



BUSINESS PLAN

2018 -2019

(1st Feb 2018 to Jan 31st 2020)

Contents

ITEM	PAGE No
Introduction	3
Scope	4
Company Structure	4
Acknowledgements	4
Purpose Vision and Values	5
Review of Progress 2017	6
• Overarching Objectives (Including Project Wareham)	6
• Operations	8
• Loco Carriage and Wagon	8
• Sales and Marketing (including Retail and Catering)	9
• Passenger Services	9
• Permanent Way	10
• Finance and Payroll	11
• Estates Department	11
• Signals and Telegraph	11
• Health and Safety	12
• Business Systems and Career Development	12
– Notes	13
– Board Priorities 2018-2019	14
– Project Wareham	16
– Departmental Plans 2018 - 2019	17
– Operations Department	17
– Loco Carriage and Wagon	20
– Sales and Marketing (including Retail and Catering)	23
– Passenger Services	26
– Permanent Way	29
– Finance and Payroll	32
– Estates Department	34
– Signals and Telegraph	37
– Health and Safety	39
– Business Systems and Career Development	41
Financial Summary	43
People Summary	45

INTRODUCTION

Welcome to the Swanage Railway Company's Business Plan for 2018 to 2019.

It is sometimes said that one should only look forward in business; however, it is right to spend some time to reflect on the recent past to appreciate successes and learn any lessons.

Project Wareham

2017 saw the first year of running a trial service to Wareham – the achievement of a longheld objective of the Railway. The running of the first train of the trial in June 2017 was the culmination of hard work by a huge number of volunteers and employees across many disciplines over 1000s of hours over many years. The Swanage Railway has a culture of overcoming challenges and achieving success through tenacity and perseverance; the first trial service to Wareham is a fine example of this.

Our culture

Continuing the theme of the organisation's culture; the Directors are keen to preserve the culture, and ethos that makes the Railway what it is today; balancing our very special heritage with operating in the first part of the 21st century. To assist in that, we have produced our 'Purpose, Vision and Values' document: this sets out what we are here for and how we want to operate. (Full details are on page 5).

Change

It is said that there is only one constant in life: change. The Swanage Railway is changing; whilst our vision is to be the UK's leading heritage railway, we are seeking to do things differently than in the past. We have improved our employee recruitment processes; we are working to be more objective in our reporting, we are measuring performance and providing support to our employees to help them improve.

2017 hasn't been without challenges but, as you will see in the Section entitled 'Review of 2017', there have been substantial achievements. These have been as a result of the hard work of our 500 volunteers working with our employees. The Railway owes a huge 'thank you' to all.

Looking to 2018 and 2019, the focus will be on sustaining and supporting the Railway to ensure that it is ready for the challenges in the world of 2018 and beyond.

We look forward to being able to report on further successes next year.

Trevor Parsons (Chairman SRC), **Gavin Johns** (Chairman SRT), **Matt Green** (General Manager), **Andrew Moore** (Finance Director), **Kevin Potts**, **Liz Sellen** (Personnel Director), **Keith Usher**, **Mark Woolley**.

Directors, Swanage Railway Company Limited.

SCOPE

The scope is the day-to-day operational, financial and business activities of the Swanage Railway Company Ltd (SRC) for the period 1st Feb 2018 to 31st January 2020, within the legal and strategic objectives set down by the Swanage Railway Trust.

COMPANY STRUCTURE

The Swanage Railway Company (SRC) is a wholly-owned subsidiary of the Swanage Railway Trust (SRT).

Roles, responsibilities and working relationship.

The SRT is responsible, in conjunction with the SRC Board, for setting the strategy of the SRC and high-level oversight of that strategy. The SRT is also responsible for a number of functions including fundraising, educational activities and the recruitment of all the volunteers who play such a vital role in the delivery of SRC operations.

The SRC is responsible for the safe operation of the Swanage Railway, including its retail and catering operations. The delivery of this Business Plan, and oversight of SRC operations, is the responsibility of a volunteer Board of Directors consisting of a Chairman and six Directors, (supported by a volunteer Company Secretary); day to day management of SRC activities is delegated to a General Manager, who has responsibility for ten departmental managers, employees and over 500 volunteers. The Chairman and four of the Directors are also Directors of the SRT.

Departmental responsibilities are contained in the individual Departmental Business Plans later in this document.

Whilst there is a clear reporting structure between the Trust and the Company, in practical terms the Boards aim to work cohesively and positively on a variety of issues including Volunteer Engagement, financing of certain projects on the Railway's Permanent Way and Rolling Stock as well as broader issues associated with the raising of funds for particular projects across the organisation.

The relationship is further enhanced through some of the Trust's Sub Groups where membership includes volunteers and employees as well as Trustees. This ensures that appropriate skills and knowledge are brought to the Groups as well as ensuring that volunteers and employees are able to make a broader contribution to the organisation than purely their operational roles.

Acknowledgements

Thanks are due to all the SRC Managers and Directors for their input into the production of this plan.

OUR PURPOSE, OUR VISION and OUR VALUES

The Swanage Railway has a very special heritage that we want to preserve. In 2016/2017 we sought to see how best to do that whilst also acknowledging we operate in a very different environment to that of 1977. The result was a the production of the organisation's Purpose, Vision and Values that clearly sets down 'who' we are (our purpose), 'where' we want to be (our vision) and 'the behaviours' (our values) we want to adopt to achieve that.

Purpose.

The purpose of the Swanage Railway Company is to operate heritage rail services.

The Swanage Railway Company is the trading arm of the Swanage Railway Trust, operating and maintaining the Railway on its behalf.

Vision.

The vision of the Swanage Railway Company is to be the leading heritage railway in the UK.

To be recognised as the UK's leading heritage railway, the Swanage Railway will actively seek ways of improving its business in all that it does.

Our Values

- **Safety, integrity and professionalism underpin our operations**

We are committed to high standards of safety, behaviour and expertise in all we do whilst treating everyone with integrity, openness, and honesty. We seek ways of improving our organisation balancing our heritage with modern business practices.

- **Dedication, commitment and volunteers are at the heart of our community**

We are proud of our inspirational history; we have overcome many challenges and achieved great successes through tenacity and perseverance. That spirit lives on today. We celebrate our Volunteers' commitment and dedication which form such a vital part of our Railway.

- **Customers are at the focus of our services**

Our customers are the heart of our business. We welcome feedback to better understand the needs of our customers and improve our service.

- **Enjoyment, quality and value for money for all**

We deliver a memorable experience enjoyed by everyone.

Review of Progress 2017 (Position as at October 2017)

This section is designed to show a headline review progress of the Overarching Objectives and Individual Departmental Objectives as set out in the 2017 – 2018 Plan.

<u>DEPARTMENT</u>	
<u>Objective</u>	<u>Review / Comment</u>
OVERARCHING OBJECTIVES	
<p>Project Wareham The achievement of the trial of up to 60 days running commencing in June 2017 and the 90 day trial in 2018.</p> <p>The integration of Project Wareham activities and tasks into the everyday operations of Swanage Railway Company.</p>	<ul style="list-style-type: none"> • 60 day Trial successfully delivered: commenced on 13th June 2017 finished 3rd September 2017. There were challenges in terms of delivering the service. • Integration of Wareham Services with Swanage Railway Heritage Services and those of the South Western Mainline was of an excellent standard. • Effective decision making saw use of the Wareham Service as a 2nd train on the run-up to the peak season, therefore capacity was maintained on internal services without the need to introduce a 3rd train. • The intent is that Swanage Railway will operate its own services using its own train set in 2018 and works are in hand accordingly.
<p>Swanage Railway Trust Strategic Plan To ensure alignment of the planning of Swanage Railway Company activities in line with SRT's Strategic Plan to 2030:</p> <ul style="list-style-type: none"> ○ Business growth ○ Passenger Experience ○ Improving rolling stock ○ Infrastructure and Buildings ○ Staff ○ Stakeholder and Community Relations <p>To develop reporting to SRT in line with the SRT Strategic Plan.</p>	<ul style="list-style-type: none"> • SRC launched its 2017-18 Business Plan entitled 'Preparing for Departure' in January 2017 – the first form of any business plan in over 20 years. • For the first time in the history of the Swanage Railway, we can demonstrate that the SRT's Strategic Plan lives in the day to day activities of Employees of SRC through delivery of the newly introduced Business Plan and Employees' personal performance objectives. • A review has taken place of the structure of the Estates Department and Operations Department to ensure more efficient management. • The review of Estates Dept. resulted in a decision to alter the scope of activities of the Department to include responsibility for station maintenance teams and

	<p>electrical engineering (excluding S&T). 2018 will see the implementation of the review.</p> <ul style="list-style-type: none"> The review of Operations Department resulted in a change of the structure of the management team which has already been implemented and completed.
<p>Profitability To ensure that SRC remains a profitable enterprise as a trading subsidiary of a charity.</p>	<ul style="list-style-type: none"> Year-end date for SRC accounting year changed to a February to January timescale. Consequently, the year end is now at the lowest period of income which will be reflected in the figures for the 2017 trading year as it effectively has two Januarys. Significant coal cost savings have been generated through the changing of supplier. Net equity position continues to improve: as at end of August (Jan – August) , income is +c£160,000 on the same period in the previous year. Initial improvements to budgeting process include a greater breakdown of expenditure to provide a greater analysis of Departments' expenditure and to assist in the identification of budget variances.
<p>People To develop a headline People Plan which initially will include: Through analysis to work towards appropriate levels of volunteer numbers and engagement.</p>	<ul style="list-style-type: none"> A proposal for improved volunteer engagement submitted to M&V Group. Awaiting response. All volunteer roles within SRC now defined and the concept of Volunteer Role Profiles introduced. These are now in the process of being drafted for all of the roles identified (60+). Concept of a form of 'volunteer charter' has been proposed and agreed as the organisation's Volunteer Commitment. Increased level of information being passed to M&V group in terms of objective requirements of volunteer numbers. SRC's Purpose, Vision and Values now defined in order to capture the organisations 'DNA' with a view to developing the culture of the organisation.
<p>Developing Managers' competencies.</p>	<ul style="list-style-type: none"> Regular training and coaching sessions being carried out with Managers. Support network for managers to assist in everyday 'people' issues provided by BS&CD Manager and external HR adviser.
<p>Improving the quality of the transactional elements of HR Management</p>	<ul style="list-style-type: none"> Staff contracts streamlined and updated for new staff. New Competency-based recruitment system introduced with encouraging results.

Review 2017 OPERATIONS DEPARTMENT	
Produce Departmental Risk Assessments and Register.	Register produced and up to date; currently under review for further development and review.
Work with H&S Manager on departmental audit programme.	Audit carried out. Overall working effectively with attention needed to review activities.
Ensure staff members are continually developed, trained and competent	Competency matrix introduced. New log books introduced. Higher level of training provided across majority of grades.
Reduce the number of SPAD incidents from 2015 with a target of zero in 2017.	Zero SPADs since 1/1/2017 (as at 09/10/2017).
Develop plans for successful 6 coach running trial.	Trial running in 2017; will need to be reviewed as a process until changes in infrastructure make the requirement for a second locomotive redundant.
Improve Train Service Management (e.g. Traffic Requests and forthcoming OSM Chapter 3)	Traffic Request system improved enabling higher quality longer term planning.
To be ready for Wareham Trial Service Up to 60 running days	60 day operational trial successfully delivered as part of Project Wareham
Develop volunteer recruitment and induction process.	New induction process for Cleaners (including bespoke version for volunteers with experience from other Heritage Railways).
Prepare and develop volunteers' engagement plan including familiarisation day to increase volunteer activity and level of turns covered by volunteers.	Developed formal process for individuals' development with particular attention to providing the right support for individuals.
To ensure adequate supply of serviceable tools and equipment for which Dept is responsible.	Weekly stock-take introduced that has avoided any running-out of supplies.

Review 2017 LOCOMOTIVE CARRIAGE AND WAGON	
Produce Departmental Risk Assessments and Register.	Hazards identified and work commenced with a number having been drafted with other existing ones being reviewed. Risk assessments specific to Herston Works are in more advanced state.
Introduce regular H&S Departmental Briefings	Informal tool box talks carried out.
Ensure staff members are trained and competent appropriate to their role to carry out tasks required.	Development of competency matrix for LC&W employees and volunteers. Due to changes within Admin support, progress has been hindered.
Work with GM & Loco owners to prepare and update 10 year plan / matrix of loco and DMU availability and overhauls.	Waiting on agreement currently being handled by SRC Board (Sept 2017). Outline plan has been drafted.
Work with GM and carriage and wagon owners to prepare and update 10 year plan / matrix of carriage and wagon availability and overhauls.	Focus for 2017 has been to ensure all Carriages and Wagons have in-date agreements. P Way fleet has been strengthened by acquisition of more wagons. Further work C/fwd to 2018.
Develop strategy/plan for plant, machinery and tools to ensure maintenance ability in line with loco, carriages and wagons plans	Matter still under consideration, although opportunities, as they've arisen, over the course of the year have been taken. e.g. Acquisition of machine tools and equipment donated by the

	M.O.D.
Introduce maintenance and record keeping for upkeep of plant and machinery.	Where equipment history is unknown or questionable, LC&W Manager has led on upgrading or replacing. More equipment now on service contract with contractors. Lifting equipment is subject to regular inspection.
Work to develop framework for an engineering apprentice.	Contact made with various Colleges who would be enthusiastic to work with SRC to develop a framework. Awaiting authority to proceed from SRC Board.
Develop competence matrix for all staff.	See previous objective
Prepare and develop volunteers' engagement plan.	1 st steps to capturing data of existing volunteers completed. Overall increase in volunteer numbers.

Review 2017 SALES AND MARKETING (Including Retail and Catering)	
Produce Departmental Risk Assessments and Register.	Risk Assessments produced for day to day activities and certain specific events produced.
Introduce regular Safety Briefings appropriate to Departmental / Section needs.	Briefing held at appropriate times, particularly for specific events
Develop safety audit programme in conjunction with H & S manager.	In place
Ensure staff members are trained and competent appropriate to their role to carry out tasks required.	Food hygiene training carried out for Nest and Belle staff. Dorset Ambassador training carried out for retail staff
Make proposals for <i>improved facilities(catering, retail, toilets)</i> ;	Proposals made for improved catering and toilet facilities. Some proposals cannot be progressed due to external factors or internal funding. Retail Plan to be developed.
Encourage cross-departmental multi skilling to encourage integration.	Some progress made-ongoing.
Explore opportunities for increasing income.	Greater availability of "Swanage Railway" branded goods leading to increased income.
Preparation of packages for activities such as television/film location work.	Package in final stages of drafting.
Establishing contribution, after costs, for Sales & marketing activities.	Greater understanding of gross margins. Further progress to be made.

Review 2017 PASSENGER SERVICES	
Produce Departmental Risk Assessments and Register.	Work commenced and on-going
Introduce regular H&S Departmental Briefings.	Safety documentation being prepared: ongoing.
Ensure staff members are trained and competent appropriate to their role to carry out tasks required.	Training materials and plans now in place. Main focus has been on Porters.
Wareham: Establish mechanism and location for the sale of tickets.	Mobile ticket office purchased and used for Wareham Trial: this necessitated portable power supply and mobile Wi-Fi so normal ticket office functionality could exist at Wareham. Led on negotiations for location and free car parking for ticket office.

Managing 'crowd' control and visitor expectations	Booking system developed to enable customers to purchase train specific journeys with allocated seating. Worked with Chairman and General Manager in terms of 'crowd' and queue management at Wareham.
Recruit and train sufficient numbers of volunteers supplemented by paid staff to cover any shortages.	Negotiated with S W Trains & Network Rail to ensure SR services appeared in Customer Information Displays and announcements at Wareham. Overall increase in Porters (+10) and TTIs (+2) allowing resource to be redeployed to ensure Wareham Ticket Office was staffed appropriately. 50+ days of Wareham Trains had a TTI on board
Develop plan for renewal of EPOS software and associated hardware.	Plan developed for hardware and software renewal over 3 year period commencing 2018.
Improve usage competency levels in staff.	Training Guides updated early 2017 with number of staff receiving 1-2-1 training sessions.
Work to develop IT and software to improve/speed up the bookings process.	Dining Train booking process refined to reduce number of 'steps' required completing a booking. Increased availability of product range on line.
Develop competence matrix for all staff.	Porters Log Book updated to include specifics for each Station. Work on fuller competency matrix to be continued in 2018.

Review 2017 PERMANENT WAY	
Produce Departmental Risk Assessments and Register.	Substantial number produced with some now due for further review.
Continue regular H&S Departmental Briefings.	Work plans introduced with briefings for staff on regular basis at the start of jobs. Briefings are signed off by staff by way of acknowledgement.
Ensure staff members are trained and competent appropriate to their role to carry out tasks required.	Training on pertinent elements of the Rule Book, "Look-out" and "Site warden" completed. Refresher training carried out on RRV's.
Develop plan for managing standing and lying material at track side.	Some low level works to tidy up the track side completed. Development of a formal plan has been delayed due to loss of original project plan for Eldon's. C/fwd 2018
Prepare forward five year plans for Permanent Way structures, assets and small plant	Outline plans prepared and submitted including estimated costs.
Prepare estimate and plan for 6 coach railway.	Work has commenced with the Honorary P Way Advisor involved. Initial outline has been tabled with more formal estimate and plans being prepared.
Work to develop framework for a Permanent Way / Civil Engineering apprentice.	Carried forward to 2018/19
Prepare and develop volunteers' engagement plan.	2 new volunteers recruited with another 2 in the pipeline.

Review 2017 FINANCE AND PAYROLL	
Produce Departmental Risk Assessments and Register.	Risk assessments completed and register submitted to H&S Mgr.
Work with H&S Manager on departmental audit programme.	To be completed by end Dec 2017.
Brief staff on relevant H&S issues.	Completed: all staff involved in producing risk assessments.
Commence production of Departmental Manuals to a measurable stage by mid-2017.	50% completed with full completion due by end 2017.
Working with the General Manager, improve budgeting, cost modelling and monitoring in line with internal customer requirements.	Work commenced, F&P Mgr and Fin Director have met with majority of Managers. Departmental Budget Plans to be broken down into sub-codes with a view to improved budgeting and financial management.
Ongoing development of objective reporting methods.	Finance Director has refined Performance Indicator table to include information about Wareham fare income. F&P Manager is working on a version of the Performance Indicator table for distribution to Managers.

Review 2017 ESTATES	
Produce Departmental Risk Assessments and Register.	Approximately 40% achieved aiming for completion by end 2017.
Introduce site / job safety H&S Briefings for tasks.	Introduced and on-going.
Work with H&S Manager on departmental audit programme.	1 st and 2 nd stage audits completed. Greater control of access to machinery and small plant to be introduced. PPE register introduced.
To recruit, and where necessary train additional volunteers in line with revised scope and scale of departmental responsibility	Headcount remains the same on a 'like for like' basis, however two new volunteers recruited whilst two have left. Overall Estates Numbers are now higher following the inclusion of electrical engineering volunteers and station volunteers (who undertake maintenance activities) into Estates Dept.

Review 2017 SIGNALS AND TELEGRAPH	
Produce Departmental Risk Assessments and Register.	Completed.
Introduce task/work package based H&S Briefings.	System introduced appropriate to activities in the Department.
Work with other Departments to ensure signalling systems provide sufficient flexibility to meet the needs of train service operation	Harmans Cross Up Home signal moved to facilitate increased flexibility. Corfe Down Home project plan underway to facilitate reversible working on present up line.
Develop 10 year plan for on-going maintenance and repair of signalling equipment	Annual maintenance plans in existence. 10 year locking plan exists. Work on a signalling equipment renewals plan in progress of development.
Prepare and develop volunteers and implement succession planning.	Volunteers now organised into 4 teams. Volunteer S&T engineer recruited.

Review 2017 HEALTH AND SAFETY MANAGEMENT	
To work with SR managers to continually seek improvements in the SMS as a whole.	All stage 1 audits have been carried out. Stage 2 audits underway and on target for year end.
To measurably improve the 'hearts and minds' commitment by staff to safety.	<ul style="list-style-type: none"> • Introducing externally recognised 'Managing Safely' Institute of Occupational Safety and Health (IOSH) course for Departmental Managers. • Bridge Strike Courses being introduced. • Introduction to Safeguarding Courses for selected staff. • Improved reporting of incidents by volunteers and employees.
Development of incident monitoring and analysis of information with a view to avoiding repetition of incidents.	<ul style="list-style-type: none"> • Incident Tracking database now in place. • Greater focus on Trend Analysis. Trends Analysis shows need for SPAD reduction. (See Operations). • Next focus will be on Shunting Incidents.
Preparation and delivery of safety targets across the organisation.	Prepared and delivered. Will be introduced as regular item at Managers' Monthly Meetings

Review 2017 BUSINESS SYSTEMS AND CAREER DEVELOPMENT	
Develop plan for delivery of training to introduce managers to the 'basics' of management.	Various workshops being run for Managers. Substantial amount of coaching carried out in 'live' situations.
To explore viability of volunteer's assistance in delivery of some Manager's training activities.	Results indicate that assistance on management development would have to be on a 'one-off' basis as opposed to regular.
Develop SRC Business Plan towards a 5 year rolling plan.	Review carried out with decision made to maintain it as a 2 year rolling plan. Experience has shown that organisation is not ready to expand beyond that of a two year plan.
Purpose, Vision and Values: Roll out across key departments within organisation.* *Assuming agreement of proposed P V & V by SRC board.	P, V and V agreed by SRC Board in March '17. Roll-out had been anticipated in 2017; however, the need to focus on various aspects of volunteer engagement has meant that this will need to be delayed until 2018.
Develop process and procedure to ensure PDR is appropriate across departments.	All staff now subject to PDR process. Due to the previous lack of any reviews, many staff are cautious of the process. Substantial amounts of time have to be invested in terms of reassuring staff in order that we get the best of the process.

NOTES

1	Staff Numbers	Provided by SRC Finance & Payroll Department as at 31/07/2017. Numbers shown for paid staff as per budget / business plan and don't take account of any existing vacancies.
2	Volunteer Numbers	Provided by SRT Volunteer Liaison Officer as at 1 st March 2017.
3	Financial information.	Provided by SRC Finance Director.
4	Departmental Overviews	Agreed by each SRC Departmental Manager.
5	<i>Italicised Objectives</i>	Objectives produced in <i>italics</i> are directly copied from the SRT Strategic Plan.
6	Colour coding	Objectives are colour coded using the same colours as in the Strategic Plan.
7	Volunteer Engagement	SRC relies hugely on the generosity of spirit and time of its around 500 volunteers who assist in the day to day running of the Railway. There is little management information available in terms of measuring SR Manager's volunteer engagement. Work is still underway to develop some headline indicators to assist in this but that may be some way off. In the meantime, the majority of Departments have at least one objective aimed at improving volunteer engagement.
8	Project Wareham	
9	Financial Forecasts	In December 2016 it was agreed that the financial year should be changed to the period 'February to January' commencing in Feb 2018. As a result there will be a 13-month year from 1 st Jan 2017 ending 31 st January 2018.

SRC BOARD PRIORITIES

The key priorities for the period of this Plan are based around sustainability and succession. SRC sees the delivery of this through four key pillars:

- Project Wareham and effective delivery of Heritage Services.
- Delivery of the SRC elements of the SRT Strategic Plan.
- Profitability
- People

Detailed objectives are contained in individual Departmental Plans later in this document however the key over-arching priorities for the SRC Board are:

- **Achieving our vision of being the UK's leading heritage railway.**
 - Embedding SRC's purpose and vision in our day to day activities and living by our values in all we do.
- **Project Wareham**
 - The achievement of the trial of up to 90 day running commencing in 2018.
 - Developing the successes of the 2017 trial to ensure the integration of Project Wareham activities and tasks into the everyday operations of Swanage Railway Company.
- **Swanage Railway Trust Strategic Plan**

To ensure alignment of the planning of Swanage Railway Company activities in line with SRT's Strategic Plan to 2030:

 - Business growth
 - Passenger Experience
 - Improving Rolling stock
 - Infrastructure and Buildings
 - Staff
 - Stakeholder and Community Relations

To develop reporting to SRT in line with the SRT Strategic Plan.
- **Profitability**

To ensure that SRC remains a profitable enterprise as a trading subsidiary of a charity.
- **People**

To develop a headline People Plan which initially will include:

 - Through analysis, to work towards appropriate levels of volunteer numbers and engagement.
 - Developing Managers competencies
 - Develop the quality of the transactional elements of HR Management / recruitment.
- **OVER-ARCHING CHALLENGES**
- **Staffing**
 - Recruitment and retention of sufficient numbers of capable and competent paid staff and volunteers.
- **Finance**
 - Living within our means by managing expenditure and increasing income in an increasingly competitive market.
- **Competition**
 - Ensuring sufficient change and innovation to increase repeat business and maintain competitive edge.
- **Effect of Wareham running**
 - Financial viability of an unknown entity.
 - Limiting impact on Heritage Railway services.
- **Change Management**
 - Introducing and managing any form of change in an environment resistant to change

- **OVER-ARCHING ASSUMPTIONS**

- **Volunteers**
 - The number of 'active' volunteers delivering our services will not decrease.
 - The required number of any additional volunteers will be recruited by SRT
- **Passenger Numbers**
 - Passenger numbers do not drop.
- **Economy**
 - That the UK economy stays on the same level as currently.
- **Visitor numbers to Dorset/Purbeck**
 - That visitor numbers to the area will remain as they are.
- **Fuel**
 - Availability and price of coal and diesel fuel remains constant at Sept 2017 levels.

PROJECT WAREHAM

Delivery of the second year of a Trial Service to Wareham, in addition to any commercial benefit, is an obligation under the terms of our lease with Dorset County Council as well as to the Coastal Communities Fund and Purbeck District Council who have provided significant funding to date.

Further, the organisation was successful in bidding for a grant from the RSSB (Rail Safety Standards Board) towards the upgrading of a steam locomotive to main line standard thus facilitating the opportunity to run steam services to Wareham at some stage in the future.

All these, combined with the results of the 60 day trial in 2017, place the delivery of a second trial of up to 90 days during 2018 as an overarching objective for SRC.

Particular objectives include:

- Establishing cost effective means of operation of train service by SRC or third party.
- Undertaking enabling project work for SRC to use Class 117/121 DMUs, including, but not limited to,
 - ⊖ Construction of a maintenance pit.
- Application for and receipt of Non Mainline Safety Certificate and Passenger Train Licence.
- To continue playing a leading role in the Purbeck Community Rail Partnership and develop ways of sustaining a SRC operated passenger service between Swanage and Wareham beyond 2018. This to be consistent with
 - a) the financial performance of the trial service and the impact on SRC resources,
 - b) the need to expand rolling stock servicing and maintenance facilities,
 - c) ensuring the continuing viability and development of heritage railway services and
 - d) the need to properly identify potential benefits and risks to the business of a third party train operating company potentially running services between Swanage and Wareham, as referred to in the Operating Agreement in the 99 year lease with Dorset County Council

DEPARTMENTAL PLANS

OPERATIONS DEPARTMENT

Overview

The Operations Department has the leading responsibility for the safe operation of all trains on Swanage Railway to contribute to an enjoyable passenger experience. In particular, the Department is responsible for the management and training of Footplate Crew (drivers, passed fireman, fireman, passed cleaners, 2nd men and cleaners), Guards, Signalling and miscellaneous safety critical operating staff. It is also responsible for the maintenance of associated plant and equipment, such as the carriage washer, coal conveyor, turntable etc, required to operate trains.

The Operations Manager has responsibility for the Department and reports to the General Manager. Large numbers of active volunteer staff (see below) plan and deliver the operating service along with two full-time Deputy Operations Managers and one part-time Administrator.

The management and administration of the Department's activities are based in the Operations Office at Swanage.

Objective	Actions	Year
Growing our business by safe operation and increasing passenger numbers.	<ul style="list-style-type: none"> Continuously review and develop safety management. Further develop regular H&S Departmental Briefings. 	2018
	<ul style="list-style-type: none"> Ensure staff members are continually developed, trained and competent appropriate to their role to carry out tasks required. 	2018 /'19
	<ul style="list-style-type: none"> Reduce the number of Shunting incidents from the period 2014 to 2017 with a target of zero in 2018. 	2018
	<ul style="list-style-type: none"> Manage the integration of the Wareham service into the SR minimising risk to the existing heritage operation. To be ready for Wareham Trial Service <ul style="list-style-type: none"> 90 running days 	2018
	<ul style="list-style-type: none"> Consider options for operation of Wareham services following the 2 year trial 	2018/'19
Growing our staff through improved recruitment, training and facilities.	Improve volunteer engagement within Department. <ul style="list-style-type: none"> Carry out a needs analysis in terms of number of volunteers to cover all turns. 	2018
	<ul style="list-style-type: none"> Develop a framework for Ops Dept apprentice with a view to recruiting in 2020 	2019
Introduce ways to create a more stable and predictable financial outcome.	<ul style="list-style-type: none"> To gain a better understanding of Departmental costs with a view to seeking best value for purchasing and improving Departmental Budgeting processes. 	2018

<p><i>Growing our business by safe operation and increasing passenger numbers.</i></p>	<ul style="list-style-type: none"> • Work with Sales and Marketing on scoping/project planning for opportunities around a potential station at Furzebrook. 	<p>2018/19</p>
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<p>Challenges</p> <ul style="list-style-type: none"> • Facilities: The shortage of space and undercover accommodation creates significant shunting requirements, taking substantial amount of staff resource and time. Poor conditions affect staff morale. • Safety: Additional shunting requirement creates an increased level of risk. Location of work areas, having to be in proximity to open running lines. Inability to comply with Working At Height Regulations in some circumstances. • Staff: The numbers of staff with required competences willing to work for salaries within sector rather than industry. Rising age profile. • Expectations of flexibility: Ability to balance last minute requests against available resources, income opportunities and timetable commitments.
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<p>Assumptions</p> <ul style="list-style-type: none"> • Staff headcount: Staff / volunteer head count does not decrease from September 2017 level. • Service Levels: Service levels to remain as current excepting up to 90 day Wareham trial in 2018. • Scope of activities: That scope of departmental activities remains as at Sept 2017.

MONEY	2018 £s	2019 £s
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Department costs	655,100		674,800	
Steam & Diesel Galas	35,000		36,100	
Departmental Total		690,100		710,800

PEOPLE - OPERATIONS	As at 31st July 2017	Forecast July 2018	Variance to July 2017	Comment	Forecast July 2019	Variance to July 2018	Comment
Paid Staff							
Permanent Full Time	3.5	3.5	0.0	0.5 staff member shared between Ops & LC&W	3.5	0.0	
Permanent Part Time	0.0	0.0	0.0		0.0	0.0	
Seasonal Full Time	1	2.0	1.0		2.0	0.0	
Seasonal Part Time			0.0			0.0	
Paid Staff Total	4.5	5.5	1.0		5.5	0.0	
Volunteers							
Drivers	41.0	41.0	0.0		41.0	0.0	
Passed Fireman	7.0	7.0	0.0		7.0	0.0	
Fireman	18.0	18.0	0.0		18.0	0.0	
Second Man	2.0	2.0	0.0		2.0	0.0	
Cleaners	9.0	9.0	0.0		9.0	0.0	
Passed Cleaners	20.0	20.0	0.0		20.0	0.0	
Signalmen	58.0	58.0	0.0		58.0	0.0	
Guards	38.0	38.0	0.0		38.0	0.0	
Volunteer Total	193.0	193.0	0.0		193.0	0.0	
All Staff Total	197.5	198.5	0.0		198.5	0.0	

LOCOMOTIVE, CARRIAGE AND WAGON DEPARTMENT.

OVERVIEW

The Locomotive, Carriage and Wagon Department contributes to the safe running of the Railway with overall responsibility for the maintenance, repair and overhaul of all rolling stock whether hired in or owned by SRC directly. This includes steam and diesel locomotives, carriages and wagons.

The Locomotive, Carriage and Wagon Manager, reporting to the General Manager and with support from nine full-time and two part-time staff, runs the Department. Further, the Steam Locomotive Superintendent acts as Deputy to the LC&W Manager and is responsible for Herston Works, maintenance and overhaul of steam locomotives and liaison with Southern Locomotives Ltd.

Additionally, there are four regular teams of volunteers: one team for heritage coaches, one for wagons, one for maintenance of privately owned diesel locos and one for steam loco restoration.

The majority of work is carried out by SR employees and volunteers at various workshop locations at Swanage and Herston, with some work sub-contracted to various suppliers around the UK.

Objectives	Actions	Year
<i>Growing our business by safe operation and increasing passenger numbers.</i>	<p><i>Continuously review and develop safety management.</i></p> <ul style="list-style-type: none"> • Continue with production of Departmental Risk Assessments and Register- • Working with H&S Manager on departmental audit programme. • Develop training and competence process for staff as above. 	<p>2018</p> <p>2018</p> <p>2018/19</p>
<i>Improving our rolling stock, with reliable and well-presented locomotives, passenger and goods vehicles.</i>	<p><i>Implement a steam and diesel locomotive policy that complies with the Railway's objectives.</i></p> <ul style="list-style-type: none"> • Work with GM & Loco owners to prepare and update 10 year plan / matrix of loco and DMU availability and overhauls. (C/fwd from 2017). • Work with GM and carriage and wagon owners to prepare and update 10 year plan / matrix of carriage and wagon availability and overhauls. (C/fwd from 2017). 	<p>2018</p> <p>2018</p>
<i>Having well maintained infrastructure and buildings.</i>		
<i>Growing our staff through improved recruitment, training and facilities.</i>	<i>Develop ways to recruit and retain more volunteers and staff to help meet the railways objectives, including: improved facilities and induction and training plans.</i>	

	Introduction of apprenticeship scheme. <ul style="list-style-type: none"> • Work to develop framework for an engineering apprentice. • C/fwd from 2017, awaiting authority to proceed 	2018
	Improve volunteer engagement within Department. <ul style="list-style-type: none"> • Establish volunteer level requirement for LC&W in line locomotive and rolling stock plans 	2018/19

Challenges

- **Facilities:**
The shortage of space and undercover accommodation impinges substantially on maintenance and overhaul capabilities (e.g. nowhere to overhaul coach bogies). Poor conditions affect staff morale.
- **Safety:**
Location of work areas, particularly at Swanage and Corfe having to be in proximity to open running lines. Inability to comply with Working At Height Regulations in some circumstances.
- **Staff:**
The numbers of staff with required competences willing to work for salaries within sector rather than industry.

Assumptions

- **Staff headcount:**
Staff / volunteer head count does not decrease from September 2017 level.
- **Service Levels:**
Service levels to remain as current excepting the trial of 90 days running to Wareham 2018
- **Scope of activities:**
That scope of activities remains as at Sept 2017.

Money	2018 £'s	2019 £'s
LOCO, CARRIAGE & WAGON	412,800	425,200

PEOPLE LOCOMOTIVE, CARRIAGE & WAGON	As at 31st July 2017	Forecast July 2018	Variance to July 2017	Comment	Forecast July 2019	Variance to July 2018	Comment
Paid Staff							
Permanent Full Time	9	9	0	Additional full time fitter replacing contractor	9	0.0	
Permanent Part Time	2*	2	0	*Admin support currently vacant	2	0.0	
Seasonal Full Time	0	0	0		0	0.0	

Seasonal Part Time	0	0	0		0	0.0	
Paid Staff Total	11	11			11	0.0	
Volunteers	26	26	0		26	0.0	
All Staff Total	37	37			37	0.0	

SALES AND MARKETING DEPARTMENT

Including Retail and Catering

Overview

The Sales and Marketing Department is responsible for three key areas: the **promotion of the Railway's activities** and the **generation of income** through secondary spend at **catering and retail outlets**.

Sales and Marketing provides strategic marketing services to the Swanage Railway Company and some of the Swanage Railway Trusts activities principally those at Corfe and Norden. In practical terms, this includes responsibility for the organisation-wide marketing plan and budget, the guardianship and management of the Swanage Railway brand, design and production of promotional material including timetables, marketing and promotional advice, the photographic and image libraries and the management of Swanage Railway Company's publically accessible web site and social media. The Department provides specific support to events and peripheral commercial activities run on the railway. The Department is managed by the Head of Sales and Marketing, who reports directly to the General Manager, and works closely with other Departmental Managers, staff, volunteers and external service providers and suppliers.

The Catering Department generates income by retailing refreshments to visitors at two 'static' outlets: the Bird's Nest at Swanage and the Kiosk at Norden. The Department is managed by the Catering Manager (reports to the Head of Sales and Marketing) and comprises one full time, five part time and two volunteers at Swanage and one part time and two volunteers at Norden. In addition, a small buffet staffed by a volunteer operates on-board selected trains during the peak season and during events.

The "Wessex Belle" (brand name of on-train dining) generates income by offering dining experiences on board a dedicated Dining Train which operates on key dates during the year. The Wessex Belle is managed by a volunteer Train Manager (reports to the Head of Sales and Marketing) supported by one full time, five part time and five volunteer staff.

The Retail Department generates income by selling a range of railway and non-railway related gifts, souvenirs and other items through the Swanage Station Shop or on-line. Many of the items are Swanage Railway branded and are about, or sourced from, the Isle of Purbeck. The department is managed by a volunteer Shop Manager (reports to the Head of Sales and Marketing) supported by one full time and one part-time member of staff, and eleven volunteer staff.

Objective	Actions	Year
Growing our business by safe operation and increasing passenger numbers.	Continuously review and develop safety management.	2018
	Develop training and competence process for staff as above.	
	Prepare an overall commercial development program, to meet increased use target of 300,000 customers by 2020. including (but not exclusively): 1. six coach trains; 2. improved facilities (catering, retail, toilets); 3. individual location strategy plans (Swanage to Wareham)	2018
	<ul style="list-style-type: none"> Develop 2017 proposals for improved facilities(catering, retail, toilets) in order to put funding plan to Fundraising Team. Consider benefits and produce scoping document for a Heritage service extension to Furzebrook. Develop strategy for provision of catering services both static and on-train. 	2019 2018

	<ul style="list-style-type: none"> • Develop a digital strategy for on-line presence including retail and general sales. • Reflect on results of 2017/8, Six Coach Running Trial to ascertain effects on Passenger Numbers to gauge practicalities of reduced number of trains whilst maintaining capacity. • Develop the departmental requirements for future EPOS development including management information. 	2019
	<p><i>Growing our staff through improved recruitment, training and facilities</i></p> <ul style="list-style-type: none"> • Apprentice Explore potential and develop a framework for an apprentice within Department. 	2019
		2018

Challenges

- **Seasonal Staff Availability:**
Limited seasonal staff availability / low levels of work ethic and competency.
- **Space / Location of facilities:**
Currently sub-optimal due to being outside main passenger flows. Size limits capacity and speed of customer processing.
- **Funding:**
Lack of investment causes paucity of offering due to use of 'life-expired' equipment.
- **Resistance to change**
Innovation and change is limited by ultra conservative mind-set within organisation.

Assumptions

- **Staff headcount:**
Staff / volunteer head count does not decrease from September 2017 level.
- **Service Levels:**
Service levels to remain similar to or as current including up to 60 day Wareham trial in 2017 and 90 day trial 2018.
- **Scope of activities:**
That scope of activities remains as at Sept 2017.

Money	2018		2019	
	£s		£s	
SALES & MARKETING	96,300		99,200	
Retail (Inc salaries and cost of sales)	125,900		129,700	
Catering: Stations including micro buffet	151,500		156,000	
Wessex Belle (salaries & Cost of sale	96,200		99,100	
Departmental Total		469,900		484,000

People SALES & MARKETING	As at 31st July 2017	Forecast July 2018	Variance to July 2017	Comment	Forecast July 2019	Variance to July 2017	Comment
Paid Staff							
Permanent Full Time	4	4	0		4	0	
Permanent Part Time	2	3	+1	1 x Seasonal Part Time, becoming Permanent Part Time	3	+1	
Seasonal Full Time	0	0	0		0	0	
Paid Staff Total	15	15	0		15	0	
Volunteers							
Shop	21	21	0		21	0	
Catering/Buffets	34	34	0		34	0	
Wessex Belle	17	17	0		17	0	
Santa Specials	49	49	0		49	0	
Volunteer Total	121	121	0		121	0	
All Staff Total	136	136	0		136	0	

PASSENGER SERVICES

Overview

Passenger Services Department supports the safe running of the Railway with responsibility for increasing income and promoting the railway in general to ensure all visitors and passengers have a memorably enjoyable visit to the Railway. This is done through the handling of enquiries, sale of tickets by phone, on-line, face-to-face at all stations and on-train and the provision of Porters at all Stations. The Department is also responsible for the cleanliness and tidiness of stations, on-train presentation and facilitation of special events.

In general, initial ticket enquiries and the sale of tickets are handled by the Booking Office, Reservations Office and Travelling Ticket Inspectors whilst Porters, in conjunction with Train Crews, work to ensure the safe despatch of trains and the promotion of the railway generally.

Reporting to the General Manager, the Passenger Services Manager is responsible for the running of the Department. Three full time and 6 part-time staff in the department along with volunteer staff, also support the department along with 16 Booking Office Clerks, 54 volunteer Travelling Ticket Inspectors and 65 volunteer Porters.

Objective	Actions	Year
<i>Growing our business by safe operation and increasing passenger numbers.</i>	<p><i>Continuously review and develop safety management.</i></p> <ul style="list-style-type: none"> • Work with H&S Manager on departmental audit programme. • Develop training and competence process for staff as above. • Continue development of Risk Assessment Programme 	<p>2018</p> <p>2018</p> <p>2018</p>
<i>Growing our business by safe operation and increasing passenger numbers.</i>	<p><i>Manage the integration of the Wareham service into the SR minimising risk to the existing heritage operation.</i></p> <ul style="list-style-type: none"> • Monitoring performance of the trial. Establish metrics of success Monitor trial performance against the metrics. • Deliver Passenger Services elements of Year 2 of the trial service • Producing basing plan for Wareham Station for 2nd year trial including security and staff safety. 	<p>2018</p> <p>2018</p> <p>2018</p>
<i>Implement a proactive education support plan providing tools for schools, support for visits and aiming to encourage more visits.</i>	<ul style="list-style-type: none"> • Packages Work with Museums manager to develop education packages in line with National Curriculum. • Group offers Develop affordable offers targeted to attract school and youth groups. 	<p>2019</p> <p>2019</p>
<i>Having well maintained infrastructure</i>	EPOS Software and hardware	

<i>and buildings.</i>	<p>Deliver rolling plan for software and hardware updates</p> <p>Carry out feasibility study for e ticketing.</p>	<p>2018/19</p> <p>2019</p>
<i>Developing and maintaining good stakeholder and community relationships.</i>	<ul style="list-style-type: none"> • Develop Stakeholder Packages designed to improve income generation. (Postponed from 2018) 	2019
<i>Growing our staff through improved recruitment, training and facilities.</i>	<p>All Department's employees to undergo 'Welcome Host' Training.</p> <p>Improve volunteer engagement within Department.</p> <ul style="list-style-type: none"> • Develop competence matrix for all staff. (B/f from 2017) • Analyse current volunteer levels to establish any shortfalls and take corrective action in line with SR Policy and processes with a view to reducing shortfall. • Prepare and develop volunteers' recruitment and engagement plan to increase level of turns covered by volunteers. <p>Introduction of apprenticeship scheme.</p> <ul style="list-style-type: none"> • Work to develop framework for a customer service apprentice. 	<p>2018</p> <p>2018</p> <p>2018/19</p> <p>2018/19</p> <p>2018</p>

Challenges

- **Facilities:**
The shortage of space in Cash, Reservations and Norden Ticket Offices combined with the unknown availability of facilities at Wareham. Poor conditions affect staff morale.
- **Equipment:**
Lack of bespoke EPOS ticketing software specific to business needs of Heritage Railway sector.
- **Staff:**
The numbers of people willing to undertake this type of full time and seasonal work, at the pay scale available, within the local tourist sector.
- **Visitor Profile:**
Profile is changing with expectations increasing including greater value for money.
Holiday habits changing with Swanage becoming a day trip destination, rather than a 'dormitory town'.
Greater reliance on campers at Herston and Harmans Cross.
- **Visitor Numbers:**
Numbers are flattening out generally across the sector.

Assumptions

- **Staff headcount:**
Staff / volunteer head count does not decrease from September 2017 level.
- **Service Levels:**
Service levels to remain similar to or as current including the 2nd year 90 day trial service to Wareham in 2018.
- **Scope of activities:**
That scope of activities remains as at Sept 2017.
- **Visitor Numbers:**

Numbers are flattening out generally across the Heritage Railway sector.

Money	2018 £s	2019 £s
Departmental Costs	257,100	264,800

People Passenger Services	As at 31st July 2017	Forecast July 2018	Variance to July 2017	Comment	Forecast July 2019	Variance to July 2018	Comment
Paid Staff							
Permanent Full Time	2	2	0		2	0	
Permanent Part Time	6	6	0		6	0	
Seasonal Full Time	3	3	0		3	0	
Seasonal Part Time	2	2	0		2	0	
Paid Staff Total	13	13	0		13	0	
Volunteers							
Ticketing	54	54	0		54	0	
Porters	65	65	0		65	0	
Volunteer Total	119	119	0		119	0	

PERMANENT WAY

Overview

The SRC Permanent Way Department is primarily responsible for all installation, maintenance and repair of the Permanent Way infrastructure, environment and drainage on a 'fence to fence' basis between Swanage and Bridge 2 at Worgret to ensure the safe passage of trains.

Additionally, they provide mechanical handling and transport services ('lifting and shifting'), on a regular basis as an 'internal service provider' to Ops, LC&W and S&T departments.

The Department consists of 6 full time staff and 3 part-time volunteers, supported by an Honorary Permanent Way Advisor and Civil Engineering Consultant. It is led by the Permanent Way Manager who reports to the GM, supported by a Permanent Way Supervisor, 4 staff, and 3 part-time volunteers. Several of the full time staff are certified as crane operator, RRV operator, and/or have portable plant qualifications. The Department is based at Purbeck Business Centre, Herston.

Objective	Actions	Year
<i>Growing our business by safe operation and increasing passenger numbers.</i>	<p><i>Continuously review and develop safety management.</i></p> <ul style="list-style-type: none"> • Work with H&S Manager on departmental audit programme. • Develop training and competence process for staff as above. • Develop plan for managing standing and lying material at track side. 	<p>2018</p> <p>2018</p> <p>2017. C/fwd to 2018</p>
<i>Having well maintained infrastructure and buildings.</i>	<p><i>Create maintenance strategies and plans for infrastructure and buildings consistent with safe operations, lease obligations and commercial requirements including weather proofing.</i></p> <ul style="list-style-type: none"> • Develop a costed 5 year track maintenance and renewal plan. 	<p>2018</p>
	<p><i>Prepare an overall commercial development program, to meet increased use target of 300,000 customers by 2020 including (but not exclusively):</i></p> <p><i>1. six coach trains;</i> <i>4. Heritage service extension to Furzebrook.</i></p> <ul style="list-style-type: none"> • <i>Develop a Permanent Way Plan to extend Heritage services to Furzebrook</i> 	<p>2018</p>
<i>Growing our staff through improved recruitment, training and facilities.</i>	<p><i>Develop ways to recruit and retain more volunteers and staff to help meet the railway's objectives, including: improved facilities and induction and training plans.</i></p> <ul style="list-style-type: none"> • Introduction of apprenticeship scheme. Work to develop framework for a Permanent Way / Civil Engineering apprentice. C/Fwd to 2018/19 	<p>2018/19</p>

Challenges

- Finance:
Availability of funds for strategic projects, e.g. P Way Depot at Eldons, as well as renewal of life-expired Permanent Way infrastructure.
- Safety:
Due to level of train services, a lot of work takes place around open lines thus exposing staff to passage of trains and associated risks.
Time for engineering possessions is becoming increasingly limited placing additional pressure on staff.
- Staff:
The numbers of staff with required competences willing to work for salaries within heritage rail sector rather than the wider rail industry.
- Additional Infrastructure:
The effect of leasing the line north of Norden adds considerable workload to the Department whilst working with the same human resources.

Assumptions

- Staff headcount:
Staff / volunteer head count does not decrease from September 2017 level.
- Service Levels:
Service levels to remain as current excepting 90 days Wareham Trial in 2018
- Scope of activities:
That scope of activities remains as at Sept 2017.

Money	2018 £s	2019 £s
PERMANENT WAY	155,400	160,100
Crane Costs	4,700	4,800
Departmental Total	160,100	164,900

People Permanent Way	As at 31st July 2017	Forecast July 2018	Variance to July 2017	Comment	Forecast July 2019	Variance to July 2018	Comment
Paid Staff							
Permanent Full Time	5	5	0		6	+1	
Permanent Part Time	1	1	0		0	-1	
Seasonal Full Time	0	0	0		0	0	
Seasonal Part Time	0	0	0		0	0	
Paid Staff Total	6	6	0		6	0	

Volunteers	6	8	2	Additional volunteers to be recruited for additional efficiency	9	1	Additional volunteers to be recruited for additional efficiency
All Staff Total	12	14	2		15	1	

FINANCE AND PAYROLL

Overview

The SRC Finance and Payroll Department supports the safe running of the Railway by providing accounting, finance, payroll including pensions and transactional elements of HR Management to SRC and its various departments. It also provides accounting and finance services to SRT including its activities at Corfe Museum and Purbeck Mining Museum.

The Department is led by the volunteer SRC Finance Director supported by the Finance & Payroll manager, Assistant Manager and two Finance Assistants along with one other volunteer. It is based at Purbeck Business Centre at Herston.

Objective	Actions	Year
<i>Growing our business by safe operation and increasing passenger numbers.</i>	<i>Introduce ways to create a more stable and predictable financial outcome.</i> <ul style="list-style-type: none"> Working with the General Manager, improve budgeting, cost modelling and monitoring in line with internal customer requirements. 	2018-19
	<ul style="list-style-type: none"> Ongoing development of objective reporting methods. 	2018
	<ul style="list-style-type: none"> Install new server at Herston and migrate existing information 	2018
<i>Growing our staff through improved recruitment, training and facilities.</i>	<i>Develop ways to recruit and retain more volunteers and staff to help meet the railway's objectives, including: improved facilities and induction and training plans</i> <i>Volunteer engagement.</i> <ul style="list-style-type: none"> Positively manage expectations of Department's volunteers of the Department's activities. 	2018 – 19
	<ul style="list-style-type: none"> Quantify the need for any voluntary roles within the Department. 	2018

Assumptions

- Staff headcount:
Employee / volunteer head count does not decrease from September 2017 level.
- Service Levels:
Department will continue to support the management of SRT accounts requirement.
- Scope of activities:
That scope of activities remains as at Sept 2017.
- Office space:
Department will be based in Unit 11 for the period of this Plan.
- HR Services
Appointed external HR Services/Support provider continues.

Challenges

- Commercial aptitude of managers
Varying levels of competence in and attitude towards financial management.
- Expectations on Department
The unexpected, potentially unreasonable, demands placed on Department for additional services.

Money	2018 £s	2019 £s
FINANCE & PAYROLL	95,100	98,000

People Finance & Payroll	As at 31st July 2017	Forecast July 2018	Variance to July 2017	Comment	Forecast July 2019	Variance to July 2018	Comment
Paid Staff							
Permanent Full Time	4	4	0		4	0	
Permanent Part Time	0	0	0		0	0	
Seasonal Full Time	0	0	0		0	0	
Seasonal Part Time	0	0	0		0	0	
Paid Staff Total	4	4	0		4	0	
Volunteers	2	2	0		2	0	
All Staff Total	6	6	0		6	0	

ESTATES DEPARTMENT

Overview

The Estates Department supports the running of the railway with responsibility for the overall provision and management of repairs and maintenance to SRC properties (excluding activities undertaken by Permanent Way Dept) with the intention of providing a safe and positive environment for staff and visitors. Where possible, work is carried out by the Department's own volunteer staff; if this is not possible the Department is responsible for the appointment and management of external contractors.

Reporting to the General Manager, the department is run by the Estates Manager supported by over 20 volunteers. The Department is currently located at Purbeck Business Centre, Herston, and soon to move to The Anvil Centre, Prospect Business Park.

Objective	Actions	Year
<i>Growing our business by safe operation and increasing passenger numbers.</i>	<ul style="list-style-type: none"> Continuously review and develop safety management. Ensure staff members are trained and competent appropriate to their role to carry out tasks required. Work with Sales and Marketing on scoping/project planning for opportunities around secondary catering outlets and potential station at Furzebrook. 	2018 2018/19
<i>Having well maintained infrastructure and buildings.</i>	<ul style="list-style-type: none"> Create maintenance strategies and plans for infrastructure and buildings consistent with safe operations, lease obligations and commercial requirements including weather proofing. Develop maintenance and renewal plan for all SR Buildings (Station and other buildings, footbridges, canopies and station fencing). Develop Small Works Department's scope and scale in light of including electrical engineering and some station volunteers (those who are involved with maintenance) to ensure delivery of maintenance and renewal plan at all SR locations. Complete migration from Unit 6 Purbeck Business Centre to Unit 16 Anvil Centre. 	2018 2018 2018
<i>Growing our staff through improved recruitment, training and facilities.</i>	<ul style="list-style-type: none"> Develop ways to recruit and retain more volunteers and staff to help meet the railway's objectives, including: improved facilities and induction and training plans. Introduction of apprenticeship scheme. Work to develop framework for a maintenance (carpentry and general contracting) apprentice. Volunteer numbers Carried forward and on-going from 2017 To recruit and, where necessary, train additional volunteers in line with revised scope and scale of departmental responsibility. 	2018 2018

Challenges

- Working around running timetable:
Access to infrastructure requiring maintenance becomes more limited during timetabled periods particularly in main running season.
- Weather conditions:
Weather conditions impeding work outside.
- Safety:
Location of work areas, in proximity to waiting visitors and open running lines.

Assumptions

- Staff headcount:
Staff / volunteer head count does not decrease from September 2016 level.
- Service Levels:
Service levels to remain as current.
- Scope of activities:
Scope of activities will increase from Sept 2016 level.
- Facilities
No decrease in amount of available workshop facilities from September 2016 level.

Money	2018 £'s		2019 £'s	
Estates				
Harmans Cross	3,200		3,300	
Swanage (inc Toilets)	32,800		33,800	
Corfe Castle	11,200		11,500	
Norden	3,400		3,500	
Herston Halt	2,000		2,100	
Electrical Engineering	1,200		1,200	
General Maintenance	33,500		34,500	
Departmental Total		87,300		89,900

People	As at 31 July 2017	Forecast July 2018	Variance to July 2017	Comment	Forecast July 2019	Variance to 2018	Comment
Paid Full Time permanent	1	1	0		2	1	Full time apprentice
Paid Part time permanent	0	0	0		0	0	
Paid seasonal Full time	0	0	0		0	0	

Paid Seasonal Part Time	1	1	0		1	0	
Staff Sub Total	2	2	0		3	1	
Volunteers	25	27	+2	2 x additional in line with extended scope of Department	29	+2	Further 2 x additional in line with extended scope of Department
Volunteer Sub Total	25	27	+2		29	+3	
Total	27	29	+2		32	+3	

SIGNAL & TELEGRAPH

Overview

The Signal and Telegraph Dept. contributes to the safe running of the Railway with responsibility for the installation and maintenance of all Signalling and Telegraph equipment. This includes all mechanical and electrical components of the system including the Token Block System. The Department is also responsible for line-side and internal telephone systems.

The Department is run by the Signal and Telegraph Manager (part-time) who reports to the General Manager. He is supported by two part-time Signal and Telegraph technicians and a team of around 20 active volunteers, one of which is the Volunteer S&T Engineer.

Objective	Actions	Year
<i>Growing our business by safe operation and increasing passenger numbers.</i>	<i>Continuously review and develop safety management.</i> <ul style="list-style-type: none"> • Work with H&S Manager on departmental audit programme. • Develop existing training and competence process for staff. 	2018 2018
	<ul style="list-style-type: none"> • Furzebrook Develop a Signal & Telegraph Plan to extend Heritage services to Furzebrook including signalling, new requirements and a new halt at Furzebrook (Blue Pool). 	2018/19
	<ul style="list-style-type: none"> • Corfe Castle Implement reversible working scheme plan. 	2018
<i>Having well maintained infrastructure and buildings.</i>	<ul style="list-style-type: none"> • Improving maintenance planning Final aspects of developing and implementation of 10 year plan for on-going maintenance and repair of signalling equipment to take place. 	2018
	<ul style="list-style-type: none"> • Re-design and installation of a new Harmans Cross Down Home signal. 	2019
<i>Growing our staff through improved recruitment, training and facilities.</i>	<ul style="list-style-type: none"> • Introduction of apprenticeship scheme. Work to develop framework for a technical apprentice. 	2018
	<ul style="list-style-type: none"> • Relocate to new S& T workshop facilities at Anvil Centre. 	2018
	<ul style="list-style-type: none"> • Obtain dedicated S&T dedicated road vehicle. 	2019
	<ul style="list-style-type: none"> • Establish process to allow introduction of Wickham Trolley to track. 	2018

Challenges

- Transportation of staff and equipment:
There is a lack of dedicated transport for Department necessitating reliance on other Departments' assistance if/when available; frequently this causes delays.
- Staffing:
The availability of staff with requisite depth of knowledge and competencies.
The availability of paid staff willing to work for salaries available within sector.
Succession planning on retirement of S&T Manager.

Assumptions

- Staff headcount:
Departmental head count does not decrease from September 2017 level.
- Scope of activities:
That scope of activities remains as at Sept 2017.

	2018 £'s	2019 £'s
Money		
SIGNALS & TELEGRAPH	51,000	52,500

People	As at 31 July 2017	Forecast July 2018	Variance to July 2017	Comment	Forecast July 2019	Variance to 2018	Comment
Paid Full Time permanent	0	0	0		0	0	
Paid Part time permanent	3	3	0		3	0	
Paid seasonal Full time	0	0	0		0	0	
Paid Seasonal Part Time	0	0	0		0	0	
Staff Sub Total	3	3	0		3	0	
Volunteers	20	20	0		20	0	
Total	23	23	0		23	0	

HEALTH & SAFETY MANAGEMENT

Overview

Health and Safety Management is a support department responsible for managing Health and Safety, through Line Managers, throughout SRC and SRT.

In practical terms, the Health and Safety Department is responsible for the overall management of SRC's Safety Management System (SMS) including auditing, incident management and information reporting within SRC, compliance with relevant legislation and liaison with appropriate external statutory bodies.

The Department consists of one part time H&S manager and one volunteer administrator. The H&S Manager is based at Station House, Swanage, reports on a day to day basis to the General Manager and, on strategic issues, directly to the SRC Board.

Objective	Actions	Year
Growing our business by safe operation and increasing passenger numbers.	Continuously review and develop safety management.	
	<ul style="list-style-type: none"> • Trend analysis to be developed in key Departments. 	2018
	<ul style="list-style-type: none"> • Responses to trend analysis outcomes to be introduced. 	2018
	<ul style="list-style-type: none"> • Achieve Non Mainline Safety Certificate • Develop a strategic approach in order to: <ul style="list-style-type: none"> ⊖ Ensure H&S Management becomes an integral function of the Line Managers ⊖ Reduce operational own fault incidents and injuries to zero. 	2018 2018/19
Growing our staff through improved recruitment, training and facilities.	Develop ways to recruit and retain more volunteers and staff to help meet the railway's objectives, including: improved facilities and induction and training plans	
	<ul style="list-style-type: none"> • Volunteer engagement. To recruit at least one additional volunteer with appropriate qualification to carry out safety audits. • Managers Training Adopt a strategic approach to continuous improvement by: Introducing further training for Managers to increase awareness and reduce incidents. 	2018 2018/19

Assumptions

- Staff headcount:
Staff / volunteer head count does not decrease from September 2017 level.
- Service Levels:
Service levels to remain similar to or as current including the 2nd year 90 day in 2018. Wareham trial
- Scope of activities:
That scope of activities remains as at Sept 2017.
- Safety Legislation:

No change / increase in safety related legislation.

Challenges

- Facilities:
Limited office space as a result of needing to work at Station House
- Staff:
Availability of appropriate volunteers to provide assistance in audits etc.
- Time availability:
Limitations due to 2 day / week working.

Money	2018 £'s	2019 £'s
Departmental Total	18,100	18,600

People	As at 31 July 2017	Forecast July 2018	Variance to July 2017	Comment	Forecast July 2019	Variance to 2018	Comment
Paid Full Time permanent	0	0	0		0	0	
Paid Part time permanent	1	1	0		1	0	
Paid seasonal Full time	0	0	0		0	0	
Paid Seasonal Part Time	0	0	0		0	0	
Staff Sub Total	1	1	0		1	0	
Volunteers	1	2	+1	To assist with auditing	2	0	
Total	2	3	+1		3	0	

BUSINESS SYSTEMS AND CAREER DEVELOPMENT

Overview

Business Systems and Career Development supports the safe running of the SRC with responsibility for two key areas:

1. To review and develop existing business infrastructure systems, methods and processes and, where appropriate, introduce new ones, to work towards modern business practice, efficiency and value for money.
2. To develop staff's (principally managers) abilities to work towards higher performance.

The Business Systems and Career Development Manager reports directly to the General Manager; the role is outside the normal day to day activities of the railway, working across all departments at all levels.

Objective	Actions	Year
<i>Growing our staff through improved recruitment, training and facilities.</i>	<i>Develop ways to recruit and retain more volunteers and staff to help meet the railway's objectives, Including: improved facilities and induction and training plans.</i>	
SRC Business Plan	To review/revise the Business Plan on an annual basis.	2018
Volunteer Engagement	Continue development of Volunteer Role Profiles	2018
Purpose, Vision & Values	Now that the P, V and V have been agreed, to roll out across the organisation.	2018
Personal Development Review	Propose and implement and necessary amendments to process in light of experience.	2018
Employee and Volunteer Management System	To produce a centralised suite of documents pertinent to HR management of both volunteers and employees by means of policies and their associated implementation processes.	2019

Challenges

- Limited manpower availability can be affected by immediate needs of the business. Often, a consequence of the organisation focusing on short term planning rather than longer term.
- Availability of manager's time for their necessary input into activities.

Assumptions

- That staff can be released from duties for training.
- Reasonable resources to available.

People					
	As at 31Juy 2017	Forecast July 2018	Variance to July 2017	Forecast July 2019	Variance to 2018
Paid Full Time permanent	1	1	0	1	0
Paid Part time permanent	0				
Paid seasonal Full time	0				
Paid Seasonal Part Time	0				
Staff Sub Total	1				
Volunteers	0				
Total	1	1		1	

FINANCIAL SUMMARY

Change of financial year.

In considering the financial projections for the next two years, it should be noted that whilst the Company's financial year began on 1st January 2017 it lasted for thirteen months until 31st January 2018. The Directors took the decision to amend the Financial Year as at 31st January each year when business activity on the railway is at its least and staff will be more able to undertake the protocols associated with preparation for the annual audit.

Consequently, it was anticipated that the Company will return a loss in what is now the current financial year. This is largely because the year will contain two Januarys when SR still incurs costs but minimal income. The position will hopefully rectify itself and the Company will return a profit for the financial year 1st February 2018 to 31st January 2019.

Please note the figures do not include income or costs associated with the Wareham Trial Service.

Department	2018 / 2019 £s		2019 / 2020 £s	
PLAN COSTS		Department Total Costs		Department Total Costs
GENERAL		551,400		567,900
General Manager		121,200		124,800
Finance and Payroll		95,100		98,000
Health & Safety		18,100		18,600
Loco, Carriage & Wagon		412,800		425,200
Operations	655,100		674,800	
Steam & Diesel Galas	35,000		36,100	
Departmental Total		690,100		710,800
Passenger Services		257,100		264,800
Permanent Way	155,400		160,100	
Crane Costs	4,700		4,800	
Departmental Total		160,100		164,900
Sales and Marketing	96,300		99,200	
Retail	125,900		129,700	
Catering: Stations including micro buffet	151,500		156,000	
Wessex Belle	96,200		99,100	
Departmental Total		469,900		484,000
Signals & Telegraph		51,000		52,500
Estates				
Harmans Cross	3,200		3,300	
Swanage (inc Toilets)	32,800		33,800	
Corfe Castle	11,200		11,500	

Norden	3,400		3,500	
Herston Halt	2,000		2,100	
Electrical Engineering	1,200		1,200	
General Maintenance	33,500		34,500	
Departmental Total		87,300		89,900

Total Cost		2,914,100		3,001,500
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PLAN INCOME				
Ticket Income	2,186,100		2,251,700	
Station Catering (Nest, Kiosk, On-train)	221,800		228,500	
Wessex Belle	199,200		205,200	
Retail	152,300		156,900	
Etc	174,700		179,900	
Total Income		2,934,100		3,022,100

PROFIT		20,000		20,600
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PEOPLE HEADCOUNT SUMMARY

Employees: For breakdown of full time and part time employees, see individual Departments in the Business Plan.

Department		At 31st July 2017	F/cast July 2018	Variance to July 2017	F/cast July 2019	Variance to July 2018
Operations	Employees	4.5	5.5	1	5.5	0
	Volunteers	193	193	0	193	0
	All Staff	197.5	198.5	1	198.5	0
Loco Carriage & Wagon	Employees	11	11	0	11	0
	Volunteers	26	26	0	26	0
	All Staff	37	37	0	37	0
Sales & Marketing	Employees	15	15	0	15	0
	Volunteers	121	121	0	121	0
	All Staff	136	136	0	136	0
Passenger Services	Employees	13	13	0	13	0
	Volunteers	119	119	0	119	0
	All Staff	132	132	0	132	0
Permanent Way	Employees	6	6	0	6	0
	Volunteers	12	14	2	15	1
	All Staff	18	20	2	21	1
Finance	Employees	4	4	0	4	0
	Volunteers	2	2	0	2	0
	All Staff	6	6	0	6	0
Estates	Employees	2	2	0	3	1
	Volunteers	25	27	2	29	2
	All Staff	27	29	2	32	3
Signals & Telegraph	Employees	3	3	0	3	0
	Volunteers	20	20	0	20	0
	All Staff	23	23	0	23	0
Health & Safety Management	Employees	1	1	0	1	0
	Volunteers	1	2	1	2	0
	All Staff	2	3	1	3	0
General Manager's Office (Including GM, GMPA & BS & CD Mgr)	Employees	3	3	0	3	0
	Volunteers	0	0	0	0	0
	All Staff	3	3	0	3	0
TOTAL	Employees	62.5	63.5	1	64.5	1
	Volunteers	519	524	5	527	3
	All Staff	581.5	587.5	6	591.5	4

