

The Settle-Carlisle Railway Development Company

The Settle-Carlisle Railway

25 years of

Repairs and Development



The Settle-Carlisle Railway Development Company

Marion Armstrong

General Manager 2001 - 2014

Project Assistant 1994 - 1998

Project Manager 1998 - 2001



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Lets begin...

- The line was reoprievd on 11th April 1989. An announcement was made by Paul Channon, SoS for Transport, to the House of Commons. People celebrated.
- (Martin Pearson's book)

NOW WHAT?

- The future of the line was seen very much as being in the hands of those who had campaigned to keep it open:
- These were local authorities, from Cumbria County Council to NYCC, all the district, city and parish councils in between, the Friends, Trust and private sector.
- The Joint Councils Steering group, formed to fight the closure, set up a Development Company to galvanise support and act as a focus.
- The Settle-Carlisle Railway Development Company was thus formed - being incorporated in January 1992 with a memorandum and articles of association laying out a properly constituted company with a board of directors and members.
- With hindsight this model perhaps could have been better:....



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Early days...

- **The SCRDC was set up with 3 years core funding from local authorities, ETB & The Rural Development Commission.**
- **All the things needed for the company to progress were installed - A General Manager, Assistant, bank account, office etc.**
- **The remit - to increase passengers and to develop the area around the line, known as the corridor.**
- **However, teething troubles - it lacked direction and management. Not much was achieved in the first year but a major tourism strategy was finalised in April 1993.**
- **A second new GM was installed, a new location in Settle (Watershed Mill) and a direction forward.**



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My arrival: 1994

I was undertaking a two year IT applications course at Craven College in order to keep up with my children!

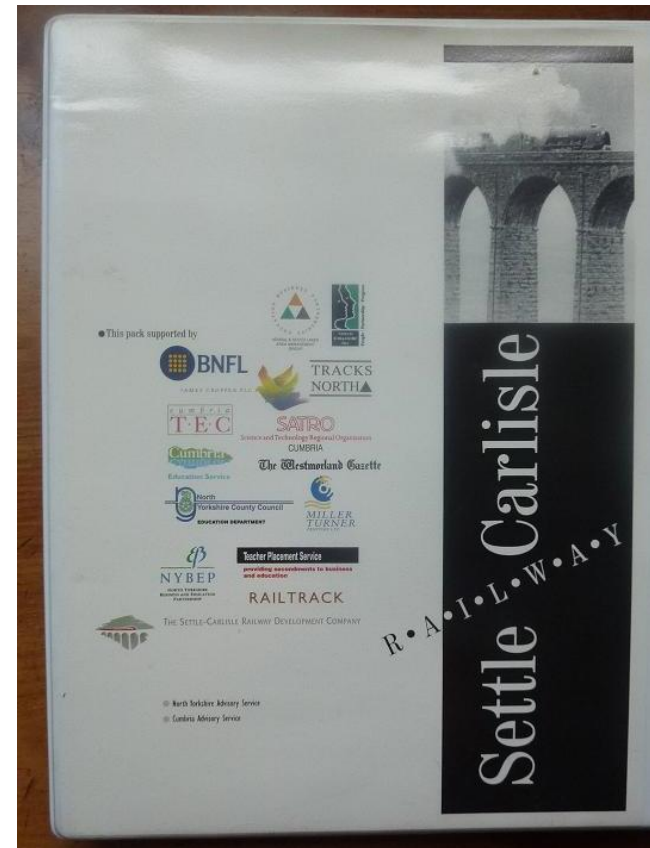
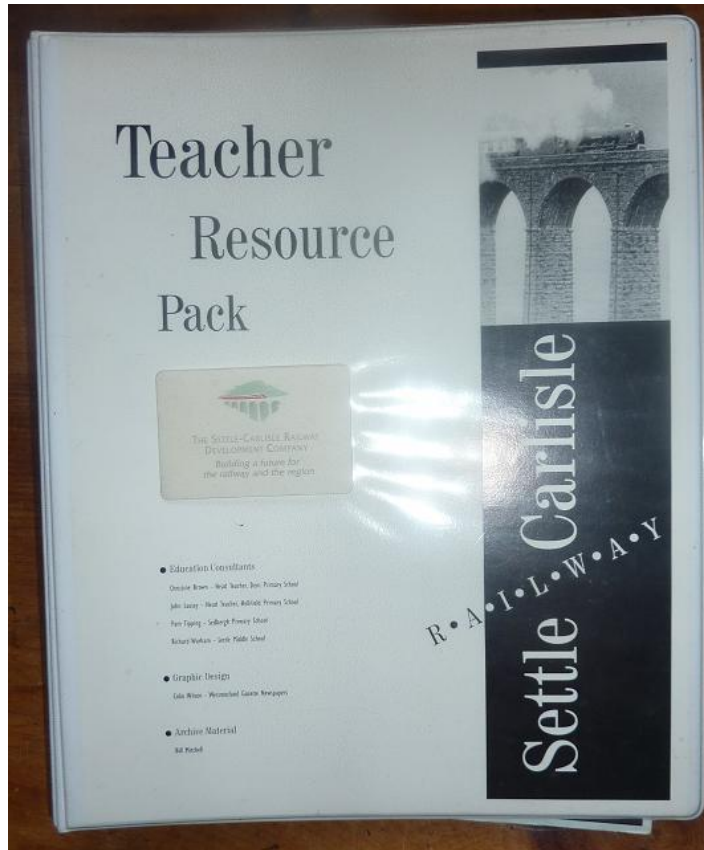
- **Work Experience! (20 years)**
- **The Office.....**
- **The General Manager.....Rob Rimmer**
- **My first project - the Teacher Resource Pack. Funded by many organisations. Financial and practical support came mainly from NYBEP.**

**The pack went out to every senior school in North Yorkshire and Cumbria.
(2)**

A shorter version (the School\pack) was issued.



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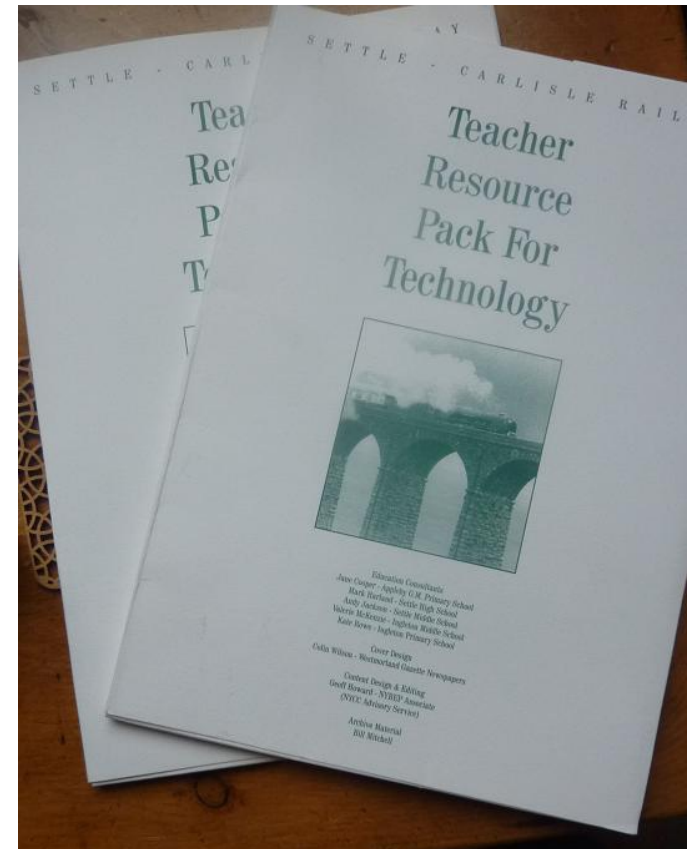




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This was followed by a second pack aimed at Technology: (3)

- **Many aspects of the line lent themselves to cross curricula study**
- **Had the funding and support been available we would have gone on to aim the pack at other subjects, particularly History and Geography.**





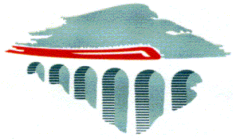
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Next...

VERY MANY consultation documents had been produced. The new GM proceeded to work his way through the DevCo tourism strategy (4).

This identified the need to:

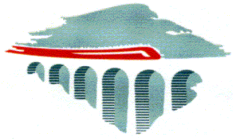
- **Create a total S&C line marketing plan - a brand.**
- **Optimise exiting attractions and activities and engage communities**
- **Improve the product and the experience**
- **Continue with the 'green tourism' approach**
- **Take a strong lead on a programme of infrastructure development**



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What did we do?

- **We set up a Promotions Group**
- **Designed and printed 100,000 copies of The Settle-Carlisle Country Map. On the second print run we struck gold - Peter Holdsworth and his two sons. (5)**
- **We looked at optimising the short breaks market (6)**
- **Promoted Heritage tours, bus links (7)**
- **Progressed the schools market with further teacher packs**
- **Reached out to tourism professionals to help market the line (fam trips)**



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Infrastructure problems:

- **All the stations were run down**
- **Ribblehead station was derelict (as was the Station master's house)**
- **Kirkby Stephen station was empty and run down (there was no footbridge at the station)**
- **Horton and Garsdale stations both empty and run down**
- **There were no waiting facilities at 3 stations on the downside -Dent, KS & Langwathby**
- **Appleby Goods Yard and shed were empty and derelict**

.....and Hellifield

Ribblehead station 1993





Horton station 1980

Horton station 1993



Kirkby Stephen station 1993



Lazonby station before Bells made it their Head Office



1987 -Dent station before the private owner refurbished it



Ribblehead station master's house prior to the SCRT refurbishment





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Help - 1996 - 3 years gone and the core funding runs out! Loads to do...

Thankfully we get another three years commitment from Cumbria County Council

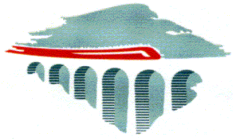
The individual organisations fund the promotions group with agreed outputs

Then ...another new General Manager- Tom Algie which results in a strategic practical look at where the actual company is going.

Issues to consider.. What needs to happen quickly to prevent the company closing?

Partnership and accessing EU funds is the way forward....

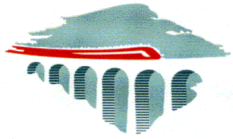
We have a lot to do just stay in business!



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More partnerships were set up:

- **The Projects Team looked at the infrastructure and capital projects. Members including the RHT, the Counties and Network Rail**
- **The S&C joined forces with the Leeds-Lancaster-Morecambe line and pulled together a Development Group to look at strategic ways forward.**
- **More meetings were held with the Friends and the S&C Railway Trust.**
- **More meetings were held with the TOC, (RRNE and then Northern Spirit)**
- **Frequent meetings took place to encourage the development of Appleby Heritage Centre.**
- **Almost all the line gets designated EU 5b uplands - suddenly there's hope that we might have a future.**



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By the end of the 1990's, meetings and groups which Settle-Carlisle Railway Dev Co. acted as secretariat were:

- **The Settle-Carlisle and Leeds-Morecambe Partnership.**
Chaired by John Moorhouse. Membership comprised representatives from the TOC, Network Rail, the 3 Counties, SCRT, FoSCL and LASRUG.
- **The Settle-Carlisle and Leeds-Morecambe Promotions group**
Membership comprised of representatives from: the TOC, FoSCL,, 3 County Councils, 6 District/City Councils, Scene and both regional Tourist Boards.
- **The Settle-Carlisle Projects Team.**
Organised by the Settle-Carlisle Railway Dev Co. and the TOC without regular representatives but dependent on project. Also involved the Railway Heritage Trust.



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In 1997 we wrote to RRNE about the DevCo:

'The SCRDC is a non-profit making Company with 2 full time staff, a GM and Project Assistant. Over the last 12 months we have been successful in raising over £250,000 in funds to support promotion and development. Working closely with RRNE we have been successful in producing 500,000 high quality leaflets, including the Line Guide and DalesView. As part of an overall promotional plan the Company has created major displays, developed a second teacher resource pack which has gone into every school in Cumbria and North Yorkshire and acted as a focus for all the interested parties and groups who work towards the future prosperity of the region.'

Over the next 12 months approximately £400,000 will be raised towards projects on the line.



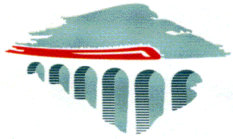
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Meanwhile....

In 1994 Hellifield station gets restored at a cost of about £500,000. Project Managed by RRNE's Geoff Bounds the station was transformed. Then something needed doing with it...

A private tenant was sought for the station. Matched funding of around £600,000 for a visitor centre on the land opposite the station was approved by the Yorkshire and Humber Government Office administering EU funds. The station and the visitor centre project was awarded to David Smith of West Coast (Carnforth) It was not a success.

Appleby Heritage Centre was launched in 1996 in the old goods shed with partnership funding. The project was driven by Eden DC. By 1999 the centre offered courses in refurbished carriages and employed 12 staff. That is successful but they have to digress from their original vision

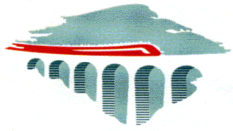


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By the end of 1998 we had applied to the Government Office Yorkshire and Humberside for European Regional Development Fund - 5b money

The application covered 2 projects:

- 1. A joint promotions initiative covering both the S&C and L-M lines**
- 2. A Projects Team applications for capital spend along the line.**



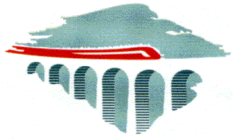
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The STAI Project (Sustainable Travel and Information)

'The STAI project aims to promote the 'stay green' theme, where visitors are encouraged to travel to the area using public transport and once in the area appreciate the environment and local heritage using public transport, cycling and walking. Out of the 300,000 passengers using the line each year, a significant proportion are day trippers from the large conurbations south of the line, such as Leeds and Bradford..

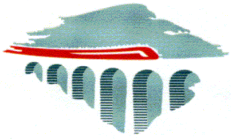
The STAI project will enhance the overnight market, assisting local accommodation providers and the local economy whilst at the same time reducing the harmful effect of car-borne visitors to areas of significant natural beauty.

The project costs will be £120,000 of which £40,000 is sought from the European Regional Development Fund.'



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5. Project workplan and outputs								
Table 1								
	Q 1		Q 2		Q 3		Q 4	
	output	cost	output	cost	output	cost	output	cost
Research on Leeds-Morecambe line heritage	1 report	5000	publicity material	2500	publicity material	2500	publicity material	5000
Improved presentation of information - including timetables and varying I.T formats	prep work, Ads	10000	250,000 Leaflets, Ads	17000	220,000 Leaflets	13500	evaluate	2000
Walks - specialist and self guided	prepare work	6500	20,000 leaflets printed	7500	distribute publicity	500	distribute publicity	500
Posters/ fliers/ advertising/ event days/ PR			prepare	2000	print	5200	distribute	2000
No of Day Visitors	2000		6000		7000		4000	
No of overnight stays	2000		3000		4000		3000	
No of accommodation providers involved and assisted	20	12000	10	6000		3000		3200
No of familiarisation trips	3	1200	2	800			2	800
No of attractions assisted	3	600	6	1200				
No of Information centres involved/ assisted	10	1000	5	500			15	
Bike scheme					1 scheme	8000		
£ Total		36300		37500		32700		13500



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In Feb 2000 the following is reported to the Joint Development Group:

Short Breaks. A short breaks package developed in conjunction with the Freedom of the Line ticket. European 5b funding to support

Coach Operators Guide & fam. trips. a guide produced to assist coach and tour operators. Two fam. trips organised, one for coach operators and another for TIC staff etc to Appleby.

Summer timetable/lineguide. 250,000 printed and distributed using three main distribution outlets, the support of members of the promotions group and a mail out directly to TIC's.

Guided walks. FoSCL planning a programme of guided walks. A Lady Ann Clifford walk and a series of Tea Stop walks have been organised as well as two Ribbleshead trail walks.

Web Site. SCRDC web site will be covering more information such as walks, group travel discounts and fares. A series of selected links will be added.

Dales railcards. 4000 names on the database with around 2000 currently eligible.

Event days. 3 event days had been planned for the year ahead with partners

The DR station poster has been completed and Dave Rushworth, from Rail support services, is handling distribution.

Media Coverage. The Yorkshire Dales official holiday guide included an article about the Settle - Carlisle Railway guided walks. Tim Parker at Settle station was joint winner of the Stationmaster of the year award. Tom and David were both interviewed by Radio Cumbria as part of Railway week.



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Timetable/lineguide leaflet. (8)

In 1996 an innovative and productive agreement between us and the TOC (RRNE) resulted in us taking control of the timetable leaflet. Now we had a regular payment from the TOC to the company to design, print and distribute the timetable within a budget. The TOC saved money and we had a better product to encourage tourism. We could also match that funding with external grants. Two issues were produced each year - May to September and December to June with the usual print and distribution around 200,000.

This agreement has continued to the current day - 2017, almost 20 years later!





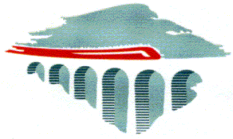
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Photography.

We were enormously fortunate in being put in touch with a photographer called John Brown ~ who (over the years) gave us more than 1000 large format slides.

With the advent of digital photography this expanded further to become a huge library of images. We always made our photography free to anyone who wished to use it.





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Web sites:

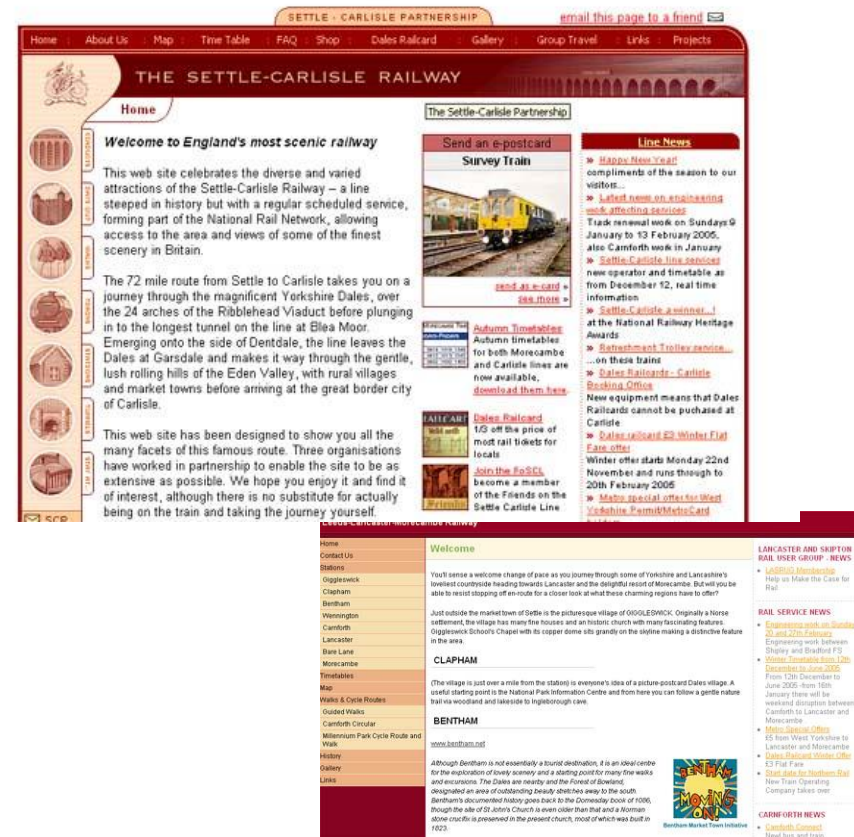
The first Settle-Carlisle railway web site was purely a DevCo affair, as the Friends decided they would ask a volunteer to produce one.

However we eventually agreed that all aspects of the S&C should be available on the one web site and we grouped all the information together and branded it the S&C Partnership site.

This web site demonstrated an effective project run in partnership. In December 2001 a record number of people -over 21,000, visited the site.

A Leeds-Lancaster-Morecambe web site was also launched.

Things became slightly more fragmented over time but the principle is correct - one well designed and functional web site for all the information.





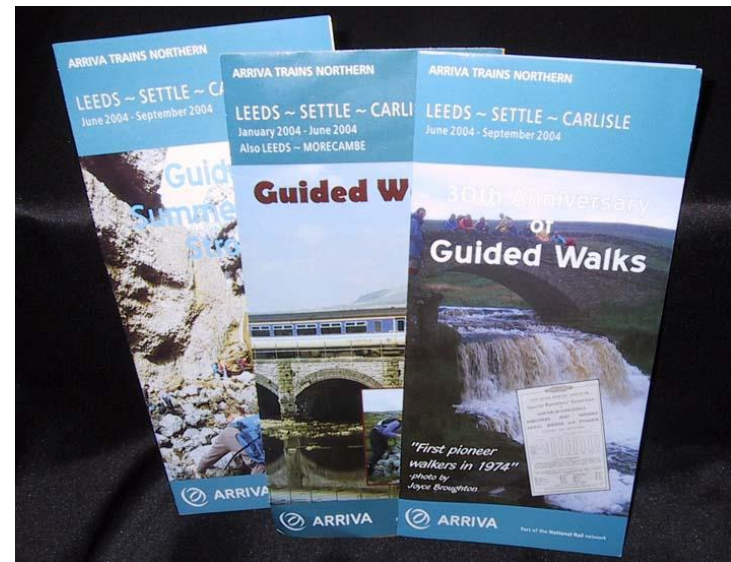
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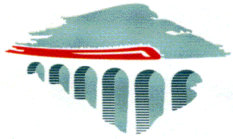
Walks programme. (9)

The promotions group delegated the management of the guided walks programme to Ruth Evans from the Friends and funded the overall costs on a yearly basis.

The 2004 publications were the usual programme of guided walks, a number of special interest walks for the summer period and the celebration of the 30th anniversary since the start of the walks on the S&C.

At that time the number of people using the railway to join the walks was in the region of 2000. Walkers all paid full fare and usually started their journey from West Yorkshire.





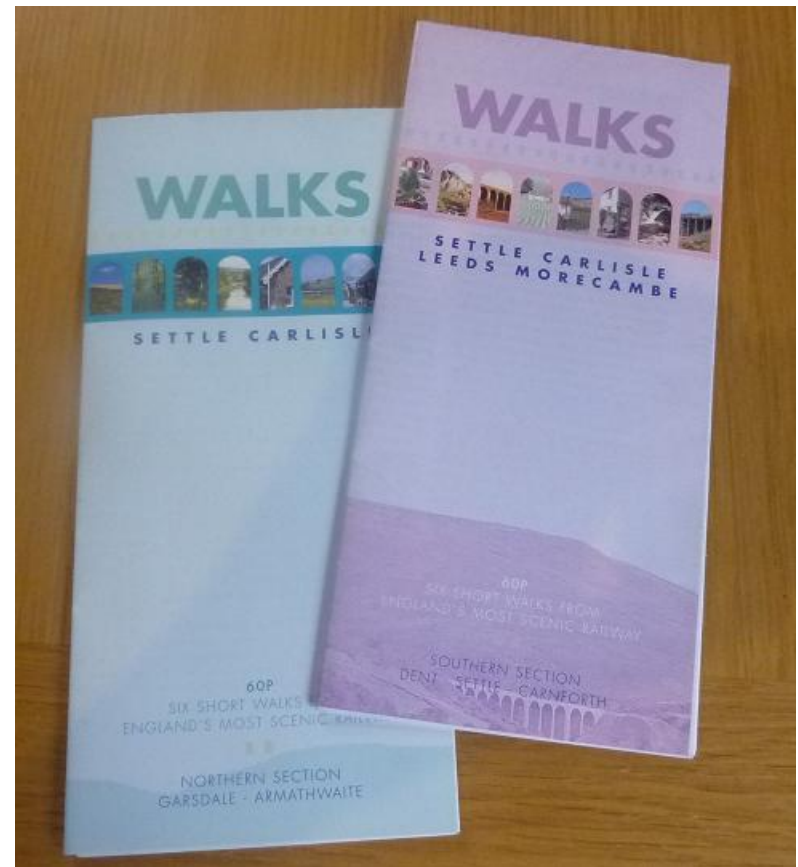
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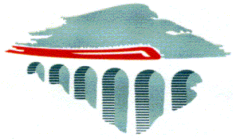
Self Guided Walks. (10)

The self-guided walks opportunities are very extensive from the S&C.

The Promotions group, with the help of the ERDF funding, produced designed and printed leaflets with a self guided walk from every station.

This was continued to the Leeds-Morecambe line. For the southern end leaflet we combined 4 stations on the S&C with 2 on the L-M. In our marketing we found that using the larger draw of the S&C, the L-M gained a higher profile than it would have otherwise. This principle still exists today.





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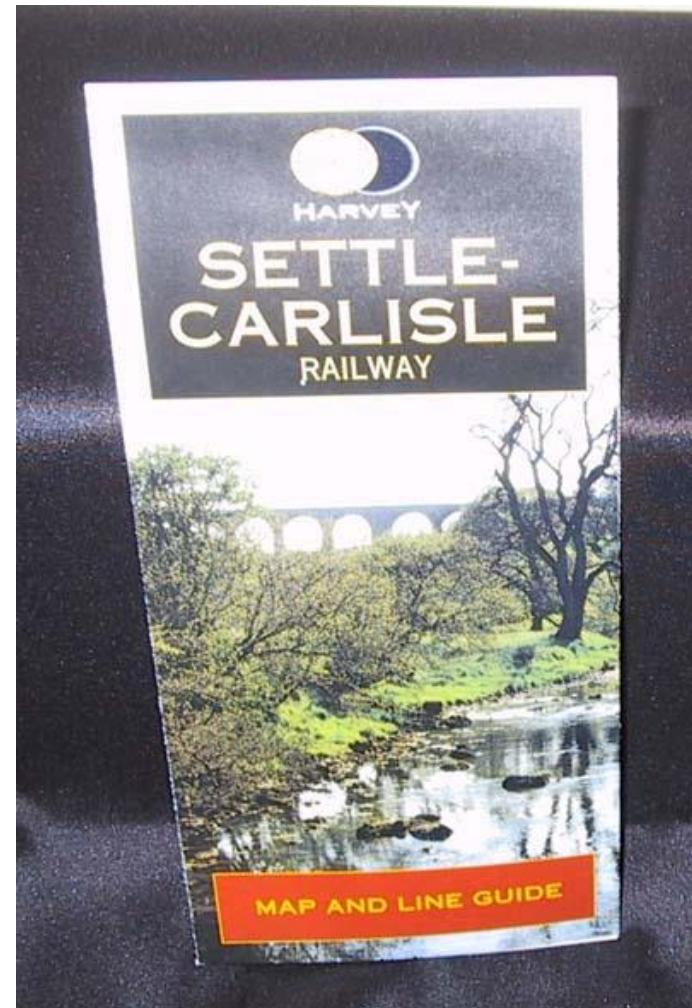
Harvey's maps. (11)

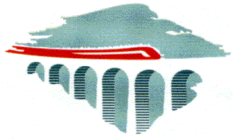
A major mapping of the route took place in 2004 with Harvey's maps.

Funding for the project came from the YDNPA, FoSCL, Cumbria County Council and the Promotions group.

The map data was used by partners for non-profit making activities and the maps sold well through the Friends shops and Harvey's own outlets.

Much of the detail Harveys had with this initial map was then used for marketing a long distance walk along the length of the whole line.





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Music and Ale trains.

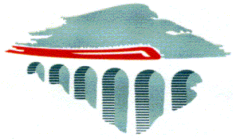
Music and ale trains have run on the last Leeds to Ribbleshead train on specific Saturdays for many years.

Usually two sets of musicians were booked for each train, offering jazz/blues and folk. Local breweries supplied the beer.

The trains were usually all fully booked and one year we were pleased to welcome Heidi Mottram and her family.

Although not financially a winner, the trains were a great night out for many people and good fun to be on. One famous time the train was stranded at Blea Moor. Fortunately there was ample beer, the band played on and the passengers more than happy with the delay!





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Dales railcard scheme. (12)

The Dales railcard scheme was launched by RRNE early in my career at the S&C. The thinking was local traffic was important but fares needed to rise. We did a lot of the work in determining the eligible postcodes We also started and then ran the database of holders.

Locals in possession of a Dales railcard could get one third off all year and make use of the Winter Flat fare offer.

Initially we did this as part of our agreement with the TOC but as it grew in popularity we managed to secure a contract with them that gave us 20% of the income generated from the sales. We then did everything else. Newsletters with application forms were directly mailed out in early November. The TOC had a winter flat fare offer to DRC holders and this encouraged sales. Holders were about up to 6000 by the time I left.

DALES RAILCARD HOLDERS INFORMATION UPDATE NOVEMBER 2004

£3 WINTER FLAT FARE OFFER

The Dales Railcard flat fare offer of a flat fare of just £3 for all travel on both the S&C and Leeds to Morecambe lines starts Monday 22 November and runs through to Sunday 20 February 2005 (inclusive). This year Christmas and New Year are included, but please check train times over the holiday period.

Take advantage of the offer and visit one of the great destinations these two railway routes allow easy access to. Or you can use the train to take a trip to the countryside, enjoy the views or go walking. Local bus connections will take you further afield. Call the Traveline on 0870 608 2 608 for more details of bus connections and National Rail Enquiries on 08457 48 49 50.

INFORMATION IN BRIEF

- ◆ **ENGINEERING** ~ Engineering works are planned for many weekends during the winter—especially on the Leeds to Morecambe line where the line is impacted on by WCML work. We expect L-M services to be terminated at Carnforth with bus connections to Lancaster and Morecambe from January to June 2005. More details on the planned work to date are shown on the next page.
- ◆ **NORTHERN RAIL UPDATE** ~ By now most of you will have heard that the new Northern franchise, covering almost all services in the North, has been awarded to Serco/NedRail. Our thanks go to Arriva Trains



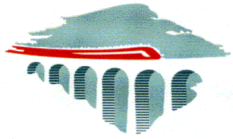
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On-Train Travel Advisers.

We found the TOC would not agree to leaflets on the train so we decided that people on the train as guides would work well. We launched the scheme originally with 4 volunteers. The Friends took over with their volunteers very shortly afterwards and its run successfully ever since.

The scheme has significantly assisted group travel bookings.





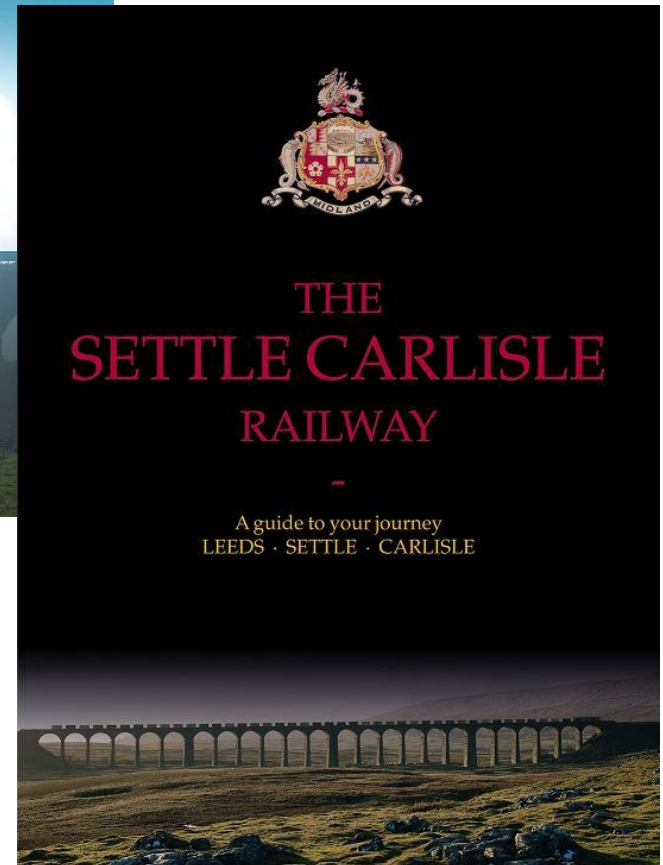
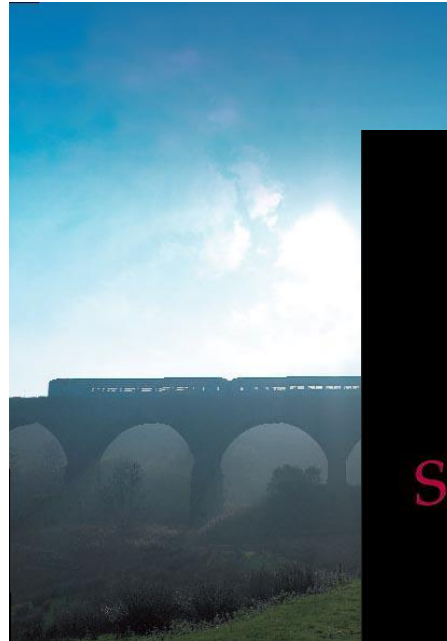
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Advertising, Editorial and sales

We benefited hugely from Mr Peter Holdsworth. This lovely gentleman created so much artwork for us which his son then transformed into publications, posters, guides and booklets. The line and company is forever indebted to them both.

(13)

There was an absolute necessity to keep the line's profile high - so press releases were frequent.





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The Projects Team....

....had the more
challenging task
of infrastructure
issues:

ERDF 5b funded
some major
capital Projects:

- 3 new stone and glass waiting shelters along the line, Dent, Kirby Stephen and Langwathby.





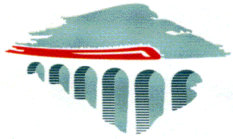
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And...

**£60,000 towards
the relocation
and repair of the
MR footbridge at
Guiseley to
Kirby Stephen.**

**But - we can't take
all the glory!**





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Under the leadership of Edward Album, the Settle-Carlisle Railway Trust transform Ribbleshead station from this:





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to this:





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And the station master's house to this:





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And Kirkby Stephen station to this:





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And Horton station to this:





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Under private ownership Dent station is transformed to this:





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The DevCo the search for more money continues.



- **Millennium Festival - Lottery Grant**

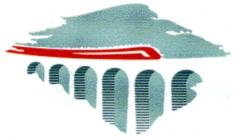
We are successful in raising £40,000 from the Millennium Festival for a moveable exhibition. We hire a new assistant, Ann.

The exhibition is created and features the history of the line delivered by talking figures from the history of the line - such as the navy's

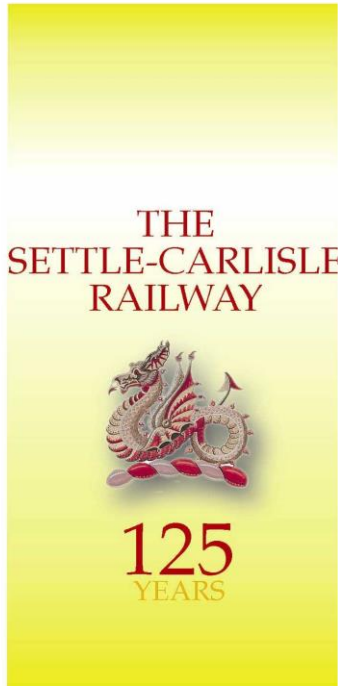
Throughout the year Tom, Ann and I haul it in and out of hired vans to locations along the line.

- **Business Support Grant - Hellifield**

We secure yet more funding for Hellifield to assist businesses in the area.



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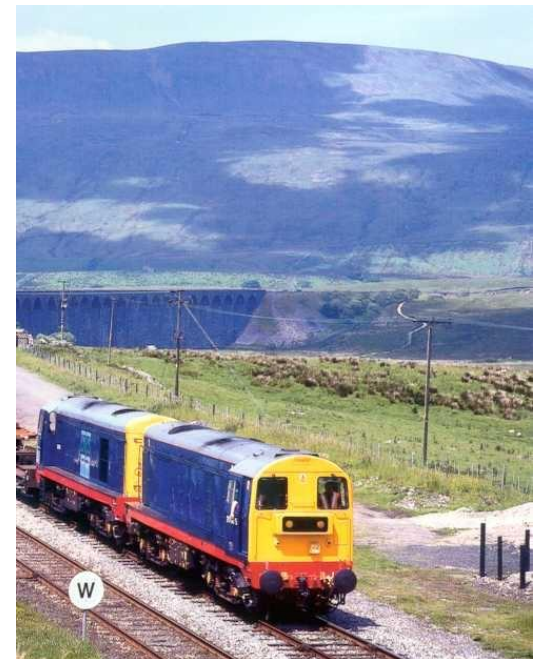
125th anniversary - 2001.

Suddenly someone realises that in 2001 it's 125 years since the line was opened!!

...We crank up another gear.

We organise a major weekend for 14th July 2001. An anniversary dinner in Carlisle and a trip on a special DRS train hauled by two class 20's.

Throughout the year ourselves and the Friends organise a range of events to celebrate. (14)





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Group travel and station staff arrangements.

After much negotiation with the TOC we agree two more important and innovative ways forward:

- 1. Group Travel. We noted that Group Travel administered by Specialist Sales in Leeds was very undersold. In 2000 we arranged a way forward where we would place Group Travel bookings in Appleby with a Freephone number and an agreed range of discounts. This system remained until recently and was hugely successful for the line with many thousands of booked people every year. Groups were often accompanied by a volunteer guide. The trolley service was able to target the groups to maximise income.**



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Station staff

Station staff. After very much negotiation (including with the RMT) we agreed we would hire and manage part time station staff for both Settle and Appleby. Rather than the station remaining closed when f/t staff had holidays etc, we had our own staff which we managed and rostered to cover. This arrangement still exists today and has been very successful. Both stations have maintained almost 100% of advertised opening since that time.



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Hellifield - and the near collapse of our company....

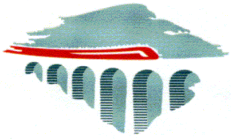
The GO lose patience with Hellifield.

Our private investor who has promised to match the funds drawn down by the Company invests nothing. The planning permission for the start of a shed is questioned by the district Authority who have already invested thousands in a new access road (the road to nowhere....)

We lose our GM, Tom and half our board as the company looks set for bankruptcy. The remaining Directors have a meeting with the GO and plead mercy - we are given it and time to repay anything to the GO.

Hellifield proves to be our nemesis again - we suffer a damaging blow.

In the face of all the evidence which says I should leave too - I decide to remain....



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Part 3..

I know what I am doing with the marketing and promotion.

I am left with one small office, four directors, about 4 station staff and one other member of staff ready and willing to undertake huge amounts of work - Anne Ridley

I pick up the pieces - go to meet the TOC and others and hope we can at least hold the promotions projects together.

The directors get busy looking at other ways the company can deliver on projects and decide to operate an on board refreshment service.....



The Settle-Carlisle Railway Development Company

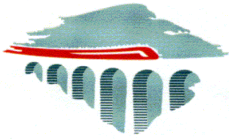
On board refreshment service (the trolley service). All credit to Anne Ridley!

The trolley service doesn't make a fortune, its tricky to run, the operation is very heavy on H&S and food standards and its reliant on the TOC operating with carriages the trolley can get through and the infrastructure to carry the trains!

However - the customers (and the railway staff) and the odd famous person love it!! It's a fantastic facility.

The past year the line has been closed has been challenging. Staff were never laid off when things went quiet. We've helped local providers and we employed between 6 to 8 people.





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Local products help farm families' venture

SELLING locally produced food as well as Fairtrade products is another way train operators are promoting their on-board catering services.

Northern Rail services on the Settle and Carlisle line sell products brought from a company called Country Fare, set up by a group of farmers' wives to make homemade food. The trolley service is provided by the Settle and Carlisle Railway Development Company, which has five staff operating up to four trolleys a day on up to 10 services, mostly between Settle and Carlisle, but also down to Leeds.

"Because we are a niche service we wanted to have a niche product range so we tried to find locally produced cake and biscuits," said Anne Ridley, catering manager for the development company.

"Our mission is to promote the line and local businesses so we try to adopt what is financial viable.

"The train company is pleased with the operation, the train crew are very happy to



have them on board and it is very well received by the customers."

The trolley service offers Fairtrade instant coffee, and staff get a lot of requests from customers for more fairly traded products.

However, as the service is such a small operation, and is not hugely profitable, particularly when engineering works cut down the number of trips on the line, it is so far finding it hard to afford more of the products.

Sandra Foster of SCRDC serving on the Settle-Carlisle Line

But we need to press forward and look at future projects...

Some ideas:

On train data collection for marketing use and Local Authority information.

More specific targeting of promotions.

Development of station support scheme - light work and maintenance

Car parking

Gritting. Some of these we accomplish - such as car parking and gritting...



The Settle-Carlisle Railway Development Company

Lazonby shelter

Following a commitment to provide a waiting shelter at Lazonby downside platform we set about trying to achieve that.

Bells Bakery are not helpful...

Finally a Queensbury shelter is installed one dark, foggy day in February during a line closure. Anne and I feel it is better than nothing!





The Settle-Carlisle Railway Development Company

Garsdale station

- This one station was left outstanding on the list of 'needing work' stations.
- Network Rail step in and our good friend Patrick Cawley sets about a major refurbishment of all the buildings.
- The work has been done to the highest spec - and the added bonus came in the shape of Ruswarp! This was after a Friends appeal to raise funds for this special dog that helped to save the line





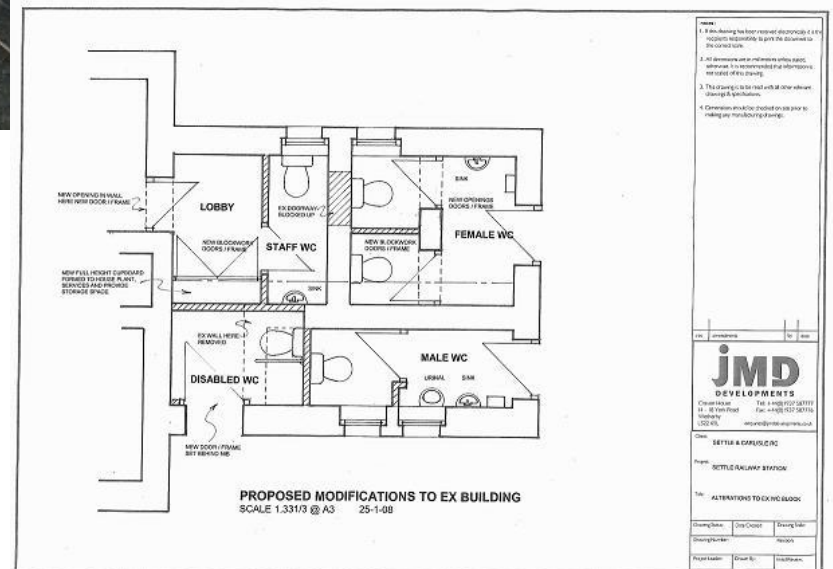
The Settle-Carlisle Railway Development Company

Settle Station

In 2009 we set about transforming Settle station, which had become tired and outdated.

New windows were required, upgraded facilities for the staff and better toilets for staff and passengers.

All the improvements were estimated at a total cost of £120,000





The Settle-Carlisle Railway Development Company

Joint funding for the project came from:

- **North Yorkshire County Council (PSA4)**
- **Northern Rail**
- **Railway Heritage Trust**
- **DB Schenker**
- **FoSCL and ourselves.**
- **Devo project managed the refurbishment**





The Settle-Carlisle Railway Development Company

Work involved:

- new passenger toilets
- new disabled and baby change facilities
- new staff kitchen and toilets
- new passenger information room





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**and for the first time ever the supply
of hot water!.**





The Settle-Carlisle Railway Development Company

- **New windows**
- **Repairs to bargeboards**
- **Passenger information room showing live running (via the NRES web site)**
- **station offers free wi-fi**
- **Also through Renaissance Market town funding we installed 3 Biomass stoves running on wood pellets.**
- **We also installed 3 at Appleby**





The Settle-Carlisle Railway Development Company

The station picked up the National small station award in 2009

and then the National Railway Heritage accessibility award in 2010.





The Settle-Carlisle Railway Development Company

In 2010 we started all over again with a similar scheme at Appleby



- **New kitchen facilities for the trolley service,**
- **new toilets,**
- **new windows, repairs to the stonework,**
- **repairs to the roof,**





The Settle-Carlisle Railway Development Company

- In 2008 we also set up Café Express at Skipton station. This is run as a subsidiary company
- 9 years later and the café is still successful with increasing turnover and offering a pleasant stop for customers
- I remain as a Director on the board of the cafe





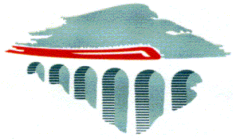
25 years, 11th April 2014

Various celebrations had taken place of this and that -and then 2014, its 25 years since the reprieve.

We talk to DRS and again they provide us with a special train from Leeds onwards. We need to thank some 250 people for the last 25 years - from all walks of life. We book the rest of the train to paying passengers and that money pays for a lunch in Carlisle.

Michael Portillo comes. Many people who have been important and valuable to the success of the line are all there. We get a lot of media interest.

I go home and realise it's the end of the line for me and my relationship with the S&C, so I write my letter of resignation to the Board.



The Settle-Carlisle Railway Development Company

In conclusion:

This is just a flavour of the work undertaken for the S&C. It's a line that demands attention. It's spectacular, immense, awe-inspiring and infuriating. Born out of controversy and a grandiose Victorian vision it's past is varied and complicated. Many people have devoted their whole life to it - a phrase coined by Bill Mitchell as 'Settle-Carlisle-litus'

I had a slightly different view. I was paid to do a job and I like to do a job well. I enjoyed that work but I loved making a difference, making something better - and we had a lot to go at!

This year (2017) it will be 25 years since the DevCo was formed. I hope the company does well for the next 25 years and I hope the S&C thrives for the foreseeable future.

But all that is for someone else...