



## Sussex Community Rail Partnership Ltd

### Business Plan 2019-2024



*Community Service Volunteers painted a mural of local landmarks at Moulsecomb station.*

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## **OUR VISION**

Our vision for community rail is that local communities become fully connected with their railway. We will provide a voice for the community, help to promote sustainable, healthy and accessible travel. We will bring communities together, supporting diversity and inclusion and we will support social and economic development, connecting communities with places and opportunities.

We will continue to work in partnership with many other organisations and join up their respective expertise to achieve this. We will enhance our work to become a strong, professional, accredited organisation with potential to grow.

The Sussex Community Rail Partnership Business Plan sets out how we plan to organise our activities over the next five years.

## EXECUTIVE SUMMARY

- Whilst Sussex Community Rail Partnership's (SCRP) new business plan runs for the next five years to 2024, the main focus is on the first three years. The introduction of new franchises across the area is expected around 2022, by which time the Partnership needs to have consolidated and strengthened its activities ready to rise to the new challenges these will bring as well as broadening its range of activities further. Currently, the Partnership works along eight local lines and has over 50 station partnerships. Its partners include Govia Thameslink Railway (GTR), Great Western Railway (GWR), the South Downs National Park Authority, Gatwick Airport Ltd, Brighton and Hove Buses and Metrobus, the County Councils of East Sussex, West Sussex, Surrey and Kent and Brighton & Hove City Council together with many other local authorities and organisations. It expects to extend its partnership working to other local Train Operating Companies (TOCs) and to other partners with increasing attention to diversity and inclusion issues.
- The Plan's objectives align with the 4 pillars of the new DfT Community Rail Development Strategy. The Partnership believes it is in a strong position to achieve the new DfT **Accredited status**, which is launched in the Strategy.
- It has been clear that, where line groups exist, the local community has been kept in touch with potential changes to its train services, whereas on other non-SCRP lines this has not happened as effectively. The Partnership will endeavour to ensure that all local communities in the area served have a voice during consultations, in line with Pillar 1 of the Community Rail Development Strategy (CRDS), **Providing a Voice for the Community**. Additionally, line groups will continue to seek improvements in services that benefit communities, whilst remaining a *"critical friend"* of the Train Operating Companies (TOCs).
- A significant initiative will be to identify at least one station per Line at which to concentrate efforts to create a new Station Community Hub, by developing underused buildings or building new ones which can include the provision of local services as well as business activity. This involves the community in developing a stronger understanding of the value of the rail service and assists the development of economic activity (Pillar 4).

- The Partnership will continue the development of community rail input into strategic planning work by Transport for the South East, in which it has taken a leading role. It will also encourage mutual support and joint activity between CRPs in the South East Region (ComSE).
- In Pillar 2, ***Promoting Sustainable, Healthy and Accessible Travel***, the Partnership will join others in seeking rapid adoption of seamless door to door ticketing and timetabling to cover all public transport providers. It will extend its current work at local level to encourage cycling and walking to and from stations, through marketing initiatives and the development of further local, community-based schemes. Line groups will also follow up the forthcoming round of Access for All grants and promote attractive and environmentally sustainable options in station partnership work. Improved, inclusive access to stations by public and community transport, walking, cycling (and by car where appropriate especially in rural areas) will be increasingly important.
- ***Bringing Communities together and supporting Diversity and Inclusion (Pillar 3)***, is already a strong feature of the Partnership's activity, and will be developed further during the Plan period. "Try the Train" is a very successful project, which takes small non-train using and hard-to-reach groups on a supported trip. This will be expanded both in scope to cover a wider range of potential groups and in the number of trips carried out. The Partnership will also look to broaden those actively involved especially younger and older potential travellers and ethnically diverse groups, none of whom are well represented at present. The Board of the management company, SCRPLtd., will look to diversify representation at Board level to better reflect the population that the Partnership serves. While there is already strong involvement of volunteers from the community, particularly in station partners, the Partnership will endeavour to extend the inclusion of local community volunteers by having a partnership at every station on its lines, a potential doubling of station partnerships compared to 2018.
- Under Pillar 4, ***Supporting Social and Economic Development***, the Partnership will promote strongly the value of the railway in accessing education, training and work and in bringing tourists into an area. Therefore, the Go Learn travel

training programme already reaching over 3,000 youngsters a year will be extended, in association with ESCC’s Active Access for Growth programme, to reach secondary and tertiary students. The excellent line guides will continue to be updated every two years, promoted online, via social media and in hard copy, with distribution extended beyond stations. These are a valuable tool to market the railway to potential visitors and local communities. The Partnership will also sustain and enhance its participation in the Scenic Rail Britain website.

- The Partnership is taking steps to prepare for possible extensions to its coverage both geographically and in the range of services available. These moves will only be completed if a need arises or an opportunity is identified and will always be undertaken in a sustainable way. It will not undertake projects and initiatives unless adequate funding is available and SCRPLtd. will ensure it continues to provide full and proper support and management of its staff. It will also ensure that all projects and the work of the line groups and station partnerships is recorded and assessed regularly and communicated through monthly updates for Partners, a more active website and social media presence, and in the Annual Report. The Partnership’s promotional work will be intensified to ensure a wider understanding by local communities of all the work being undertaken along its lines and at partnership stations.

Sussex Community Rail Partnership will operate at a range of levels; locally with its partners (including the TOCs), regionally by working with Transport for the South East (TfSE) and with South East CRPs in the development of a regional transport strategy, and nationally by supporting the aspirations of the DfT, ACoRP and the National Community Rail Steering Group.



*St Andrews Boys School join veterans at Worthing Station to commemorate the centenary of the end of the First World War and install new artwork – November 2018*

## **1. INTRODUCTION**

Formed in 2003, Sussex Community Rail Partnership (SCRP) is now one of the UK's three largest Community Rail Partnerships. Starting with the Uckfield line and then the Marshlink (Hastings/Ashford), it has subsequently added East Grinstead, the Arun Valley, Seaford, Tonbridge/Redhill and most recently Coastway West lines with Southern / Govia Thameslink Railway (GTR) and the North Downs line from Gatwick to Reading with Great Western Railway (GWR). Over the period 2003-2018, more than 50 station partnerships have also been formed following initial joint working towards a committed obligation in an early Southern franchise. The Partnership has grown from one line officer to five plus an education officer, finance officer and manager. In 2008, driven by the need to take responsibility for its staff and finance, the Partnership set up its own not-for-profit limited liability company, SCRPLtd, with a Board of volunteer Directors, which is a model for proper governance and financial control of CRPs elsewhere.

The 2018 Business Plan has been developed to align with the four pillars of the new Department for Transport (DfT) Community Rail Strategy and SCRPLtd has benefitted from advice and guidance from its partners, DfT and the Association of Community Rail Partnerships (ACoRP). The plan considers existing work commitments and looks at potential new areas and ideas, with particular regard to ensuring that SCRPLtd can achieve accreditation under the new DfT scheme. The potential projects and actions are listed in the annex.

Partners have welcomed the work the SCRPLtd has achieved during the current Business Plan period, which has helped individual partners achieve their own objectives. Working with two Train Operating Companies (TOCs), SCRPLtd has been well supported by both, particularly when GTR and to a lesser extent GWR have been through very difficult operating situations. In both cases these difficulties have not prevented staff in SCRPLtd continuing to carry out innovative and extensive work programmes at the community level. This has resulted in significant progress in relation to SCRPLtd's 2015-21 Business Plan and hence the need to update and supersede that plan before the end of its period.

## **Progress on SCRP's 2015 Business Plan**

The previous Business Plan (SCRP's third) started in 2015. It anticipated 17 main areas of activity, 11 major and 6 subsidiaries. The work to date has been significant because of the extensive and long-lasting support of the partners, many for the full 15 years since the SCRP was formed. Prominent have been Southern Railway, East Sussex, West Sussex and Kent County Councils, Hastings Borough Council, Network Rail and the District and Parish councils in the line groups. In recent years the Partnership has also had extensive support from Gatwick Airport Ltd, Brighton & Hove City Council, the South Downs National Park, Brighton and Hove Buses and, more recently GWR, Surrey County Council, Guildford Borough Council, Surrey Hills Area of Outstanding Natural Beauty (AONB) and Ashford BC.

Significant progress has been achieved:

- in helping to deliver partners' objectives, particularly through a series of projects concerned primarily with walking and cycling under the DfT Local Sustainable Transport Fund (LSTF) and more recently the DfT Access Fund;
- in more efficient working with the appointment of a full-time manager, two additional line officers, a finance officer, the move to an expanded office on Lewes Station and the strengthening of the SCRP Ltd. Board;
- in the continued expansion of the station partnership scheme to achieve a total of over 50 stations;
- in the addition of two new line groups, one of which was further extended, to make a total of seven;
- in the extensive work with young people (including Go Learn) with substantial reach (over 3,000 in the most recent year);
- in encouraging use of the railway (though it has occasionally been difficult in the face of industrial action and timetable issues) with the publication of six new line guides, newsletters, an updated website and a significant number of local rail-related events;
- in working with partners to improve rail services, particularly the excellent consultation prior to the introduction of new timetables on GTR; the work with GWR and Network Rail towards a third train per hour on the North

Downs line; and to improve the frequency of services between Hastings and Eastbourne from three to four;

- in encouraging greater partnership working and supporting rail strategies, including leading other CRPs on engaging with the TfSE initiative;
- in supporting the community rail aspirations of GTR and GWR;
- in developing potential plans with the bidders for the 2019 South Eastern (SER) franchise and in developing a working relationship with South Western Railway (SWR) and
- by strong financial control and efficient management SCRP Ltd. has developed this enlarged work programme and provided employment for an additional four people at a cost to the TOCs at a significantly lower level than CRPs elsewhere in the UK.

Less progress has been achieved on the development of stations as community hubs, additional use of station buildings and a significant increase in volunteers, though steady progress has been achieved through the station partnership programme. There has been little progress in the potentially useful concept of station travel plans. All these objectives are rolled over into the new Plan.

The Partners in the SCRP see the next three years partly as a period of continued evolution, strengthening the work of the Partnership through the last years of the current GTR franchise and the emergence of a new GWR and SER franchise. This has been endorsed by the Board of SCRP Ltd. This sets up SCRP to be ready to play a full part as new franchises are commissioned and also to take advantage of emerging opportunities and potential new areas of activity.

## **2. OBJECTIVES**

### **2.1 Accreditation**

With the publication of the 2018 DfT Community Rail Strategy<sup>1</sup>, SCRP immediately applied for Accreditation, which replaces the previous Line Designation. Accreditation

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[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](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)

demands that each CRP has an active action plan in place, which for SCRP will encompass its individual line action plans and this Business Plan. The second criterion is to demonstrate a professional management system. SCRP Ltd was one of the first CRPs to put this in place. Once accredited, SCRP Ltd. will make application to the special fund available to Accredited CRPs for assistance with projects, as shown later in this Business Plan.

## **2.2 Pillar One “*Providing a Voice for the Community*”**

One of the key purposes of community rail remains its role in providing a voice for the community and communicating local people’s views and needs to the rail industry. This pillar of the strategy focuses on ensuring community rail organisations are independent and effective in fulfilling their role as a critical friend, and the importance of maintaining open dialogue with the rail industry and communities.

- SCRP will ensure that relevant communities are represented on all the line groups, that they provide an input into setting the annual action plans and are encouraged and supported to develop projects in association with other relevant partners.
- SCRP will ensure that local community views are incorporated in relevant transport consultations, particularly those relating to rail, especially where there is no local passenger support group.
- While SCRP is not a lobby group, there are major longer-term initiatives that will require the support of partners going forward, which would enhance considerably the provision of rail services to the community. These include resilience provision for the Marshlink Shuttle and hourly all-day / every day services for the smaller station, reopening of the Lewes to Uckfield link, provision of through services from Kent to Gatwick, and more services from Gatwick to Reading and improvements to train services and journey times on all our lines. SCRP will seek to ensure that community voices are represented in these initiatives.
- SCRP will ensure local community views are represented with regard to consultation with Network Rail and the TOCs on the sale of and development on land around stations, including car parks.

- SCRP will be ready to develop discussions around the provision of special fares to encourage travel in local areas.
- SCRP will continue to drive the initiative bringing together CRPs in the South East region (ComSE) to assist TfSE in the development of a regional transport strategy. ComSE will work to encourage mutual support and joint action by the CRPs in the region.



*Amber Rudd MP presents volunteer Jon Spencer with a certificate of thanks at the Marshlink Line AGM November 2019*

### **2.3 Pillar Two “Promoting Sustainable, Healthy and Accessible Travel”**

With its understanding of local needs and views and through partnership working, community rail can help to place the railways at the heart of sustainable mobility. This pillar sets out how community rail can deliver greater social value by supporting sustainable travel to and from stations. The role SCRP can play in travel planning, bringing complementary providers together and spearheading local improvements is as follows:

- Seamless ticketing for door to door journeys is now technically available and given our location with train and bus companies already offering “touch and go” smart systems, SCRP will work to encourage partners to introduce bus /rail ticket compatibility across the region. Not only will this assist current travellers but will be a powerful asset to market to other current non-rail users and to visitors coming to the region.

- SCRP and its line groups will continue to work with partners to encourage walking and cycling through future bids and initiatives, and through events, publicity and signage, which promote stations and rail travel as a gateway to local walks and bike rides. This will be particularly important to environmental partners and local authorities which have health objectives.



*New signs directing visitors to the North Downs Way are unveiled at Chilworth station on the North Downs Line  
October 2018*

- Where they have been prepared, Station Travel Plans for integrated onward travel around rail stations have not been well implemented to date, but they are an essential contributor to this objective and line groups will make efforts to promote their development by giving additional encouragement to TOCs and local authorities.
- The line groups will work to improve and encourage accessibility to stations by walking, cycling and public and community bus services. Additionally, SCRP will work with partners to encourage increases in car parking and cycle parking capacity where appropriate, to provide transport choice.
- Line groups will take full advantage of the new Access for All grants becoming available in 2019, and any other funding for improving physical accessibility at stations.
- SCRP will assist GTR to promote new Thameslink train routes through London.
- SCRP will work with GWR and Network Rail to encourage progress towards a third train per hour on the North Downs Line as well as new stations at Guildford West and Reading Green Park.
- SCRP will incorporate sustainability in station partnership work at railway stations, for example, insect-friendly planting, artwork incorporating recycled

materials, assisting TOCs with recycling programme and the re-use of abandoned bicycles.

- SCRP and its line groups will make particular effort to link with partners own sustainable travel programmes, for example, with the National Park and AONBs and Gatwick Airport Ltd.



*Nus Ghani MP meets SCRP Directors, Uckfield councillors and GTR and Brighton & Hove Buses representatives at the Uckfield Bus Surgery held at Uckfield station car park in October 2018.*

## **2.4 Pillar Three “Bringing Communities together and supporting diversity and inclusion”**

This pillar sets out the role that community rail can play in helping to build and support integrated communities. It looks at how community rail activity can help to unlock the social value of the railways by opening them up to a wider group of people, making them more accessible and providing children, young people and others with the skills and confidence needed to access the opportunities it offers.

- The Partnership will continue and extend its projects designed to introduce and enable diverse groups to appreciate and use rail travel confidently.
- The prime project will be to continue the very successful Go-Learn work with young people, and extend this, where funding and demand allows, to areas not currently covered. Additionally, increased attention will be given to supporting partners’ programmes to tackle trespass and general safety on the railway.



*Pupils fill in Go Learn quizzes on a station visit.*

- ‘Try the Train’ has been particularly well received by diverse groups and will be extended as often as funding allows. This programme is suitable for hard-to-reach groups, including people with disabilities as well as those not confident in using the train, such as older citizens and ethnically diverse communities.
- The Active Access for Growth programme with East Sussex County Council has been very successful in offering Independent Travel Training to special needs groups plus young people seeking employment and training. SCRP will seek to extend this work beyond the end date of the current Active Access programme in March 2020.
- In terms of diversity, SCRP Ltd will make additional effort to widen the membership of its Board. The Partnership enjoys considerable volunteer input from the directors of the management company, SCRP Ltd. (currently running at 4000 hrs per annum). The Board intends to maintain its 100% volunteer director membership.
- The SCRP will also seek to involve other groups, for example, local youth groups, the Youth Parliament movement and Ford Open Prison, both as Partners and, in advising on projects and its overall approach.
- By far the largest group of volunteers are those who are involved in station partnerships. Continuing to extend the Station Partnership programme will be important in achieving an increase in the volunteer base. Therefore, SCRP will aim to establish a total of 100 station partnerships by 2022. The SCRP will aim to have every station on its lines in some form of partnership and will also make additional efforts to include other stations in the GTR franchise area, especially those in Greater London not covered by TfL. The Partnership will

continue to welcome valuable volunteer help, especially from teams from DfT, Network Rail and others. It will also provide guidance and support to GWR, SER and SWR where appropriate.

- In association with Partners, especially the TOCs, SCRP will hold an event at least once a year to publicly thank volunteers for their work.

## **2.5 Pillar Four “*Supporting social and economic development*”**

As well as supporting individuals within communities to access opportunities and reach their potential, community rail can also be a key element of supporting local communities themselves to prosper and grow. This pillar focuses on how it can assist our railways to make a greater economic and social impact and support local regeneration. It also considers the role of community rail in promoting rail travel and tourism and linking with heritage railways.

- This is a primary objective of our transport authorities and other local authority partners. There are three aspects to our future partnership aims in this context: a) helping the local community get to work and training; b) facilitating / promoting community-based projects at stations; and c) encouraging the community and visitors to use the railway to enjoy local leisure and tourist attractions.
- To improve rail connectivity for access to education, training and employment, SCRP Ltd will make the continuation of Go Learn work with primary school children a major project and will extend the approach to older students. This will necessitate developing the educational resources to be more appropriate for secondary schools. SCRP will also continue the Active Access for Growth Independent Travel Training project already underway in East Sussex and be ready to assist partners should project funding become available for similar projects, especially for the 16 to 25 age group.



*SCRP joined with Kent CRP to hold a pop-up information event at Tonbridge station in June 2018*

- The line groups will continue to make rail access easier as a primary aim. We will do this through improving awareness of rail travel to get to work, training and education and to visit local towns for shopping and leisure; making the journey to and from the station easier, through integrated travel choices including community and public bus services, walking, cycling and car parking facilities; and improved physical access at stations. As well as supporting further improvements in the frequency and quality of the train service, line groups will regularly update their line guides every two years, or more frequently if necessary, as funding allows.
- Each line group will aim to complete at least one Community Hub project by 2021, where community and, if possible, economic activity is introduced at stations. SCRП will assist the community by identifying suitable station buildings, engaging Network Rail, TOCs and other partners, and through project management and sourcing grant funding.
- Each line group will not only update its line guide at least every two years but will ensure wider distribution, especially at rail stations and tourism outlets. Greater use will be made of web-based and social media channels of communication.
- The groups will also intensify their work to encourage strong marketing of the tourist and leisure outlets along its lines. Line groups will also initiate or participate in local events, which support local businesses, tourism and leisure outlets, which can be accessed by rail, as well as supporting the annual Community Rail in the City promotional events. In this context special regard will be given to working more closely with heritage railways, two of which are already partners on the line groups. The SCRП will strengthen its relationship with local and regional tourism organisations.



*The Brighton Toy and Model Museum experienced their best visitor numbers in 2018 after becoming a station partner and installing model railway displays in the station information centre and passenger lounge.*

- The SCRP website will be redeveloped to enhance the promotion of tourism and off-peak travel on our lines. We will continue to promote the CRP via our website and social media.
- SCRP will explore opportunities for work experience that benefit young people and SCRP.

## **2.6 Special events**

The resources (staff and volunteer time and finance) involved in holding events is often underestimated. Therefore, it will be essential to ensure that the cost and value of holding an event is taken into account in the planning process. However, considerable positive feed-back has been noted from such events as Community Rail in the City, University and College Fresher Days and, more locally, stands at local events and organised walks from stations. SCRP and its line groups will increase activity to ensure that the work of the CRP is more widely understood and acknowledged by the local communities. The work of volunteers, particularly with the gardens and planters at stations is very valuable but that is perhaps only the visual tip of the extent of work by the Partnership. In addition to marketing objectives already proposed within this business plan, SCRP and its line groups will consider holding special events both at stations and in local towns or tourist destinations. This will be done in association with the GTR programme of developing regional partnerships, particularly linking with tourism officers. Mini Community Rail in the City events could well form the basis of such a programme perhaps jointly with partners. For instance, Gatwick Airport Ltd has suggested a pop-up stand for a period on its main concourse.

### 3. GROWTH

During discussions prior to developing this Business Plan all partners felt that not only was the work of the line groups both positive and valuable but that it should be extended to additional geographical areas and TOCs (particularly South Western Railway and South Eastern Railway), **if resources are available**, as follows:

- Hastings to Tonbridge line.
- The Brighton line, especially the Lewes to Wivelsfield stretch
- Extending Marshlink to Eastbourne (to mirror the service);
- Extending Seaford to Brighton to Eastbourne (again to mirror the service, give support to the small stations and to 'plug the gap' along the coast)
- Extension of Arun Valley Line from Bosham to Emsworth
- Develop a new line group to cover the Surrey stations from Oxted to East Croydon;
- Separately, or linked with the previous group, a possible line group covering the stations on the slow line from East Croydon to Clapham Junction;
- Horsham to Dorking and beyond to Clapham Junction;
- The lines from Haslemere to Clapham junction via Cobham and Woking;
- Developing line groups or groups of station partnerships at Southern stations around London not covered by TfL



*The Sidetracked art and gardening project at Angmering Station is a partner on SCRP's most recent Community Rail Line, the West Coastway, which signed up in April 2018.*

While recognising the practical considerations, SCRP will also review the naming of line groups to better reflect the line's geography and areas of interest, rather than just the places at each end. Linked to this will be an investigation of the potential for additional marketing support in the form of visually identified trains and more prominent signing of stations and lines as Community Rail Stations and Lines.

The Board of SCRPLtd. feels that its management capability could be available to neighbouring TOCs, especially in the Thames Valley (GWR) and in support of South Western Railway's community rail aspirations with particular regard to the North Downs line.

SCRPLtd. will also be ready to offer support for station partnerships which are not on our lines, within our core Sussex area.

#### **4. STRATEGIC DEVELOPMENT**

CRPs, because of their unique positioning involving local communities and organisations in improving the use and experience of train travel, have an important role to play in the development of transport facilities across the region. As independent bodies, they can be valuable "critical friends", accessible to all other bodies involved in the process of providing quality door to door transport for the region's communities. SCRPLtd. will, therefore, continue to develop its initiative of bringing the South East CRPs together to provide community input to the preparation of the South East Transport Strategy through TfSE. It will provide consolidated input directly and through the TfSE Transport Forum. At the same time, it will extend the mutual co-operation between South East CRPs (known as ComSE, Community Rail in the South East) through initiatives such as the training workshop in November 2018. SCRPLtd. will encourage all CRPs in the region to extend and deepen their links with the organisations planning and delivering better transport solutions.

#### **5 EVALUATION**

It is essential that the work of SCRPLtd. is evaluated and reported.

- Action Plans will be monitored by Line Steering Groups quarterly.
- SCRPLtd. and its line groups will, therefore, carry out regular follow up surveys at events, and more generally, by using evaluation techniques provided through the partners.

- Any funded project will include in its specification a pre and post project evaluation to demonstrate the value of the project to the intended audience and any positive or negative lessons that should be taken into account in future projects.
- SCRCP will seek, through ACoRP and DfT, inclusion of appropriate questions in future National Passenger Surveys as to awareness of and value of Community Rail activity.
- Passenger Transport Focus has offered to work locally with the SCRCP to look at passenger use and comments on local lines.
- CRP will carry out a detailed economic evaluation of the value of one of its rail lines following the Tamar Valley study carried out earlier in 2018.
- SCRCP will review whether to specifically evaluate the social value of volunteering at CRPs (as there is existing comparable evidence about the value of volunteering in other fields).

## **6 DEVELOPMENT OF SCRCP Ltd.**

The structure of the Board has provided the Partnership with a stable and capable level of management. As well as the need to ensure diversity and inclusion are covered within the Board (as outlined earlier), it will have to review its structure to be sure that it has the expertise to carry out this Business Plan with the resources to enable the proper execution of the work programme. The Board will link the Plan's objectives into its budgeting and management accounting systems which have been strengthened to allow instant access to the current state of finances for the Group as well as individual lines and projects. The Board will pay particular attention to diversifying our funding base.

SCRCP will continue to publish an Annual Review, in both electronic and hard copy format. It will also continue to support its staff by providing the necessary policies and management expected of a small company operating in the voluntary sector but with strong government policy support and guidelines. It will continue to be available to mentor other CRPs and continue to develop SCRCP's leadership in the CRP field, through professional governance, strong management, efficient financial control, the provision of training to our staff team, and ensuring professional and ethical standards in our work. As well as aiming to achieve Accreditation, the Board has also

agreed to convert from a Limited Company to CIC (Community Interest Company) status. This will not affect the basic operation nor our not-for-profit objectives but gives added acceptance by funding agencies, because it locks funding in to community objectives.

SCRP Ltd. will not undertake work programmes without putting the necessary resources in place. At present it is confident that it has the necessary agreements to carry out the existing work programme. Any further developments outlined in this Business Plan will require negotiation to secure the finance but experience to date gives SCRP the confidence to aim to secure those resources and hence achieve continued development over the next 3/5 years. However, the Board has prudently put in place a reserves policy, which would allow it to fulfil any legal obligations especially towards its staff should any reduction in activity become necessary, even though not anticipated currently. The Board remains very grateful for the crucial additional support in kind from partners, funding agencies, volunteers and especially from GTR and GWR.

SCRP Ltd. will operate at a local, regional and national level; locally with its partners (including the TOCs); regionally with South East CRPs in the development of a regional transport strategy, and nationally by supporting the aspirations of the DfT, Network Rail, ACoRP and the National Community Rail Steering Group.

## **7. CONCLUSIONS**

The area served by the Partnership will see changes over the next 3/5 years. The South Eastern, GTR and GWR franchises will gain new committed obligations and possibly new operators. SCRCP will maintain and develop close working relationships with stakeholders. It should aim to maintain and indeed increase its income from TOCs and will obtain additional funding by making application to funders direct or through the Partners. The SCRCP is likely to take on at least two more community rail line responsibilities and extend the geographical extent of at least two existing line groups. It will aim to set up station partnerships at two thirds of the Southern stations and support the formation of similar partnerships along lines served by the other TOCs, which SCRCP will be working with. In addition, SCRCP will endeavour to

create significant community supported developments at least one station on each of its line groups

The work of SCRP and its line groups will be strongly guided by the broad requirements of the 2018 DfT Community Rail Strategy, but work programmes will be generated by the community it serves through the direction of SCRP's Strategic Advisory Board (SAB) and Line Group partners. This SCRP Ltd. Business Plan and the action plans of the Line Groups will provide the evidence of programmes of work, which have been properly constructed and executed, alongside strong governance and financial control by SCRP Ltd., which together will allow the Partnership to achieve Accredited status. SCRP Ltd. itself will continue to rely on its volunteer directors and manage its staff and resources to the highest standards ensuring that it remains one of the most active, respected and productive CRPs in the country.

## ANNEX 1

### SCRP Business plan 2019

#### 2015 Business plan projects:

- Deliver partners' objectives
- More efficient working
- Greater use of redundant or unused station buildings
- Support partners rail strategies
- Expand station partnership programme
- Add line groups where demand and finance allow
- Make station community hubs
- Drive station travel plans
- Involve more communities
- Involve more volunteers
- Start community rail related social enterprises
- Strengthen partnership structure
- Introduce more youngsters to safe and enjoyable rail travel
- Increase the usage of the railway, especially off peak
- Work with partners to improve capacity of rail services
- Be the best community rail operation in the country
- Encourage even greater partnership working

#### 2019 Business Plan potential projects:

	YEAR
<b>Pillar One - Providing a Voice for the Community</b>	
Ensure relevant local community groups are represented on line groups	ongoing
Support longer term community aspirations for infrastructure and service improvements	ongoing
Be consulted on sale and development of land by stations	ongoing
Support relevant special fares provision	ongoing
<b>Pillar Two - Promoting Sustainable, Accessible and Healthy Travel</b>	
Work to promote easier integrated door to door travel	ongoing
Promote walking and cycling linked to train travel	ongoing
Assist with station travel plans	ongoing
Promote improved accessibility at stations, including Access for All development	ongoing
Promote new train destinations through London	2019-20
Assist delivery of third train per hour on North Downs	2019-21
Increase sustainability projects	2019-20
Assist Partners own accessibility by rail objectives	Ongoing
Hold Freshers' week events	2019-20
Hold rail travel events in local towns	2019-20

**Pillar Three - Bringing communities together, Supporting diversity and inclusion**

Prioritise diversity and inclusion	2019
Go Learn extend and continue	2019
Increase Try the Train projects	2019
Active Access, extend and continue	2020
Increase the number of station partnerships to a total of 100 to increase volunteering	2019-21
Annual volunteer thankyou event	2019

**Pillar 4 - Support social and economic development**

Line Guides, reprint and extend	2020
One community hub per line	2021
Extend Line Guide distribution	2019
Increase marketing of tourism potential, stronger links with tourism bodies	ongoing
Increase marketing of local events accessible by rail	2018-19
Increase working with Heritage Lines	2019-21
Hold Community Rail in the City events	2019
Use web site more for promotion of rail travel	ongoing
Provide work experience for young people	2019

**Growth and Strategic Development**

Add line groups when community need and finance coincide	2019
Make community rail more obvious at stations and on trains	ongoing
Offer CRP management (not control) services to other CRPs/TOCs/Areas	ongoing
Offer Station Partnership support to other areas	ongoing
Support TfSE activity including Transport Forum	2019
Support SE CRPs through ComSE	2019

**Evaluation**

Evaluate projects	2019
Use feedback from projects to improve subsequent work	2019
Suggest questions for the National Passenger Survey	2019
Work with Transport Focus to use survey data locally	2019
Do an economic evaluation of the value of one of our lines	2020
Explore the social value of volunteering	2019

**Development of SCRIP Ltd**

Check Board structure is fit for purpose going forward	2019
Update governance and personnel policies as required	ongoing
Be available to mentor other CRPs	ongoing
Be ready to apply for accredited status under the new DfT Community Rail Strategy	2018-19

## Annex 2 – Sussex Community Rail Partnership structure 2019

