



Company number: 09999437

BUSINESS PLAN 2019/20 -2023/24
Financial year: 2022/23

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To be approved at the Board Meeting to be held on the 24th February, 2022

Abbreviations:

BwD	Blackburn with Darwen Council
CEL	Connecting East Lancashire
ComREG	Community Rail Executive Group
CRDF	Community Rail Development Fund
CRDO	Community Rail Development Officer
CREDO	Community Rail Education Development Officer
CRDS	Community Rail Development Strategy
CRL	Community Rail Lancashire Ltd
CRP	Community Rail Partnership
DfT	Department for Transport
FT	Full time
LCC	Lancashire County Council
PT	Part time
RPI	Retail Price Index
SAF	Station Adoption Fund
SNEO	Special Needs Education Officer

I. Executive Summary

- I.1 The Business Plan covers the period from 2019/20 to 2023/24. This update focuses on the 2022/23 financial year.
- I.2 **Accreditation:** CRL and its 4 CRPs are delighted to have been re-accredited by the DfT. The re-accreditation meeting took place on the 13th October 2021. As the DfT letter states “Accreditation is formal recognition by the DfT that a community rail partnership operates to a high standard and that its objectives and activities are supported by Government. Accreditation should provide assurance to others, including potential funders and partners, that the CRP operates to high standards of governance and financial propriety; adopts a collaborative approach; is worthy of trust by others; and is a suitable entity for receiving public funds”. Accreditation has to be renewed annually so for CRL and the 4 CRPs the next review will take place in October 2022 with a date to be agreed with the Community Rail Network.
- I.3 This Business Plan and the associated CRP Action Plans are aligned to the core funding received from Northern Trains Ltd and Avanti West Coast. Additional funding is also received from Merseytravel, towards the work of the West of Lancashire CRP; Blackpool Borough Council, towards the South Fylde Line CRP and First Transpennine.
- I.4 In addition to the core funding an additional grant has been secured to enable CRL to expand its school and college engagement programme across the Northern franchise area – see Appendix 2 for further details.
- I.5 To provide a framework for the Education Team a Four Year Strategic Educational Plan has been developed which is regularly reviewed and updated. The Plan is approved by the CRL Board and is reviewed and commented on by Carolyn Watson, Director of Stakeholder & Community Engagement, and by ComREG (the Community Rail Executive Group). The plan is attached at Appendix 1 to this Business Plan. The Plan covers the 4 year period from 2019 to 2022 and includes the expansion of the education programme to the east led by Karen Bennett; the development of the Railway Confidence Programmes (RCP) and Autism Friendly Line being led by Katie Douglas and various multi-cultural initiatives which are being led by Shahiesta Raja.
- I.6 As referred to in I.3 above CRL receives the core funding from Northern and Avanti West Coast towards the work of the four Community Rail Partnerships namely the East Lancashire CRP, Clitheroe Line CRP, West of Lancashire CRP and South Fylde Line CRP. These grants are shown in the financial summary at **Appendix 2** and in the individual Action Plans for the 4 CRPs. The funding mainly covers staff costs for the 2 part time CRDOs. However, there is some headroom to support small scale projects along the lines. During 2022 it is planned to recruit a new full or part time CRDO.
- I.7 CRL and the four CRPs also make funding bids to support specific projects. To date bids have mainly been made to the Community Rail Development Fund (CRDF), Northern Seedcorn Fund and the Community Rail Network's Small Grants Fund. CRL is also managing a fund on behalf of Connecting East Lancashire (CEL). The CEL fund is due to be phased out during 2022. It is anticipated that further grant applications will be made during 2022 to those already mentioned as well as to new funding bodies. Community Rail Network regularly provides details through its Community Rail News of potential funding sources for CRPs.
- I.8 CRL also benefits from the input from its 6 Directors who are Richard Watts, Chair; Tony Ford, Vice Chair and Chair of the South Fylde Line CRP; Simon Clarke, Secretary; Melanie Taylor, BwD, Connecting East Lancashire and is Chair of the East Lancashire & Clitheroe Line CRPs; Gerald Townson, Chair LLMCRP Ltd. and Marjorie Birch, Chair Ribble Valley Rail. Up to 22nd April, 2021 For part of the year Marjorie was the Chair of

the East Lancashire and Clitheroe Line CRPs and stood down as a Director of CRL as and from the 28th June 2021. Mike Cliffe has joined the Board and is the Rail Development Manager for Lancashire County Council.

- 1.9 Two key objectives for 2022 are to look at recruiting additional Directors and to develop a succession strategy for the future development of CRL Ltd.
- 1.10 CRL produces an Annual Report. All Annual Reports can be viewed online at www.communityrail Lancashire.co.uk/annual-reports/

2. Community Rail in Lancashire

2.1 Community Rail Lancashire Ltd

2.1.1 Community Rail Lancashire Ltd (CRL) was formally established as a not-for-profit company, limited by guarantee on the 11th February 2016 having existed as an informal body since 2012. The decision to become a formal body was taken so that CRL could take advantage of the opportunities presented by the recently awarded Northern franchise by the DfT (Department for Transport) to ARNL. The objects of the company are set out in its 'Articles of Association' which can be viewed at <https://www.communityrail Lancashire.co.uk/wp-content/uploads/2016/04/Articles-of-Association-Final-Version.pdf>

2.1.2 In summary the key objects of CRL are, inter alia, to:

- Act as an 'umbrella body' for the 4 Lancashire CRPs listed in section 2.2 below in particular to provide them with the resources, human and financial, to deliver their annual Action Plans;
- Expand the programme of school engagement and social outreach across the Northern franchise; and
- Employ the staff required to deliver the agreed actions subject to the finances available to CRL.

2.1.3 The full Objects of the company can be viewed in Appendix 4.

2.1.4 The company is currently managed by a Board consisting of 6 Directors. The intention is for the Board to consist of representatives from the 4 CRPs covered by CRL. However, to date this has not been possible and at the time of writing the West of Lancashire CRP still needs to appoint a Director. However, the Board was pleased to welcome Melanie Taylor, from Blackburn with Darwen Borough Council, as a Director. Carolyn Watson is an ex officio member of the Board representing Northern. The Board will also be looking for additional Directors to ensure that it fully reflects the diverse communities across the area covered by CRL and its 4 CRPs. In addition to the Directors the company will also develop over time a membership principally made up of representatives from adjoining CRPs, local authorities, local businesses, station friends' groups as well as representatives from the railway industry.

2.1.5 A few Directors have specific roles within the company including Richard Watts who is Chair and responsible for the paid staff, Tony Ford, Vice Chair and Simon Clarke is the Company Secretary a role shared with Haworth's CRLs accountants.

2.1.6 CRL employs 2 x PT 4 days a week CRDO (Community Rail Development Officer). From the 1st April 2022 this changes to 1 CRDO 4 days per week and 1 CRDO 2.5 days per week. In addition, it employs 2 FT CREDOs (Community Rail Education Development Officer) and 1 FT SNEO (Special Needs Education Officer). The CRL Chair is also employed for 22 hours per week, to oversee the management of CRL Ltd and the 4 Lancashire CRPs and

to represent CRL on ComREG and the DfT's National Community Rail Steering Group The CRL staffing structure is detailed in **Appendix 2**. During early 2022 it is planned to recruit a new FT CRDO.

2.1.7 The Community Rail Development Strategy & Accreditation

2.1.7.1 CRL is committed to implementing the new 'Community Rail Development Strategy'.

2.1.7.2 The Community Rail Development Strategy (CRDS) was first launched in 2004 by the former Strategic Rail Authority and updated in 2007 by the DfT. Since then the strategy has remained unchanged and the DfT along with the National Community Rail Steering Group agreed in 2017 that the time had come to review and, if necessary, update the CRDS.

2.1.7.3 After a consultation period the conclusion was that the CRDS needed to be updated to reflect changing circumstances in particular to better embrace the diversity and inclusion agenda. However, it was recognised that much of the former strategy was still fit for purpose and consequently has been incorporated into the new CRDS. Launched by Andrew Jones, MP on Thursday 15th November, 2018 the new CRDS called 'Connecting Communities with Railways: The Community Rail Development Strategy' contains 4 key pillars as follows:

- A. Providing a voice for the community;
- B. Promoting sustainable and healthy travel;
- C. Bringing communities together and supporting diversity & inclusion; and
- D. Supporting Social and Economic Development.

The full strategy and the CRL press release supporting it can be viewed by using the following link to the CRL website:

<https://www.communityrailancashire.co.uk/news/new-community-rail-strategy-launched/>

or to the DfT website using the link below:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/756054/connecting-communities-with-the-railways-the-community-rail-development-strategy.pdf

2.1.7.4 What marks the biggest change is that the former strategy designated lines as either community rail routes or community rail lines or a combination of both as is the case for the Preston to Colne/Burnley Manchester Rd lines; the Preston to Ormskirk and the Preston to Blackpool South lines. However, the new CRDS is using a totally different approach so instead of designating lines, which will be phased out, it is going to use a process of accreditation for CRP's. As referred to in 1.2 above CRL and the 4 CRPs had their accreditation renewed for 2021/22

2.1.8 This **Business Plan** covers a 5-year period from the financial year 2019/20 to 2023/24. Despite the ending of the ARNL franchise as/from the 1st March 2020 core funding towards the 4 CRPs has continued with each CRP receiving approximately £28k in 2021/22. Core funding is expected to continue in 2022/23 and subject to a review in subsequent years. The exact amount of core funding received is adjusted in line with the Retail Price Index (RPI). As well as this CRL is also receiving circa £110k per annum to enable it to deliver and enhance its educational engagement programme. In addition to the funding received from Northern CRL additional funding has also been received from Avanti West Coast and Forst Transpennine. Further core funding is also received from stakeholders towards their CRP – full details see appendix 2 below.

2.1.9 In summary, CRL plans to build on its strengths and will:

2.1.9.1 Work closely with the 4 Lancashire CRPs and assist them in the delivery of their annual Action Plans through the employment of the 2 CRDOs, 2 CREDOs and 1 SNEO. It should be noted that the 2 CRDOs work closely with the individual CRPs. During 2022 one CRDO plans a further reduction in hours to 2.5 days per week. As a consequence, during 2022 CRL plans to recruit an additional FT or PT CRDO

2.1.9.2 Implement a programme of school and college engagement across the Northern area; it will share best practice with all CRPs through the 'Down the Line' website, the Education Network, ComREG and within Northern as well as with CRPs from other parts of the UK. These plans are set out in detail in the 'Four Year Strategic Education Plan' see **Appendix I**.

2.1.9.3 Continue to engage closely with its 'station friends' groups' and to assist them in developing 'action plans' for 'their' station in line with the requirements of Northern. CRL will also assist these groups in securing funding for small scale station improvements through the Station Adoption Fund (SAF) as well as in developing marketing materials to promote their station and its rail service to the local community as part of an on-going awareness raising exercise.

2.1.9.4 Work closely with the sponsors of Restoring Your Railway (RYR) projects with a focus in 2022 on the Clitheroe – Hellifield project led by Ribble Valley Borough Council and the South Fylde Line Passing Loop led by Fylde Council. CRL will also work with local councils on applications to the Levelling Up Fund.

2.1.9.5 Work with Northern, Lancashire County Council and the Rail North Partnership/TfN to develop investment plans for all stations covered by CRL. In addition, CRL would like to develop a range of projects with Avanti West Coast in particular at Preston.

2.1.9.6 Maintain and update the individual CRP websites under the generic www.communityraillancashire.co.uk . In addition, CRL looks after the social media for the 4 CRPs through its Facebook page, Twitter feed @crl_live and Instagram account. In addition, CRL has developed an education-based web site www.downtheline.org.uk. The specific site www.dalesrail.com is also managed by CRL.

2.2 The 4 Lancashire Community Rail Partnerships

The following is a brief summary of the 4 Community Rail Partnerships that make up Community Rail Lancashire.

2.2.1 East Lancashire Community Rail Partnership (ELCRP)

2.2.1.1 The ELCRP covers the line from Preston to Colne and Burnley Manchester Road/Manchester via Todmorden and is a route of contrasts. Starting at Preston the junction with the West Coast Main Line it ends at Colne an attractive Market Town and the home of the annual Rhythm and Blues Festival. The route passes through attractive countryside and the towns of Blackburn, Accrington, Burnley and Nelson. The journey affords excellent views of Pendleside and Pendle Hill. Apart from the major stations the line also serves many smaller stations including Lostock Hall, Cherry Tree, Pleasington, Huncoat, Hapton and Brierfield as well as smaller towns such as Bamber Bridge and Church & Oswaldtwistle. The route is used by three passenger services namely Blackpool North to York; Preston to Colne and Blackburn to Manchester Victoria/Wigan Wallgate/Kirkby (EWD) & Southport (Sundays). The route crosses the Clitheroe to Manchester service at Blackburn.

2.2.1.2 The line serves a population of roughly 500,000 people ranging from affluent communities to some of the most deprived areas in England.

2.2.1.3 The East Lancashire Community Rail Partnership was established on 22nd April 2005 and formally launched on Community Rail Day 20 May, 2006. The DfT has formally accredited the CRP.

2.2.1.4 The Partnership has a Management group that consists of representatives from a variety of bodies including Community Rail Lancashire, Lancashire County Council, Blackburn with Darwen Borough Council, Northern, Network Rail, Friends of Pendle Stations, Pendle Borough Council, British Transport Police and the Community Rail Network.

2.2.1.5 The CRP produces an Annual Action Plan which is agreed at the Annual General Meeting (AGM) which takes a realistic view of the financial and human resources available to it.

2.2.1.6 The CRP is a co-signatory to the Service Level Agreement agreed between CRL and Northern.

2.2.2 Clitheroe Line Community Rail Partnership (CLCRP)

2.2.2.1 The CLCRP covers the line between Manchester and Clitheroe although it shares the route between Manchester and Bromley Cross with the newly formed Bolton and South Lancashire CRP. It is an inter-urban route linking the market town of Clitheroe, population about 15,000 with the regional centre of Manchester. From Clitheroe the service passes through the Ribble Valley to Blackburn, population 141,200 (including Darwen). From Blackburn it serves Darwen before crossing the West Pennine Moors to reach Bromley Cross and Bolton and then on to Salford and Manchester. In addition to the core route the CRP also helps promote DalesRail the summer Blackpool North to Carlisle service as well as the winter service between Blackpool North/Preston and Hellifield. It is estimated that the service carries about 2m passengers per year.

2.2.2.2 The Clitheroe Line Community Rail Partnership was established in December 2006 and was the successor body to the Clitheroe Line Development Group. The CRP has been formally accredited by the DfT.

2.2.2.3 The Partnership has a Management Group that consists of representatives from Community Rail Lancashire, Lancashire County Council, Blackburn with Darwen Borough Council, Transport for Greater Manchester, Ribble Valley Borough Council, Northern, Network Rail, British Transport Police, Community Rail Network and Ribble Valley Rail. The Bolton Station Community Station Partnership has recently joined the management group.

2.2.2.4 The CRP produces an Annual Action Plan which is agreed at the Annual General Meeting (AGM) which takes a realistic view of the financial and human resources available to it.

2.2.2.5 The CRP is a co-signatory to the Service Level Agreement agreed between CRL and Northern.

2.2.3 West of Lancashire Community Rail Partnership (WofLCRP)

2.2.3.1 The WofLCRP was formed in 2000 to develop both the Preston to Ormskirk and (Manchester) Wigan to Southport lines. The CRP has been formally accredited by the DfT.

2.2.3.2 The Partnership has a Management Group that consists of representatives from Community Rail Lancashire, Lancashire County Council, Transport for Greater Manchester, Merseytravel, Northern, Network Rail, West Lancashire Borough Council, Sefton Metropolitan Borough Council, British Transport Police, the Community Rail Network and the Ormskirk Preston Southport Travellers' Association (OPSTA).

2.2.3.3 The CRP produces an Annual Action Plan which is agreed at the Annual General Meeting (AGM) which takes a realistic view of the financial and human resources available to it.

2.2.2.4 The CRP is a co-signatory to the Service Level Agreement agreed between CRL and Northern.

2.2.4 South Fylde Line Community Rail Partnership (SFLCRP)

2.2.4.1 The South Fylde Line is 20 miles long linking Preston with Blackpool on the Fylde Coast via Kirkham & Wesham, Lytham and St. Anne's.

2.2.4.2 The line serves a population of about 350,000 people ranging from some of the most affluent communities in Lancashire to some of the most deprived areas in England, especially in Blackpool.

2.2.4.3 The SFLCRP has a Management Group that consists of representatives from Community Rail Lancashire, Lancashire County Council, Blackpool Borough Council, Fylde Borough Council, St Anne's Town Council, Northern, Network Rail, British Transport Police, the Community Rail Network and the Blackpool & Fylde Rail Users' Association.

2.2.4.4 The DfT has formally accredited the CRP and the SFLCRP itself was formally launched during Community Rail Week on 17 May, 2008.

2.2.4.5 The CRP produces an Annual Action Plan which is agreed at the Annual General Meeting (AGM) which takes a realistic view of the financial and human resources available to it.

2.2.4.6 The CRP is a co-signatory to the Service Level Agreement agreed between CRL and Northern.

3 2022 Company Plan

3.1 The table below sets out the key activities that will be undertaken by CRL Ltd during 2022.

3.2 Please note that some actions may continue to be affected by the Covid - 19 pandemic.

Key

Ch: Chair

VC: Vice chair

S: Secretary

TL CREDO: Team Leader Community Rail Education Development Officer

CREDO: Community Rail Education Development Officer

Activity	Task	Action by	Status
Company development	<ul style="list-style-type: none"> To maintain accreditation by arranging a review meeting in October 2022 for CRL and the 4 CRPs. Recruit additional Directors. Ensure the Board reflects the diversity of the communities served by CRLs 4 CRPs. Review the staffing of CRL and develop proposals to restructure this. To look for new funding opportunities. Arrange quarterly Board meetings, including the annual AGM. Provide accounts to Companies House as required by law. Prepare an annual report covering all aspects of the work of CRL and the 4 CRPs. Retain Peninsula to advise on HR and H&S issues. Review annually all company policies and update as necessary. Maintain close links with like minded organisations including the Community Rail Network, the DfT Community Rail team, local & national government and local businesses. Retain membership of Community Rail Network. Attend relevant conferences and briefings including the annual DfT/Community Rail Network Community Rail Conference and the twice-yearly Community Rail Network seminars. 	<ul style="list-style-type: none"> Ch Ch & VC Ch Ch All S S & Accountant S Ch & S Ch, VC, S All Ch All 	<ul style="list-style-type: none"> •

Property development	<ul style="list-style-type: none"> To negotiate with Lancashire County Council and Northern underleases for Accrington ('the bunker') and the Burnley Manchester Rd Community Room. 	<ul style="list-style-type: none"> Ch 	<ul style="list-style-type: none">
Staff recruitment and development	<ul style="list-style-type: none"> For the Chair to agree the key objectives of the 2 CRDO's (Community Rail Development Officers), 2 CREDOs (Community Rail Education Development Officers) and 1 SNEO (Special Needs Education Officer). During 2022 look to recruit a new FT or PT CRDO. Undertake regular staff reviews to monitor progress against objectives and identify any specific training needs. Review and update the Job Descriptions for all staff as required. Develop bespoke training packages for all members of staff. 	<ul style="list-style-type: none"> Ch Ch Ch Ch 	<ul style="list-style-type: none">
School and college engagement (see appendix I for full details)	<ul style="list-style-type: none"> Maintain and develop the 'Down the Line' website and related support materials for use by inter alia schools, colleges, universities, CRPs and station partnerships. A new educational website may be developed during 2022. Arrange and chair meetings of the Education Network, virtual and live, where CRPs, TOCs, Network Rail etc. can exchange ideas and share best practice about their school and college engagement work. Continue to work with Northern on its apprenticeship programme. Continue to develop a programme of school and college engagement aimed at all age groups from the EYFS to college/university students across the Northern franchise area. Continue to develop the Railway Confidence, On Track to Train and Autism Friendly Line programmes across the Northern franchise area and in partnership with TfGM, Merseytravel and Merseyrail. Develop educational packages aimed at hard-to-reach groups. 	<ul style="list-style-type: none"> TL CREDO TL CREDO TL CREDO TL CREDO TL CREDO TL CREDO 	<ul style="list-style-type: none">

	<ul style="list-style-type: none"> • Write Best Practice papers. 	<ul style="list-style-type: none"> • All Education Team 	
Strategic Developments	<ul style="list-style-type: none"> • Restoring Your Railways (RYR): work with stakeholders on approved RYR projects which may include during 2022 the Clitheroe to Hellifield and South Fylde Line projects. In both cases subject to moving to the OBC (Outline Business Case) stage. • Work with Lancashire County Council and other parties on Levelling Up bids. • Initiate and/or contribute to strategic studies that affect the lines covered by CRL and the Lancashire CRPs. 	<ul style="list-style-type: none"> • Ch • Ch • Ch 	<ul style="list-style-type: none"> •
Support the work of the four Lancashire CRPs	<ul style="list-style-type: none"> • Support the 4 CRPs in the development and implementation of their annual Action Plans. • Support the 4 CRPs in maintaining accreditation. • Attend the annual DfT/Community Rail Network Accreditation meeting. • Provide support for the management groups of the 4 CRPs including arranging meetings, finding suitable venues and secretarial support. • Work as required with the station partnerships on each CRP line. • Assist with the preparation of funding bids. 	<ul style="list-style-type: none"> • All • Ch • Ch to arrange • Ch • Ch • All 	<ul style="list-style-type: none"> •

Appendix I

Four Year Education Strategic Plan

See attached document.

APPENDIX 2

COMMUNITY RAIL LANCASHIRE

(Including the East Lancashire, Clitheroe Line, West of Lancashire and South Fylde Line CRPs)

FORECAST INCOME 2019/20 TO 2023/24

CRP/CRL	2019/20	2020/21	2021/22	2022/23	2023/24
East Lancashire CRP					
Core funding	27,617	28,362	28,759	29,000	30,000 TBC
Clitheroe Line CRP					
Core funding	27,617	28,362	28,759	29,000	30,000 TBC
Ribble Valley BC		5,000			
West of Lancashire CRP					
Core funding	27,617	28,362	28,759	29,000	30,000 TBC
Merseytravel	10,000	10,000	10,000	10,000	10,000
South Fylde Line CRP					
Core funding	27,617	28,362	28,759	29,000	30,000 TBC
Blackpool Borough Council	3,000	3,000	3,000	3,000	3,000
St Annes Town Council	1,000				

Leeds Lancaster Morecambe CRP	3,000	3,000	3,000	?	
Community Rail Lancashire					
Educational engagement programme	107,625	110,531	112,078	114,000	116,000 TBC
First TransPennine			10,000	10,000 TBC	
Avanti West Coast	4,096	14,406	12,714	13,000 TBC	15,000 TBC
Sub total core funding			265,828	266,000	264,000
Grants – (rounded)	81,100	45,187	16,915 (a)		
GRAND TOTAL	320,289	304,572	282,743		

Key:

TBC To be confirmed
CRP Community Rail Partnership
ELCRP East Lancashire CRP
CLCRP Clitheroe Line CRP

Commentary

Above shows the current and projected future income for CRL and the 4 CRPs.

Breakdown of Staffing costs:

Below is the estimated full year staffing costs for 2022/23.

Community Rail Lancashire Staffing costs:

All staff are employed by CRL Ltd.

Staff costs 2022/23 - estimated full year costs

Staff title	Salary £	Other costs £	Totals £
Community Rail Officers			
1 x CRDO (PT 4 days)	30,312		30,312
1 x CRDO (PT 2.5 days)	20,438		20,438
1 x CRDO (PT 3 days) (a)	20,837		20,837
Sub total	71,857		
Education Team			
2 x CREDO (FT)	80,771		80,771
1 x SNEO (FT)	38,890		38,890
Sub total	119,661		
Chairs salary	12,000		12,000
Sub total	12,000		
Sub total	203,248		203,248
Employer NI (all staff) (b)		31,000	31,000
Employer pension contributions		9,000	9,000
Sub total		40,000	40,000
Staff grand total			243,248
Core funding (estimate)			266,000

Key:

FT	Full time
PT	Part time
CRDO	Community Rail Development Officer
CREDO	Community Rail Education Development Officer
SNEO	Special Needs Education Officer

Notes:

- Subject to outcome of recruitment process to be initiated in early 2022 but may be affected by Covid-19 restrictions.
- Takes into account the changes announced in the budget.

Appendix 3 - Summary of Projects 2022/23

Details of projects are set out in the Action Plans for each CRP as well as in the 'Four Year Strategic Education Plan'

The CRP Action Plans can be viewed at www.communityraillancashire.co.uk/accreditation/

A project spreadsheet will be created and circulated prior to Board meetings.

Appendix 4
Community Rail Lancashire – extract from the Articles of Association

The full Objects of CRL:

The objects of the Company shall be specifically restricted to:

- (a) act as an umbrella body for the four Lancashire Community Rail Partnerships (CRPs) namely the Clitheroe Line CRP, the East Lancashire CRP, the South Fylde Line CRP and the West of Lancashire CRP or their successor bodies in name and title;
- (b) co-operate and/or work with adjoining CRPs and station partnerships;
- (c) become a delivery agent for regional and national rail projects;
- (d) promote the development of the Lancashire community rail lines for the benefit of local residents, businesses and visitors, through a partnership approach;
- (e) engage with a variety of organisations including, but not exclusively, Network Rail, the Train Operating Company, Rail North, (or their successor bodies in name and title), local government, local enterprise partnerships (LEPs), local chambers of trade, the voluntary sector and local charitable trusts, local tourism bodies and rail user groups to promote the development of community rail in Lancashire;
- (f) promote the development of, and investment in, the stations and train services, including the information provided to the public, on routes covered by the Company and in particular to develop stations as community hubs;
- (g) promote the formation and development of station partnerships;
- (h) expand the programme of school engagement and social outreach especially with disadvantaged communities;
- (i) encourage regeneration, sustainable development; and accessibility in the communities served by the Company;
- (j) promote integrated transport links; and
- (k) carry out any other activity in furtherance of, or ancillary to, the objects of the Company.

In addition:

In carrying out its objects, the Company shall promote equality of opportunity and oppose any form of discrimination on grounds of race, ethnic origin, gender, sexual orientation, age disability or religion.

Appendix 5

CODE OF CONDUCT

Adopted at the Board meeting held on the 25th April 2019.

I/We will at all times:

- Promote positive relationships to deliver positive outcomes and discussions.
- Champion diversity and inclusion, aiming to ensure that community rail is welcoming, engaging and respectful of everyone.
- Value others by listening and not making assumptions.
- Challenge bullying, harassment, intimidation and report all negative behaviour.
- Never act in a manner that could bring community rail into disrepute.