



# Mid Hants Railway Preservation Society

Registered Charity: 284406

## 5 Year Plan 2012 -2017

## Strategic Update February 2015

The first stage in a Plan for the Future



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## Introduction & Achievements

### Introduction

The purpose of this document is to update members on the Preservation Society's activities since the 2012-2017 plan was published in 2012. The updated plan also reflects a focused approach to the core activities of the Preservation Society with an update to the streams identified in 2012.

It is also an opportunity to recognise the significant achievements of the Mid Hants's volunteers, staff & members as well as the general public who have supported us.

### Key Achievements since January 2012



#### SR Schools Class No. 925 Cheltenham

In 2012 Cheltenham was fully overhauled and returned to steam over 30 years after it was last in service. Working in partnership with the National Railway Museum, York, the locomotive was stripped down and rebuilt by the highly skilled team at Eastleigh.

### The King's Cross Footbridge

Thanks to support from Network Rail and generous donations and support we were able to refurbish the Grade 1 listed structure made famous by films including the "Elizabethan Express" and "Harry Potter and the Philosophers Stone". David Snow's long standing contribution to the railway was recognised with an honorary Vice-Presidency awarded at the 2013 AGM.



### 40<sup>th</sup> Anniversary of the Original Closure



Sunday 3<sup>rd</sup> February 2013 marked the 40<sup>th</sup> Anniversary of the original closure of the Alton – Winchester line and was recognised with an evening anniversary trip organised by the Hampshire Unit team. It is always worth recognising the monumental effort and hard work required to get the railway to the position it is today with 36 years of successful running.

# Achievements Continued

## Key Achievements Continued

At Ropley the education room has been completed. Its main purpose is as a study area for visiting school parties, but it can also be used for particular displays at Gala's and special events. The mezzanine viewing galleries continue to be used and access improved as the Kings Cross footbridge installation reaches completion. The bridge was formally opened by Sir William McAlpine on 11 June 2013. On the same day Schools class locomotive 'Cheltenham' was re-dedicated by Paul Kirkman, Head of the NRM who own the locomotive. General works have continued at the station and work has commenced on building the waiting shelter on the up platform. The canopy will be supported by four columns which came from Ringwood station.

The HLF sponsored Apprenticeship Scheme 'Skills to the Future' continues with applications being invited for young people to partake in a two year course including day release at Farnborough to gain formal qualifications. The scheme has a supervisor and enables the apprentices to work with experienced engineers, thus passing on practical knowledge to future generations.

The wagon group continues their restoration work at Medstead and Alton. 2014 sees the 50th anniversary of the withdrawal of freight facilities by British Railways from our line. The Mid-Hants freight train is demonstrated regularly during the year, showing an important part of everyday railway history, something now missing from the national railway system. Apart from maintaining the existing wagon fleet the group is constructing a replica cattle wagon in the style of those used by the Southern Railway. The group has made excellent progress on the restoration of a six wheeled milk tank and Southern Railway BY van number S653. In the Ropley workshops the NRM's Bulleid pacific 34051 Winston Churchill is undergoing cosmetic restoration. A volunteer gang continues restoring Society owned Standard 4 number 75079. Other major overhauls underway at Ropley are locomotive numbers 76017, 34105 'Swanage', 30506 and 41312. The boilers for these four locomotives are under restoration in the boiler shop. Other locomotives being worked on include Urie S15's number 30499, owned by the Urie Locomotive Society and Maunsell S15 number 828, owned by the Eastleigh Railway Preservation Society. The reorganisation of the machine shop is now complete, fully using the extra space available in the extended building.

The railway's flagship locomotive 35005 Canadian Pacific continues to be stored undercover at Eastleigh works. Dismantling of the locomotive has commenced to ascertain the work required to return it to service. The appeal for funds needed for the overhaul is still open. The overhaul is the subject of an HLF grant application which, if successful, will need matched funding and so any contributions will be very welcome. This grant has achieved a stage 1 pass and we are now working towards stage 2.

The renovation of Bulleid coach number 4211 is progressing well in the carriage workshop. The 'out of sight' work is well advanced with the hardwood framing complete and the window frames, doors, outside panels and internal partitions are now being fitted.

## Foreword - January 2012

The Mid Hants Railway Preservation Society Trustees have prepared this planning document in order to clarify the priorities of the charity and to develop a planning process that will shape its future direction for the short and longer term. As such, we see this as the first iteration of a five year plan. The plan is intended to be developed and to evolve over time and will therefore never be 'fixed' in its entirety. Consequently the first year is quite detailed, the next couple are in outline, beyond that we can realistically only indicate intentions. Moreover, we acknowledge that changing circumstances may move priorities around.

Several years have elapsed since this kind of activity was last undertaken by the Board, and this time we have followed a recognised and robust planning process, with expert facilitation by our Company Secretary, Richard Ormond. We are grateful to him for supporting us through the procedure, and to the Board Members of Mid-Hants Railway Ltd who attended as observers, and, where appropriate, contributed to our work. For example, a major feature of this planning process has been use of the on-line questionnaire to glean the opinions and feelings of members, shareholders and volunteers. This was managed for us by Simon Baggott, a Director of MHR Ltd. The information generated by the results has been extremely helpful in our decision making.

We hope that this planning document will assist everyone involved with the Mid-Hants Railway in working effectively together to sustain and develop this important heritage undertaking and we will be using it as the basis for our work as Trustees going forward.

Steve Crowther,

Chairman, MHRPS

January 2012

## Background

In late 2010, following the appointment of a number of new Trustees , it was proposed to produce a new 5 Year Plan for the Society, to provide both a way ahead, and the basis for reviewing and measuring progress in achieving the Society's aims.

In developing this plan, reference has been made to the various submissions made by the Society to the Charity Commissioners, to activities carried out in the planning start up exercise and to documents produced as part of the planning stage. The key elements are included below as background. Another key exercise commissioned early on by the Team was the Member/Volunteer Survey which provided much valuable feedback.

### **The Charity's Aims**

- The aims of the Society are to:
- Preserve, operate, and exhibit for public benefit, educational and instructional purposes.
- To stimulate and encourage all kinds of railway transportation systems, vehicles, and equipment.
- To foster and support railway preservation.

### **Who benefits from our activities?**

Our beneficiaries fall into four main groups:

- The General Public
- Schools, colleges and formal education establishments
- Our Volunteers and members
- Railway enthusiasts and historians

### **What do we do to achieve our aims?**

We will achieve our aims by:

- Demonstrating the history and development of train travel by operating the railway between Alresford and Alton.
- Providing interpretive displays.
- Promoting Open Days allowing the public to see behind the scenes of the railway.
- Providing improved access to the Society's archival and photographic, collections, providing a designated room at Ropley.
- Supporting and promoting visits by educational groups.
- Providing facilities for research.
- Training in the operation of the Railway and in the maintenance and restoration of its assets.
- Offering appropriate training in these aspects to our young volunteers and apprentices.
- Providing a Railway Website.
- Operating the Railway Apprenticeship Scheme.

## The Charity's Strategy

We are reviewing our strategy continuously in the light of current and anticipated conditions but at this stage the key elements of our charity's medium to long term strategy are:

- To follow our conservation policy of, wherever possible, maintaining artefacts in working order and carrying out appropriate restoration.
- To ensure that artefacts are able to be seen and enjoyed, being the best way to bring them alive to our beneficiaries.
- To increase the size of, and enhance the skills of, the volunteer workforce in order to support effectively and develop the Railway in achieving its aims and activities.
- To develop the audience that will benefit from the objectives of the Society.
- To acquire and preserve rolling stock, infrastructure and exhibits, with particular reference to the former Southern Railway and Southern Region of British Railways.
- To improve facilities for interpretation, preservation and education activities.
- To promote inclusive access, irrespective of race, gender, colour, marital status, national origin, disability, sexual orientation, age or ethnicity.

### **How is the charity governed?**

The Society operates through a Board of Directors, who also acts as Trustees for the charitable activities of the Society. The Trustees determine the general policy of the Society. Individual Trustees are also members of sub-groups within the Board through which the detailed objectives and project planning and management are undertaken.

The Board meets approximately every two months and more often if circumstances require. Annual budgets are prepared and compared to actual results on a quarterly basis. Timely and effective administration of the day to day management of the Society is provided by the Chairman and Chief Executive of the subsidiary company, Mid-Hants Railway Limited.

### **Relationship and responsibilities of the Society and Mid Hants Railway Ltd**

The Society is the major shareholder of the Operating Company, the Mid-Hants Railway Ltd and, as such, is in a position to influence the Railway Board on strategic matters.

The responsibility for the day to running of the Railway is however the responsibility of the Chairman and Chief Executive and his team, governed by the MHR Board.

# Planning Activities

## Weather Vane – Economic Positioning

Consideration was given to the position of the Society in the current economic cycle using a “weather vane” diagram with segments comprising:

Winding Up – Survival – Consolidation – Growth – Acquisition

The assessment was that the Society was in the “SURVIVAL” segment, the main focus needing to be placed on funding and membership.

## SWOT Analysis – Strengths, Weaknesses, Opportunities and Threats

The analysis produced the following results which will be used in the planning exercise and to generate Risks and Issues.

### Strengths

- Special events/galas
- Friendly people/Enthusiastic volunteers
- Growing reputation
- Volunteer input
- Major local attraction
- Own loco fleet
- The product
- Quality of Trustees
- Level of experience in volunteers
- Large number of ex-BR locos

### Opportunities

- Wider role in community
- Lottery – HLF Projects
- Involvement with other trusts
- Development of Apprentices
- Run more RATS
- Bar at Alresford
- Extra educational facilities
- Rich benefactor?
- Take control of locos/own locos
- Eastleigh Works Outstation
- Bridge Option
- NRM Links
- Geographical location/no competition

### Weaknesses

- Age profile of members, volunteers and enthusiasts
- Uncertainty of funding streams
- Low new volunteer numbers
- Lack of covered accommodation for assets
- Management expertise in some departments
- Lack of financial resources
- Conditions in loco yards/sheds
- Lack of volunteer accommodation
- Lack of covered accommodation for coach maintenance

### Threats

- Government intervention – compulsory purchase/reopen line
- Economic Situation – continuing recession
- Health and Safety issues reducing operation and income
- Insufficient volunteers
- New Legislation e.g. Carbon Footprint
- Movement of staff/recruitment, retention issues
- Fuel costs, insurance premium costs
- Legal action affecting MHR
- Lack of young volunteers
- Hostile takeovers
- Reducing passenger numbers
- Age of volunteers
- Viability of MHR



## Planning Activities

### Risks and Issues (Updated Feb 2014)

A number of Risks and Issues were identified and the following top six have been included in the Company Risk and Issues Register for regular review by the Board:-

**No: 1 Risk - Gaps in knowledge and expertise of Trustees**

**No: 2 Risk - Government Legislation may impact adversely the Society's ability to achieved its objectives.**

**No: 3 Issue - Lack of covered accommodation for Assets**

**No: 4 Risk - Uncertain funding streams in current climate**

**No: 5 Issue - Age profile of Volunteers**

Each Risk or Issue will be awarded a score based on timing, impact and effectiveness of mitigation provisions.

### Streams

Perhaps the key activity in preparing to plan for the next 5 years was the identification of activity streams. Inevitably these aligned closely with the operational departments of the Mid-Hants Railway, the operating Company.

When the first iteration of the 5 year strategic plan was prepared in 2012 there were six activity streams identified. In recent months the streams have been reduced to three key streams to focus on the society's main activities.

The original streams in 2012 were:

- Managing Volunteers
- Communications
- Funding/Fundraising
- Engagement/Relationships
- Project Development
- Reputation

We have consolidated the Communications stream into the Managing Volunteers stream. Engagement/Relationships has developed into the Membership stream whilst it was decided that Project Development and Reputation should be part of everything we do rather than a separate area of focus.

In summary the current three streams are:

- Promotion of Volunteer Experience & Success of the Railway
- Funding/Fundraising
- Increasing/Maintaining Membership

All 3 key streams maintain a strong heritage focus which is supported by a Heritage Group reporting to the board.

### Stream Reporting Document

To make reporting on the streams as straightforward and effective as possible the Trustees developed a template for reporting on the streams. It summarises the aim, current activities and progress for each of the streams. The previous draft stream plans are included in the appendices of this document for reference.

**Why is the stream important?**

Volunteers are the lifeblood of the railway, without them there would be no railway, so making a success of volunteer recruitment and participation is not an option, it is a requirement for a sustainable future. The reasons why people volunteer are many and varied, as are the backgrounds from which they come, and their ages range from teenagers to the retired. For them the railway can offer a wide range of opportunities for a satisfying and enjoyable leisure time involvement.

Year	New volunteers	Total volunteers
2012	111	Approx. 450
2013	59	Approx. 450

*\*ID card review currently in progress so numbers may change as data is validated.*

**What are we trying to achieve?**

- a) To attract new volunteers and support their successful introduction in to the MHR volunteer workforce.  
b) To retain & maintain their interest.

**What have we done so far? What could we do?**

a) By a variety of methods, in publications, on websites, posters and timetables etc. we will make people aware of the opportunities, and how they can become involved.

The responsibility for their successful involvement will lie with the departmental managers, or to those, to whom they delegate this role. Feedback from managers as to particular skills needed in their Departments should be made known to the Welcome Day team.

b) The railway has a responsibility to see that the safety and well-being of the volunteer and the operation of the railway, is not compromised whilst with us, by seeing to it that they are trained and competent in the job they have chosen to do. We will encourage training programmes to develop our people.

Our Communications Group provides a forum for cross department collaboration with representatives from over 20 departments. We will also celebrate the success of our volunteers in a variety of ways.

c) We will have an ongoing system for recognising long service. We will continue with the ongoing support of welcome days and follow up subsequent volunteer placements. We will also look for opportunities to promote suitable work for our volunteers at all times.

**How are we going to achieve our aims?**

What?	Who?	Status	When?
Develop links with and support the restructured youth recruitment scheme within the Operating Department.	Steve	In Progress	2015
Promote comms group activities.	Steve	Ongoing	2015
Welcome days being further refined and follow up process tracked.	Robin/ Ray et al.	Ongoing	2015
Develop volunteering content for website and share with Liam to prepare presentation/format for website. Website updated.	Ray/ Dave/ Liam	Ongoing	2015
Compare and make recommendations based on Volunteering sections on websites from other Heritage Railways in the south.	Ray	Complete	Jan-14
Joint PLC/Society working group focusing on general management of new volunteers and specifically weekend shed volunteers.	Liam/ Robin	Ongoing	2015
Review long service badges and update lists. Process for routine identification of recipients being established.	John	In Progress	2015

**Follow up and Achievements since 2013**

Year	New volunteers	Total volunteers	Difference compared with previous year
2014	76	Approx. 450	N/A
2015			

**Why is the stream important?**

The more finance that the charity can produce; the more successful it will be in maintaining the charity's reputation both within the Heritage Railway world and within the local and wider community. To ensure success in fundraising, effective communications within the Society is essential.

Yield from fundraising:

Year	35005	75079	205025	Other
12-13	£35,171	£30,211	£3,924	£206,791

**What are we trying to achieve?**

To raise funds for the MHRPS to assist the MHR Ltd achieve its aims in line with the objectives of the MHRPS.

**What have we done so far? What could we do?**

- To maximise the yield from fundraising the MHRPS will;
- Produce projects that appeal to the interests and aspirations of the membership and to encourage them to support these projects financially.
  - Motivate the Regional Groups of the Society to identify a specific project for them to support and finance.
  - Investigate sponsorship from local and national companies; also investigate company schemes for their employees which support their employees' charitable interests and to encourage members to take advantage of these.
  - Receive and investigate new fundraising ideas from members and supporters.
  - To motivate, encourage and support key individuals within the Society who take a leading role under the fundraising 'umbrella'.

4 areas of focus have been identified by the team; Donations, Grants, Corporate Funding and Legacies

All suggestions for grant opportunities should be passed to the Ltd Company or Society board meetings for discussion.

**How are we going to achieve our aims?**

What?	Who?	Status	When?
Enquire about including a piece in the Mid Hants News about Legacies with a view to developing a pull-out centrespread with legacy information.	Colin	Complete	Nov - 13
Investigate raising awareness amongst non-members of the charity to encourage legacies. (Possible opportunities include shareholders letters and ½ page adverts in railway magazines.	Colin/ Liam	Not Started	2015
Develop Corporate Fundraising Pack (CFP)	Liam	Complete	Nov - 13
Promote CFP with Website, Comm Cord and MHN.	Liam	Complete	Nov - 13
Re-promote CFP with MHN and E-Shot	Liam	In Progress	Mar - 15
Identify mailing list of potential corporate targets (Example – McLaren at Woking).	Liam	Complete	Dec – 13
Collect names for a legacy list of donators and achievements using donated funds with a view to displaying roll of honour on the Website and in the WCB/Goods Shed.	Colin	Complete	Dec - 13
Continue work with Heritage Lottery Fund and monitor opportunities to apply for grants.	John	Ongoing	May - 15
Work with Sheila to "Did you know?" sheet with typical costs on which could be used to highlight the need for donations.	Liam/ David	Ongoing	May - 15
Approach Nick Greene about Fundraising videos for YouTube.	Liam/ David	In Progress	May - 15
Evaluate if the One Community can be used to promote MHR Fundraising.	Derek	In Progress	May - 15
Promote the use of Easy Fundraising with MHN, Comm Cord and Wallpaper for PCs.	Liam/ John	In Progress	May - 15

**Follow up and Achievements since 2013**

Year	35005	75079	205025	Other
13-14	£5,674	£33,281	£1,713	£200,890
14-15				
15-16				

**Why is the stream important?**

Without the support of members the society would not exist. The annual subscriptions provide a vital fundraising source whilst members around the world can provide word-of-mouth endorsement for the efforts of the society.

Members of the society can also volunteers on the line providing physical support as well as financial/remote support.

An important part of the membership stream is the link with the Regional Groups who hold regular social gatherings in support of the society.

Year	Total Members
Membership in January 2013	3,891

**What are we trying to achieve?**

To attract new members to the society and retain existing members who continue to support the railway.

**What have we done so far? What could we do?**

Membership of the MHRPS is known to be low when compared with the Bluebell and Severn Valley Railways. The Society Board has set a remit on the authors to address this issue and to identify ways to encourage increased membership. As a first step several heritage railway societies and support organisations have been contacted seeking information on their membership and volunteer support.

Details of 8 railways/ societies/ support organisations obtained so far including Bluebell, GCR, GWR and SVR. These show that Bluebell and Severn Valley Railways are exceptional in terms of membership numbers at 11,500 and 13,000 respectively. MHRPS membership sits at a middle level at about 3,900, similar to Swanage and Gloucestershire Warwickshire Railways. Nene Valley membership numbers only 1,200 and Shackerstone only 500.

All the railways investigated offer very similar benefits in terms of magazine issues, shop and railway travel discounts. The GCR is offering a 3 year membership to every 100<sup>th</sup> member in an effort to increase its membership from 4,500 to 5,000. We have an opportunity to run similar offering with 2 years membership for the 50<sup>th</sup> or 100<sup>th</sup> new member

No link has been found between membership numbers and catchment areas, population and travel distance. Several of the societies approached have expressed similar concerns about their own membership levels and wish to enter discussions on possible joint initiatives.

**How are we going to achieve our aims?**

What?	Who?	When?	Status
Research more societies.	Rob/ Geoff	2013	Complete
Discuss findings with other societies.	Rob/ Geoff	2015	In Progress
Investigate links between catchment area, population and travel distance.	Rob/ Geoff	2014	Complete
Identify possible affordable benefit enhancement to the Mid Hants package.	Rob/ Geoff	2015	In Progress
Investigate whether there is common ground with other societies that would enable a more widespread recruitment campaign.	Rob/ Geoff	2015	In Progress
Regional Groups: Promotional video presentation is being edited for Regional Groups to present locally.	Rob	2015	In Progress
Produce separate membership leaflet for trial.	Rob	2014	Complete
Regional Groups: Establish a coordinator to minimise meeting conflicts, keep records of presenters, contacts and presentations given.	Rob	2015	Not Started

**Follow up and Achievements since 2013**

Year	Total Members	Difference compared with previous year
Membership in January 2014	3,942	+51
Membership in January 2015		
Membership in January 2016		

## Conclusion

As with any plan, this is a living document and will be subject to change on a continuing basis. At appropriate times a copy will be posted on the Volunteers Website to enable all involved in the success of the Society and Railway to be aware of plans and developments.

It is the intent of the board to be as open as possible when working on its long term strategy and any feedback is welcome and should be directed towards the trustees.

After recent discussions with members of the MHR Ltd Management Team it is clear that there is still confusion between the roles of the MHRPS and MHR Ltd. The boards of the two companies enjoy a good working relationship but are separate in their activities. The Ltd Company is responsible for the day to day running of the railway and management of the working volunteers whilst the Society is responsible for the long term strategy of the railway. Whilst these should be mutually beneficial it is important for members to recognise the difference.

## Appendix I – Member/Volunteer Survey 2011

The second key activity identified for 2011 by the Team was the need to obtain feedback from Members of the Society and the Volunteers upon whom they relied for the operation of the Railway and the achievement of its aims. The scope for this Survey is set out in Appendix 2. This feedback has been taken into account in the planning exercise and, as it represents a major part of the activity planned for 2011, is reported in summary below.

The Top 10 ideas put forward by Survey respondents were considered in some detail together with the initial response made at the AGM. It was pointed out that the number of people putting forward these items was very small considering the good overall response, so they were not necessarily widely supported.

It had previously been agreed that these would be listed with the numbers of people putting them forward, prioritized, and sorted onto those for immediate inclusion in the plan, future consideration in the plan, the remainder would be either referred to interested parties for a costed feasibility study or parked.

The items are listed below together with the initial response made at the AGM (in italics) and any additional comments. These are in no particular order at this stage:

### **1. Review & expand the timetable**

*MHR constantly reviews the timetable. Gala timetables are being reviewed with a view to expanding the operating days, subject to being able to staff the railway.*

*The timetable for next year is published today and includes an expanded steam service, and changes to the off peak mid-week where we are focusing on the coach trip market that forms the backbone of our custom at these times. The board's view is that the single train service on during these weeks will be more than adequate, and we should not see a reduction in traffic takings as a result of the changes. We will however keep this under very close review and amend the timetable if necessary.*

*Again subject to being able to staff the trains we are open to further revisions in the light of experience, and would potentially be prepared to consider some selected additions to the timetable possibly later return trips or similar. We need to be mindful of the operating constraints imposed by Belles and RATs on weekends however, especially as these are continuing to be a source of revenue growth.*

*We would like to operate more catering trains, as always the issue is staffing them. The current volunteers cannot fairly be asked to do more, we need to find some more help.*

### **2. Vintage Carriages**

*Part of the lottery grant was for restoration of the LSWR dining car. Unfortunately that was destroyed by the fire. We are now working on a Bulleid brake, and another will follow once that is done.*

*We have a number of MKI CKs that resources permitting we would like to return to traffic and this would be the nucleus of a "3rd set".*

*The problem with the vehicles at Alton is that they are all brake coaches, and we need composites or opens. If we can we would ideally like to get a Bulleid composite or similar for restoration. Efforts to secure such a vehicle have so far come to nothing though.*

In addition to the problems of finding and obtaining vintage stock, there would also be the issue of keeping them under cover when not in use.

### **3. More use of diesels and DMU**

*We will establish a small working group later this year to look at the feasibility of a gala in 2013. To date, despite our best efforts, we haven't found the winning formula with respect to the increased use of diesels either for galas or normal running.*

Colin reported on the current position on the new DMU – see below.

### **4. Turntable**

*Yes - if the £600,000 to £1,000,000 necessary were to become available, but additions to visitor facilities, vintage coaches and a shed to keep them in would all logically take priority over an item of equipment with limited commercial or practical use. Flange wear is not sufficiently uneven on the relatively straight MHR to warrant the investment, and it would be a huge investment for railtours for which we are likely always to be a relatively less attractive destination, being both close to London, and without a "cathedral" or similar draw.*

This was considered to be a low priority.

### **5. Carriage Shed**

*A carriage shed is in the strategic plan for the railway. We had to take it out of the last lottery application as we could not have afforded to match fund.*

### **6. Extend to Winchester**

*What a lovely idea. We can only hope that the circumstances may one day occur that allow us to consider such an extension. There would be many obstructions including new housing being built in Alresford now, and filled cuttings beyond Itchen Abbas.*

Colin had held discussions with HCC who were not in favour. It was agreed to extend this item to include other possible extensions e.g. bordering land for sidings etc.

### **7. Carriage Cleaning**

*August peak often results in carriage presentation that falls below our normal expectations. We have investigated automatic washing plants, but experience of fellow heritage railways is mixed with these devices. Ideally we need an additional set of coaches to allow rotational cleaning.*

## **8. More Southern Locos**

*We currently have 31806. We also have 850, and soon 925. The boiler for the 506 will be returned soon, and we have in service 34007 with 34105 to follow in a few years. 35005 is obviously southern. 41312, 80150, 76017 and 75079 were SR based for much of their working lives. Work has begun on 499, and 828 is also being worked upon. This leaves 45379 and 92212 as being "interlopers", and the former type at least were regular visitors. All in all a representative sample of BR(S) locos couldn't be bettered. In numerical terms 6 out of 15 in the "fleet" are of the Southern railway pre-war!*

## **9. Storage shed for locos awaiting restoration**

*A loco storage shed is definitely on the "want" list, finding room and finance are the only obstacles.*

Many of these locos are in 3<sup>rd</sup> party ownership, and not the Society's direct responsibility.

## **10. Access to workshops**

*Viewing galleries will shortly be provided in all the sheds at Ropley. The galleries are in place in the boiler and carriage workshops, and we will be improving access when the Kings Cross footbridge is put in place.*

*The gallery in the main workshop is part of the extension works which are progressing very well with the machine tools now moved into the ground floor. There is still a lot more finishing work to do, but the project should be complete by the end of the year, thanks to the heritage lottery fund granting us additional money.*

The footbridge was progressing and will be shotblasted and painted before erection.



## Appendix 2 – Stream Scope Documents 2011

### **MANAGING VOLUNTEERS SCOPE DOCUMENT**

Almost without exception, railway preservation schemes have been started up by enthusiastic volunteers prepared to give of their time and effort. And within this simple statement, lies the answer to what we need to bear in mind when thinking of attracting people into volunteering. Experience has already told us that no matter to what extent a project has grown, volunteers will be an essential part of it having a sustainable future. Preserved railways won't work without them.

So in considering ways of attracting and retaining them, we need to tell them what is special about the Mid Hants, mindful of the different areas from which they might come. What is undoubtedly important, is that they should be made to feel they are doing something worthwhile, it has to be enjoyable for them if they are to stay with us. We need, and do I believe, have fairly robust systems in place to attract new people, and encourage them into volunteering, and we have recently been putting much more emphasis into procedures to follow up and support them. The Mid Hants has in fact a lot to offer a new volunteer, learning new skills, being part of a team, and the camaraderie that goes with it, whilst at the same time preserving a valuable part of our heritage and the way of life that our visitors so enjoy.

Promoting membership, and thus volunteering, to our members through the Mid Hants News, and to our visitors through the website and timetables etc., will in many instances lead to an enquiry via the Info Office as to a way forward. When someone has indicated an interest in this way, they will be invited to one of the 3 or 4 very successful Welcome Days a year run by David Yaldren that are held in the Goods Shed at Alresford, these generally having an attendance of between 25 and 35. Here, the way the Railway is run, and the options open to them are explained, and this will be followed by them being introduced to a departmental manager or a rostering officer to get them into work on the railway. Their involvement will then be followed up 3 months later, by phone, by Ray Berry to see how they are settling in. Not all people go to the Welcome Days though, the Loco Group do, for instance, take in new volunteers directly. Currently a new film is being made to explain different aspects of the railway's operations, which should help.

Our system of Rangers, in introducing young people in the 12 to 16 year age group to the railway works well, they're very much our future. Most of our volunteers though, will probably come from the newly retired 50 to 60 year age group, and this area may well have the most potential for us.

Robin Higgs      11/3/11

## **COMMUNICATIONS SCOPE DOCUMENT**

Effective Communications are key to the success of the charity. They underpin its aims and objects in fundraising, project development and volunteer involvement and support the maintenance of the Charity's reputation.'

In order to ensure the best possible standards of communications the MHRPS will:

Seek information about the concerns, motivations and behaviours of stakeholders which will, among other outcomes, inform the nature of the communications required to enhance their experience

Audit the range of methods of communication currently used to disseminate and collect information about the work of the charity and the purpose each is intended to serve.

Clarify with stakeholders and from the outcomes of the questionnaire, the effectiveness of each of these methods for the purpose for which they are intended, identifying strengths, gaps and areas for improvement

Develop a costed priority action plan to meet perceived needs, to include an implementation programme and review procedure

Establish a Communications Working Party to maintain a quality control function on this workstream going forward, and set the remit for this work.

## **FUNDING/FUNDRAISING SCOPE DOCUMENT**

### Objective

To raise funds for the MHRPS to assist the MHR Ltd to achieve its aims.

### Scope

The more finance that the charity can produce, the more successful it will be in maintaining the charity's reputation both within the Heritage Railway world and within the local and wider community.

To ensure success in fundraising, effective communications within the Society is essential.

To maximise the yield from fundraising the MHRPS will;

Produce projects that appeal to the interests and aspirations of the membership and to encourage them to support these projects financially.

Motivate the Regional Groups of the Society to identify a specific project for them to support and finance.

Investigate sponsorship from local and national companies; also investigate company schemes for their employees which support their employees' charitable interests and to encourage members to take advantage of these.

Receive and investigate new fundraising ideas from members and supporters.

To motivate, encourage and support key individuals within the Society who take a leading role under the fundraising 'umbrella'.

John Trigg  
March 2011

# **ENGAGEMENT/RELATIONSHIPS SCOPE DOCUMENT**

## Objective

To construct a high level plan of activities to set up relationships with external organisations whose association could benefit the organisation and the Railway and establish closer links between sections of the Railway and Regional Groups.

## Activities

Through the Regional Group Chairman (David Mead) prevail on each Regional Group to identify contact details for:

Other preserved railway groups in their locality

Other transport groups in their locality

Other interest groups (e.g. Schools, WI, U3A, etc.) in their locality to whom Mid Hants presentations can be made

Identify existing or prepare suitable new programmes for the selected audiences

Identify procure and coordinate availability of suitable equipment

Build team of presenters (probably from regional groups) to cover the different localities

Establish a coordinator to minimise meeting conflicts, keep records of presenters, contacts and presentations given.

Establish contacts with regional tourist boards, coach companies, tour operators and railway oriented publications in order to promote their interest in the Railway through visits, talks and presentations.

Establish contact details of Mid Hants department members who can arrange for presentations to Regional Groups on aspects of their work.

# **PROJECTS DEVELOPMENT SCOPE DOCUMENT**

## Objective

To identify, develop, fund and progress projects that fall within the aims of the MHRPS

## Scope

To liaise with the stake holders and identify suitable projects that meet the criteria as laid out above.

The Stakeholders are identified as :-

The Trustees

The Regional Groups

The Membership

The Board of the MHR Ltd

External grant makers such as the HLF

To develop projects to the stage where they can be costed and agreed by the Trustees as worthy and viable.

To prioritise these projects so as to enable The Charity to best meet its aims

Liaise with the fundraisers in providing information to enable them to maximise the yield.

Colin Chambers

15.3.2011

# **REPUTATION SCOPE DOCUMENT**

## Objective

To review, promote and safeguard the Railway's reputation

## Scope

To work with internal and external Stakeholders to review, promote and safeguard the Railway's reputation.

Stakeholders will include:-

Members , Shareholders of MHRLtd, Volunteers and paid staff.

Local Authorities and statutory bodies, Charity Commission, Registrar of companies

Local Residents and businesses

Customers – commercial and private

Suppliers

The HLF and National Railway Museum

Other Peer Railways and Societies

Press, Media and the wider public

Activities will include the development of a programme to include actions in the following areas:-

Review of Press and Media Coverage

Marketing

Customer Satisfaction Surveys

Volunteer and Staff Surveys

Publicity of major events and developments

Review of complaints and plaudits and our response thereto

Guidance to and training of Volunteers and Staff on customer relations and the presentation of the Society, railway and its objectives and actions

Steve Crowther: 13<sup>th</sup> January 2012

## Appendix 3 – Stream Planning Documents 2011

The plans are in the format produced by the Stream Teams and may be text or bar chart as appropriate.

### **Draft Five Year Plan – Communications**

#### **Year One**

Trustees agree a Communications Matrix identifying the various persons, bodies involved and how they will be communicated with.

Trustees analyse the results of the Survey to identify areas of concern re communications as outlined in the Remit

Trustees design the terms of reference for a Communications Committee of interested parties drawn from paid staff, volunteers and Trustees to maintain a quality control function on this workstream going forward, and set the remit for its work.

The CC is set up and commences its work within 3 months

The CC establishes a small working group drawn from its members and others if necessary to audit the methods of communication currently used to disseminate and collect information about the work of the charity and the purpose each is intended to serve and report findings to the CC within 2 months of its inception.

The Communications Committee reports to the Trustees on findings and makes recommendations to improve both the methods and content of communications to reflect the needs of stakeholders

As a result of the above, the Trustees produce costed and prioritised plans with the CC to address identified issues and propose timescales for implementation

The Trustees immediately identify three opportunities within the year for open meetings (one of which to be the post AGM discussion) at which interested members and volunteers are able to discuss current issues with members of the Boards and the CC.

The CC within 2 months of its inception institutes 'comments' boxes for working volunteers in key areas eg engine shed, station offices and sets up a scrutiny team to regularly review these and respond appropriately to comments.

The Volunteer Co-ordinators identify 'named persons' to whom volunteers may take issues which directly impact on the charitable aims and set up/publicise as required appropriate structures for volunteers to use when they have other concerns regarding their work within the MHR.

The Trustees ensure that the work of those developing other workstreams are properly coordinated with the development of the communications strand where there are obvious overlaps through the Board's regular meeting pattern or other sessions as required.

'Quick wins' from the communications implementation plan are put in place within the first year of operation.

### **Years 2-3**

Membership of the CC will be maintained in line with the terms of reference set out and approved by trustees

As funds and circumstances permit, plans identified and costed in Yr 1 to be developed in Yrs 2 and 3 will be implemented. The plans will be reviewed annually following the procedure identified above and reprioritised as necessary.

Volunteer meetings will be run as proposed and at the end of Yr 3 the CC will review the effectiveness of this initiative and identify and report via the Trustees at the AGM on its progress and any proposals for improvement.

The effectiveness of comments boxes will be reviewed by the CC at the end of Yr 2 and any proposals for improvement/change will be reported via the Trustees at the AGM.

The Trustees will commission a further survey at the end of Yr 3 within which specific questions will be asked about the effectiveness of communications and the structures for assuring these.

### **Years 4-5**

More of the above, refining and prioritising issues and actions according to perceived need.

Review of the CC terms of reference

Review of structures for communication in line with the outcomes of the survey

On going pattern and procedure for ensuring good communications is established.



# Draft 5 Year Plan Engagement/Relationships

Task	2011 Month												2012			
	10	11	12	1	2	3	4	5	6	7	8	9	10			
RGs collect data on local groups and societies																
RG committee meeting																
Receive data from RGs																
Categorise group types																
Prepare video scripts for each category																
Collect material for video																
Edit videos																
Submit videos for review																
<b>2nd year and beyond</b>																
Distribute videos to RGs for presentations																
Liaise with marketing to correlate bookings received with presentations made by RGs																
Review effectiveness of programme - set parameters																
Update videos & redistribute																

## **Draft 5 Year Plan Volunteering**

Volunteers are the lifeblood of the railway, without them there would be no railway, so making a success of volunteer recruitment and participation is not an option, it is a requirement for a sustainable future.

The reasons why people volunteer are many and varied, as are the backgrounds from which they come, and their age range from teenagers to the retired. For them the railway can offer a wide range of opportunities for a satisfying and enjoyable leisure time involvement.

So by a variety of methods, in publications, on websites, posters and timetables etc. we will make people aware of the opportunities, and how they can become involved. If they are interested, they will be advised in the first place, to contact the Information Office, and then go on to a Welcome Day

Following this, their names and contact details will be passed on to the relevant Department or responsible person, so that they can make a start.

As a follow up, after about 3 months, the volunteer will be contacted personally, by phone, to see how they are settling in.

It is possible to become a volunteer without going to a Welcome Day, by direct contact to a Manager or responsible person, but the above procedure is we feel the most beneficial for everybody.

The responsibility for their successful involvement will lie with the departmental managers, or to those, to whom they delegate this role. Feedback from managers as to particular skills needed in their Departments should be made known to the Welcome Day team.

The railway has a responsibility to see that the safety and well-being of the volunteer, and the operation of the railway, is not compromised whilst with us, by seeing to it that they are trained and competent in the job they have chosen to do.

In this short note is set out our thinking on the initial stages which we believe to be relevant for new volunteers. Team working, training, communication and support are critical in all this.

Robin Higgs    8<sup>th</sup> January 2012

## Draft 5 Year Plan Projects Development

Project	Status	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>HLF Projects</b>													
<b>Buildings</b>	<b>in progress</b>												
apprentices	ongoing												
	joint with MHR												
Skills for future	ongoing												
	joint with MHR												
<b>Footbridge</b>	in progress												
<b>NR/RHT/HLF funded</b>	joint with MHR												
30925	overhaul												
	fundraising												
75079	overhaul												
	fundrasing												
45379	In traffic												
35005	Stored												
	fundrasing												
34058	Stored												
205	in traffic												
	ongoing												
127	Overhaul												
	Fundrasing												
Wagons	Rolling programme												
	Fundrasing												
<b>Wishlist</b>													
SR Coaches	Obtain Fund												

### 2013 onwards

Routine activities will continue on an ongoing basis.

Capital programmes will be dependent on funding.

Wish list activities will be ongoing and dependent on funding and availability.

# Draft 5 Year Plan Reputation

DRAFT 5 YEAR PLAN REPUTATION														
Task	2011 Month			2012 Month										
	10	11	12	1	2	3	4	5	6	7	8	9	10	
Establish Stakeholder Matrix (with Communications Stream)			_____											
Review contact strategy (with Communications Stream)				_____										
Monthly review of Press/Media Coverage			_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
Monthly review of complaints/plaudits			_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
Monthly review of Marketing			_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
Produce Guidelines to Volunteers/Staff				_____	_____	_____	_____	_____						
Plan and Arrange Volunteers forum					_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
Host Volunteers Forum after AGM												_____	_____	_____
Plan Cust.Serv.Training					_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
Roll out Cust Service Training												_____	_____	_____
Review Plan progress (Qtrly/Boards)				_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____

## Year 3 and onward

- The yearly review and monitoring activities will continue
- Following the Volunteers Forum at the AGM , if successful this will be refined and repeated annually
- Build relationships with key stakeholders
- Plan and issue key press releases
- Plan and hold events for key stakeholders
- Consider and recommend Press/Media events