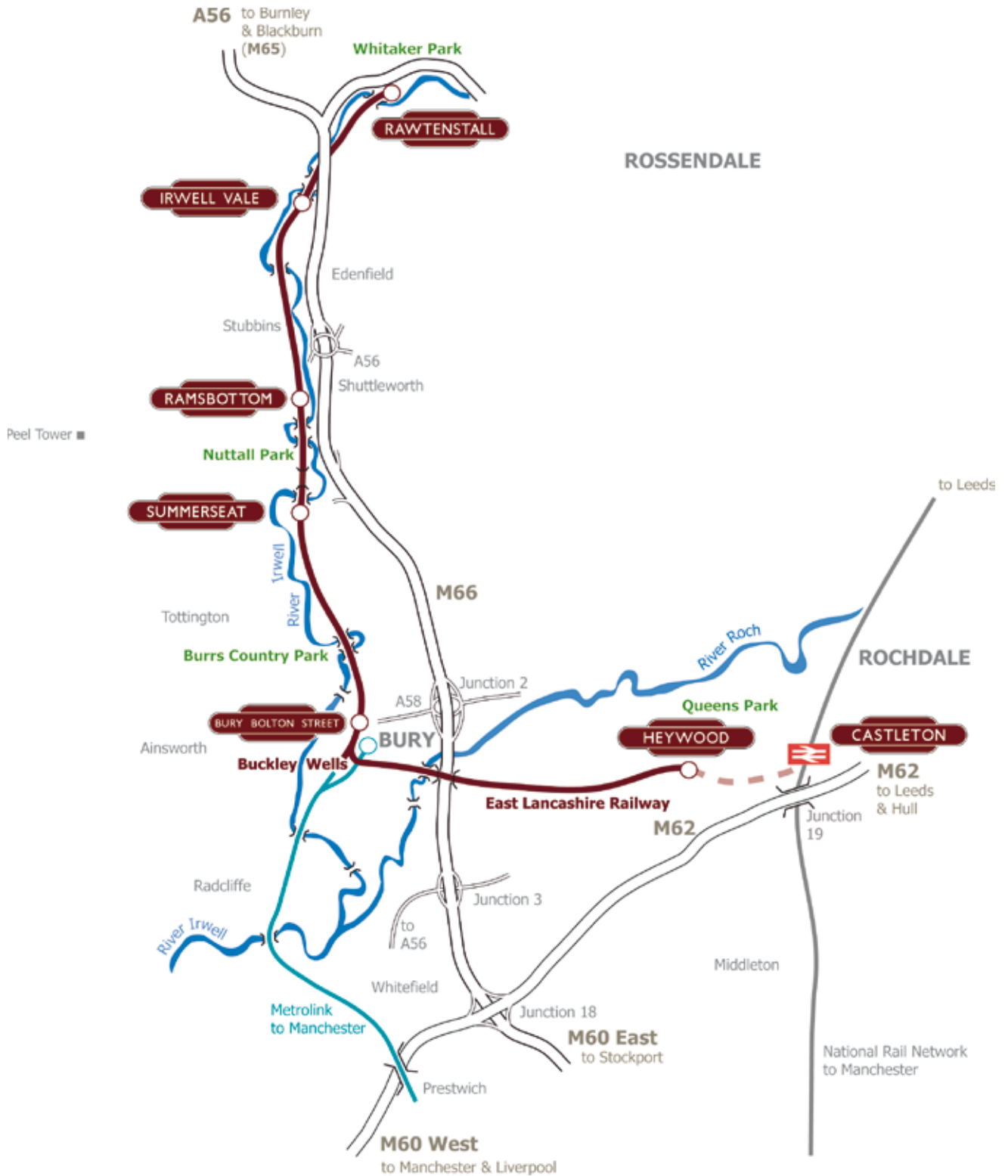


East Lancashire Railway Trust



DEVELOPMENT STRATEGY Summary Report: June 2009

The East Lancashire Railway



Foreword

Building on Success

It is with a great deal of pride that, as Chair of the East Lancashire Railway Trust, I have been asked to introduce this summary report. From the outset in 1984 when the ELR Trust was formed it has remained a forward thinking organisation with partnership working at its heart. As this report makes clear the vision that has taken the ELR forward has been to establish a major heritage asset the Trust partners can be proud of and one which will continue to stimulate wide ranging benefits to the local communities. The Board of the ELR Trust regularly reviews its strategic direction and welcomes comment and opinion to inform decisions relating to the railway's future performance.

It is now 22 years since the ELR first started a regular tourist service through the Irwell Valley and in that time many major projects to restore and extend the former derelict line and to provide improved visitor facilities have been completed. The Trust Partnership is justifiably proud of its record of achievement which is based upon the dedication and hard work of the many volunteers that daily run and develop the railway. Our progress would not have been possible without support from our external funding partners such as the North West Development Agency, the Heritage Lottery Fund, the landfill tax credit companies, PEC and Biffaward, together with core funding from the local authority Trust partners: Bury, Rochdale and Rossendale Councils and the ELLR Company. To all these funding agencies and many other sponsors the Trust gives a big vote of thanks.

In 2008 the ELR Trust took the decision to embark on a major stocktake of what the railway has achieved and to set down a clear strategic framework for the future. To help us with this the ELR Trust appointed Locum Consulting as experts in the field and it is with pleasure the ELR Trust now presents the key findings of the study.



A handwritten signature in black ink that reads "Peter M. Duncan". The signature is written in a cursive style with a long horizontal flourish at the end.

P. M. Duncan ELR Trust Chair

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This Summary Report and the full version of the Locum Consulting report is available on the East Lancashire Railway website:

www.east-lancs-rly.co.uk



The East Lancashire Railway

The East Lancashire Railway (ELR) opened as a visitor attraction in 1987 when the first section of the line was reopened from Bury to Ramsbottom. The line was then extended to Rawtenstall in 1991 and to Heywood in 2003. It currently operates along a 13-mile route calling at six stations; Heywood, Bury, Summerseat, Ramsbottom, Irwell Vale and Rawtenstall.

The ELR Experience

The ELR provides Rawtenstall, Ramsbottom, Bury and Heywood with a distinctive cultural and heritage attraction which brings in visitors and acts as a catalyst for regeneration projects in each of the towns.

The steam and diesel services operate on weekends and public holidays throughout the year with a reduced service Wednesday to Friday during the Easter Holidays and summer season. Driver Footplate Experience days and specialist locomotive and train weekends are also on offer as well as the popular Red Rose Diner and Lancastrian Lunch Specials which offer dining in steam hauled, replica Pullman cars.

Alongside the regular services are a number of well attended annual events including the 1940's Weekends, Family Event Days and Santa Specials. A Groups and Education programme has also recently been introduced.



The ELR Trust

The ELR Trust was formed in 1984 and is made up of three local authorities (Bury Council, Rossendale Borough Council and Rochdale Metropolitan Borough Council) and the East Lancashire Light Railway Company (ELLR Co). The local authorities are the land owners while the ELLR Co is the operating company that leases land and property. Together, as the ELR Trust, they decide on the strategic development of the railway.

The ELLR Company

The day-to-day operation of the ELR is the responsibility of the ELLR Co which comprises a number of full time core staff and a large volunteer workforce, many of whom are experienced and skilled railway operatives and engineers.



20 Years of Achievements

The development of the railway over the past 20 years has essentially been guided by its original objectives which were to:

- create a visitor attraction of regional importance; and
- contribute to the regeneration of the Irwell and Roch Valleys from Rawtenstall to Bury and via the recent extension to Heywood in Rochdale.

Main Achievements

Looking back over the last 20 years the ELR Trust has successfully:

- Established a resilient and adaptable Trust Partnership framework that has supported the ELR's growth and development
- Supported the development of the ELLR Co and the continued improvements to the visitor experience
- Progressively reclaimed, restored and developed the 13-mile Heywood – Bury – Summerseat - Ramsbottom - Irwell Vale - Rawtenstall line which has consistently attracted over 100,000 visitors a year directly to the ELR and to the surrounding towns and countryside
- Worked closely with the Trust Partnership local authorities to establish wider regeneration action plans and support strategies that have triggered environmental, economic and community benefits throughout the Irwell/Roch Valleys and the areas around the ELR's stations and halts



Looking to the Future

When the ELR first opened in the 1980s there was something novel and unique about the experience. Today there are many more heritage railways in all areas of the country making it more difficult to stand out from the crowd. This is reflected in the ELR's visitor performance figures which have remained static for the last few years.

Currently ranked just outside the top ten attractions in the North West the ELR is holding up well compared with other UK attractions. However within the ELR's competitive market context, we are already seeing the decline of visitor destinations which have failed to invest in quality or align themselves with changing consumer tastes and preferences.

The current economic climate is likely to exaggerate this trend - resulting in consumers choosing to visit and spend money only in the best destinations; those that provide value for money and time whilst delivering engaging, memorable, personal and quality experiences.

In light of this the ELR Trust recognised that its original vision and strategy needed updating and has since set itself a new vision for the 21st Century, viz:

By 2020 the East Lancashire Railway will be firmly established as a top North West England visitor attraction that consistently achieves high customer satisfaction ratings in terms of its quality, value for money, range of events and wider tourism experience on offer to visitors to Greater Manchester and Lancashire.

Fundamental to the updated ELR Trust vision are the twin aims of:

- steadily improving annual visitor figures to a target of 200,000 per annum
- continuing to add value to the regeneration in the surrounding towns and villages and to support growth within the wider visitor economy



The Locum Consulting Study

In June 2008 Locum Consulting were appointed by the ELR Trust to assess the impact the railway has had since its opening in 1987 and to determine its potential to attract increased visitor numbers and further enhance the local economy. Locum were asked to:

- quantify and provide clear evidence of the benefits of past investment by Trust Partners and Strategic Funders
- mark the position of the ELR in terms of its status as a major operator within the visitor economy
- provide a clear statement of the ELR's Development Strategy which outlines its priorities for project and organisational development

The brief for Locum was to consider four key areas:

1. Impact Assessment to consider the economic, social, heritage, cultural and environmental impact of the railway.

2. Project Development Priorities to analyse the development plans for the ELR and to evaluate each project in terms of its potential to contribute to the goal of increasing visitor numbers to 200,000 per annum.

3. Organisational, Marketing and Management Priorities to consider how the strategy will impact on the current management and organisational arrangements for the ELR Trust and Company with recommendations for the future.

4. Conclusions and Strategic Development Plan to propose a medium to long term strategy for taking the development and organisational priorities forward.

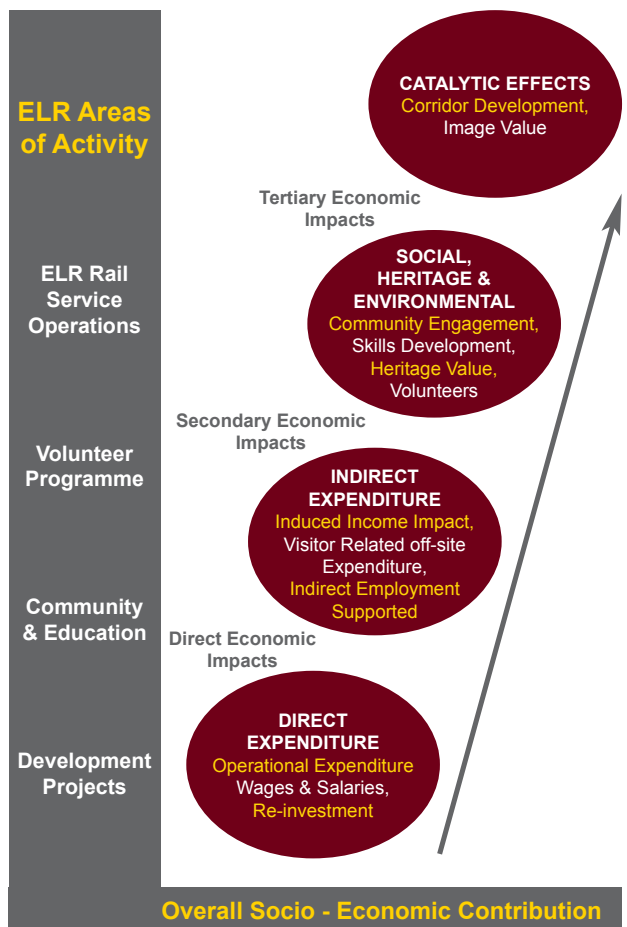


1 Impact Assessment

Overview

The ELR has contributed to the local and regional economy over a period of 20 years by directly attracting visitors, purchasing goods from local and regional companies and generating wider social, economic and environmental benefits, in particular through its catalytic impacts along the Irwell and Roch Valley Corridor.

By using operational data, secondary information and visitor surveys Locum Consulting were able to build up a picture of the way the ELR actually contributes towards the well-being of the local economy, its communities of volunteers and residents, as well as its role as a major attraction in the North West Region.



Summary of Socio-Economic Impacts

There is clear evidence of the benefits that the railway has so far delivered to the region; generating £3.85m gross expenditure each year, supporting 70 jobs in the economy and delivering a total regional gross value added of £1.6m.

The influence of the railway can be seen in the cumulative impacts which have reclaimed 134 hectares of derelict land along its 13-mile length, triggered associated reclamation plans at Burrs, Ramsbottom and Buckley Wells and stimulated town centre redevelopment strategies at Bury and Ramsbottom.

The railway has also acted as a major catalyst for the wider regeneration of the Irwell Valley corridor and community engagement, signalling a change of image and investment potential for parts of North Manchester and East Lancashire.

ELR - Key indicators of economic value	
Visits to the ELR	107,950 (Figs. for 2007)
Visits made by visitors from outside NW Region	16,277 or 15% of total visitors
Total Gross Expenditure generated for the Regional Economy (Direct, Indirect and Induced)	£3.85m
ELR Indirect Expenditure with local companies	£320,000
ELR Indirect Expenditure within the Region (60%)	£792,000
Employment supported in Regional Economy (Direct, Indirect and Induced)	70
Total Regional Gross Value Added	£1.6m
Heritage Value	13 miles of railway reinstated and assets safeguarded or enhanced
Number of Educational beneficiaries (pa 2008)	1,952
Volunteering Value c60 FTE Posts (approx value pa)	£1.561m
Direct Environmental benefits (ELR land brought back in to use)	74 hectares
Catalytic Investment along the ELR corridor (1989-2007)	£10m+

Funding and Development

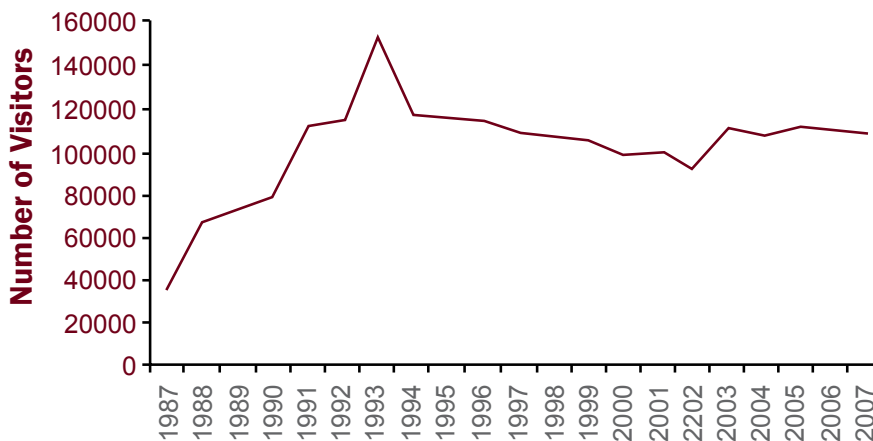
Between 1984 and 2008 the ELR secured £8.72m of public investment (excluding the £2.7m invested in the Bury Transport Museum). The majority of this has been directed at line acquisition, restoration of its 46 major bridges and other structures, permanent way and signalling and the development of stations and other tourism infrastructure.

The main sources of funding have been:

- Northwest Regional Development Agency (and predecessors)
- European Commission
- ELR Trust partners (ELLR Company, Bury, Rochdale & Rossendale Councils)
- Heritage Lottery Fund
- Landfill tax companies (BIFFAward & Pilsworth Environmental Company)

Attracting Visitors

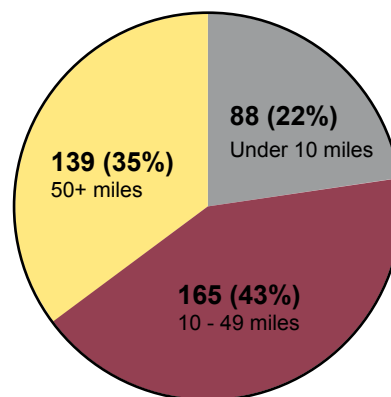
Since the establishment of the ELR the number of visits to the attraction has grown consistently over the period to 2003, with a maturing over the last few years at around 108,000. Although visits to the railway have been strong relative to other attractions in the North West, recent performance figures has remained static.



The Railway has a very strong events programme which attracts around 70,000 visits each year. This represents around 65% of all visits to the railway. Clearly this is a strength, however there is probably limited capacity to grow visits to events any further.

There is capacity however, to increase the number of visits to the railway on non - event days (core visits). Achieving the overall target of 200,000 would require almost a four fold increase in non-event visits from 35,000 to 135,000 people. Visitors from outside the region would have the greatest economic impact.

Origin of ELR Visitors (from sample survey of 392 visitors)





Achieving 200,000 Visits

Working towards achieving the 200,000 visitor target will require significant commitment from all partners with each taking an enthusiastic and proactive role in developing the corridor and working towards improving the overall visitor experience, which it is hoped, will place the ELR in an increasingly compelling and economically valuable position.

It is, however, almost certainly achievable based on the experience of other major steam railways and will be reliant upon most of the development priorities outlined in the next section being delivered.

2 ELR Trust Project Development Priorities



Prior to the Locum study the ELR Trust Visioning Group identified potential opportunities for the development of the Railway and its operational area. Several priorities were agreed and defined, covering the development of attractions along the route, improvements to the facilities and the operation of the railway. During the study Locum led a number of workshops with stakeholders. The findings and recommendations for the seven priorities are summarised below.

1 - Bury Transport Museum



The reopening of an enhanced ELR Transport Museum in October 2009 will vastly improve the visitor offer of the ELR - providing a new and much needed narrative experience for visitors, as well as introducing a stronger educational, training and restoration skills element.

Next Steps - the recruitment of a new Education and Access Officer as well as supporting staff. Consideration of joint marketing and ongoing promotional plans with other museums in the area.



2 - Buckley Wells Heritage Railway Visitor Centre, Bury

At the heart of the Buckley Wells site is a 4000m² Grade II listed building dating back to 1857 - believed to be the oldest continuously operational locomotive works in Britain. The development will establish a major new heritage railway visitor centre that will contribute significantly to the ELR 200,000 per annum visitor target. The regeneration of this extensive 8ha site will also provide much needed office space to support organisational growth and build a new carriage shed for the protection of vulnerable rolling stock. The project will add significantly to the ELR visitor experience, increasing the length of visit, extending the appeal to new audiences and adding important new visitor facilities.

Next Steps - in tandem with the current masterplanning exercise for the site a project Business Plan needs to be prepared and funding opportunities need to be explored. Early consideration needs to be given to the management and operation of the centre which will require significant time and effort from senior figures within the ELLR Company organisation.



3 - Rawtenstall Station Improvements

Whilst Rawtenstall Station has an attractive building its current facilities and setting provides a poor visitor experience for disembarking passengers. Joint action is required from the ELR and Rossendale Borough Council to carry out a series of co-ordinated improvements.

Next Steps (Short Term) - improved signage between the town centre and the station giving consideration to the walkways and lighting; joint work with traders to put on events and kick start usage of the town; exploration of the heritage bus opportunity and marketing initiatives.

The ELLR Co will have responsibility for delivering the measures; drawing up plans for station improvements and café extension which will include the provision of a station canopy to give better all weather protection to ELR visitors.

Longer Term - working with the Council to develop the Town Centre plans and nurture the relationship with the traders. All of these initiatives will require marketing resources and consideration must be given to the management and organisational resources that will be required.

4 - Burrs Country Park Railway Halt

Burrs Country Park which recently achieved green flag status lies 1-mile north of Bury Town Centre with the railway currently passing through the park but not stopping. The ELR has provided an atmospheric backdrop for the increasing numbers of visitors to the Park over the last 15 years.

Burrs is made up of a fascinating blend of early industrial heritage, a canoeing and outdoor activity centre, showground, riverside walks, local fishing ponds and wildlife areas and is now well established as a local “honey pot”. The recent addition of a caravan club site - one of the most popular in the country - has added greatly to the park’s appeal with staying visitors.

The establishment of a countryside halt is a key demonstration of the potential the Burrs has in contributing to establishing a Regional Park based around the ELR attraction.

Next Steps - an outline design for the halt has been prepared by Bury Council and a planning application has recently been submitted. The development of a destination plan for the Country Park would add to its appeal and provide the necessary enhanced visitor services.



5 - Heywood Masterplan

After 12 years of intensive restoration work the 3-mile ELR line extension to Heywood was opened in 2003. Heywood is the least exploited stop on the route and currently there is little reason for visitors to disembark and explore the area.

The main direct ELR priority at Heywood is to replace the temporary station building with a permanent one.

The ELR will work closely with Rochdale Council to establish a development package for the immediate station area which will start to develop a wider visitor dimension and in doing so regenerate this part of Heywood and create a better linkage with the town itself.

Next Steps - a Masterplan for the Heywood Station area is required to harness a number of potential development opportunities being considered and to guide future investment in the area. In the short term, the ELLR / ELR Trust and the Council should look at opportunities to engage with Heywood Township in special events and consider the stabling of a refreshment coach.





6 - Castleton Extension

The closure of the Corus site at Castleton opens up the exciting possibility of extending the ELR tourist line through Heywood to join up with Network Rail at their Castleton Station. Doing this would provide many benefits both to the ELR and the wider Castleton Village Community enabling the ELR to arrive right in the heart of the Village Centre and link up with the Rochdale Canal which is steadily attracting investment. It will also provide a Network Rail/ELR public transport interchange. Working together, Rochdale Council, the ELR Trust, Network Rail, the Rochdale Canal Partnership and the Castleton community can re-establish Castleton Village as a vibrant sustainable community.

Next Steps - a dedicated project team is required to progress the major opportunity at Castleton. The Council should develop a destination strategy for Castleton Village alongside a project Masterplan. Whilst the ELLR Company states that the extension to Castleton will be a relatively straight-forward process, a sustained commitment will be required both in terms of project delivery and the need to establish future resources to capitalise on the opportunities that will present themselves as a result of the extension.



7 - Ramsbottom Destination Plan

Although not originally identified by the ELR Trust as a development priority Locum commented on the part Ramsbottom can play in meeting future aims of the Trust Partners.

Making the most of Ramsbottom

Ramsbottom is without doubt the most attractive established stop for visitors along the route. The town centre is pretty, well maintained with plenty of good quality shops and places to eat. Despite this in the recent ELR survey less than 10% of all visitors were getting off and visiting the town during the peak summer period.

One of the biggest challenges for small destinations is to achieve distinctiveness and stand out in the market place. Ramsbottom needs to create a unique position and develop its offer around a theme. Ramsbottom has a number of high quality restaurants, shops and café's selling upmarket chocolate products which could be the unique selling point for the town. Bury Council is already working to develop and promote tourism in Ramsbottom with an expanding programme of events, including the recent Ramsbottom Chocolate Festival, which attracted huge numbers of visitors to the town and the ELR. A Destination Plan is now needed to give Ramsbottom a higher profile.

3 ELR Trust Organisational and Managerial Development Priorities

ELLR Company Business Improvements

Establishing the Right Balance Between Paid and Volunteer Staff

With a membership of around 4,500 and 550 active working members the ELR volunteer base is an exceptionally valuable workforce with dedication, talent and commitment.

The value of the volunteer workforce has been calculated at over £1.5million per year. For every £1 spent on servicing the needs of volunteers most UK charities get £8 of "volunteer value" in return. The ELR sees £60 for every £1 spent on the volunteers.

Apart from a full time General Manager and Passenger Manager most of the commercial, marketing and administrative duties are presently carried out directly by the ELLR Co Directors or volunteer staff.

Heritage Lottery Fund support for the reopening of the Transport Museum will bring with it the appointment in July 09 of a full time Education Officer.

Ensuring the ELLR Co has the capacity and skills to deliver the strategy is the biggest single short term and long term issue which needs to be addressed. At present the company is very dependent on a small number of extremely able volunteers at a senior level, however it cannot be assumed that other volunteers with similar skills could be found if necessary to step in to their roles. The ELLR Co therefore needs to grow and adapt to deliver the future vision and meet its future aims with a particular need to introduce professional commercial, marketing, and enhanced administrative skills to support the Directors and to increase income from the attraction.

The additional costs of increasing the workforce will need to be found from improved commercial performance. It will also be important to channel energy into encouraging a new, customer - focused culture which is embraced and delivered by the volunteers.



Key Recommendations

To achieve the new vision of 200,000 visits per annum and to foster a new visitor-focused commercial culture, Locum Consulting recommended that additional senior paid resources be recruited in the following areas:

Marketing - to work with the Local Authority partners, traders etc on joint marketing initiatives, to develop relationships with the media, to deliver an effective promotional plan, to ensure there is ongoing product development, to research visitor need and implement improvements.

Commercial Development - to maximise income from retail, ticketing and catering and develop the commercial impact of the new Transport Museum.

Volunteer Management - to ensure the quality of the visitor experience is of a consistently high standard, to manage and recruit volunteer resources and to manage a comprehensive ongoing volunteer training programme.

Administrative Support - it may be necessary to look at whether the administrative resources are sufficient to manage bookings, handle enquiries and look after day-to-day finances once the Transport Museum opens.

Key Business Audit Tasks

In looking critically at the ELLR Company's current business performance Locum Consulting have identified a number of key audits that need to be carried out which will result in improved business performance. These will need to concentrate primarily in the areas of:

- The visitor welcome
- Improved onboard marketing
- The railway experience
- Improving retail sales
- The catering offer

Next Steps

- Review all existing signage and information considering new ways of conveying information
- Ensuring that stations are manned and that volunteers have a clear set of standards is essential
- Opportunities for onboard marketing should be maximised
- Simple, low cost ways of improving the journey could be implemented
- Volunteers should orientate visitors as they leave the train ensuring that they are taking advantage of the local area
- Introduce a comprehensive and compulsory training programme for volunteers
- Significant improvements could be made to retail sales. We recommend that this needs specialist attention
- The 'Trackside' pub at Bolton St. should aim to become more family friendly
- The café at Rawtenstall should be marketed better as part of the experience

Marketing

The Locum study has led to a renewed understanding by the ELR Trust Partnership that the full potential impact of the railway can not be realised, either by the Company or the wider partners without proper marketing. For marketing to be effective it needs to be seen as an essential component of the organisation, at the very heart of success. It ensures that customers are properly valued and remain central to the ethos of the organisation. The appointment of an ELLR Marketing Manager is required along with a 'marketing mindset' to run right through the organisation.

The introduction of a new and senior marketing post and the strengthening of the marketing function within the ELLR Co needs to be complemented by a renewed focus on joint marketing. The ELR Trust partners need to produce and regularly review a joint marketing strategy for the ELR's sphere of influence in the three local authority areas.

Appealing to Children

Locum identified a number of markets where the ELR could focus its activity. As well as the important group visitor market, the family market was one which offered the most potential to build core (non-event) visitor numbers.

The number of families using the railway except during certain special events is small. During the peak summer holiday period when most attractions enjoy significant numbers of family and extended family visits, just 35% of visitors on the railway were travelling with children. The popularity of the Family Event Days and Weekends and Santa Specials, however, demonstrates that the trains clearly hold a real appeal for children.

Next Steps - develop a stronger family offer building on the success, for example, of the Burrs Country Park attraction and the ELR's own flagship events. Consider creating additional play facilities at ELR stations or environs. Nominate a 'Children's Tsar' to look at simple, low cost improvements to all facilities and services and adapt good practice from other successful family attractions throughout the country.





ELR Trust and ELLR Company Organisation Implications

LOCUM Consulting's View on the ELR Trust Partnership

Overall, the current structure and relationship between the ELR Trust and the ELLR Company continues to provide the best solution for sustaining and developing the railway. The particular partnership qualities and mix of responsibilities within the ELR Trust has developed the ELR successfully to date and established an attraction of regional significance delivering wide ranging economic, environmental and community benefits. The ELR Trust structure has also enabled the railway to operate over many years without needing any public revenue subsidy.

Looking to the future, the mix of skills needed on both Boards to assist with the development plans and business improvements may need consideration and additional Directors found. To help with this process Locum consulting have completed an initial skills audit of the ELLR Company Board and made suggestions as to how the current Board might be strengthened and a recruitment strategy established.

Next Steps

- Complete a skills audit of the ELLR Co Board to identify where there are gaps in the existing knowledge base. Recruit individuals with the necessary skills for the future
- The additional permanent staffing costs will need to be covered in the early years, potentially by both the Company and the Trust
- The role and make up of the Boards of the ELLR Co and Trust should also be reviewed in light on the development strategy
- A structured communication process is needed between the Company and Trust Boards

4 LOCUM Report Conclusions



Of all the development and organisational priorities, the Bury Transport Museum, Burrs Country Park Halt, implementing a marketing programme and making a number of improvements to the visitor experience can all potentially be delivered in the short term. Each one will deliver important benefits. The Burrs Halt and the development of a professional marketing programme are particularly important in achieving an early growth in visitor numbers.

The potential developments at Buckley Wells, Heywood and Castleton are likely to take longer to realise, particularly in the current climate. They are however all very significant and partners need to invest time over the next three to four years to realise the opportunities.

Improvements in and around Rawtenstall Station will require both medium and longer term investment to encourage visitors to use the town. This needs to be seen as a two stage plan.

The Trust should also look at capitalising on the opportunities presented by Ramsbottom, currently the most attractive stop along the route. Bury Council, supported by the Company and working with local businesses, needs to raise the profile of the town and develop a destination plan.

The number of families using the railway, apart from during special events, is very small, even though families account for a disproportionate percentage of attraction visitors overall. Making the experience more appealing to families presents a significant opportunity and Burrs Country Park needs some further development to allow the proposed Halt to be successful. A wider ELR package of 'family friendly' improvements should also be considered.

Ensuring that the Company has the capacity and skills to deliver the strategy is the biggest single issue which needs to be addressed. It is very unlikely that the current structure will be able to cope with the demands which will come from the development plans.

The Company is very dependent on a small number of extremely able volunteers at a senior level. It cannot be assumed that other volunteers with similar skills could be found if necessary to step in to their roles. The Company therefore needs to grow to deliver the future vision. There is a particular need to introduce professional commercial and marketing skills to support the Directors and to increase income from the attraction. The additional costs of increasing the workforce will need to be found from improved commercial performance.

It will also be important to channel energy into bringing the volunteer workforce along with the new developments, encouraging a new, customer-focused culture which is embraced and delivered by the volunteers.

Overall, the current structure, and the relationship between the Trust and the Company, continues to provide the best solution for sustaining and developing the railway. The mix of skills which will be needed on both Boards to assist with the development plans may need to be considered and additional Directors found.

Locum believes, that if Buckley Wells, Burrs Country Park Halt and the Transport Museum are all completed by 2013/14, which may be feasible, visitor numbers should have increased to in excess of 175,000. Achieving 200,000 plus visitors will depend on the success of Heywood and Castleton.



ELR Strategic Development Plan

Priority Action Area	Responsibility	5 Year Development Timetable
1. Company Structure <ul style="list-style-type: none"> Recruitment Induction and Training Line management Reward Physical infrastructure (offices, furniture etc.) 	Lead: ELLR Company Board with a nominated director to be responsible for delivery. Support: Trust to explore how LA partners can contribute. (In-kind, officer time, budgets & accommodation?)	1a. Company Structure - Recruitment 1b. Company Structure - Accommodation
2. Transport Museum Commercial Development <ul style="list-style-type: none"> Incorporate targets into ELLR Business Plan – report to Trust on progress. Incorporate targets into the performance review process for the new posts. 	Lead: ELLR Company implemented by Commercial Development Director and Commercial Manager (new post). Support: Marketing Director, Marketing Manager (new post), Volunteer Manager (new post) and Education Officer (new post), Admin Officer (new post).	2a. Transport Museum Commercial Development 2b. Transport Museum Appoint Education Officer
3. Business Performance and Visitor Services Improvements <ul style="list-style-type: none"> Look at good practice in other attractions. Incorporate targets into ELLR Business Plan – report to Trust on progress. Incorporate targets into the performance review process for the new posts. 	Lead: ELLR Company implemented by Commercial Development Director and Commercial Manager (new post). Support: Establish an Action Team comprising Marketing Director, Marketing Manager (new post), Volunteer Manager (new post), Education Officer (new post), Children's Tsar (new volunteer post) and a number of volunteers.	3. Business Performance and Visitor Services Improvements
4a. Marketing Plan (ELLR Marketing) <ul style="list-style-type: none"> Incorporate targets into ELLR Business Plan – report to Trust on progress. Incorporate targets into the performance review process for the new posts. 	Lead: ELLR Company implemented by Marketing Director, Marketing Manager (new post) and Commercial Manager (new post). Support: Commercial Development Director, Education Officer (new post), Admin Officer (new post) and a small number of volunteers.	4a. Marketing Plan ELLR Company
4b. Marketing Plan (Joint Marketing) <ul style="list-style-type: none"> Incorporate targets into ELLR Business Plan – report to Trust on progress. 	Lead: Joint Marketing Group comprising Marketing Manager (new post) and Local Authority Tourism Officers.	4b. Marketing Plan, ELLR / Local Authority Joint Marketing
5. Burrs Halt <ul style="list-style-type: none"> Incorporate targets into ELLR Business Plan – report to Trust on progress. 	Lead: Bury Council Support: ELLR Company/ELR Trust Wider Partnership: Caravan Club, Activity Centre, Bury Council Parks dept., other private sector partners.	5. Burrs Halt
6. Family facilities <ul style="list-style-type: none"> Look at good practice in other attractions. Incorporate targets into ELLR Business Plan – report to Trust on progress. Incorporate targets into the performance review process for the new posts. 	Lead: ELLR Company Board implemented by Commercial Development Director and Commercial Manager (new post). Support: Establish a Family Action Team comprising Marketing Director, Marketing Manager (new post), Volunteer Manager (new post), Education Officer (new post), Admin Officer (new post), Children's Tsar (new volunteer post) and a number of volunteers.	6. Family facilities
7a. Rawtenstall Station <ul style="list-style-type: none"> Incorporate targets into ELLR Business Plan – report to Trust on progress. 7b. Rawtenstall Town Centre	Lead: ELLR Company Support: Rossendale BC/ ELR Trust Lead: Rossendale Borough Council Support: ELLR Company Wider Partnership: Private Sector and others to be advised.	7. Rawtenstall Station & Town Centre
8. Ramsbottom Destination Plan <ul style="list-style-type: none"> Establish a formal communication between Bury Council, ELR Trust and ELLR Company 	Lead: Bury Council Support: ELLR Company/ELR Trust Wider Partnership: Private Sector	8. Ramsbottom Destination
9a. Buckley Wells Phase 1 <ul style="list-style-type: none"> Incorporate targets into ELLR Business Plan – report to Trust on progress. 	Lead: ELLR Company Support: Bury Council / ELR Trust Wider Partnership: to be advised.	9a. Buckley Wells Phase 1
9b. Buckley Wells Phase 2 & 3 <ul style="list-style-type: none"> Incorporate targets into ELLR Business Plan – report to Trust on progress. 	Lead: ELLR Company Support: Bury Council / ELR Trust Wider Partnership: to be advised.	9b. Buckley Wells Phase 2 & 3
9c. Buckley Wells Phase 4 <ul style="list-style-type: none"> Incorporate targets into ELLR Business Plan – report to Trust on progress. 	Lead: ELLR Company Support: Bury Council / ELR Trust Wider Partnership: to be advised.	9c. Buckley Wells Phase 4
10. Heywood Development <ul style="list-style-type: none"> Establish a formal communication between Rochdale Council, ELR Trust / ELLR Company. 	Lead: Rochdale Council Support: ELLR Company / ELR Trust Wider Partnership: to be advised	10. Heywood Development
11. Castleton Development <ul style="list-style-type: none"> Establish a formal communication between Rochdale Council and ELR Trust/ELLR Company. 	Lead: Rochdale Council Support: ELLR Company / ELR Trust Wider Partnership: to be advised	11. Castleton Development

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