



STRATEGIC PLAN 2006-11

INTRODUCTION – Core objectives

The Swanage Railway is one entity, therefore the Trust, Company and subsidiaries will work in close harmony to deliver the agreed objectives as set out below; the subsidiaries carrying out their defined responsibilities to ensure legal compliance and maximise efficiency in use of financial and manpower resources in achieving these objectives.

The Swanage Railway Trust will take the lead in the following strategic objectives:

1. The extension of the Swanage Railway to enable the delivery of the planned community services
2. Creating the conditions to facilitate capital input for identified projects
3. Facilitating the acquisition and first phases of development of Furzebrook depot
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
5. Improving volunteer facilities.
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 will undertake the following strategic objectives:

1. Completion of the programme to overcome backlog maintenance issues.
2. Consolidation of the SRCL's existing activities.
3. Implementation of a maintenance regime for the fabric of its buildings and structures.
4. Review its activities to deliver surpluses as directed by the Trust.
5. To increase passenger numbers to 200,000 p.a.
6. To operate within the policies of the SRT.

All these activities are to be undertaken within the context of developing the Railway's Safety culture and its ambience of the Southern Region branch line of the 1950s/ early 1960s. 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.

The following five year plan relates mostly to activities of SRCL, Section 1 defining projects to be considered during the duration of this plan and Section 2 with a more detailed outline of activities for the coming year.

STRATEGIC TARGETS

FINANCIAL

- To reduce the reliance on an overdraft for the winter period.
- Source funds for capital and major project work.

MARKETING

- Continued development of promotions and profitable special events to maximise revenue during non-peak periods.
- Further development of the Park and Ride facility at Norden.
- Continue to review Disabled access to railway facilities.
- Investigation into the commercial possibilities of services to Furzebrook, Blue Pool and Worgret.

LOCOMOTIVE, CARRIAGE AND WAGON

- Development of Locomotive and Rolling Stock plans to ensure availability of appropriate vehicles for services.

INFRASTRUCTURE

- Survey of the infrastructure including identification of backlog issues and development of a plan to fund and undertake works to reduce or eliminate them.
- Provision of permanent facilities for the Infrastructure Departments
- Implement improvements to locomotive watering facilities and locations.
- Upgrading the line between Norden and Motala, including installing a level crossing at Norden.
- Planning for the works required subsequent to any transfer of responsibilities regarding the line to Furzebrook and Worgret Junction.

Civil Engineering and Permanent Way

- Progressive programme of upgrading of running line maintenance.
- Provide permanent bank stabilisation at Harmans Cross.
- Relaying of track and work to drainage in Swanage station throat to include realignment of the exit from the Platform Loop.
- Installation of a footbridge at Corfe Castle.

Signal & Telegraph and Telecom

- Maintenance of signalling installations for service requirements.
- Phase 2 of Swanage signalling and commissioning of Platform I at Swanage station.
- Review of SR communication needs.

Stations

- Continued restoration of Corfe Station to a condition representing the 1950's.
- Development of the Goods Yard at Corfe including the former coal siding area.
- Feasibility Study into the creation of a footpath to or halt to serve Woodyhyde campsite.
- Provision of better facilities for passengers on the Down Platform at Harmans Cross.
- Development and implementation of plans to allow Platform I to be commissioned.

STAFF AND FACILITIES

- Continue to develop the volunteer workforce by concentration on both recruitment and retention.
- Identify necessary improvements to facilities and develop a plan to implement these improvements.

FUNDING THE PLAN

Routine maintenance issues contained in the plan will be financed from revenue and funds for this purpose will be allocated through the annual spending plan and budget process. All projects that result in new or improved facilities (from their 2005 condition) will need to obtain a source of funding. Such sources include:

- SRCL reserves;
- Grants from SRT;
- Grants from external bodies.

Allocation of funding for projects will take place following the submission of a Project Form to the Board of Directors. This supports the process by which a project is managed and controlled.

In addition to funding the enhancements listed in this plan SRCL and SRT will work together to fund the overhaul and return to traffic of selected historic vehicles in the ownership of the SRT.

FURTHER DETAIL

The following documents will be developed to demonstrate plans for particular areas of the railway:

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

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

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

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

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

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