

West Somerset Railway PLC

Business Plan 2015-2017



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Chairman's Foreword

Our Ten Year Corporate Plan was produced after extensive consultation with stakeholders across the railway, and set the longer term vision for the WSR PLC as a vibrant and sustainable Heritage, Preservation and Tourist railway. It identified a number of strategic areas that we must work on to achieve this aim, and which require more detailed focus to identify what must be done to deliver the strategy. The first step along this path is to define a Business Plan to take forward the strategic recommendations contained in the Corporate Plan, which to be realistic covers a three year span from 2015 to 2017. There has continued to be extensive consultation and co-operation throughout the PLC and across the railway to ensure that the Plan and its targets are realistic and deliverable within the context of available resources and funding.

Building on the Ten Year Corporate Plan, the Three Year Business Plan will ensure that the WSR continues to be seen as contributing to economic wellbeing of West Somerset and providing a high quality experience for our customers, staff and volunteers, thus ensuring we have a sustainable business for the long term future. It will also ensure that we have in place the necessary skills, facilities and infrastructure to achieve our stated aims.

It is inevitable that in an ever changing environment that the Plan will need to be updated on an annual basis, however, it does provide the basis of a sustainable future for the railway and the Company. The Board of the PLC thanks Steve Williams and all contributors for their inputs, and which as a Board will work to ensure its implementation.

John Irvén

September 2015

Introduction and Purpose

1. The three-year business plan is derived from the Corporate Plan 2014-2023 published last year. The Corporate Plan set out the strategic vision for the WSR over that period which is:

"To continue to be seen as a leading heritage, preservation and tourist railway, contributing to the economic well-being of West Somerset and providing a high-quality experience for our customers, staff and volunteers. Working with external partners, to grow and deliver the sustainability of the WSR and to ensure that the railway can be operated safely with facilities and infrastructure that are fit for purpose".

This means:

- 1. Enhancing the quality and attractiveness of the experience offered.**
- 2. Enhancing the quality and capacity of the railway's infrastructure.**
- 3. Strengthening the ability to continue to provide a reliable steam hauled passenger operation.**
- 4. Succession planning with the appropriate resources for all roles and responsibilities on the railway.**
- 5. Ensuring the safety, compliance and regulation are adhered to at all times.**
- 6. Improving the way we engage, support and value all who work on the railway.**
- 7. Investing in the care of heritage buildings, vehicles and collections.**
- 8. Working to strengthen the railways finances to secure long-term sustainability.**



2. In order to do this and to continue the focus on quality, safety, customer and staff experience these aims must be underpinned by the following corporate goals:

- ensure that the railway infrastructure is of high-quality consistent with current and future standards of compliance and operation**
- work with partners to strengthen the heritage and educational role of the railway**
- enhance the quality, range and attractiveness of the WSR to its existing and future visitor base**
- strengthen the sustainability of the organisation including its financial position over the lifetime of the Plan**
- continue to provide an overarching steam hauled railway operation**

- **improve communications and engagement across the railway including, staff, key stakeholder organisations and groups**
- **develop the railway workforce and secure greater alignment between the interests and skills of both paid staff and volunteers and the needs of the railway**
- **strengthen the capacity and structure of the corporate organisation to deliver the aims and objectives of the Plan**
- **Maintain our position as a major player in the local economy and seek to find ways of improving commercial performance.**

3. The business plan therefore sets out the aims, major activities and work programmes for the West Somerset Railway over the next three years in response to the strategy. The purpose of the business plan is to give substance and direction to those strategic intentions over a three-year cycle which is updated on an annual basis. 2015 represents the first year in that annual planning cycle. For consistency, the business plan is laid out in the same format as the Corporate Plan so that readers can see a direct relationship and correlation to the implementation of the 10 year vision.

4. From 2015 onwards, the business plan will be reviewed and refreshed in the autumn alongside the budget and priority setting process undertaken as part of the internal PLC business management activities for the following operational and commercial year. This will ensure that there is a clear link between the operation, maintenance and development of the railway and the means by which this will be achieved.

5. Each of the chapters in this plan is headed up by the relevant strategic intention for that particular topic as identified in the Corporate Plan. The narrative sets out not only the work programme at each department/function will undertake but also the plans and proposals for longer term development.



6. The WSR can only be successful if the PLC is able to apply sound business principles and practice to the way in which the railway is run. The plan provides clarity as to the organisational, commercial, financial and decision-making processes which the PLC Board is putting in place to underpin and support the management team in the day-to-day operation of the WSR. Crucial to these activities will also be the further development of partnership and commercial arrangements with WSR support organisations and other groups. These are clearly articulated in the plan.

7. There are five overarching objectives to the 2015-2017 plan.

- **Continuous improvement of the tourist, leisure, heritage preservation "offer" designed to enable the WSR to enhance overall passenger numbers, improve commercial performance and increase income levels on a sustainable basis,**

- **As the PLC moves through its restructuring process, to ensure that it has the right balance and mix of staff in both paid and voluntary roles over the next three to five years and has a clear plan for replacing people in business critical functions**
- **To improve the ability to obtain inward investment over and above current activities such as to be able to afford the cost [which is increasing] of major projects including renewal and development across the railway as set out in the Corporate Plan**
- **To maintain our focus on continuous safety improvement and to ensure that the PLC has the right culture, activities and programmes in place to do so.**
- **To deliver a sustainable and affordable business model that can ensure the ongoing success and operation of the railway.**

Chapter 1: Setting the Context

1. Despite the setbacks in early 2014 in relation to passenger numbers and overall income where the impact of flooding in Somerset in particular had a disproportionately negative effect on the WSR, the year ended very positively for the PLC with financial breakeven.

2. However the PLC will not rest on its laurels and during 2015, in line with its strategic goals, is already:

- Revisiting and reviewing its business model including pricing policies, special events and the operating season.
- Setting out a clear approach to the preparation, negotiation and implementation of commercial agreements with all the organisations who use facilities and/or undertake activities on the WSR.
- Re-doubling its efforts to enhance commercial opportunities and options for growth,
- Reviewing and updating its commercial services and marketing strategies
- Placing greater emphasis on the quality of, and forward planning for, maintenance and improvement to railway infrastructure. This will be delivered through the new respective mechanical engineering and infrastructure strategies work on which will begin during the period of this plan.
- Developing an Information Management and Technology strategy and implementation plan
- Preparing a comprehensive workforce and training/development strategy.
- Implementing restructuring of the PLC corporate organisation agreed in 2014 to make it more relevant to the current and future needs of the railway
- Being far more proactive in its work to externally procure alternative sources of funding both in its own right for specific fund-raising projects and in partnership with the other key players.
- Examining new and improved ways of enhancing the customer offer for tourism, leisure and heritage sector visitors.

3. Over the period of the plan, the PLC expects to re-establish passenger numbers at just under 200,000 per annum. It will critically examine the activities and events that optimize both the benefits of running a preserved railway with the opportunities for improved business delivery. This will include a move away from historical informal arrangements with railway partner organisations to more formal commercial relationships which reflect the realities and costs of the diverse range of activities that occur on the WSR. The PLC will also note to become more cost-effective in its stewardship and use of resources together with being more responsive to the changing nature of markets and the different and expectations of customers.

4. With changes taking place in key management positions, there are new perspectives and ideas emerging about how to take the WSR forward whilst retaining the essential qualities and uniqueness of the West Somerset Railway and its GWR heritage.

Chapter 2: Where we are in 2015

5. Following publication in 2014, the PLC is already making progress on implementation of the Corporate Plan with developments that form part of the first-year business plan focus. These include:

- **Key appointments including a new Finance Director, Marketing Director, Commercial Director, Human Resources Director, Safety Audit Director and Volunteer Development Director**
- **Reassessment and new project management arrangements for the Williton loop project which will be completed in spring 2016 with the full operational benefits being realized in 2017**
- **Establishment of the Partnership Development Group as the main vehicle for taking forward strategic discussions with the organisations that support the WSR. Crucially, this also includes the three local authorities involved with the railway**
- **Beginning a comprehensive review of PLC policies and their application across the railway**
- **Strengthening and enhancing the Human Resources and Training functions to provide more support to the PLC and staff**
- **Continuing with the long-term investment in locomotive overhaul and restoration**
- **Preparation and implementation of (for the first time) a three-year costed infrastructure plan**
- **Purchase of locomotive 4110**
- **Continuing work on the appraisal/scoping report on re-establishing the Taunton to Bishops Lydeard link**
- **Establishing the Bishops Lydeard site development group**
- **Continuous engagement with staff and on the organisations through the Stakeholder meetings. These have continued in 2015**
- **Significant progress in identifying and procuring an external contractor to manage WSR Information Technology and Communication Services.**
- **Agreement to upgrade the locomotive compound at Bishops Lydeard as part of the site development work**
- **Implementation of 2015 budgets and capital programmes**
- **Significant progress on updating and amending the rulebook with completion scheduled for spring 2016**
- **Preparing for the Seaward Way roadworks being planned by SCC Highways with the need to come up with a firm plan in 2016 for the level crossing with implementation in 2017**
- **Establishing the Williton Site Development Group**



6. There has been widespread acknowledgment that the last 18 months have been a difficult period for the PLC and the events around the freehold have impacted upon both commercial performance and our ability to address the key challenges and opportunities

that exist across the WSR. It has been particularly encouraging therefore that, at the 2015 AGM, shareholders present gave overwhelming support to the Board and the management team in their actions to promote the interests of the railway. This plan clearly demonstrates the wide range of activities and developments that are now underway across the business in response to that commitment.

Chapter 3: Operations

7. The 2015 timetable substantially retains the core operating period from 2014. There will however potentially be alterations to the content of the core operating period timetable for 2016 and 2017 based on work currently being undertaken by the Commercial Services Department.

8. Work is in hand to update and enhance the Operating Rule Book for an internal working group. This is expected to be completed in spring 2016 and will require the preparation of an implementation plan, training and introduction for the 2017 operating season.

9. The Operating Department is pulling together proposals for an apprenticeship scheme for which additional funding is required. When completed as a business case, the proposal will go to Operational Executive Committee for decision.

10. 2015 will see a review of current and future requirements for Operating Department accommodation with a particular focus on Bishops Lydeard and Minehead. The Bishops Lydeard requirements will be linked to the locomotive compound project and the wider Site Development Plan work. Proposals including funding will be set out in a business case and brought to Operational Executive Committee for consideration.

11. Work will begin on a fundamental review of the Operating Department, role, structure and staffing this year. This reflects the fact that the railway is changing and developing with a particular emphasis on the impact of timetable alterations and the length of the working day. This has implications for all Operating Department staff. The terms of reference and process for the review will be considered and agreed by Operational Executive Committee. Given the implications of the review for other partner organisations on the railway, the PLC will engage with relevant groups on their participation. It is anticipated that the review will be completed during 2016 for implementation in full in 2017.



12. The PLC will assess its future requirements for the operational use of the Norton Fitzwarren triangle site in conjunction with the WSRA and reach a strategic view on options and the preferred way forward with the Association. The timescale for this will be within the next three years and will be subject to a formal report to and decision by, the Board. This does however require the WSRA to have a clear strategic view of the future of the Triangle including implications arising from any decision to reinstate the Taunton to Bishops Lydeard link for more regular traffic. The PLC has formally approached the Association to ask that this work be initiated.

13. The PLC will continue to encourage charter trains onto the railway as part of its new commercial strategy. However, the Company itself will not enter as a partner into the charter train arena given the level of business and financial risk involved. The PLC is

however willing to review the position at a later date should the commercial circumstances alter. The PLC has also updated the terms of reference for the Special Events Planning Team together with initiating a review programme of current activities together with the approach to future initiatives such as to ensure that special events continue to be meaningful to the different customer bases and remain commercially viable.

14. The initial appraisal/scoping study into reinstatement of regular passenger traffic between Bishops Lydeard and Taunton will be completed during 2015. Subject to agreement to its conclusions and recommendations by the PLC Board, the company will then seek support from Somerset County Council, Network Rail, First Great Western and the Office of Rail and Road to the initial proposals. This may lead to further feasibility study work or indeed a pilot project to test out the question of more regular trains over the link. This will be subject to the availability of external inward investment funding, appropriate expertise and the right level of support.

15. The PLC has committed itself to a Site Development Plan for Bishops Lydeard with work on the Plan starting this year. PLC staff have completed the baseline requirement for operating, mechanical engineering and infrastructure work as part of the Plan and a planning brief has been prepared for the PLC. This includes the development of outline proposals for additional siding capacity on the Station Farm site together with the locomotive compound overall roof and restoration and installation of the Reading water tower at Bishops Lydeard during the planning period up to 2017. [This is the focus of the 2015 PLC "Tiles and Towers" Shareholder Appeal]. A business case is in preparation. The PLC will also hold discussions with Taunton Deane Borough Council in relation to the future of the TDBC owned car park and toilets.

16. There will be a review of special events undertaken over 2015 and 2016 with a view to implementation of any recommendations for the 2017 operating season.

17. West Somerset Steam Railway Trust and West Somerset Railway Association have also now produced their outline proposals for covered accommodation for rolling stock, a visitor centre and museum. Taken together with the PLC's proposals, the emerging Site Development Plan will be subject to a series of consultative activities in Autumn 2015 and early 2016. This will be followed by the development of formal business cases for each component of the last time together with a major focus on inward investment and other approaches to fund raising.



18. Agreement has also been reached within the Partnership Development Group on the approach to a Site Development Plan for Williton. Work on this has begun with the relevant support organisations and input from West Somerset Council. This will follow a similar approach to the work being undertaken at Bishops Lydeard.

Chapter 4: Commercial Services

19. Following the appointment of the new Head of Commercial Services in 2014 together with other staffing changes, the opportunity has been taken to undertake a fundamental review of the function. Accordingly, in 2015 and into 2016, the following developments are taking place:

- **The retail and catering functions combined under one management head. This will be accompanied by a new management structure for the shop and café at Minehead and to the operation of PLC buffet car catering services on the railway, and will be re-assessed for effectiveness at the end of the 2015 season**
- **The Commercial Services administrative function will be reorganised to reflect the current and changing role of the Department and to enable it to continue to respond to the commercial and marketing needs of the railway and the PLC**
- **A business case will be developed for the proposed relocation of the Commercial Services function from Minehead to Bishop Lydeard including an interim solution pending implementation of the Site Development Plan,**
- **Discussions will take place internally within the PLC in relation to separating out the commercial services functions from the general administration support requirements for the PLC. That review will commence in autumn 2015.**



20. Following agreement at Operational Executive Committee, Commercial Services will develop a business case for the creation of a Special Events Planning Officer with responsibility for planning and co-ordinating all Special Events for the PLC. The post will also support the Special Events Planning Team which would become more closely aligned with the business and work programmes of the Commercial Services Department. Pending agreement on separation of the commercial services and general administrative functions, a business case will be developed for an individual to take responsibility for personnel and administrative activities.

21. With the appointment of a Board Director lead, [see chapter on Corporate Organisation] the intention is to begin development of a new marketing strategy for the PLC either in 2015 or early 2016. A key part of this will be to use the new information technology strategy [see chapter on Finance and Business Development] to continue to embrace and evolve the different communications "platform's used to deliver sales and marketing messages. Social media outlets are increasingly important particularly in

relation to younger age groups whose interest in the railway is less around preservation and heritage but more to do with general leisure and enjoyment. The PLC recognises the importance of Information Technology to the operation and delivery of commercial activities. However, the WSR needs to strike the right balance between "heritage" equipment which complements the overall preserved railway experience and the use of modern technology to optimize income and improve business intelligence to support decision making.

22. With regard to retail operations, beginning in 2015 and carrying forward into 2016 and 2017, the PLC will:

- **Develop a plan for recruitment, training and retention of the next generation of volunteer retail staff.**
- **Examine options for increasing the overall retail space available at Minehead.**
- **Increase the capacity of the shop at Minehead by improving shelving, presentation and storage.**
- **Improving promotion of sales and retail services through the wider Commercial strategy.**
- **Develop a business case for acquisition of a better till system which contributes to improved stock control and management.**
- **Develop a retail plan that embraces the activities of the "Friends" groups at all the other stations together with backup services around stock control, sales, joint promotions etc.**
- **Reach an agreement with the WSRA around the future retail plan and management of the shop and café facilities at Bishops Lydeard**
- **Consider the opportunities for maximising non-catering retail activities on scheduled trains.**

23. The PLC will undertake a fundamental review of its ticket pricing policy. The intention is to optimise the WSR offer against customer use of different ticketing options to maintain and grow overall sales and profit. The timescale for the review is likely to be part of the preparations for the 2016 operating season and will be refined for the 2017 season.

24. There will be further work on seeking out joint marketing opportunities and exploring these further with local authorities and relevant tourist organisations across West Somerset.

25. Subject to the appointment of a Special Events Planning Officer and as part of the business review process, the PLC will examine the future of specialist galas and their ability to deliver both heritage and preservation benefits to enthusiasts together with commercial success.

26. There will be a general move towards provision of better information to visitors both prior to visiting the WSR and on the day. This will include improved visitor information including audio guides and overhaul of the PLC website.

27. Attention will be given to the relationship between a motivated and sustainable volunteer workforce and the activities of Sales and Marketing. This relates both to

volunteers who help to deliver the various programmes and initiatives and also the role of Sales and Marketing in promoting the railway as a positive volunteer experience.

28. It is anticipated that the interim management arrangements for the catering function in 2015 will be followed by a more permanent solution which will then enable the catering team in 2016 and into 2017 to:

- **Continue to develop the customer offer at Minehead and on the buffet cars on service trains.**
- **Develop a plan for the future of dining car trains on the railway in conjunction with the WSRA. The preference is to reach a long-term commercial agreement on the use of the Quantock Belle set, but if this is not possible, to explore and implement other options.**
- **Further contribute to the Bishops Lydeard Site Development Plan in terms of the proposals for WSR [or other organisations] options for enhancing catering services.**
- **Develop relationships with Friends organisations around individual station catering developments.**
- **Develop its volunteer staffing levels and to enhance the current training regime.**
- **Increase the Department's price competitiveness.**
- **Continue to develop the catering component of special events.**
- **Expand the storage capacity and strengthen stock management across the railway.**
- **Ensure that the catering function continues to comply with statutory regulation including environmental health and other requirements.**
- **Develop the business case for a fourth buffet car for the railway. If agreed, proposals will feed into the rolling stock strategy [see Engineering and Rolling Stock].**

29. As part of the commercial negotiations policy being implemented by the PLC with railway support organisations in 2015, a short-term task and finish group has been established charged with making recommendations as to the configuration, content and responsibility for commercial activities at Bishops Lydeard. The aim of this group is to identify changes which would improve the immediate attractiveness of Bishops Lydeard as the main gateway for visitors to the railway. It will also consider requirements for operational accommodation taking account of the possible loss of Brunel House if the lease is not renewed in 2017. This will both inform the 2016 and 2017 operating seasons and also feed into longer-term Bishops Lydeard Site Development Group proposals.

Chapter 5: Infrastructure and Estate

30. The importance of ensuring that the PLC has a safe and sustainable infrastructure has never been more important than in the current operating environment for heritage and preserved railways. The PLC will give greater priority over the lifetime of the business plan to establishing these arrangements through the development an Integrated Infrastructure Strategy which will ensure that all aspects of the estate and facilities for which the organisation have clear proposals for planned preventative work and renewal, capacity enhancement, replacement/upgrading on a systematic basis consistent with agreed priorities, risk assessment and available funding. This will begin in 2015 and be led by the Head of Infrastructure working across the organisation and with other support groups across the railway.

31. The WSR has previously had an annual intention to renew/replace around 200 yards of track. This needs to be increased [see below]. Point work replacement is, because of cost, undertaken on a specific project basis only. The West Somerset Railway is a mixture of bullhead and flat bottomed rail. The Company has in more recent times installed more new flat bottomed rail on the main running line with bullhead rail being retained for station areas. The other alternative is continuously welded rail [CWR]. The cost of CWR has become progressively more affordable and cost-effective if one takes into account the fact that maintenance costs are up to 50% less than the bullhead rail equivalent. Although the WSR has also seen the benefits through independent inspection of rail by ultrasonic and of track geometry through dynamic measurement, continued use is not seen as affordable and alternative manual options will be explored.

32. The level of track relaying is currently insufficient to keep the infrastructure serviceable. 1 mile re-ballasting and re-sleepering per year and rail replacement of between 1/4 and 1/2 mile will be the new targets for the Company from 2015". In order to maintain a 23.5 year renewal interval span. In addition, the wider infrastructure renewal programme will reflect the fact that sleepers are widely accepted to have a 20 year life span, fish plates 2 to 5 years, ballast 20 years [if well drained] and rail between 25 and 50 years.

33. In advance of the full infrastructure Strategy and in order to establish clear priorities and projects for Infrastructure and Estate, a three-year Costed Infrastructure Programme [CIP] has been prepared for the business plan. This is attached as Appendix 1. The costed programme for 2015 is already under way and schemes for 2016 and 2017 will be signed off as part of the budget setting process in the autumn of each of the preceding years subject to business case approval.

34. For 2015, the projects that have been agreed and form part of this year's capital programme [see Finance and Business Development] include:

- **Professional ground investigation to be undertaken during November and December 2015**
- **Completion of Williton loop and associated works by Spring 2016**
- **Electrical supply testing throughout 2015**
- **Completion of Doniford relay work [Part 2 January 2016]**

- **Completion of Crowcombe Heathfield relay work (Part 1) November 2015**

35. In relation to Signal and Telegraph [S and T] the annual programme of renewal and repair and this will now be integrated into the Integrated Infrastructure Strategy process, planning and implementation. Initial schemes are summarised in the CIP. Some of the challenges facing Signalling over the next five to 10 years [on which progress is already being made] involve:

- **Managing risk in relation to not renewing equipment as quickly as it is wearing out,**
- **The need for adequate funding to enable engineers to carry out the necessary level of spot renewals.**
- **The need for a more robust system to respond rapidly to failures.**
- **Striking the right balance between authorising and funding enhancements and the ability to maintain them.**
- **Ensuring that statutory planning bodies recognise the risks and requirements associated with the need to upgrade and maintain infrastructure immediately adjacent to the railway and the need to consult WSR PLC on a regular basis.**

36. The priority S and T schemes for consideration under the CIP up to 2017 will therefore include:

- **Renew signal posts and mechanical fittings as part of an ongoing replacement programme – they are approaching the end of their lives.**
- **Review and renew automatic level crossing control systems.**
- **Implement more robust training and assessment activities to improve Department individual and collective efficiency and competence.**
- **Development proposals for S&T accommodation and facilities as part of the Bishops Lydeard Strategic Site Development Plan**

37. Preparatory work will also commence in 2015 on developing the options for ongoing provision of RAMS accommodation including workshop, mess room, offices and ancillary facilities at Bishops Lydeard. This is being undertaken in the knowledge that the current lease on Brunel House which is held by the WSRA expires in 2017 and therefore a decision on preferred approach will be required in early 2016 at the latest.

38. The current agreement on the delivery of stone trains for ballast to Norton Fitzwarren also expires in 2017. The PLC is undertaking an option appraisal of its requirements beyond that date and the best way of achieving its commercial and infrastructure objectives particularly with phase 1 Bishops Lydeard Site Development Plan in mind [provision of additional sidings to the southern end of the station farm site]. A decision will be made on the development of a business case in early 2016.

39. There are two new key areas for consideration across Infrastructure taken from the Corporate Plan. Firstly, a focus on bridge assessments, maintenance and renewal. Secondly, there is a requirement to examine the buildings and wider estate responsibilities that the PLC has as part of its lease agreement with the County Council.

Both of these are addressed in the CIP and will be part of the wider Infrastructure Strategy work on which is beginning in 2015.

Chapter 6: Mechanical Engineering

40. The principal locomotive engineering and rolling stock facilities together with a carriage maintenance shed are at Minehead, supplemented by the locomotive servicing compound at Bishops Lydeard. Minehead will continue in its present role for the foreseeable future.

41. However, the current concentration of the main locomotive and carriage maintenance facilities at the northern end of the line is a major constraint on operational flexibility, productivity and effectiveness. The current locomotive compound at Bishops Lydeard needs to be upgraded over the next 5 years to a full locomotive running shed in order not just to cater for the WSR fleet, but also for visiting locomotives that require light maintenance regimes and inspections prior to returning to their original destination.

42. Therefore the PLC will develop plans as part of the Bishops Lydeard Site Development Plan [see Business Development] for enhanced locomotive and shed facilities beginning in 2015 with a covered area for the current locomotive compound. In addition the present locomotive watering facilities at Bishops Lydeard require upgrading. These projects are the selected schemes for the 2015 Shareholder Appeal. More detailed proposals for the wider scheme will be developed during 2015 as part of the SDP work and, subject to Board approval, lead to business case development and external funding submissions from 2016 onwards.

43. The railway currently also lacks dedicated facilities for locomotive/carriage painting. As part of the Williton Site Development Plan PLC planning brief, proposals will be developed during 2015 to see if the provision of such facilities could be provided on the Williton site. This will be subject to option appraisal and business case development and be submitted to the Board by 2016 to coincide with the review of lease arrangements with support organisations on that site.

44. The need for additional covered accommodation for carriage stabling to protect rolling stock from the elements is being covered through the Bishops Lydeard Site Development Plan. Subject to business case development and approval together with identified funding, this will be part of phase 1 covering the southern end of the Station Farm. The design proposals allow for 2 or more sidings to be laid on an alignment which could subsequently be roofed over to meet PLC requirements for carriage storage. The design will also allow for additional sidings that affiliated groups may require for the storage of heritage vehicles [in keeping with heritage/preservation considerations].

45. The Company also wishes to improve its purchasing policy especially for safety critical components.

46. In terms of the specific schemes which have been approved for development and implementation within or on behalf of, Mechanical engineering for 2015 these can be summarised as follows [please see also capital programme]:

- **Overhaul of locomotive 9351 Commenced October 2013, due to end late spring 2016. Delayed due to the requirement to overhaul locomotive 88 in 2015.**
- **Overhaul of locomotive No 88. Commenced January 2015 ending Dec 2015**
- **Boiler repair of locomotive 44422. Commenced December 2014 ending spring 2016**
- **Engine overhaul Class 03 diesel shunter. Commenced March 2014 ending July 2015**
- **Bishops Lydeard locomotive compound canopy. Commence July 2015 end Dec 2015**
- **Minehead locomotive machine shop roof. Date for 2015 commencement to be agreed**
- **Minehead locomotive shed doors. Commence July 2015.**
- **Purchase of locomotive 4110 for future restoration.**
- **Continue with the carriage overhaul programme to maintain existing fleet numbers.**

47. Details of the full 10 year locomotive overhaul and restoration programme are provided as Appendix 2.

48. Building and sustaining effective relationships with owners is of fundamental importance to the PLC. The railway could not operate to its current level without the availability of additional locomotives to supplement the home fleet. Current relationships are very good and there are a number of long-term agreements in place which see specific locomotives located on the WSR as their "home railway". In order to strengthen these arrangements, the PLC as part of its corporate restructuring of the Board [see Corporate Organisation] will during 2015, appoint a lead Director with responsibility for owner relationships.

49. During 2015 a request has been made to the owners of locomotive number 88 for its hire to be extended for a further 10 years. During 2016 a similar request will be made to extend the hire of locomotive 6960 for a further period of 4 years.

50. At the end of 2015 locomotives 3850 and 4160 fall due for overhaul. In both cases the PLC has no obligation to fund or carry out the overhaul, however it is possible that the owners of 4160 may request the PLC to undertake the overhaul under contract. Such a request may be advantageous to the PLC to ensure that this locomotive is again available in a condition suitable for service. Until this option is known a definitive plan for workshop space cannot be established, an answer should be available by the end of 2015.

51. During 2015/16, it is also anticipated that work will begin on reviewing the structure of the Mechanical Engineering Department to ensure that the PLC has the necessary capacity, skills, leadership and organisation required to take forward this exciting but challenging agenda. This review will include:-

- **Workshop capacity to meet requirements for overhauls of steam locomotives.**

- **Workshop capacity to meet requirements for overhauls of coaching stock.**
- **Workshop capacity to meet requirements for overhauls of DMU vehicles.**
- **Succession planning for replacement of key staff.**
- **Apprentice schemes for the training of school leavers.**
- **Encouraging skilled volunteers by providing suitable work space facilities and projects.**
- **Encouraging all staff with enhanced welfare facilities commensurate with the numbers working at each site.**



52.. A start will also be made on the PLC integrated rolling stock and mechanical engineering strategy in 2016 with the aim of completing the work within this business plan period. The key elements of this will include:

- **Potential sourcing and purchase of further locomotives to bolster the home fleet and provide cover for long-term restoration projects where locomotive availability may be at risk. In 2015 this has been addressed by the purchase of 4110. It is unlikely that sufficient funds will be available to consider the purchase of a second locomotive.**
- **Continuation of current long-term restoration projects and planning for subsequent new commercial business.**
- **Review of the carriage fleet to ensure future fleet requirements can be met including mobility impaired passenger capacity. During 2nd half of 2015 C&W dept plans to convert an additional open carriage for use by disabled passengers, bring the number of such carriages up to 3.**
- **Review of existing acquisitions and disposal policy for rolling stock.**
- **Review and strengthen the policy for procurement of safety critical components.**
- **Review threat to business due to the uncertainty of coal supplies.**
- **Review storage facilities of coal stocks and consider if higher stock levels may be required to protect against short term non-availability.**
- **Development of a business case for the upgrading of the locomotive compound at Bishops Lydeard into a running shed.**
- **Review of existing motive power hire agreement template to ensure that it is both reasonable and commercially viable in the current economic climate.**
- **Review of the rolling stock asset register. Determination of future requirements and prioritisation for renovation/restoration of WSR stock beyond the current locomotives only programme. Reach agreement with all external owners on the future of stored stock on the railway.**
- **Development of proposals for covered accommodation for WSR operating sidings as part of the Station Farm Project.**

- **Review and updating of all existing operating hire agreements with external owners/organisations. Reviews will occur as agreements fall due for renewal.**
- **Ensuring that the WSR remains compliant with all appropriate external statutory and regulatory requirements regarding the operation of rolling stock, engineering equipment and facilities.**
- **Having a robust framework for subcontracting work to outside bodies in respect of WSR stock and on behalf of owners.**
- **Developing the business case for the establishment of a dedicated rolling stock painting facility with options for location.**
- **Beginning discussions with the DEPG and the WSRA on the future use of the Williton engineering base as part of establishing the integrated engineering vision. This will include engineering functions, workforce utilisation, commercial activities, procurement and supply chain and management arrangements.**
- **Aiming to strengthen current relationships with locomotive and rolling stock owners in order to agree longer term deals which provide the necessary resilience for future railway operations covering:**
- **Analysis of the likely requirements of owners over the next five to 10 years.**
- **Identification of commercial opportunities for future projects covering operations.**
- **Maintenance, refurbishment and major rebuild [consistent with available capacity/skills].**
- **Establishing what owners are looking for from the WSR PLC.**
- **Review and agreement on individual contracts in line with Corporate Plan priorities.**

53. 2016 will see a continued focus on delivery of the 10 year locomotive plan. The plan will be developed for other as soon as the decision regarding overhaul of locomotive 4160 is known. Key elements of activity in relation to delivery will include:

- **Fundraising for the restoration of locomotive 4110.**
- **Sourcing missing parts for locomotive 4110 on the second hand market.**
- **Bishops Lydeard compound development. Plan the next stage of development, specifically coal storage and loading facilities. Together with staff welfare facilities.**

54. In addition, there will be parallel work on the mechanical engineering and rolling stock strategy. Update existing plans in line with circumstances.

55. As part of the Williton Site Development Plan, there will be extensive work on developing the mechanical engineering component of the business case for Williton [including proposals for a dedicated painting facility], including future commercial relationships and requirements in respect of the Diesel and Electric Preservation Group [DEPG] covering the use of their diesel locomotives and their future infrastructure needs.

56. Other significant activities in 2016 and 2017 will include:

- **further development of owner relationships and specific projects**
- **Potential locomotive purchases. Establish a business case in the event of unforeseen developments regarding locomotive availability, such as the sale of one of our existing hired-in steam locomotives.**
- **Amending the 10 year locomotive plan as required to reflect progress by the WSRA towards restoration with 4561.**
- **a review of facilities at Minehead locomotive shed to establish if a time is approaching when temporary structures (portacabins/shipping containers) can start to be replaced by infrastructure of a more permanent nature. This will be aligned to the principles of heritage and preservation being developed by the Heritage and Preservation Group.**

Chapter 7: Regulation, Safety and Compliance

57. The PLC has a responsibility to ensure that all regulatory, safety and compliance requirements are dealt with in an efficient, sensible and effective manner. This includes the standards to which the PLC intends to adhere in relation to maintaining the railway to such as axle loadings, line speed similar to those used by Network Rail.

58. In pursuit of this objective, in 2014 the Board and the senior management team commissioned a review of the PLC Safety Management System [SMS]. The resulting Safety Improvement Plan [SIP] is being worked through systematically under the guidance of an interim Safety Advisory Officer with regular updates to the Board. Assurance and oversight is being provided by the Safety Audit Committee. The Operational Executive Committee has corporate responsibility through the General Manager to the Board for ensuring that the Safety Improvement Plan is being implemented correctly with all the necessary system, training and compliance work being carried through.

59. There will be a further review of progress during 2015 with the external expert reporting to and briefing the Board.

60. In addition, as part of corporate restructuring, the Board will appoint a lead Director with responsibility for Safety Audit. The PLC has also refreshed and updated the terms of reference for the Safety Audit Committee and the corporate responsibilities of the Operational Executive Committee have also been incorporated in new terms of reference. The PLC will look to appoint a permanent Safety Officer in due course once the review of SIP has been completed and the necessary budgetary arrangements made.

61. The review of the Company rulebook will be completed by spring 2016 and be accompanied by an implementation plan for roll out to all departments and support organisations.

62. There will be a further external review of the PLC Safety Management System in 2016. From 2015, a series of safety inspections and "tours" will be undertaken by PLC board directors in conjunction with Heads of Department to support the implementation and sustainability of SMS across the railway.

Chapter 8: Human Resources and Training & Development

63. The WSR is a people organisation and its workforce is a key asset without which Railway would not function. There are around 50 paid staff who are supported by up to 1100 regular volunteers [including the Company Board of Directors]. Paid staff are generally to be found in the management team, engineering and office support /commercial functions. Volunteers are engaged in every aspect of the work of the railway. The PLC is committed to ensuring that all staff at every level of the organisation can get the best out of their time spent on the railway and that we make the best use of their skills and contributions.

64. As with many other preserved railways, the original enthusiasts and volunteers who had steam experience that helped create the WSR in the 1970s are reducing in number. The current economic climate may impact on the ability of people to give their time either free of charge or at the time or place that the WSR would like.

65. The costs of volunteering are increasing particularly in respect of travel and/or accommodation. This is something that the PLC needs increasingly to consider. West Somerset has a low pay threshold compared to other areas in the West Country and more widely. The ability to attract and retain good quality paid staff with the necessary skills and expertise is therefore a continuous challenge. Workforce capacity i.e. has the WSR got enough staff, is becoming an issue with the demands of maintaining and running the railway to the frequency and intensity required.

66. Succession planning and the ability to attract younger paid staff and volunteers to the railway will become increasingly important. The WSR has to consider the incentives and drivers necessary to attract the right kind of new people. Historically, the railway has largely encouraged people to work in the areas that individuals wish to specify. Experience demonstrates that the WSR perhaps has to be more directive/incentivising in terms of deploying workforce resources to where the demand is greatest. Accordingly the PLC will, beginning in 2015, work with its staff, support groups and external organisations with the necessary expertise to create a workforce strategy aligned to a new approach to training and development. The key workforce components of the strategy will include:

- **A review of volunteer recruitment policy including induction to increase the ability of the WSR to attract new entrants and retain their commitment. This will include a new approach to targeting key activities on the railway which require additional capacity through "streaming/encouraging" volunteers to priority areas whilst trying to meet individual preferences.**
- **Ensuring that every new member of staff whether paid or voluntary has a proper induction and is familiar with all the relevant statutory and safety compliance issues in their area of work.**

- **Establishing a clear process for ongoing training and development opportunities. A new Training Officer has been appointed to the PLC.**
- **Marketing the railway to outside bodies including educational establishments and promoting the positive aspects of volunteering.**
- **Establishing regular communications and updates on railway developments [see Section on Communications and Public Relations].**
- **Preparing for arrangements for annual review of performance and development of staff.**
- **Strengthening the accountability and responsibility of supervisory staff in relation to workforce management and development.**
- **Review supervisory grades in each department to ensure there is sufficient capacity in relation to workforce management and development.**
- **Identifying a Board level Director with responsibility for human resources, training & development. An additional HR manager has also been recruited during 2015 with particular emphasis and focus on employment issues and legislation.**
- **Work with Heads of Department and the Management Team supported by the Board to review internal communications, management style and practice together with cultural concerns and identify the necessary actions to address the issues identified above.**
- **Prepare plan for the retention and development of Station Masters.**

67. The Training and Development function has become part of the newly formed HR Department. The training function will have a key part to play in design and implementation of the workforce strategy as well as for the development of current training functions. One of the early priorities for this role will be to review how the PLC trains people for specific needs across the railway with a view to reinforcing targeted volunteer activity in relation to workforce requirements. This needs to ensure that Heads of Department are fully engaged and committed to this process.

68. In terms of the broader Human Resources agenda, 2015 and 2016 will see the HR team building on the very impressive work begun in 2014. Key activities will include:

- **Provision of a full suite of job descriptions for all key functions across the PLC with the target of 50% completion and approval by December 2015 with the remainder being achieved by June 2016,**
- **Ongoing work on HR policies and procedures to feed into the Policies Committee for consideration and approval followed by implementation,**
- **Establishing a computerised system for managing the organisational structure in terms of monitoring and control of agreed posts to be completed by December 2015,**
- **Implement the pension's auto-enrolment scheme for the PLC in line with legal requirements and time scales as approved by Operational Executive Committee. Consultation with the existing members will be completed by July 2015 with implementation from August 2015.**
- **Design, agree and implement a PLC wide appraisal scheme for both paid staff [and in a slightly simpler format] for volunteers. A**



- **pilot is being undertaken during 2015.**
- **Work with the management team to identify key business critical roles in relation to succession planning as part of a company- wide process being led by corporate restructuring,**
- **Draft proposals for new scheme of salary scales [pay ranges] for technical and non-technical staff,**
- **Develop and establish a new computerised personnel database with a pilot run by September 2015**

69. The above represents a considerable work programme for the HR function and therefore agreement has been reached that an additional HR post [appointed] together with administrative support should be established during 2015. A business case for the latter will be prepared by the HR team for consideration by Operational Executive Committee. As part of corporate restructuring and with the current lead Director standing down in 2015, the PLC will identify and appoint a new Board Director with strategic responsibility for Human Resources and Training & Development.

70. Looking at 2016 and into 2017, some of the emerging work for Human Resources will include:

- **Launch of the Company-wide appraisal scheme following validation and approval of the 2015 pilot scheme**
- **Review operation of Simply Personnel project with view to wider roll-out**
- **Review a pilot application of salary [pay range] scales for Company-wide roll-out**
- **On-going support to take forward management of change and strengthen people management training**
- **Drafting the Company scheme for apprentice–training**

Chapter 9: Finance and Business Development

71. In order to be able to run a successful heritage and preservation railway like the WSR, the PLC needs to have in place robust finance and business development arrangements to be able to provide a sustainable basis on which to manage the railway over the medium term. Given the way that income is generated from a mix of enthusiast, leisure and tourism sources, the PLC has to make some assumptions around growth in order to be able to plan effectively for the future. Internal consideration of what this might look like has concluded that it is reasonable to plan on the basis of longer-term growth being in the region of 1% to 2% per annum underpinned by a number of assumptions:

- **Growth in passenger numbers derived from continued choice of the WSR as a leisure activity and driven by an improving national economy.**
- **Changes to the pricing policy and ticketing arrangements as outlined in the Section on Commercial Services.**
- **Extended marketing and development of retail opportunities in line with the proposed integrated strategy.**
- **Sustained management of costs, both fixed and variable, to reduce unnecessary wastage and non-core requirements.**
- **Careful scrutiny and decision-making around development projects [see below].**
- **Review and commercialisation of leases, licenses and subcontracting arrangements [see below].**

72. The 2015 revenue budget is summarised in Appendix 3 and was approved by the Board in November 2014. The 2015 capital budget is summarised in Appendix 4 and was approved by the Board in January 2015.

73. In accordance with historical PLC practice, budgets for 2015 were submitted to the Chief Accountant and reviewed by the Operational Executive Committee. In reviewing the budget proposals for the Board, OEC was aiming to achieve a breakeven position on profit and loss. Income for 2015 was expected to increase based on increased fares of just over 8% together with additional passenger numbers arising from extra operating days within this season. Income from retail activities was expected to be about 20% higher than in 2014 although still significantly lower than the previous year. However, this additional income was more than offset by extra expenditure anticipated as a result of budget settlements.

74. The revenue budget includes £183,000 for depreciation which is available to cover capitalised maintenance and renewal activities. In addition, the company builds up in earmarked funds for locomotive overhaul costs and receives donations from shareholders and Friends groups for specific capital projects. Despite this, the capital budget bids were for considerably higher amounts than the funds available reflecting in part, corporate plan aspirations to address backlogs in infrastructure asset maintenance and renewals and to develop facilities at Bishops Lydeard.

75. Operational Executive Committee has also agreed revised arrangements to deliver tighter budget control in 2015. There are two main objectives here:

- To enable mitigation measures to be put in place at an early stage should income fall below, or expenditure rise above, initial expectations and,
- To improve the basis of future forecasting

76. These revised arrangements included some rationalisation of the budget structure and changes to identity of budget holders to bring responsibility and control into better alignment. This will be supported by improved management accounting information which is being developed by the Finance Department and which will allow to budget holders to better monitor and manage their budgets against targets. This includes the development of a new Finance Manual. This will bring together all the current PLC financial policies and will also facilitate the development of new policies in areas which are not currently covered. This sits alongside the development of new financial systems across the PLC which will also link with other corporate systems for example, Human Resources



77. The Board and the Operational Executive Committee receive monthly reports on finance. Given the shortfall in revenue against budgets and lower passenger numbers as compared to 2014, the Board agreed at its June 2015 meeting that expenditure budgets would need to be revised downwards to maintain the breakeven position on profit and loss. Identified cost savings for example, lower coal costs will contribute some of this reduction. Revised expenditure budgets were agreed at the August meeting of Operational Executive Committee.

78. Final budget proposals have achieved the objective of break even on profit and loss during 2015 before taking into account some of the one-off expenditure which was considered as part of the capital budgeting process.

79. The Board has also agreed changes to the capital budget most notably to cover the purchase cost of 4110. Whilst the business case demonstrated the value of acquiring owned motive power as distinct from hiring in locomotives, funds will need to be found to cover its restoration for return to service. Accordingly, the Board agreed that 4110 should form a major part of the 2016 shareholder appeal.

80. Budget setting for 2016 [including indicative capital budgets for 2017 and 2018 operating seasons] will be based on principles summarized in the previous paragraphs has developed in line with 2015 outcome data. This will include arrangements for long-term investment in infrastructure. Budget setting will be backed up by developments and changes in business management, risk management, business case development and external fundraising summarized in the relevant sections below. This should allow

budget holders to be in a better position to manage budgets and control costs and will include some rationalization of budget and financial management systems.

Capital Programme

81. As can be seen from Appendix 4, there is a long list of projects awaiting discussion, approval and implementation. For 2015 the PLC has an agreed capital programme which prioritises schemes against available funding. Some of these projects will run forward into 2016 and in the case of locomotive restoration, beyond that. Funding is usually allocated after completion of the annual revenue budgeting cycle with schemes being agreed in year on an ad hoc basis in line with available resources. The historical informal approach to capital has to change because:

- **The range of development proposals in the Corporate Plan requires the Board to adopt a more structured approach to decision-making which prioritises schemes and allocates resources on the basis of clear criteria and benefits realisation.**
- **The long-term nature of many of the projects particularly around rolling stock and buildings means that many financial commitments will run over a period of a number of years and the funding will need to be secured for the totality of any scheme [unless there are alternative arrangements in place].**
- **Whilst acknowledging that safety will always be a priority consideration, competition for resources within the PLC will be significant and it will be important for the Board to be able to demonstrate that there has been a fair and transparent process when reaching decisions.**
- **Any increase in partnership work and external fund holding will inevitably require commitment projections beyond the annual allocations cycle.**
- **Greater emphasis will be given to infrastructure investment over the life of the Plan.**

Business Decision Making and Business Case Development

82. Alongside the development of a capital programme is a revised approach to business decision-making. The Board will ensure that in future objectives set out in the business plan across all divisions of the PLC are subject to delivery assessment and review. Capital developments and schemes with revenue consequences have to be accompanied by a formal business case to be signed off by the Operational Executive Committee or the PLC Board depending on the investment level required. The Board has approved the new business case template which is also accompanied by a new staffing template.

83. The Board will determine the thresholds for decision-making at subcommittee and Board level. This system will be developed for introduction in 2016 including a full set of business criteria benefits realisation and other key tests to be applied differentially according to the size and nature of the project. The model will be derived from a "traffic light" prioritisation process with a simple scoring system with benefits criteria.

Leases and Licences

84. In relation to his leases, licenses and other forms of agreement, the PLC has a varied set of arrangements in place with support organisations on the railway and external partners including leases and licenses. A number of these are historical and informal and do not necessarily reflect the current environment in which the WSR has to operate. The Board recognizes the importance of maintaining relationships and goodwill and it is clearly the case that activities across the railway reflect a certain level of "give and take" when it comes to services and support.

85. However, whilst not wishing to lose the principle, the PLC is concerned that these arrangements do not necessarily reflect roles and responsibilities nor do they always contribute towards the overall aim of providing services and facilities which are safe and fit for purpose.

86. The PLC therefore recognizes that it must modernize and update its approach to leases, licenses and subcontracting arrangements in order to ensure that the economic value is reflected in commercial terms and that all these activities are put on a firm business basis. Therefore, from 2015, the PLC will place all existing agreements, regardless of organisation, type or length on a true commercial basis in order to maximize income opportunities, commercial development and improve control and oversight of subsidiary relationships with support organisations on the railway.

87. The PLC Board has approved its approach to commercial agreements, the strategic objective for which is that the plc will *"seek to identify the best use of its assets, using the Partnership Development Group as appropriate, to achieve its objects of running a successful heritage railway. Therefore, before entering into a licence or lease, it will consider the use it might make of the asset in question, and will seek to ensure that the income from the lease or licence, plus the railway benefits generated, exceed the value of the plc using the asset itself."*

88. The PLC has shared its commercial services policy widely across the WSR railway family through the Partnership Development Group. In addition to individual negotiations with specific organisations, a short-term task group has been established to look at the commercial issues at Bishop Lydeard particularly given the uncertainties around the future of Brunel House. This group will report by November 2015 both to inform the 2016 operating season and the medium-term considerations for the Bishop Lydeard site development.

89. The PLC is also looking to conclude formal legally binding arrangements with Somerset County Council with regard to a significant extension to the current lease on the railway together with a more flexible approach to the negotiation and length of subleases and licenses.



90. The PLC has continued its work with the Intermediaries Group during 2015 to try and seek agreement on the outstanding commercial issues with the West Somerset Railway Association. Progress has been made with the Quantock Belle dining car agreement but arrangements for stone trains have yet to be finalized.

The PLC has formally notified the West Somerset Railway Association that it will not be renewing the current license to occupy the Swindon shed at Williton and the PLC will be making proposals for alternative use via of the Williton Site Development Group.

Audit and Corporate Risk Management

91. In 2015, the PLC Board has introduced a new approach to audit and corporate risk management. The remit of the board subcommittee on audit has been extended to include corporate risk management and a work programme is being prepared which the committee will work through during 2015 and 2016.

Inward Investment

92. In line with earlier comments, the PLC will aim to enhance the capacity of the WSR to undertake fundraising and partnership development work to meet the strategic objectives of the railway under the Corporate Plan. This will involve:

- **Developing an understanding that identifies the technical and corporate limitations and opportunities around the PLC as a fundraiser.**
- **Working with the other organisations in the WSR railway family.**
- **Learning from other preserved railways e.g. Bluebell, Swanage, North Yorkshire Moors, Severn Valley with inputs from the Heritage Railway Association as to "how they did it".**
- **Considering membership of other existing Partnerships to further learning and development opportunities aligned to PLC objectives.**
- **Identifying capacity, skills and financial requirements to do this well.**
- **Undertaking a mapping exercise of all standard fundraising outlets drawing on experience from other railways, local authorities HRA and other sources.**
- **Linking emerging opportunities to strategic priorities from the Corporate Plan.**
- **Utilize the expertise and knowledge of local authorities in both identifying potential sources of external funding and seeking their support for making formal bids where appropriate.**

93. As part of corporate restructuring, a lead Director for Inward Investment will be appointed to the Board to oversee and coordinate the activities in conjunction with the Finance Director and Head of Commercial Services.

Business Development-major projects

94. Having published its 10 year Corporate Plan in 2014, the PLC is now moving forward with a number of major projects designed to implement the strategic objectives set out in the Plan. These include:

- **Taunton to Bishops Lydeard link. The appraisal/scoping work will be completed during 2015 and presented to the PLC Board, Somerset County Council and Taunton Deane Borough Council. It will reflect the pragmatic approach to options and have regards to the longer-term strategic intentions of local authorities, First Great Western, Network**

Rail and others in relation to future service patterns south of Bristol and between Taunton and Exeter.

- **Bishops Lydeard Site Development Group. A multi-partner group has been established to prepare a Site Development Plan for Bishops Lydeard including realistic costed proposals with options. Phase 1 redevelopment includes the locomotive compound and proposals for Station Farm sidings.**
- **A similar approach is being taken with the establishment of a multi-partner group for Williton.**
- **Commercial Services are exploring a potentially significant business development for 2016 with a major commercial player.**
- **The PLC has approved an Information Communication and Technology strategy. This will be rolled out via an approved provider secured through external procurement beginning 2015 and across the lifetime of this Plan.**

Chapter 10: Partnerships and External Relationships

95. The development of the Corporate Plan has provided the opportunity to refresh and renew relationships WSR support organisations together with other important local players including local authorities and MPs. The debate about Taunton to Bishops Lydeard has for example, thrown up the opportunity to engage with new organisations such as Community Rail Partnerships and local authority working groups. Continued engagement of this kind will be important in terms of:

- **Opportunities for learning and understanding/management of "political" processes associated with multiagency projects.**
- **Opening up potential routes and sources of external funding.**
- **Obtaining the backing of key decision makers for important/major schemes.**
- **Raising the profile of the WSR in relation to its role in the local railway network in the West Country.**
- **Improving the understanding of how preserved railways need to work, particularly with our relevant local authorities.**
- **Enhancing the understanding of external players in relation to the contribution of the WSR to local economic, environmental and tourism development in Somerset.**

96. Developing external partnerships is not something that will happen without ongoing commitment and engagement. Accordingly, the PLC will in 2015:

- **Appoint a Board level Director to take the policy lead on external relationships and be the point of contact at Board level. This is linked to the planning and strategy role,**
- **Continue with all external activities at management level but seek to strengthen these and make them more formal where required.**
- **Respond to the request from local support organisations for more formal interaction with the Board at least on an annual basis.**
- **Develop partnership working with other rail related organisations.**
- **Work with local authorities to determine what sort of ongoing engagement they would like to see,**

97. Considerable progress has already been made. The PLC has worked with WSR support organisations and the district and county councils to create the Partnership Development Group. This is now into its stride and is developing its work programme. It has already made significant contributions to the Bishops Lydeard and Williton site development group process.

98. Agreement has also been reached on establishing a Committee to oversee the development of heritage and preservation work across the railway. That group has been established under the sponsorship of the Partnership Development Group. In recognition of the importance of the work to be undertaken, the PLC will treat this Committee as a Committee of the Board.



99.. The work on leases and licenses will provide the opportunity to strengthen commercial and other working arrangements between the PLC and WSR support organisations through 2015 and beyond.

100 The stakeholder meetings established by the PLC in 2014 for staff and support organisations have been very successful with positive feedback and participation. These will continue throughout 2015 and beyond.

Chapter 11: Communications and Public Relations

101. The PLC has the aim of enhancing and sustaining internal communications with shareholders, staff and volunteers and to establish the PLC story as the first point of reference. This involves developing a new approach to external public relations with the aim of ensuring that the PLC is able to project and communicate the work of the railway more effectively and to broaden the coverage and understanding of the WSR in the wider media system and amongst the public at large.

102. To do this, the PLC will during 2015:

- **Appoint a Board level lead on PR and Communications as part of corporate restructuring**
- **Follow on from 2014 by continuing to make the Briefing from the Board a regular feature of post Board actions with publication on the staff website and in Online.**
- **Continue with the programme of successful Stakeholder meetings for staff and support organisations**
- **Place more emphasis on development of its social media platforms and their use including improvements to the existing website.**
- **Establish more robust relationships with the railway press, key external partners and opinion formers including undertaking regular communications/briefings on key issues.**
- **Consider regular briefings of shareholders using a combination of the above techniques together with individual targeted briefings of influential opinion formers.**
- **Learn from the experience of other railways in terms of their approach to communications and public relations both internal and external.**

103. With the appointment of a lead Director the Communications and PR Committee will be re-established to give support and focus to these business aims.

Chapter 12: Corporate Organisation

104. In 2013, the Board decided that it was time to review the corporate structure and management arrangements of the PLC. This was because it had become clear that the current structure was not best suited to take forward delivery of all the requirements that the WSR needs to achieve in the next 10 years particularly in conjunction with this Plan. At a seminar in February 2013, the Board set out and subsequently endorsed at a formal Board meeting, the following principles of organisational design which any new proposals are required to meet.

- **Clarification of the governance arrangements through clear separation of the non-executive and executive functions of the PLC. Board members become Non-Executive Directors.**
- **Delivery of the principles of good governance as set out in the Nolan/Cadbury proposals.**
- **Board Members are chosen for their skills and personal/ organisational fit with the PLC.**
- **Remuneration of Non-Executive Directors for expenses incurred on the PLC business**
- **Given the need to strengthen wider partnerships and treat all stakeholder organisations equally, the new Partnership Development Group will be established. This does not prevent representatives from any external stakeholder from attending Board meetings on request or by invitation to discuss specific issues with the PLC.**
- **Associate status on the Board will be reviewed as part of Phase 2 of corporate restructuring covering management arrangements. This will be addressed once Phase 1 is complete and therefore not before mid-2015 at the earliest.**
- **All Board members must have a specific portfolio with a role profile for which they are individually accountable alongside their corporate responsibilities.**
- **Strengthening of the management and leadership of the executive and heads of service functions within the organisation is a priority and any new models must be both sustainable and affordable.**
- **The Memorandum and Articles of Association must be complied with (or altered as required) in whatever structure is preferred.**
- **The Board is responsible for business and financial policy, strategic direction, regulation and corporate governance.**
- **The Executive focus must be on overall business performance, operational delivery, financial management, commercial and marketing, engineering and infrastructure and workforce requirements**

105. The planning and design of restructuring is now well advanced. All the new Director portfolios have been prepared and endorsed by the Board and appointments of existing Directors to preferred portfolios have been made. The recruitment process for appointment to vacant portfolios should be completed by the end of 2015 but this will depend very much on the ability to recruit the right people to the new roles.

106. The opportunity has also been taken to review and refresh the Committees of the Board. Each of these has revised terms of reference and their roles and functions are

linked to the wider corporate objectives of the PLC as set out in the Corporate Plan. A diagram setting out the committees is provided as Appendix 5



107. Towards the end of 2015 and June 2016, the Board will also give consideration to how management arrangements need to be structured to complement the new model for the Board. There are a number of succession planning considerations to be addressed within that process and this work will be coordinated and led by Planning Committee.

108. 2016 will also see the start of a comprehensive review of the PLC Memorandum and Articles with a view to consultation and completion in 2016.

Chapter 13: Heritage and Preservation

109. In the Corporate Plan, the PLC has already said that there will be specific commitments developed and undertaken within its planning and operational work across the railway that maintains and in some cases, restores and enhances the preservation of the WSR heritage. This is not just the responsibility of the PLC but will be pursued in consultation with and involvement of, the wide range of stakeholders that have an interest in this area.

110. This will cover:

- **The Built Railway**
- **Maintaining and Preserving Traditional railway Working Practices**
- **The Approach to Making Essential Alterations**
- **Locomotives and Rolling Stock**
- **Museums and Historical Artefacts**

111. The proposals for heritage and preservation in this chapter will not happen merely by virtue of being written into the Plan. As part of its corporate restructuring programme, the Board will appoint a Director with responsibility for preservation and heritage issues. Partnership Development Group has established a Heritage Committee, enlisting members from WSR support organisations with responsibility for developing proposals and securing railway wide guardianship of these matters.

112. The proposals from the Heritage Committee will progressively be built in to PLC business management processes and decisions as they emerge.

Appendix i: Loco Diagram

Locomotive supply

	Owner	2015				2016				2017			
Home													
9351	WSR	Overhaul				Overhaul		Overhaul		Overhaul			
7826	WSR	Overhaul				Overhaul		Overhaul		Overhaul			
4110	WSR	Out of service/requires restoration				Out of service/requires restoration		Restoration		Restoration			
3+ years hire													
88	S&D Trust	overhaul				overhaul		Overhaul		Overhaul			
44422	44422 Ltd	boiler overhaul				boiler overhaul		Overhaul		Overhaul			
4936	KHL Ltd	Overhaul				Overhaul		Overhaul		Overhaul			
Under 3 years hire													
4160	4160 Ltd	Overhaul				off hire				Possible contract overhaul?			
6960	J Hosking	Overhaul				Overhaul				Possibly available for additional hire?			
3850	DML Ltd	Overhaul				off hire/out of service				Possibly available for additional hire?			
Other options													
4561	WSRA	Overhaul						when complete available subject to contract					

Copy of loco supply programme for 3 year plan 2015-5-28

Appendix ii: Infrastructure

Request Date	Request Station Code	Details of Fault or Work Request	Notes	Capital Budget Code	£/Miles Committed (k) [1]	- RISKS / ASSETS SCORE - Operation / Investment / Damage [2]			Priority / Deadline [3]
WINTER/SPRING 2015									
DOCUMENT PRINTED 08/08/2015									
ROUTINE 6 Years	VARIOUS	Principle Bridge Inspections - All bridges	UNDERWAY - AY and RD to carry out inspections. RD drawing up assessment pack. AY on bridge inspection course. 24/40 bridges completed.	74130	2,000	3	3	2	2.7
11/03/2014 21:07:40	MD	Fencing for Sea Wall and drainage point [Part 1]	POSTPONED - LACK OF MATERIALS Lee Eiston planned with AF. Highways request needed adjacent to main road. Drainpipe by the sea fence at Minehead needs extending. AF has had spare material supplied to MD ready to work on. Additional material coming from CH.	FOMS	30,000	2	3	2	2.3
11/03/2014 10:12:27	WN	WILLITON LOOP PROJECT	UNDERWAY - Site prep and foundation completed. Bridge delivered / on-going installation. Point ordered.	WN Loop	220,000	1	3	1	1.7
SUMMER 2015									
25/02/2014 10:41:47	Various	Land Slip Risks - further investigation - Plan for Autumn/Winter?	Approved: SR west side platform, WN end. Eastcombe, CH, WD cuttings. Arrange expert assistance / site plans / owner access. Plan winter 2015.	CAP	20,000	3	3	3	3.0
20/03/2014 21:09:43	VARIOUS	Level Crossing Improvements (following report - JUN7)	[Land Man] Follow up report on crossing sighting and get the costing for signage to show details identified in the HRA safety report at level crossings. C Pratt to supply report.	73010	10,000	2	2	3	2.3
11/03/2014 10:12:27	BL	BL relay works - Drainage (AUG)	[PWAY] structure to pool water before washing out into field - need to discuss with RD. Minor enhancement to drainage required based on environs.	73010	2,000	2	3	1	2.0
11/03/2014 10:12:27	BL	BL Station Farm Car Park (JUL)	UNDERWAY - to enable staff parking area and new signing on point to alleviate strain on public parking. Surfacing, lighting(?) and relocate signing on room? OEC agreed £10K for tarmac and fencing. Inc. 3x buffers for site. [LM - fencing]	Agreed 10K	10,000 +15,000	3	2	1	2.0
28/11/2014 08:46:22	CH	Crowcombe Drainage (SEP/OCT)	[PWAY] Design catch pits - Risk to further flooding and track deformation - need to design pits and action results of CCTV report	73010	10,000	3	3	3	3.0
11/03/2014 10:12:27	170.00	Combe Florey Drainage (JUL)	[PWAY] Track formation improved. Earth moved. Waiting for running season before attempting further drainage works - currently drainage system holding.	73010	3,000	2	3	2	2.3
11/03/2014 10:12:27	WN	WILLITON LOOP PROJECT - STAGE 1	UNDERWAY - S&T programme on-going. PWAY point upgrades and trap/lead install.	WN Loop	220,000	1	3	1	1.7
ROUTINE ANNUAL	Various	Pointing/weeding under bridges [1] (set up routine)	UNDERWAY [PW] weeding / Lee E contractor. Arrange possessions / scaffold. Highways notice/signage. Routine for 20 bridges over 10 years to catch-up on maintenance - JBart to arrange.	74130	8,000	2	3	2	2.3
11/03/2015 10:12:27	DD	New footpath for access by field	Improved safety route for pedestrians accessing station from DD beach - Chris Hooper arranging with local council for matched funding.	74130	1,000	2	2	2	2.0
AUTUMN 2015									
ROUTINE ANNUAL RELAY 1/4	CH	CH RELAY Part 1	[PWAY] 3 weeks / look at running CH single line into Dec? Half the down loop and points? Plan around WN Loop. Rail in stock / requires ballast and drainage components. Carry-over from DD relay?	Budget Request	20,000	3	3	3	3.0
11/03/2014 10:12:27	WN	WILLITON LOOP PROJECT - STAGE 2	Contractor to install and clip new points. S&T programme for point machines on 12 points connected with temporary electric locking and partial commissioning. Locking enabling works. Power supply.	WN Loop	220,000	1	3	1	1.7
27/11/2014 23:08:28	DR	Access to Dunster Station by Motor Coaches	To enable safer access for coaches in and out of DR. Project needs funding and scope - plan for / Highways / Heritage listing / Western Power. Contract road works. Complete fencing one ice cream stall is removed.	Budget Request	22,000	3	1	2	2.0
24/03/2014 11:32:56	MD	Fencing for Sea Wall and drainage point [Part 2]		FOMS	30,000	2	3	2	2.3
08/06/2015	MD/BL	Dig in telephone cable BL & MD	GK for S&T request for machine and operator - renew cabling	74176	2,000	2	2	0	1.3
09/05/2014 17:42:00	MD	Canopy corroding on truss at east end MD station. Including re-painting?	AF taken a look - plan for the closed Jan/Feb season - 2017? FOMS Funding?	74130	25,000	2	3	2	2.3
WINTER/SPRING 2016									
	WN	WILLITON LOOP PROJECT - STAGE 3	[PWAY] 2 weeks - realignment. Point machines on 16 points connected and FPL on temporary electric locking. Signal 23 moved out and 5 installed in preparation but marked out of use. No mechanical locking alteration. Disconnect/divert main signal cables to enable PW work. TCs and new sig posts installation during 2016.	WN Loop	220,000	1	3	1	1.7

Request Date	Request Status / Line	Details of Part or Work Request	Notes	Budget Request	Approved (14/17)	Approved (14/17) - Budget	Approved (14/17) - Budget	Approved (14/17) - Budget	Priority (1/3)
ROUTINE ANNUAL RELAY 14	DU	Doniford Halt Relay [PART 2]	[PWAY] + Land Mar? To finish the work started in Jan 2015 and continue around the curve towards NT for another 300m. Undertaken by PH's gang internally following WN works. Cost for additional materials - ballast etc. - various locations (3 weeks - Loughran-contractor) (Est. 69k) - December?	Budget Request	20,000	3	3	3	3.0
	Various	RRV cherry picker for larger trees (DEC)		Budget Request	73011	6,000	3	3	2.7
	MD	MD Engine Shed Roof Renewal	A. Forster request - for renewal over spot repairs. TO INCLUDE Good Shed Guttering Repairs	FOH67 / Budget Request	24,000	2	3	0	1.7
	Various	Pointing/weeding bridges [2] (set up routine)	Continue routine for 20 bridges over 10 years to catch-up on maintenance	Budget Request	74130	6,000	2	3	2.3
ROUTINE ANNUAL RELAY 16		Re-Railing Track 1/4 Mile (Corp Plan)	Routine replacement of rail over 1/4 mile = 44 lengths - undertaken in-house. Second half of closed period. Half of the Corp Plan target.	Budget Request	52,000	3	3	2	2.7
SUMMER 2016									
17/12/2016	177.40	Stream Erosion at Castle Hill - EA support	River is undermining the track bed and now on the railway side of the border fence. Advised by EA to sort issue. Possible student project. Contract works	Budget Request	74130	30,000	3	3	2.7
17/12/2016	177.50	Cottiford/Woolston Drainage	[P-WAY] - drainage maintenance to resolve blockage and upgrade flow in case of flooding	Budget Request	73010	6,000	2	2	2.0
18/12/2016	Various	Review Rail Wear Report & re-measure	Review rail wear throughout - specialist or maybe in-house?	Budget Request	73010	5,000	2	3	2.3
18/12/2016	GR	Stogumber Slope Stability	Following ground investigation - high chance that the rest of the bank will need to be stabilised to prevent further slips and loss of platform area. (3 weeks - contractor)	Budget Request	74130	80,000	2	3	2.3
ROUTINE ANNUAL	Various	Pointing/weeding under bridges [2] (set up routine)	Continue routine for 20 bridges over 10 years to catch-up on maintenance	Budget Request	74130	6,000	2	3	2.3
	BL	Possible re-location of Brunel House	In case the lease renewal is not offered by Revsute, possible relocation cost of equipment and supplies - NOT including cost of new accommodation.	Budget Request	10,000	3	3	0	2.0
AUTUMN 2016									
18/12/2016	WN	WILLITON LOOP PROJECT - STAGE 4	[S&T] New mechanical interlocking brought into operation. Commissioning signal 5. Signal post installation [PWAY]	WN Loop Budget Request	220,000	1	3	1	1.7
18/12/2016	CH	Leigh Wood Crossing Light Renewal	[S&T] in-line with other renewals given age over 25 years and to bring up to latest standards.	Budget Request	25,000	3	3	2	2.7
18/12/2016	WD	Washford Cutting Drainage / Slope Stability / Track work	As with Stogumber - reinforce slope up side between bridges. Danger of slips the highest on the running line.	Budget Request	70,000	3	3	2	2.7
ROUTINE ANNUAL RELAY 14 ROUTINE	CH	CH RELAY Part 2	(3 weeks - P-WAY) - Drain line track renewal of platform and point work. In-house PW with material cost only. Accounts for a quarter of the Corp Plan target.	Budget Request	45,000	2	3	2	2.3
	TBC	Steel Bridge Painting/Maintenance [1] - Watersmeet?	(3 weeks) - additional to routine bridge budget. One every two years (10 bridges = 20 year cycle) to catch up on maintenance then one every 3 years. Cost for steel work renovation only - not track renewal / closures etc which may add more.	Budget Request	85,000	2	3	2	2.3
	RR	Purchase new RRV 666?	666 will not be up to ORR standard by the end of the year. Neither will it be work investing in an upgrade since the machine is 21 years old. Vital to the success of slays, weeding, filling and other general works that we have two operational RRV's. Deadline by ORR by December 2016 - braking must be direct and separate to drive wheels. Machine will be useless beyond 2016 otherwise.	Budget Request	80,000	3	3	1	2.3
	RR	Upgrade 666 brake capabilities in line with ORR		Budget Request	20,000	3	2	2	2.3
WINTER/SPRING 2017									
18/12/2016	WN	WILLITON LOOP PROJECT - STAGE 5 FINAL	[S&T] No further mechanical locking alteration. New electrical locking brought in. Outernet home signals in place. Track circuits in place. Section signals in place. Signal 20 moved out. Full new scheme tested and commissioned. 2A, 2A, 17, 18 AND ALL TICs operational / new 58 illuminated	WN Loop	220,000	1	3	1	1.7
ROUTINE ANNUAL RELAY 14	MD	MD relay - January & February	Planned for Jan 2017? To be carried out with Highways support with crossing renewal? include realignment and headhunt? Moving throat back towards the level crossing? Moving signal box? Include re-railing Track 1/4 Mile (Corp Plan) @ £52k per Follow up with Amey - JJ and PH to come up with spec. Plan at the same time as MD may???	Budget Request	142,000	2	3	2	2.7
	MD	Seward Way Crossing Renew - Amey?		Budget Request	300,000	3	3	2	2.7

18/12/2016	MD	New toilet for signal box	Is this still required? For signalmen to replace portaloos	Budget Request	6,000	2	1	0	1.0
18/12/2016	DD	Doniford Sea Cliff Erosion Protection	RD to look into the cost of rock armour at the base of cliff for 75m - advice by EA. John Buttivant suggestions. Land is ours, but possible coast fund support? Student work has confirmed requirement - acting sooner rather than later will extend life. Continue routine for 20 bridges over 10 years to catch-up on maintenance.	Budget Request	300,000	2	3	2	2.3
18/12/2016	Various	Pointing/weeding over bridges [2] (set up routine)		Budget Request	74130	6,000	2	3	2.0
SUMMER 2017									
	Various	Crowcombe Slope Stability	As with Stogumber - reinforce slope up either side of bridges.	Budget Request	75,000	3	3	2	2.7
ROUTINE ANNUAL	Various	Pointing/weeding under bridges [3] (set up routine)	Continue routine for 20 bridges over 10 years to catch-up on maintenance	Budget Request	74130	6,000	2	3	2.0
AUTUMN 2017									
ROUTINE ANNUAL RELAY	CH	CH RELAY Part 3	Other half of the down loop / points	Budget Request	40,000	3	3	2	2.7
	CH	Shelf relay replaced with 'Plug In' Relays	[S&T] To resolve on-going issues with old relays used in damp conditions. And to start using a large stock of modern relays which will improve reliability	Budget Request	12,000				2.3
WINTER/SPRING 2018									
ROUTINE ANNUAL RELAY	BA	BA Relay - Both platforms + points Jan - Mar gals?	OFS - request single line running Dec?	Budget Request	45,000	3	3	2	2.7
18/12/2016	WN	WN to Doniford	Contract - continue relay from Liddymore back towards WN - FB / CWR back to DD? TO CATCH UP ON CORPORATE PLAN	Budget Request	120,000	3	3	2	2.7
ROUTINE ANNUAL ROUTINE ANNUAL RELAY 10	Various	Pointing/weeding over bridges [2] (set up routine)	Continue routine for 20 bridges over 10 years to catch-up on maintenance	Budget Request	74130	6,000	2	2	2.0
		Re-Railing Track 1/4 Mile (Corp Plan)	Routine replacement of rail over 1/4 mile = 44 lengths - undertaken in-house. Second half of closed period. Half of the Corp Plan target.	Budget Request	52,000	3	3	2	2.7
SUMMER 2018									
	BL	BL Farm Development	?	Budget Request	?	?	?	?	1.0
18/12/2016	Eastcombe	Eastcombe Cutting Stability Part 2	Removing tree and stabilise cutting.	Budget Request	60,000	3	3	0	2.7
AUTUMN 2018									
ROUTINE ANNUAL RELAY ROUTINE	CH	CH RELAY Part 4	Up loop?	Budget Request	45,000	3	3	2	2.7
	TBC	Steel Bridge Painting/Maintenance [2]	(3 weeks) - additional to routine bridge budget. One every two years (10 bridges = 20 year cycle) to catch up on maintenance then one every 3/4 years. Cost for steel work renovation only - not track renewal / closures etc which may add more.	Budget Request	85,000	2	3	2	2.3

[1] Rev = from revenue budget
Others capital

[2] 3 = Definite risk/benefit
2 = Maybe a risk/benefit
1 = Little risk/benefit

RISK TO OPERATION - will trains stop? Services?
INVESTMENT e.g. reduced maintenance, prevention
DANGER to human life = 3

[3] >2 - Necessary
>1 - Important
Or - Nice to have

Appendix iii: 2015 Revenue

2015 BUDGET SUMMARY	Approved budget
	£K
Railway operating income	2,419
LESS Railway operating costs	1,258
LESS Railway wages	712
Net contribution from railway operations	449
Retail income	515
LESS Retail expenditure	399
Net contribution from retail operations	116
LESS Establishment, Admin & Publicity	612
BUDGETED PROFIT/(LOSS) BEFORE EXCEPTIONAL ITEMS	-47
Exceptional receipts	
Donations for specific revenue expenditure	9
Donations for specific capital projects	1
Donations for Williton Loop	46
PROFIT/(LOSS)	9

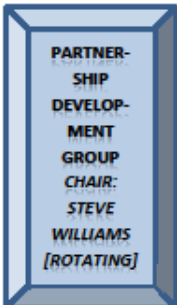
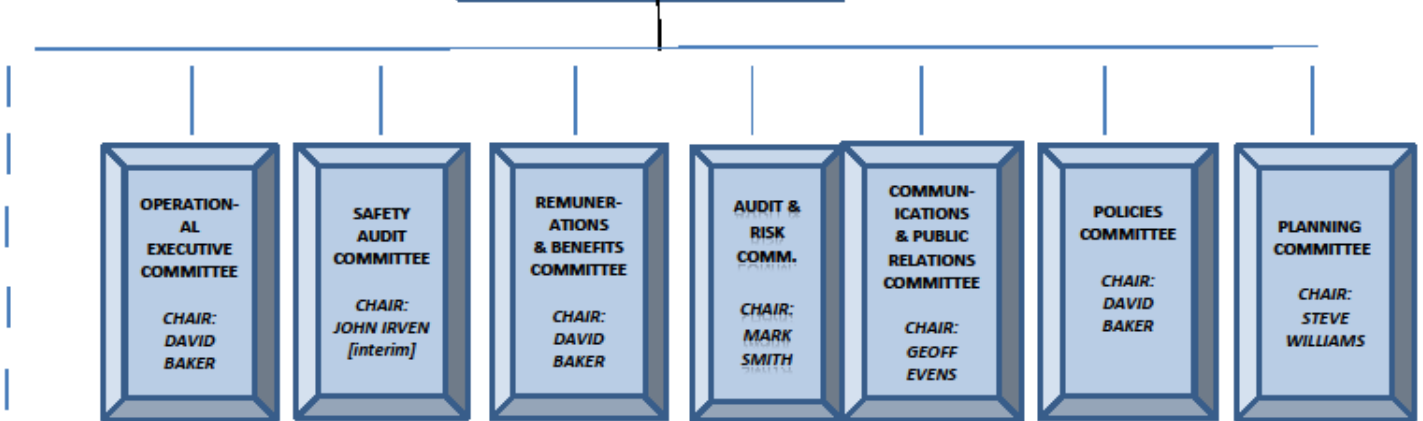
Appendix iv 2015 Capital Budgets

	Approved budget (£K)	Notes
LOCOMOTIVE DEPARTMENT		
BL loco compound canopy	22,000	Includes for foundations only - remaining costs depend on funding from Tiles and Towers appeal
Loco 9351	127,000	
Loco 88	120,000	
Loco 44422	150,000	
03 class diesel shunter	25,000	
Minehead shed doors	1,000	Exceptional revenue cost
TOTALS	445,000	
INFRASTRUCTURE		
Doniford relay	71,000	
Williton Loop	217,000	
Professional ground investigation	20,000	Exceptional revenue cost
MD fencing	36,000	Funding from FoMS
Renew 2 signal posts	7,000	
Circuit testing	13,000	Exceptional revenue cost
TOTALS	364,000	
OTHER		
CH Reinstatement of Goods Office	23,000	Funding from FoCHS
Replacement computers	4,000	
Display shelving (shop)	3,000	
WT Garden construction (part)	5,000	Funding from FoWS
WT Station mainenance	3,000	Part funding from FoWS
TOTALS	38,000	
OVERALL TOTALS	847,000	

Appendix V: Board Committees

WEST SOMERSET RAILWAY PLC

BOARD AND SUB COMMITTEES



**NOTE: A dotted line indicates reporting decisions for approval.
A solid line indicates formal Board sub-Committee.**

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