

Yorkshire Dales Railway Museum Trust (Holdings) Ltd

The Embsay & Bolton Abbey Steam Railway

FORWARD PLAN 2014

The Embsay & Bolton Abbey Steam Railway

Forward Plan Development (I)

1994 – original Forward Plan with three key aims:

- ✓ **Extend the Railway to Bolton Abbey;**
- ✓ **Commission an Engineering Facility at Embsay;**
- **Operate a train service into Skipton Station**

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Forward Plan Development (II)

2000 – Museums Council Registration Accreditation led to a revised Plan;

2009 – refreshed Forward Plan issued and published in YDR News;

2014 – Forward Plan refreshed and presented to the AGM.

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This version of our Forward Plan consists of our Aspiration supported by a number of Themes that will underpin and deliver that Aspiration.

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Our Aspiration

is to provide a outstanding experience for our visitors & passengers and satisfaction for our volunteers through the safe operation of the Embsay & Bolton Abbey Steam Railway by:

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- 1. Providing a realistic recreation of the age of steam;**
- 2. Operating a steam, and occasional diesel, heritage service;**
- 3. Maintaining and developing our existing railway;**

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4. Seeking commercially advantageous future developments;

5. Meeting current regulatory requirements for a safe railway;

6. Providing an environment in which our volunteers can achieve their potential.

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Themes to deliver the Aspiration

- **Strengthen our financial position for future sustainability;**
- **Maintain and Improve the Railway Infrastructure;**
- **Improve our heritage commitment;**

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Themes *continued*

- **Reinforce our capacity to provide a steam-hauled passenger service;**
- **Enhance the Visitor Experience;**
- **Volunteer Welfare and Development**

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The Themes are used to group together the Detailed Plans and thereby provide a direct link back to the Railway's Aspiration.

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Development Theme	Key Activities & Deliverables	Status
Strengthen our financial position for future sustainability	Produce a new general issue railway leaflet aimed at attracting legacies	Completed
Strengthen our financial position for future sustainability	Seek new funding sources for capital projects: grant aid, sponsorship.	Ongoing
Strengthen our financial position for future sustainability	Develop long term partnerships with targeted organisations: District and County Councils, Charitable Givers, etc.	Ongoing
Strengthen our financial position for future sustainability	Develop non-core business opportunities: filming, weddings, engineering uses, e.g. vehicle or plant testing	Ongoing
Strengthen our financial position for future sustainability	Provide volunteers with the skills required to seek and attract external funding opportunities	Opportunity
Strengthen our financial position for future sustainability	Plan and deliver a balanced programme of profitable Events throughout the year to augment the standard train service.	Completed
Strengthen our financial position for future sustainability	Roll out an updated website for the purpose of attracting business to the Railway.	Opportunity
Strengthen our financial position for future sustainability	Develop and introduce a 'Twitter' account for the purpose of attracting new business to the Railway	Completed

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Maintain and Improve the Railway Infrastructure	Complete the Bolton Abbey electro-pneumatic/colour light control and signalling installation.	Ongoing
Maintain and Improve the Railway Infrastructure	Maintain and develop existing signalling and control systems	Ongoing
Maintain and Improve the Railway Infrastructure	Maintain and improve the Permanent Way	Ongoing
Maintain and Improve the Railway Infrastructure	Further develop a bridge inspection and maintenance regime	Ongoing

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Improve our heritage commitment	Introduce the ex-Northern Ireland Midland Railway carriages into service	Opportunity
Improve our heritage commitment	Maintain a fleet of goods and engineering wagons for demonstration and practical uses	Ongoing
Improve our heritage commitment	Provide a new retail building at Embsay station and return the station building to original use.	Opportunity
Improve our heritage commitment	Rebuild the re-located Midland Railway timber Good Shed at Bolton Abbey as an interpretation centre for the Country Railway Station	Opportunity
Improve our heritage commitment	Create a signalling display centre in the former Sleights signal box at Bolton Abbey	Opportunity

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Reinforce our capacity to provide a steam-hauled passenger service	Attract more volunteers every year and train them for their railway roles	Opportunity
Reinforce our capacity to provide a steam-hauled passenger service	Provide enhanced locomotive running facilities at Embsay	Opportunity
Reinforce our capacity to provide a steam-hauled passenger service	Acquire a replacement loading shovel for coaling	Ongoing
Reinforce our capacity to provide a steam-hauled passenger service	Re-configure the shed layout at Embsay for greater efficiency	Opportunity
Reinforce our capacity to provide a steam-hauled passenger service	Overhaul and repaint at least one Mark I carriage every year.	Ongoing
Reinforce our capacity to provide a steam-hauled passenger service	Extend the existing carriage shed to provide enhanced covered storage for our fleet of carriages	Opportunity

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Enhance the Visitor Experience	Provide new Ladies and Gents toilets for Embsay Station to a standard that will meet visitor expectations.	Completed
Enhance the Visitor Experience	Provide a tarmac surface to the Bolton Abbey driveway and forecourt.	Opportunity
Enhance the Visitor Experience	Improve the car park surface at at Embsay station and repair the potholes in the driveway.	Opportunity
Enhance the Visitor Experience	Finish off the job of tidying up the Embsay station yard area from Coal Dock to Shed Building.	Opportunity
Enhance the Visitor Experience	Ongoing maintenance and further development for our principal stations	Ongoing
Enhance the Visitor Experience	Operate our services using clean and well-maintained passenger carriages	Ongoing
Enhance the Visitor Experience	Provide railway standard uniforms for public-facing staff in operating roles: Guard, Ticket Collector, TTI, Signalman, Booking Clerk.	Opportunity

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Volunteer Welfare and Development	Provide a volunteer website, initially as a resource and repository for railway documents.	Completed
Volunteer Welfare and Development	Develop a suite of standard railway training modules aimed at developing and motivating the volunteer workforce.	Ongoing
Volunteer Welfare and Development	Provide a decent standard of messing facility for volunteers at both Embsay and Bolton Abbey	Opportunity