li> <li>• Reliance on volunteer Directors on SCRPA Ltd</li> <li>• Gaps in partner representation on SAB</li> <li>• Ticketing at Gatwick</li> <li>• Lewes /Uckfield gap</li> <li>• Electrification and doubling-Marshlink and Uckfield lines</li> <li>• Succession planning</li> </ul>
<b><u>Opportunities</u></b>	<b><u>Threats</u></b>

<ul style="list-style-type: none"> <li>• A period of continuous change involving considerable investment and improvements to infrastructure and rail services</li> <li>• Increases in rail use</li> <li>• Capacity/ overcrowding Issues</li> <li>• Social Enterprise for the CRP to make own money</li> <li>• Economic situation in UK (if good then advantage should be taken to get more support)</li> <li>• Greater partnership working with TOC for community engagement opportunities</li> <li>• Train service improvements, especially reliability of services</li> <li>• Passenger satisfaction drivers</li> <li>• Station Partnerships</li> <li>• Local Station/ Community Hubs</li> <li>• Station travel plans &amp; integrated travel to stations</li> <li>• SAB as a strategic regional lead to link with LEPs.</li> <li>• Freight use of rail</li> <li>• Focus of CRP on economic development, access to jobs, training and education.</li> <li>• Gatwick services</li> <li>• Working with SDNPA &amp; others to fulfil their objectives to promote rail for leisure and tourism</li> <li>• Focus on the senior members of communities</li> <li>• Practical value of local lines</li> <li>• Young people rail projects (Go Learn)</li> <li>• Exploring other funding opportunities with key local authority partners – particularly through European Funding</li> </ul>	<ul style="list-style-type: none"> <li>• A period of continuous change involving considerable investment and improvements to infrastructure and rail services</li> <li>• Less flexibility and involvement by TOC</li> <li>• Increases in rail use</li> <li>• Capacity/ overcrowding issues</li> <li>• Economic situation in UK ( support too difficult to get if economic situation is bad)</li> <li>• Competition from TOC for community engagement opportunities</li> <li>• Lack of integrated travel</li> <li>• Reduced support from partners to deliver projects in the community</li> <li>• Failure to recruit adequate numbers of volunteers</li> <li>• Failure to achieve succession policy for Directors</li> <li>• Changing priorities from Government</li> </ul>
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## **4. HOW WILL WE GET THERE?**

### **4.1 Fulfilling Partner's objectives**

A fundamental objective for all partners and therefore a strong driver for the SCRCP is economic growth. The recent national study by ACoRP and DfT stated that the economic benefit of community rail activity is demonstrated through:

- Contributing to regeneration strategies
- Removing barriers to rail use
- Tourism development
- Enabling partnerships for investment & improvement schemes

The study also showed that community rail lines had exceeded national growth in passenger numbers by nearly 3% per annum and provided 250,000 hours of voluntary labour a year which is conservatively valued at £3.5 million per annum. An earlier study had suggested that the cost benefit of CRPs could be up to 4:1.

The Partnership's work will be aimed not only at fulfilling its own objectives, but also assisting partners in achieving theirs. As well as economic growth, County and City partners usually include the following particular objectives;

- reducing impact on environment and make better use of resources;
- accommodating sustainable population growth;
- making alternative forms of sustainable transport more accessible;
- keeping vulnerable people safe;
- helping people help themselves;
- A strong public transport network;
- Providing training for young people;
- Providing transport access to education, skills training and employment.

### **4.2 Financing the work**

Substantial core funding is in place from the TOC and Gatwick Airport Ltd. for the whole period of the plan. SCRCP is grateful to the TOC, which will also continue to provide office space at stations. Additional grants and 2015/16 LSTF funding has been secured by Partners, so that the first year of the Plan is already fully funded. Funding from mid 2016 becomes the priority issue, because, even with the core funding already in place, SCRCP will need to reduce its spending to balance its books and this will impact adversely on its range of activities. Consequently, the Partnership will look to partners to build SCRCP into their future bids for funding, wherever appropriate, and to Line Groups to continue to seek funding for any local projects. In addition, the Partnership will

look to bid for a share of the Kent CC grant available to Kent and to Sussex CRPs and to compete for a share of the new GTR annual station grant fund. Local Authority councillors have their own local grant making capabilities which should be explored where suitable projects are identified within actions plans. SCRPs will also seek to explore the potential for social enterprise in association with community groups or on its own. The availability of volunteers at stations could open up the prospect of scope for providing paid rail-related services for Network Rail and TOCs for checking and reporting duties. SCRPs can also look at the potential for social enterprise, running and/or encouraging the setting up of appropriate community related businesses working for example with local communities and parish and town councils. SCRPs Ltd. can also engage in consultancy services where the skills and experience already developed can be provided to other organisations for a fee

#### Funding in place – March 2015

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/12
<i>TOC</i>	75,000	75,000	75,000	75,000	75,000	75,000	75,000
<i>LA</i>	45,000						
<i>Other</i>	7,000	7,000	7,000	7,000	7,000	7,000	7,000
<i>Income</i>	127,000	82,000	82,000	82,000	82,000	82,000	82,000
<i>Expenditure</i>	112,000	112,000	112,000	112,000	112,000	112,000	112,000
<i>Balance</i>	15,000	15,000	30,000	30,000	30,000	30,000	30,000

#### 4.3 Improving performance

All Partners have commented on SCRPs staff's consistent high level of performance. Staff can help partners by passing on information and spotting potential initiatives which could assist partners to achieve their own objectives. If an appropriate quality standard can be identified, SCRPs will seek to achieve it in order to win wider recognition. SCRPs will continue to invest in staff training. The availability of approx. 18 hours staff time per week per line group is regarded as essential whilst SCRPs will also explore the potential for secondments and apprenticeships.

Partners have told us that they appreciate the pan region networking opportunities that SCRPs provides.

It will be essential to maintain these high standards of performance, continue to adopt best practice and to monitor and evaluate the work.

#### **4.4 *Strong volunteers and staff***

High quality volunteers and staff will be needed taking advantage of the proven economic value of volunteering. It will be important to continue to follow a succession policy for Directors of SCRIP Ltd. The Company must continue to develop its staff recruitment, support and training policies and the search for more volunteers in all aspects of SCRIP activity. Young people as well as retired members of the communities will be encouraged to volunteer to assist with our work. Further development of the use of social media will help here. More encouragement can also be given for staff in Partner organisations to volunteer to assist with projects, such as developing regular “help” teams at stations, as was done so successfully with the Olympic volunteers.

It may be possible to agree short or longer term secondments for partner’s staff to work alongside the SCRIP staff and the potential for apprentices will also be explored.

#### **4.5 *Involving the community***

As noted above, 42% of the community never use the train and so there remains a significant task ahead for community rail partnerships in encouraging non users to become passengers and provide appropriate services for the community. In particular the aim of providing door to door seamless journeys should be a priority.

Partners appreciate the value of SCRIP in nurturing contact with their local communities. This often provides a unique community voice, particularly on line groups and in rural communities whose interests are sometimes neglected. The continuation and extension of the station partnership scheme will be a very strong way of involving local communities, and partners will be encouraged to suggest stations where such partnerships could be explored. The station is an important part of the community, over and above its use as the access point to the railway and this presents an increased opportunity for local residents. Southern is keen to see redundant buildings brought back into business, social enterprise and community use, as well as the use of station buildings as meeting places for a wide range of local groups. This helps to reduce loneliness and isolation. Closer involvement with Parish/Town Councils and working with special groups, such as current and ex-offenders, especially on line groups, will help to cement community involvement.

#### **4.6 *Involving young people***

Young people will continue to be involved through the provision of training and opportunities to access stations and trains. Existing programmes will be broadened to include older children as part of the South Downs National Park Authority LSTF project. These programmes will also be delivered alongside other Partner’s programmes such as the GTR “Go Learn” initiative with young people. Efforts to increase youth volunteering will be renewed and projects which include young

people will continue and be expanded. Further contact with scouts and guides will be made to extend current links with Brownie Packs and art related activity will certainly be a major part of this work. Student connections are already well developed on the Seaford line, and these will be extended onto other lines when time and finance allows. A new approach to involving young people could also be achieved by closer working with youth and education officers within partner's own organisations. There is considerable scope to extend our involvement with colleges and universities, already well developed by the Seaford line.

Partners have expressed the wish to see more research into the possibility of introducing cheaper fares for young people more widely across the region. This will be taken forward in discussions with the TOC.

Skills training, which is a key objective of partners can be assisted by SCRCP activity not only by helping to enhance transport access to training but also possibly by being involved in appropriate training opportunities.

#### **4.7 *Involving older people***

Older people are staying more and more active, and SCRCP will continue to work with this sector of communities when properly funded proposals have been developed. The opportunity to involve more people in working as volunteers will also be explored, tapping into their vast range of experience. Encouraging the transfer of experiences from older to younger people may be a fruitful avenue for line groups and station partnerships to explore.

More will be done to promote the ease and value of travelling by train for social and leisure purposes, also removing some popular misconceptions about rail in general. An awareness of the needs of older and less mobile people on and around stations may lead to special project work and the proposed use of stations as community hubs could be extended to projects aimed at countering loneliness by using stations as meeting and social gathering places, over and above their purpose as access points to rail services.

#### **4.8 *LEPS***

There is limited connectivity between many partners and the relevant LEPS. SCRCP will make additional effort direct and through its local authority partners to ensure the LEPS are aware of the needs of community rail and encourage partners to work together to develop rail capital programmes and projects, so that they are ready should a grant opportunity arise at short notice within a LEP. Work by partners to achieve significant improvements in services to the communities from electrification and doubling of the Marshlink and Uckfield lines and the reinstatement of the Lewes to Uckfield line will be supported.

#### **4.9 Sustainability**

All Partners have the objective of increasing sustainability in their activities. SCRP will continue to advocate the use of rail as a sustainable form of travel. SCRP will continue to develop innovative ways of communicating the advantages of using local rail. This will be related to further work to increase awareness about travel choices, where to go, how to get there, better onward travel signage and so on. Travel plans will be developed for a number of stations in conjunction with Southern, and by assisting in programmes designed to improve access to stations by local transport services, walking and cycling will remain important.

Partners' health and environmental policies will be helped by active travel programmes such as these.

#### **4.10 Enhancing the profile**

Partners agreed that no major new communications programmes were needed, but it will be essential to keep up strong contacts particularly with local media. It is essential that SCRP sustains and increases its use of social media and updates its website regularly, keeping both up to date with lively and interesting local news, volunteering opportunities, events and pictures. Line guides will continue to be produced. While hard copies will continue to be actively distributed, particularly by the TOC the balance will change to favouring the introduction of online versions, apps and moving images. Distribution of hard copies will be reviewed and consideration given to the production of relevant short life single topic leaflets and flyers where funding is in place.

GTR will have an agreed marketing plan with DfT, and SCRP will seek to be involved in this process. It may be appropriate to consider one or two special events such as another local festival like the one which took place in 2007 or something along the lines of Community Rail in the City at local centres such as Brighton, Chichester, Eastbourne, Hastings or other suitable centres.

All the main Partners, line group partners and stakeholders will be encouraged and assisted to promote the role, objectives and value of the Partnership strongly and to carry the news of SCRP activities into their organisations.

The partnership will encourage stakeholder involvement by continuing to hold annual stakeholder events for each line. There is a need to strengthen ongoing involvement, liaison and communication with station partnerships.

#### **4.11 Good neighbour**

Partners have become more aware of the need to work more closely together. SCRCP will also extend its liaison and cooperation with adjacent CRPs, TOCs and other organisations where this is of mutual advantage.

#### **4.12 *Widening the Partnership***

Partners agree that the Partnership should be broadened slightly, whilst taking care not to dilute the excellent current working relationships. The inclusion of Surrey County Council as a full member along with regional representatives from business, towns and parishes, would be valuable additions to the Partnership. Bus companies are already involved with some line groups and efforts will be made to ensure appropriate representation on all line groups together with a regional representative for the SAB. Prospective areas of activity by the SCRCP may also mean that further groups should be involved in Line groups and/or the SAB such as walking groups, environment organisations, integrated travel, visitor economy and public health organisations.

#### **4.13 *Structure of the Partnership***

The Ltd Company Board is aware of the need to strengthen itself and is taking steps to address that situation actively, by defining the skills it lacks and also seeking to add a nominee from Southern to its number.

SAB members have expressed the view that 2 meetings per year should be sufficient and that more should be made of discussion at those meetings with less time taken on reporting. Suggestions include bringing in external speakers and organising workshops. These ideas will be progressed within the SAB. In general terms, line groups are felt to be working well. Seaford is regarded as being a particularly good example, which has been used for comparison across the UK as a whole. There will continue to be a need to ensure that all relevant local stakeholders are represented on all line groups and that line group partners play a consistent and regular part in the work of the Groups.

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## 5. Summary of main outcomes

Where do we want to be	How will we get there
Deliver partner's objectives	Support partners in bids for project finance which can deliver partners objectives and are deliverable by Community Rail
More efficient working	Constant improvement of CRP and staff management, achieving higher outputs without corresponding increases in finance. Volunteer director and staff training programme, and joining in possible qualification and apprenticeship opportunities
Greater use of redundant or unused station buildings	Mainly through station partnership groups and also initiating social enterprise initiatives
Support partners rail strategies	Work with partners to respond to rail consultations. Encourage partners to submit joint infrastructure improvement proposals to relevant LEPs and rail organisations.
Expand station partnership programme	Continue to encourage local communities to adopt their stations move from 33% of stations in Southern brand area with partnerships to 66% .
Add line groups where demand and finance allow	Potential for Hastings/Tonbridge; Redhill/Reading if community is keen.
Make station community hubs	Encourage local partnerships to develop increased use of station facilities to provide meeting and other activities where the station is easily accessible by the local community. 10 station hubs by 2020.
Drive station travel plans	Encourage local authorities to work with local transport providers and the TOC to develop pro-active station travel plans. 10 travel plans by 2020.
Involve more communities	Mainly through station partnerships and helping at CRP events.

Involvement more volunteers	Mainly through station partnerships and helping at CRP events. Encouraging partners to organise volunteer days for their own staff to help with a CRP related project or event.
Start community rail related social enterprises	Seek community partners to develop 5 social enterprises related to CRP activity/locations by 2020
Strengthen partnership structure	Add Partners to the SAB, especially regional bus and business representatives and Surrey County Council.
Introduce more youngsters to safe and enjoyable rail travel	Continue and extend the work with young people, drawing in more higher education outlet.
Increase the usage of the railway, especially off peak	Work with partners to market rail related tourism potential. Continue line guides and extend initiatives
Work with partners to improve capacity of rail services	Support community demands for improved services, both quantity and quality
Be the best community rail operation in the country	Enter ACoRP awards with increased enthusiasm.
Encourage even greater partnership working	Extending the provision of a forum for Partners to share plans and discuss areas of mutual interest