

## WEST SOMERSET STEAM RAILWAY TRUST LTD

### Minutes of the meeting of Board of Trustees held on Monday 16 July 2018 at 11 AM in the Meeting Room, Quantock Brewery

**Present:** Chris Austin (CA) Chairman  
Alan Meade (AM)  
John Jenkins (JJ)  
Ian Coleby (IC)  
Geoff Evens (GE)  
Steve Williams (SW)

**In attendance:** Chris Bolt (CB)

#### 206. Apologies for Absence

None

#### 207. Conflicts of Interest

IC - PLC Director

#### 208. Introductions and Opening Comments

CA introduced SW as a new Trustee and Company Secretary. The main thrust of the meeting would be to discuss the HLF award and how to take forward the Project. CA paid tribute to the work and role of CB in formulating the bid and achieving success with HLF which was a great result for the Trust.

#### 209. Minutes of the meeting held on 28<sup>th</sup> April 2018

The Minutes were agreed as a correct record.

#### 210. Matters Arising Not on the Agenda

#### Action

- a) **Williton Shed.** IC said there was no further information at this time. CA had sent Ian Harrison a summary of the Trust activities within the Shed and its requirements. A response was awaited. IC to update the Board at the next meeting. **IC**
- b) **2018 Timetable.** The key issues here were that there was insufficient dwell time at BL to enable passengers to look around the museum and other attractions. IC said that the Timetable is being changed on 20<sup>th</sup> July to ease the issues raised. IC would look at how this was being publicised to the wider railway and beyond. **IC**
- c) **Governance.** CB agreed to continue as Treasurer as long as was reasonable. Following advertising of the post, CA indicated that he had spoken to 2 potential candidates as Treasurer only one of which was suitably qualified. CA would pursue the other candidate who lived in Tiverton. IC said that Andy Norman was offering the use of his recruitment agency to tap into the local community for potential PLC Directors and this facility, which was free, could be offered to other organisations on the WSR. It was important to ensure that potential Trustees had the right skills, aptitude and approach to the Trust. SW offered to prepare some short profiles based on his experience in organisational development for the PLC including one for the new Treasurer the latter in conjunction with CB. **CA/SW**

- d) **Data Protection Policy.** GE to put relevant files on Trust PC in the museum. (WSSRT specific). GE would also install a cloud system to include the Membership list with managed access and would initiate use of Google. **GE**
- e) **Heritage Committee Membership.** Nothing further at this stage.
- f) **Facebook and Communications.** GE said that further work was required with named volunteers to progress Facebook page configuration, content and ongoing management. AM would pursue links with the model railway group. GE to action on return from holiday. **GE**
- g) **Wording of Membership Leaflets.** Work completed.

## 211. Treasurers Report

CB reported on a number of items. Firstly, he was unclear whether the storage container had been ordered. A further item was lino for 6705 to be supplied by Roughmoor contractors and would be laid when the compartments were empty.

A paper showing comparison between 2018 budget and performance to date was tabled. This included Grant Aid recovery where relevant and gave Trustees the six-month position. It was noted that donations were below the budget (assuming an even spread over the year) although this was likely to improve during July/August.

In terms of the Treasurers Report, it was noted that there had been greater expenditure on 6705 than had been budgeted and also this was before any work on the filler pipes in the toilet. The cost of painting the sleeping car was now shown in 2018 rather than last year. Other areas were broadly in line with expectation. More had been spent on Trust administration e.g. leaflets but that the end of year position should be as anticipated provided no further unforeseen expenditure was incurred.

Statistics on Museum visits were noted. There were good numbers so far particularly at BA and this correlated with an overall increase of visitors and income for the WSR as a whole which were up on 2017 figures to date.

As explained in his Treasurer's Report, with regard to banking arrangements, CB had taken action with the Lloyds Relationship Manager in Bristol to prevent the Trust being charged for its banking facilities. The three-month deposit facility **had been reduced from 15 K to 10 K as agreed** and would be reviewed again before the end of the term in September 2018. **CB**

With regard to the Monaghan's proposed engagement letter, CB confirmed that the Trust had been sent the wrong template and that the right version for small charities was what had now been circulated to Trustees. CB was satisfied with the revised proposition provided that the changes required as he had given to Monaghan's were included. The Board **approved** acceptance of the revised proposals with the necessary changes and mandated CB to finalise agreement with Monaghan's. Trustee signatures would be required on the final document in due course. **CB**

## 212. HLF Bid

The paper prepared by CB was considered. The arrangements required by HLF were noted and the draft press release agreed subject to any changes by CA. CA said it was necessary now to agree arrangements to take the project forward. Following discussion, it was agreed that SW would be the project lead and that CB (until he moves), CA, GE and IC would be core members of the Project

Group fulfilling the roles agreed at the last Board meeting. In addition, Richard Maw from the PLC would be invited to participate to reflect the PLC's role as co-sponsor.

In terms of immediate actions, these were agreed as:

- Finalisation and circulation of the press release
- Completion and submission to the HLF of the Permission to Start Form
- Seeking expressions of interest proposals for the Design and Interpret Consultants
- Advertising for and appointment of, the Learning Officer

It was agreed that the Consultants when appointed would be responsible for procuring the necessary equipment in line with the bid proposal. There were no significant changes to the draft project plan at this point in time, but it was acknowledged that timescales might slip slightly due to the summer period. In governance terms, the Board **approved** the establishment of the Project Group as a subcommittee of the Board. Financial and other aspects of delegation would be agreed once SW had had the opportunity to assess requirements including a discussion with CB.

The Board also discussed the issue of a formal launch. With the limited resources available to Trust this needed to be proportionate and it was agreed that SW would discuss any requirements with the HLF Grants Officer. SW would now proceed to establish the Project Group following a formal handover with CB. SW would also write to IC seeking formal PLC support for the approach and engagement with project implementation. (Note: it was subsequently agreed after the meeting to invite Keith Sandford as Chairman of the BL Friends to join the Project Group. **SW**

### **213. PLC Matters**

IC said that in his role as PLC Chairman, he was now keen to move towards an overall railway strategic plan rather than separate documents acknowledging that each organisation would keep its own 3-year business plan or equivalent. IC would like to get together with CA to discuss this in the context of the Steam Trust and how to take this forward. This initial step was supported by the Board. **IC/CA**

### **214. WSRA AGM**

It was noted that the recent AGM approved the nominations to the Association Board of Trustees. In terms of matters relevant to the Trust, it was noted that the Association licence had been renewed for a further year. GE raised the issue of safety management at Williton where many of the Trust volunteers work. CA confirmed that this was under the control of Restorations, but he would discuss the management process and any individual concerns with the Association. **CA**

### **215. Cross Directorships**

The paper prepared by CA was considered. Effectively it proposed no changes to current arrangements. IC expressed disappointment with the position and suggested there might be some contradiction in paragraphs 3 and 5. Nonetheless, the Board confirmed its formal position that it did not currently wish to nominate to the PLC Board. This would be kept under review. **CA**

## 216. Carriage Project Group

CA apologised that he had not been able to produce a paper on the wider heritage carriage project in time for the meeting. He would circulate proposals separately for discussion. IC raised the question of whether the current policy of seeking to restore all 10 coaches in the current climate was both realistic and achievable. He suggested that the Trust should adopt an intermediate strategic position of seeking to create an agreed set as a more sustainable objective for existing volunteers and supporters. It was agreed that they should be further initial discussion between CA and IC. In the meantime, the Board supported the principles around formation of the Carriage Project Group of volunteers which will include:

- Outline objectives and timescales
- Project management
- proposals for financial delegation
- requirement for project plan

CA to include in his forthcoming paper.

**CA**

## 217. Safety Policy Document

IC introduced his previously circulated paper which was based on application of the PLC Safety Management System. Following discussion, it was agreed that a number of additional sections should be included covering:

- Risk register
- confidential review
- safety audit requirements
- lead responsibilities (at Board level and amongst volunteers)

The requirement to identify and appoint a Safety Officer was also a key priority. It was suggested by IC that Ken Davidge in his role as the PLC Board Safety Adviser could fulfil a similar role for the Trust. It was also noted that Richard Lemon may be amenable to fulfilling the external Safety Audit assurance role. With the need to include the additional issues, the Board **approved** the Safety Policy. CA would approach Ken Davidge and would work with IC on the necessary actions required to finalise and implement the Policy.

**CA/IC**

## 218. Digitisation of Collections

It was agreed that this needs to be progressed. All the Trusts paper information needs to be put into a safe and controlled environment. External advice was required. IC would contact local external experts for initial advice and SW would pick this up with the Somerset Museums group.

**IC/SW**

## 219. Feedback from NCVO meeting 28<sup>th</sup> June 2018

Trustees noted the feedback on the national policy context for charities from NCVO together with the proposals to consult on the new Code of Ethics. The Board felt that it did not wish to engage with the latter process at this time.

## 220. Liaison with Somerset Museums Group

The proposal to transfer this responsibility from CB to SW was **approved**.

**SW**

## **221. Any Other Business**

- i) AM said that the model railway had attracted nine new volunteers with the consequent increase in the number of opening days. However, he was concerned about the impact of the WSR opening in November on maintenance time for the model. This would be monitored. **AM**
- ii) Books donation. CA to respond to donor with a thank you via Bill Knell **CA**
- iii) Agreements with the PLC. To be on next agenda. **SW**
- iv) Steam Rally. Trust volunteers would be there with the sleeping carriage as in previous years. The two operational coaches would be placed adjacent to the NF platform together. IC advised a conversation with Richard Jones regarding operational arrangements. **CA**

## **222. Dates of next meetings**

The dates of the next two meetings were confirmed as Thursday 13 September 2018 and Thursday, 15<sup>th</sup> November 2018 both at 1100. Venues to be confirmed. (Subsequently confirmed as the Committee Room Bishops Lydeard station. **SW**