



NLHF Interpretation and Boston Lodge Project - OL-19-00516

Activity Plan

Minerva Heritage in association with Creative Core

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Step 1 Where are you now?

The organisation: The Ffestiniog & Welsh Highland Railways

The Railway is owned and operated by The Festiniog Railway Company, trading as Ffestiniog & Welsh Highland Railways (FfWHR). The company was established by Act of Parliament in 1832 and it is the oldest independent operating railway company in the world. The ultimate owner of the Railway is The Ffestiniog and Welsh Highland Railway Trust, a Registered Charity (no 23904).¹ The Railway is also supported by the Ffestiniog and Welsh Highland Railway Societies, a combined membership of 6,500.

The main purpose of the Railway is to develop and maintain an important national asset in a way that makes it sustainable for the future². Commercial income is entirely dedicated to the continuing development of this heritage railway, including maintaining and restoring historic rolling stock and infrastructure, conserving the heritage buildings/structures, operating steam locomotives for 250,000 passengers/visitors each year and training staff and volunteers.

On average there are 84 full-time staff, 10 part-time staff and a fluctuating number of around 50 seasonal workers. The General Manager is supported by 10 senior managers heading Finance, Operating, Commercial (including shops, booking offices and marketing), Catering (including on train services), Infrastructure and Engineering and Caernarfon Station. Indirectly, the railway supports about 400 additional jobs through services bought in by the railway, its staff, volunteers and passengers.

There are over 500 active volunteers who are essential to the operation. They deliver professional services including legal advice, financial direction, top-level engineering input, brand and marketing strategy, and safety management. Volunteers also supply thousands of hours of hands-on work on the railway itself – on tracks, on infrastructure, and on the rolling stock in the workshops at Boston Lodge Works.

The organisation's staff and volunteers are immersed in the railway's heritage – they either work directly on the heritage railway within their roles or they work to support its running. The organisation can demonstrate an historic commitment to involving people since 1955 when the first volunteers undertook to reopen the railway.

The railway has Volunteer Management Procedures and policies, Child Protection policy, Young Persons policy, 'Kids Training Week Code of Conduct', a 'Young Persons Code of Conduct', and is currently updating its Welsh Language Policy each of which demonstrate the commitment of FfWHR to engaging people in its operation.

¹ FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p33

² Prideaux J 2011, *Ffestiniog and Welsh Highland Railways, A Sustainable Future*, FfWHR

Partnership Working

FfWHR works in partnership with a number of organisations to help deliver its business aims. These include:

- **The Great Little Trains of Wales:** a joint marketing group for the 11 narrow gauge railways in Wales. This celebrated its 50-year anniversary in 2020. The group shares information, best practice and training. Joint access to training, such as customer service training, has been seen as very beneficial³. Membership of the group has provided opportunities for additional promotion capacity and reach via shared websites, an exhibition stand at ITB Berlin, the world's largest tourism trade fair, working with the Visit Wales' Wales Way promotion and the widely acclaimed 'Community Rail in the City' campaign which was a beach and small station built in the middle of Birmingham new Street Station. A new interactive website 'Wales on Rail' will have a history section. The railways have various centres of excellence, including Boston Lodge.
- **Attractions of Snowdonia:** this marketing group comprises attractions from the region. They have just launched www.snowdonia360.com, providing visitors with a 360-mile tourism discovery route around the National Park.
- **North Wales Tourism:** the tourism association for North Wales provides a website, news and help for its members and for tourists. They work very hard for FfWHR, especially promoting the offer to groups and internationally, particularly in Japan very successfully.
- **MWT Cymru:** the tourism association for Mid-Wales provides FfWHR with access to a wealth of experience.
- **HRA - Heritage Railway Association:** FfWHR reaches a considerable number of people via this portal.
- **National Slate Museum (Llanberis), Careers Wales, Grwp Llandrillo Menai College, Cwmni Bro, Gwynedd Council youth engagement team:** Supported the recent NLHF Skills 4 the Future programme.
- **Llechi Cymru and Gwynedd Council:** FfWHR has been closely involved and supportive of the work being undertaken to nominate the slate landscape of North West Wales for World Heritage Status.

³ Steering Group Consultee

What is the heritage

Tangible heritage: The FfWHR collection

*The Ffestiniog Railway is of international significance as it pioneered the use of steam power on a narrow gauge railway and clearly demonstrated the practicability of building narrow gauge railways in terrain where the building of a standard gauge railway would be impracticable or uneconomic. This led to the building of numerous narrow gauge railways throughout the world.*⁴

The Ffestiniog Railway connects the harbour in Porthmadog to the slate-quarrying town of Blaenau Ffestiniog via 13.5 miles of track that climb 700 feet from sea level into the mountains through (or under) spectacular Welsh countryside landscapes.

FfWHR completed a rebuild of 25 miles of heritage railway line between Caernarfon and Porthmadog in 2011 and is trading as The Welsh Highland Railway/Rheilffordd Eryri. The UK's longest heritage railway, this connects Caernarfon to Porthmadog via the foot of Snowdon, Beddgelert, and the stunning Aberglaslyn Pass.

There are three main stations by which passengers access the heritage railway – Porthmadog, Caernarfon and Blaenau Ffestiniog. 2019 saw the opening of a new £3.5 million Caernarfon Station. There are also the intermediate stations, including Victorian stations at Minffordd and Tan y Bwlch, dating from the great period of railway expansion at Ffestiniog. Minffordd is a classic interchange station, whereas Tan y Bwlch is a landscape imposed by Victorian engineers onto open sheep-rearing countryside. Penrhyn was a station especially significant in the late 1800s for the quarrymen who would join the train to go to work.

*Boston Lodge Works is a site of unique industrial heritage; a working site at the heart of North Wales' industrial evolution and the beating heart of the Ffestiniog and Welsh Highland Railways*⁵

FfWHR owns and operates a fleet of rolling stock that includes 1870s carriages, and 1930s locomotives recreated from scratch at the Boston Lodge Works, the principal railway engineering works. Many of the original waggons, as many as 200, are stored in a shed at the Minffordd Yard site.⁶ There is another smaller engineering works at the Dinas site.

Boston Lodge Works itself is a collection of heritage buildings in a former quarry to the north-east of Penrhyn Point. Rolling stock is built, repaired and conserved at this works. The heritage and historic development of Boston Lodge Works is described fully in the Conservation Management Plan provided by Thread.⁷

⁴ Chambers Architecture and Conservation 2019, *Boston Lodge Works, Porthmadog: Outline schedule of Repair Work*, unpubl rep

⁵ FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc

⁶ Steering Group Consultee

⁷ Thread 2021, *Boston Lodge Works, Porthmadog: Updated Conservation Management Plan*, working document 26 Feb 2021

The function of locomotive and railway maintenance at Boston Lodge Works has been continuous for over 200 years, before the advent of steam power. The Top Yard quadrangle at Boston Lodge was the focal point in the early 1800s of the horse-drawn railway which hauled slate down to the coast.

Artefacts housed at BLW include [...] iron slate waggons, gunpowder vans, beer and flour trucks; original bogie carriages [the only operational Fairlie locomotives⁸] and the first steam engine in Wales.⁹

Surviving machinery pre-dating 1954 forms an important part of the FfWHR's collection. Although not an exhaustive list, this includes ¹⁰:

- Wheel lathe - Kendal & Gent;
- Slotting machine - Kendal & Gent;
- Hydraulic Press - Tangye;
- Two pillar and one bench drilling machines;
- Circular saw;
- Two hand mortising machines;
- Full set of blacksmith's tools.

There is also an immense curated and indexed archive, comprising photographs and 150 years of railway documentation. ¹¹

*"The railway possesses a wealth of photographs and drawings that will serve as reference points for retaining or restoring the historical ambience of individual locations, and ensure the use of traditional techniques and materials when work is undertaken"*¹²

The archive includes the following components:

- photographic archive (www.ffwhresource.com)
- video archive (in progress)
- Festipedia (https://www.festipedia.org.uk/wiki/Main_Page)
- Old Company archive (also in the county archives)
- New Company archive (preservation era)
- Physical artefacts and objects (many of which are currently stored at Minffordd)

⁸ Steering Group Consultee

⁹ FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p10

¹⁰ Thread 2021, *Boston Lodge Works, Porthmadog: Updated Conservation Management Plan*, working document 26 Feb 2021

¹¹ Steering Group Consultee

¹² FfWHR Heritage Buildings Policy

Intangible heritage: skills and stories

Boston Lodge Works has served the FfWHR heritage railway continuously since its inception. The works itself is a storehouse of a *vast range of technical and craft skills still used there to build the trains and carriages*¹³.

Intangible heritage encompasses both historic engineering skills and knowledge about the heritage of the site and how it links into the railway. The traditional heritage skills include: mechanical and electrical engineering; joinery on carriages and buildings; walling and fencing; foundry and blacksmithing skills; painting; metalwork; and joinery.

The intangible heritage at Boston Lodge Works are passed down through the workforce in a similar way to the workforce involved in the railway and rolling stock. Each individual is a living repository of train-driving and railway management skills, and there is collective understanding amongst work gangs.

There is clearly a strong volunteering tradition on this railway, and volunteers and staff in and around Boston Lodge Works are living repositories of stories relating to heritage railway and buildings conservation.

The local community includes family members who would once have worked on the railway or in the wider slate industry, or surviving families with some connection to either or both.

*The slate-quarryman is an iconic figure for many people in Wales and beyond – faithful to his language, to his workmates and his people, religious in his outlook and also progressive in his politics, well-read, cheerful and given to humour, despite the sickness which his work very often inflicted on him.*¹⁴

*Quarry-workers still live in the historic settlements [...]; their employment provides a context for the relict industry, and ensures community identification with it.*¹⁵

¹³ FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p3

¹⁴ Llechi Cymru and Gwynedd Council 2019, *The Slate Landscape of Northwest Wales – Property Management Plan*, p73

¹⁵ Llechi Cymru and Gwynedd Council 2019, *The Slate Landscape of Northwest Wales – Property Management Plan*, p74

The Interpretation and Boston Lodge Project

Through this ambitious and exciting project we will tell the story of the railway and so help thousands of visitors understand the area's pioneering spirit and global impact and explain how the industry has shaped the landscape and community over 200 years.

The project will enable us to involve more people in the railway and help those people develop their skills. The project will also rescue historic buildings at Boston Lodge bringing them back into use as well as creating some new buildings.

The work at Boston Lodge will enable us to allow people to see behind the scenes, and get involved if they wish. It is hoped this will further invigorate the involvement of volunteers, in the oldest operating railway engineering works in the world.

In order to deliver this project's vision the following project objectives have been developed, as outlined in the Project Plan:

1. To ensure the importance of the railways' heritage, and that of the slate industry that it served, is communicated to the 250,000 plus visitors a year, who are increasingly unaware of this heritage (which will be lost if we do not act now)
2. The project will also provide Interpretation at key points across the railway network (including at BLW to support guided tours) and on the FfWHR heritage trains which currently attract 250,000 visitors each year
3. To conserve, restore and rebuild a number of buildings of historic significance at Boston Lodge Works, some of which are derelict
4. In doing so, to make them more efficient as a working site and to improve the existing conditions for the staff, apprentices, trainees and volunteers who practise heritage skills there in order to service the heritage railway
5. To open up supervised public access to Boston Lodge Works and its heritage for the first time via an activity programme which will bring significant numbers of non-traditional railway visitors for managed tours, talks and skills training and via which they can also learn about the significant heritage and series of important world firsts which have taken place at BLW
6. To address a skills shortage in the industrial heritage sector by offering traineeships, work placements, practical workshops and new volunteering opportunities

In addition, the project will:

- Improve the railway's relationship with the local community and visitors
- Support and contribute to the local economy

This Activity Plan outlines the ways in which the Project objectives will be delivered through involving a wider range of people in the heritage of the railway and Boston Lodge Works.

Strategic Context

The FfWHR operates within a complex environment which includes the tourism, legislation (railway regulations, language, public health, and skills/employability), and conservation of natural and cultural heritage. As a result, FfWHR and the project activities are influenced by and support a range of initiatives, strategies and plans.

World Heritage Site bid

The project is directly linked to North Wales' very strong slate heritage, through the Ffestiniog Railway's transportation of material out of the mountains for export, but also through the its social and cultural context (the wider cultural landscape). Through this it contributes to the Outstanding Universal Value that underpins The Slate Landscape of North Wales World Heritage Site World Heritage Site bid. The story of slate reflects modernisation and adaptation in Wales' recent history - urbanisation and industrialisation respectively ¹⁶, a story which the railway is very much part of.

The Economic Plan¹⁷ for the Slate Landscapes of North Wales World Heritage Site (WHS) bid includes the following aims which are directly relevant to the project objectives:

- Creation of sustainable and high-value employment opportunities
- Contributing to the skills and education of our young people and lifelong learning
- Supporting the development of high-quality destinations and attractions
- Ensuring a unified story and narrative
- Improving communities and sense of pride in communities
- Promoting and safeguarding unique industrial heritage, culture, language and local landscapes for all

Gwynedd Council's priorities for 2018-2023 include implementing the Gwynedd Slate Heritage¹⁸ to secure World Heritage Site status for the slate industry in Gwynedd - the official World Heritage Site Nomination's title is *The Slate Landscape of Northwest Wales* - and regeneration activities to increase residents' ownership of their slate heritage, and the quality of tourists' experience.

Tourism environment and market position

Every visitor to FfWHR is also a visitor to the Snowdonia National Park¹⁹. The National Park is an attraction in its own right, located within the also-popular tourism areas of Gwynedd/North Wales. There are a number of operators of heritage railways and visitor attractions locally in the National Park and Gwynedd/North Wales which directly compete with FfWHR.

¹⁶ Llechi Cymru and Gwynedd Council 2019, *The Slate Landscape of Northwest Wales – Property Management Plan*, p72-3

¹⁷ Llechi Cymru and Gwynedd Council 2016, *Slate Landscape of Northwest Wales World Heritage Site Economic Plan 2016 - 2020*

¹⁸ Gwynedd Council, *Gwynedd Council Plan 2018-23*, p9

¹⁹ Prideaux J 2011, *Ffestiniog and Welsh Highland Railways, A Sustainable Future*, FfWHR, p8

While visitor attractions compete for visitor spend, there is acknowledgment that a joined-up or complementary tourism offer, such as package tours or linked experience or similar, is mutually beneficial. Each of the heritage railways collaborates in the 'Great Little Trains of Wales' marketing network, and the success of FfWHR as a tourist attraction feeds into the other smaller local railways.²⁰ Nearby heritage railways also rely on FfWHR for technical expertise and services. FfWHR has also consulted with its nearest major competitor - Llechwedd Slate Caverns – on partnership working.

The main aims of the **Gwynedd Destination Management Plan**²¹ include the following, which are directly relevant to the wider project:

- to increase visitor spend
- to improve the quality of the visitor experience
- to improve integration of tourism with other aspects of life
- to enhance the natural, built and cultural environment
- to provide well paid, year-round quality jobs and skills development

Welsh Government and local government priorities: skills, people development and school education

FfWHR is a partner in the **Visit Wales 'Partnership for Growth'** tourism development programme. As part of tourism development, this programme sets out strategic aims for development of people²²; the following are directly relevant to the project:

- Training people with demand-led and specialist skills so that they can thrive in the tourism sector
- Applying well defined standards and skills to improve customer care and service
- Changing perceptions of tourism as a career choice to attract the talented and ambitious

FfWHR is already an important employer in the communities through which it travels, and is one of the area's largest employers²³. FfWHR has provided skills training and work experience for the last 12 years and is a recognised centre of excellence for carriage building. Boston Lodge Works is key to these latter roles.

The **Gwynedd Council Plan 2018-23** has similar aims to that of Visit Wales:

- Create High Value Jobs is an Improvement Priority 1 for the Economy and Community Department²⁴
- More Gwynedd residents playing a full part in the world of work is an Improvement Priority 1 for the Economy and Community Department²⁵

²⁰ Steering Group Consultee

²¹ Gwynedd Council, *Gwynedd Destination Management Plan 2013-2020*

²² Welsh Government 2016, *Partnership for Growth: Strategy for Tourism 2013-2020: Strategy Progress Review*, unpubl doc

²³ Prideaux J 2011, *Ffestiniog and Welsh Highland Railways, A Sustainable Future*, FfWHR, p6

²⁴ Gwynedd Council, *Gwynedd Council Plan 2018-23*, p74

²⁵ Gwynedd Council, *Gwynedd Council Plan 2018-23*, p74

- Supporting People's Well-being through skills development via the Gwynedd Youth Service is an Improvement Priority 3 for the Children and Supporting Families Department²⁶

The project activities can support these initiatives through providing well-paid positions and other opportunities for employment and skills development.

As a coastal community, Gwynedd suffers from social and rural isolation, as young people move to cities, and new people buy holiday homes there. It is an area of high unemployment, and low attainment²⁷

The **Snowdonia National Park Authority Recreation Strategy 2012-17²⁸** also seeks to promote appropriate and sustainable growth within the recreation sector by supporting *programmes aimed at increasing training and skills levels for local people...* The project can support this through activities which increase training and skills levels for local people within recreation, for example customer-facing roles in FfWHR.

Welsh Government and local government priorities: Welsh language

The Welsh Government envisages a million Welsh speakers by 2050. The latest figures indicate that 60% of people in Gwynedd speak Welsh daily, compared with only 11% for the whole of Wales.²⁹ This figure rises to 80% of people in the Caernarfon area, 77% of people in the Ffestiniog area, and 76% of people in the Penllyn area.

Clearly the Welsh language is strong in Gwynedd and stronger along the FfWHR route, but it is under threat from social trends - second homes and emigration.

...young people leave or fail to return to the county which, in turn, has an impact on our communities and endangers the future of the Welsh language.³⁰

The **Welsh Government's Cymraeg 2050 strategy³¹** has the following aims which are directly relevant to the project:

- *using the Welsh language as a part of 'Brand Wales' to promote Wales to attract tourism and investment*
- *ensure that the use of the Welsh language increases, both in cultural events and in the day-to-day work of our cultural organisations*

²⁶ Gwynedd Council, *Gwynedd Council Plan 2018-23*, p56

²⁷ FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p25

²⁸ Snowdonia National Park Authority, *Recreation Strategy 2012-17*

²⁹ Gwynedd Council, *Wellbeing Plan for Gwynedd and Anglesey 2018*

³⁰ Gwynedd Council, *Gwynedd Council Plan 2018-23*, p74

³¹ Welsh Government 2017, *Cymraeg 2050: A million Welsh speakers, Work Programme 2017-21*

Welsh Government and local government priorities: health and wellbeing

The large volunteering base that supports FfWHR includes many older people, some of whom are more at risk of social isolation. As part of the **Strategy for Older People in Wales (2013-2023)**³², the Welsh Government intends to:

promote and support the development of employment and volunteering opportunities for all, including older people, and recognise their positive contribution, and include the provision of lifelong learning opportunities in order to empower older people and promote their autonomy.

Gwynedd and Anglesey Wellbeing Plan 2018³³ states that local people would like to develop local activities in their area. The project activities can support delivery of these plans through involving local people in activity development and through volunteer and lifelong learning opportunities.

Welsh Government and local government priorities: National Curriculum for Wales 2022

From 2022, education staff will be required to design their own curriculum³⁴. Learners should be grounded in an understanding of the identities, landscapes and histories that come together to form their ***cynefin***³⁵.

*... **cynefin** is not simply local but provides a foundation for a national and international citizenship*³⁶

³² Welsh Government 2013, *Strategy for Older People in Wales (2013-2023): Living Longer, Ageing Well*, p17

³³ Gwynedd And Môn Public Services Board 2018, *Gwynedd and Anglesey Wellbeing Plan 2018*, p6

³⁴ Welsh Government 2020, *Curriculum for Wales Guidance*, Education Wales, p21

³⁵ A Welsh noun with no direct equivalent in English, the etymological origins of *cynefin* are in farming, as a description for habitual tracks and trails worn into hillsides by animals. The word is used today to convey a very personal sense of place, belonging and familiarity.

³⁶ Welsh Government 2020, *Curriculum for Wales Guidance*, Education Wales, p30

The value of heritage to people

The Railway and Boston Lodge Works

A significant portion of the heritage value of Boston Lodge Works derives from its position as a crucial component of the Ffestiniog Railway, part of the Ffestiniog slate landscape. This is one of the key areas of the World Heritage Site-nominated Slate Landscapes of North Wales property, currently being considered on the basis of its *outstanding universal value to humanity*.³⁷ Outstanding Universal Value criteria for nomination as a World Heritage Site are met by the world-wide extensive use of slate products, and an industrial landscape shaped through quarrying and engineering, within which survives a strong minority culture with distinctive character and language.³⁸

Boston Lodge Works reflects strongly the following statement, in particular the interchange of human values:

*Above all, its narrow-gauge slate railways exhibit an important interchange of human values in that: they reflect the very earliest iron railway systems developed in South Wales; make evident how the technology was improved within the Nominated Property; and served as the model for successive developments that contributed substantially to the social and economic development of remoter regions in many other parts of the world.*³⁹

As Dafydd Wigley, The Rt Hon the Lord Wigley of Caernarfon, Privy Counsellor, writes:

*The slate railways of Northwest Wales, carved through rock cuttings or carried across mountain streams on high stone causeways, proved a model for similar systems in mountain environments across the world. Engineers, managers and technicians made informed choices about new handling systems, machinery for pumping or tunnelling, or saws for squaring slate blocks.*⁴⁰

Work carried out by Thread and FfWHR in 2020-21 as part of this project has added historic understanding and value to the site, including investigation of the historical uses and processes which form a key part of Boston Lodge's history. This has led to the new understanding that there are 6 broad historic eras at the site, described in the Conservation Management Plan.⁴¹

The railway provides an opportunity for people to understand and learn more, not only about railway heritage but about the cultural landscape that it runs through. In a rail passenger survey 69% of people said that a visit to the railway meant that they appreciated the local landscape, and 53% of people said that they had learnt something about its heritage.

³⁷ <https://whc.unesco.org/en/faq/19>

³⁸ <https://whc.unesco.org/fr/listesindicatives/5678/>

³⁹ Llechi Cymru and Gwynedd Council 2019, *The Slate Landscape of Northwest Wales – Property Management Plan*, p53

⁴⁰ Llechi Cymru and Gwynedd Council 2019, *The Slate Landscape of Northwest Wales – Property Management Plan*, preface

⁴¹ Thread 2021, *Boston Lodge Works, Porthmadog: Updated Conservation Management Plan*, working document 26 Feb 2021

67% of respondents to the local community survey agree or strongly agree that the railway is regarded by local people as one of the greatest assets in the area and 83% agreed that knowing about the history of the railway made them feel proud of their local area.

Boston Lodge Works

Boston Lodge Works is situated in the Aberglaslyn Landscape of Outstanding Historical Significance.⁴² The structures and layout, including historic development of form and spatial arrangements that reflects changes in function and process, contain considerable evidential and historic value:

“The evidential value of the buildings and structures of Boston Lodge from the period 1809-1900 derives from their potential to inform understanding of the building of the Traeth Mawr Cob and of the process by which the railway was built for horse operation, and transformed into a public passenger-carrying railway. The evidential value of later buildings derives from their potential to demonstrate how the railways have met the challenges of the 20th and early 21st centuries... The evidential value of its historic machinery derives from its potential to yield evidence about past maintenance regimes and the technical capacity of the Railway.”

“The historical value of Boston Lodge derives from its essential connections with the day-to-day movement of slate and goods, and significant events such as the adoption of steam traction and passenger services. The historical value of the historic machinery of Boston Lodge derives from its day-to-day tasks of keeping the railway running over a long period of time and its association with the maintenance and construction of iconic pioneering narrow gauge locomotives.”⁴³

There is also some aesthetic value contained in the site fabric and layout:

“The aesthetic value of buildings of Boston Lodge derives from their use of distinctive materials, the craft-skill of their construction and their blending of vernacular and standard industrial-era architectural forms. This value is also derived in part from the way in which the spaces are used - their functional use as workshop space contributes visually to an understanding of the historic significance of Boston Lodge as a working railway site. The aesthetic value of the historic machinery of Boston Lodge derives from the skills of design and construction of the era.”⁴⁴

The Boston Lodge Works site is also important for its social / community value, as:

⁴² Thread 2021, *Boston Lodge Works, Porthmadog: Updated Conservation Management Plan*, working document 26 Feb 2021

⁴³ Thread 2021, *Boston Lodge Works, Porthmadog: Updated Conservation Management Plan*, working document 26 Feb 2021

⁴⁴ Thread 2021, *Boston Lodge Works, Porthmadog: Updated Conservation Management Plan*, working document 26 Feb 2021

- A place where traditional skills are fostered and used in an ongoing process of repair and manufacture in the workshops on site.
- A provider of training and education for young people
- A place where the sights and sounds of the past come to life ⁴⁵
- A place where volunteers form a deep connection with the railway ⁴⁶

The communal value of the historic machinery of Boston Lodge derives from the meanings it has for those who have worked there, and for those who have visited the workshops through the occasional organised tours. ⁴⁷

Many of the volunteers surveyed as part of the NLHF Interpretation and Boston Lodge Works Project highlighted the significance of volunteers, past and present, for their contribution of their skills and years of their own time to work on the railway, to restore track, electrical systems, carriages and more. Many of these volunteers started following a paid experience day or kids week. This emphasises the importance of sharing the site and its assets so that this passion can be carried over to new generations.

The communal value of the Boston Lodge Works buildings derives from the collective experience and memory of the Boston Lodge Works staff, volunteers, residents and visitors. ⁴⁸

I enjoy the work and social interactions of volunteering, to be part of keeping our history and heritage alive, to learn some new skills⁴⁹.

The challenge and satisfaction of a completed project- seeing my other volunteers faces when the power is switched on and seeing all their hard work come to life⁵⁰.

⁴⁵ Alexander J 2015, *Boston Lodge Conservation Management Plan*

⁴⁶ Steering Group Consultee

⁴⁷ Alexander J 2015, *Boston Lodge Conservation Management Plan*

⁴⁸ Thread 2021, *Boston Lodge Works, Porthmadog: Updated Conservation Management Plan*, working document 26 Feb 2021

⁴⁹ Volunteer Consultation Respondent

⁵⁰ Volunteer Consultation Respondent

Why now?

Organisational resilience

The most pressing current needs for the FfWHR organisation are skills development and supporting wider volunteer recruitment.⁵¹

FfWHR needs to improve the skills of all its staff and volunteers, to understand the skills people have that are used or under-used, to retain skills in the organisation, and to build and/or develop skills needed now and in future. Many volunteers have extensive industry and on-the-job experience, and feel qualified for their current roles. Some do not have formal certification, and there are clearly some areas (specifically building and customer-facing roles) where experience and qualifications seem to be lacking.⁵²

*Is it possible to formalise the use of tools and machines – graded training and record of skills? Competency passport so everyone knows the capabilities of each volunteer?*⁵³

The business model is reliant on the volunteers involved at every level, including management. FfWHR has over 500 active volunteers, but the voluntary workforce is ageing, and new recruits often do not progress or stay on. The organisation of the recruitment process, and volunteer management in general, needs improvement now.

*[There is] significant demand –just need structure*⁵⁴

The project presents opportunities to offer the workforce (staff and volunteers) opportunities to use skills as well as learn new skills.

*...the management of unpaid staff, and their development and oversight is a key area for skills development in Wales, more so than in the rest of the UK.*⁵⁵

The project would provide much-needed improvements to staff welfare and other facilities at Boston Lodge Works. These alone would broaden the appeal of volunteering at Boston Lodge Works and help to retain new recruits. There are also other opportunities to broaden the appeal of - and develop new routes into – volunteering. The project would provide spaces for development of skills and training. Development of the site would also provide other additional opportunities to develop skills within the FfWHR organisation, bringing in and progressing new skills, and spreading skills more widely across FfWHR.

⁵¹ FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p14

⁵² Volunteer Consultation Respondents

⁵³ Volunteer Consultation Respondent

⁵⁴ Volunteer Consultation Respondent

⁵⁵ Creative and Cultural Skills 2013, *The historic environment and cultural heritage skills survey: Wales Report*, p5

Now we must concentrate on staff well-being, facilities and the next move forward towards a memorable visitor experience⁵⁶

Building on experience and maintaining momentum

The Skills for the Future (S4F) grant from National Lottery Heritage Fund (NLHF) enables FfWHR to devise and provide a model skills training programme to train potential members of the workforce in shortage skills needed by FfWHR itself and by the wider heritage sector.

⁵⁷

Since 2018, FfWHR has delivered traineeships in a range of roles including: Mechanical Engineering, Heritage Joinery, Horticulture, Permanent Way and Interpretation. This programme is now coming to an end. While the lessons learnt and capacity of the programme has been retained by FfWHR, if it is not continued the impact of this valuable experience will be lost.

The Skills for the Future programme that FfWHR recently participated in proved the importance of passing on heritage skills so let's carry on and strike while the iron is hot!⁵⁸

Disappearing heritage skills

Heritage skills are being lost faster than they can be replaced.

Ancient skills are still practiced every day at Boston Lodge.⁵⁹

The heritage of Boston Lodge Works is being lost because older members of the workforce take their skills with them when they retire or pass on. The skills gap is increasing because it is difficult to retain many of the traditional skills and the stories associated with Boston Lodge Works without continuous on-the-job training and mentoring. It is very important for FfWHR to address this now because skills gaps can have a severe impact, including reduced capacity, disruption to workflow, and increased workload.⁶⁰

Boston Lodge Works, its staff and volunteers are the lynchpin of FfWHR - it is *where all the key heritage skills and facilities necessary to keep the railway running are*.⁶¹ Conservation and renovation of the Boston Lodge Works site would facilitate suitable physical space and much-needed facilities to support the workforce retain and develop skills. Development of this venue provides opportunities to increase and develop the volunteer workforce pool as a target audience for transmission of the heritage skills. The project can also support heritage skills training for a wide range of people, including present FfWHR staff and volunteers.

⁵⁶ Steering Group Consultee

⁵⁷ Anna Cullum Associates 2020, *Ffestiniog and Welsh Highlands Railway: Heritage Skills Training Programme. Evaluation Report Interim Report No 2 April 2020*

⁵⁸ Steering Group Consultee

⁵⁹ Volunteer Consultation Respondent

⁶⁰ Creative and Cultural Skills 2013, *The historic environment and cultural heritage skills survey: Wales Report*, p10

⁶¹ FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p14

*We have retained an apprentice who began as a Skills for the Future programme trainee, and they have learnt their skills from us.*⁶²

Heritage buildings at Boston Lodge Works

The buildings do not have a viable future without a plan for repair, use and access by the public, and some are likely to be lost.

All the historic pre-1870 buildings at Boston Lodge will be conserved as part of the project.

*The risk of losing important heritage buildings is now urgent, and has been prioritised accordingly.*⁶³

Two lost buildings in the Top Yard will be rebuilt, and two new buildings provided⁶⁴. Whilst adding dedicated workspace for heritage railway conservation projects, the proposals also open up spaces at the core FfWHR site that could be used for training new staff and volunteers, facilitate work placement learning.

The focus is on sharing the heritage of Top Yard and Boston Lodge Works, and opening up the site will immerse participants and visitors immediately in the heritage of Boston Lodge Works. The proposed capital works include spaces for interpretation and for displaying unique engines and carriages for public view. The new spaces would provide opportunities for direct experience of most aspects of the working environment and its historic significance.

Because the valuable heritage of the Boston Lodge Works machinery and buildings has historically been restricted to workers, volunteers, and a very small number of invited visitors attending special events, there is a clear opportunity to expand its reach to new audiences. FfWHR used to provide Friday afternoon tours regularly, and until the recent past the site was always open for members of the railway society⁶⁵. However, this is not currently practical because of the nature of the site and its status as a working environment. Opening the site safely to the public again will add value to the current visitor offer, and help people find out more about the heritage of Boston Lodge Works and the railway heritage of North Wales.

Disappearing intangible heritage

Intangible heritage, principally the stories about and understanding of the heritage, is being lost faster than they can be recorded.

⁶² Steering Group Consultee

⁶³ FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p14

⁶⁴ FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p3

⁶⁵ Steering Group Consultee

The heritage of Boston Lodge Works is being lost as older members of the workforce take their stories and understanding with them when they retire or pass on. Their stories and understanding are not widely shared. They tend not to be recorded either.

*There are many 'people stories' not only from the early days of rescuing the Ffestiniog Railway but also from the rebuilding of the WHR; these need to be recorded before they are lost. There is an almost endless list as volunteering continues as do the happenings around*⁶⁶

The project presents opportunities to 'preserve by record' a wide range of intangible heritage now, before it is lost, and to engage a wider range of people with this heritage.

*Realise an ongoing story – i.e. apprentices – this is not a museum it is a living works*⁶⁷

Lack of understanding of the heritage

The heritage is not widely shared or understood.⁶⁸

Many visitors leave without understanding anything about the heritage of the railway, the FfWHR organisation, or Boston Lodge Works. Many visitors do not know Boston Lodge Works exists, let alone anything about the *vast range of technical and craft skills still used there*⁶⁹.

Only 53% of the rail user survey respondents felt they had learnt something about the heritage (history, development of railway, slate industry, railway innovation) following their visit. Only 54% of rail user survey respondents were aware of Boston Lodge Works.

*It is the older skills that really need to be shown, such as blacksmithing with a hearth and anvil, joining parts with hot rivets, shaping components with a steam hammer, or even something as simple as drilling a hole without an electric drill. It is difficult to imagine how they built and maintained this railway in a quiet corner of North Wales, with the equipment they had back then. Being able to show people would be far better than just looking at some old things in an old building*⁷⁰

Development of interpretation at FfWHR provides an opportunity now to improve how its heritage is communicated to new and existing FfWHR audiences. Having the Boston Lodge Works site open to the public is an opportunity to engage a greater number of and wider range of people with the heritage of Boston Lodge Works, and to build on the recent customer-facing role improvements across FfWHR, implementation of the new volunteer station host roles, and the customer service standards which are now in place.

⁶⁶ Volunteer Consultation Respondent

⁶⁷ Volunteer Consultation Respondent

⁶⁸ FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p11

⁶⁹ FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p3

⁷⁰ Volunteer Consultation Respondent

Development of guided tours and interpretive content for Boston Lodge Works opens up routes for FfWHR to develop consistent and accurate storytelling across its wider offer, ensuring that the ad hoc, informal and sometimes inaccurate or misleading interpretation is replaced by better-organised, well-delivered and factual interpretation. There is also an opportunity to organise the phenomenal archive resource belonging to FfWHR, and to develop its usefulness as a resource for interpretation and a tool to communicate the heritage of Boston Lodge Works.

I love to talk to people about the engine. There is only limited time to talk with visitors so can we find time to talk to people in greater depth⁷¹

World Heritage Site status opportunity

There is a superb opportunity for partnership working as part of a successful UNESCO World Heritage Site (WHS) bid.

The Slate Landscape of North Wales WHS has been on the tentative list since 2012. Inscription on the UNESCO list would bring increased audiences and exposure to these heritage assets.⁷² Given the fundamental intimacy between the slate landscape, the Ffestiniog railway and Boston Lodge Works, there are many opportunities to connect storytelling into the WHS. It is advantageous to develop a range of activities that can deliver this connection now, so that the visitor offer is suitably well-prepared when WHS inscription is announced. FfWHR is already engaged with the WHS bid partners (Llechwedd Slate Cavern, National Slate Museum and Penrhyn Castle).⁷³

FfWHR is one of three major projects identified for new interpretation of the slate story⁷⁴

Development of Boston Lodge Works at this time would enable FfWHR to organise and better-position its heritage interpretation and engagement programme to maximise the WHS opportunity. It is an opportunity to use the WHS brand to tap into local interest, to reach wider audiences, and to promote the Boston Lodge Works archive.

Curriculum for Wales 2022

Appetite in schools for learning about local landscape, identity and history will significantly increase from 2022.

⁷¹ Volunteer Consultation Respondent

⁷² FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p5

⁷³ FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p6

⁷⁴ FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p4 and p18

Education staff will be required to design their own curriculum from 2022⁷⁵. School-age learners should be grounded in an understanding of the identities, landscapes and histories that come together to form their ***cynefin***.⁷⁶

Development of the railway's interpretation as well as at the Boston Lodge Works site presents opportunities to engage local school-age learners, and teachers with the heritage of the railway and Boston Lodge Works. It can do this through interpretation of its historic significance and context, local connections, how the local area is reflected in the current site, and the roles that people have had – demonstrating both the past and present relevance of FfWHR as a major employer and centre of excellence. Longer-term this is an opportunity to promote volunteering and employment with FfWHR amongst a broad local audience. The ability of FfWHR to use Boston Lodge Works itself is crucial to this.

⁷⁵ Welsh Government 2020, *Curriculum for Wales Guidance*, Education Wales, p21

⁷⁶ A Welsh noun with no direct equivalent in English, the etymological origins of *cynefin* are in farming, as a description for habitual tracks and trails worn into hillsides by animals. The word is used today to convey a very personal sense of place, belonging and familiarity.

Changes since Round 1

The value of the activities remains the same, but the funds have been spread across more activities, reflecting the findings from research and consultation.

The changes to the Activity Plan since the outline proposals at Round 1 include:

Staff Roles		
The 5x staff roles outlined at Round 1 have been reviewed and better-defined. There are still 5 roles proposed. These roles now better reflect the activities that will be undertaken since the nature of those activities are now better understood and defined.		
Round 1	Change since Round 1	Why the change?
1 x Activity and Volunteer Coordinator (0.6FTE Delivery Phase)	1x Work Placement Officer (3-year 0.6 FTE)	This role has been revised to reflect the greater need to support the traineeships, managing and coordinating the work placements as well as being the first point of contact for new volunteers.
2 x Engineering Supervisors 2.0 FTE	1 x Engineering Volunteer Supervisor (3-year FT) 1 x Training and Events Supervisor (2-year 0.6FTE)	The initial plan to have 2 parallel engineering roles has been revised to reflect a need to provide training within the organisation. <ul style="list-style-type: none"> One role (Engineering Volunteer Supervisor) retains the responsibility for working party/projects on a practical level, supervising and managing working party volunteers. Working parties will begin during the construction phase. The other (Training and Events Supervisor) has responsibility for arranging heritage skills training, skills development and workshops
Staff Roles – Lead Tour Guide (0.6FTE, Delivery Phase),	1 x Interpretation Officer (2.5-year 0.8FTE)	This role has been revised to better reflect the overall responsibility this position will have for oversight of the interpretation scheme as well as development of guided tours.
Project Manager (Full time)	Project Manager (3.5-years 0.6FTE) Construction Project Manager (18 months)	The role of project manager has been split into two to ensure that there are the specific expertise available to a) oversee, monitor and support the NLHF project delivery b) oversee, monitor and support the capital works programme.

Activities		
<p>Activities outlined at Round 1 have been reviewed so they now closely align with the organisational need, audience interest, and the heritage need.</p> <p>Strands that comprised the original outline activities in the Round 1 bid have been separated out into activities so they can be more effectively managed and the benefits better realised.</p> <p>The original wide-ranging suite of workshops presented as Activity 4, for example, have been separated out into strands 4A-4D where these match audience interest and organisational need.</p>		
Round 1	Change since Round 1	Why the change?
2 Work experience outreach / work placements	2A Work Placements	The number of work placements has been reduced from 20 to 10 to reflect the capacity of FfWHR to accommodate during the project and reflect the timing in the year when work placements take place in schools.
2 Work experience outreach / work placements	2B Work Placement Outreach	This strand has been revised so that the outreach is better targeted to support Activity 2A.
2 Work experience outreach / work placements	2C Volunteer Outreach	<p>This strand has been introduced to support FfWHR's pressing need to diversify its volunteer base, in particular encouraging younger people to come to the railway to volunteer.</p> <p>The strand will ensure that:</p> <ul style="list-style-type: none"> • new volunteers have a point of contact when first approaching the organisation • volunteers are directed to their area of interest by liaising with the appropriate staff roles
3A Developing interpretation	3A Developing Interpretation: Researching and digitising archives	<p>This strand has been separated out to reflect:</p> <ul style="list-style-type: none"> • the nature of the archive resource • the archive/digitization workload
3A Developing interpretation	3B Developing Interpretation: Tell me a story	This strand has been separated out to reflect oral history as a separate work-intensive activity.
3A Developing interpretation	3C Developing Interpretation: New interpretation at hubs, mini-hubs and interpretation points	<p>This strand has been separated out to reflect:</p> <ul style="list-style-type: none"> • the volunteer appetite for the activity; and • FfWHR's desire to engage its staff and volunteers in this activity

3B Learning to be a Guide	3D Developing the guided tour of Boston Lodge Works 3E Learning to be a Guide	These strands have been separated out to reflect that the need to evolve and pilot guided tours will work better once separated from the tour guide training.
3C Special volunteer led engineering/heritage projects	3F Volunteer trainer/assessor 3G Engineering volunteer skills and knowledge transfer programme	These strands have been separated out to reflect the need to develop a skills and knowledge transfer programme, and the need to be able to facilitate that programme. Activity 3F has been introduced to ensure that: <ul style="list-style-type: none"> • staff and volunteers receive appropriate support and training to lead workshops, and • the delivery of training is high quality and consistent
3 Volunteer Projects	3H Project Evaluation Volunteer	This strand has been introduced to develop evaluation skills within FfWHR and to support ongoing project evaluation.
3 Volunteer Projects	3I Project Support Volunteer	This strand has been introduced to: <ul style="list-style-type: none"> • Support the capital works programme • involve volunteers in the renovation of the volunteer workspaces • involve volunteers in the archaeological excavation of the original stables
4 Skills workshops, experiences and lecture program	Skills Training and Workshops (4A Specialist Heritage Learning)	This strand has been revised to support skills understanding and development within the organisation and the wider heritage sector.
4 Skills workshops, experiences and lecture program	Skills Training and Workshops (4B Project Awareness Workshops)	This strand has been revised so that: <ul style="list-style-type: none"> • skills can be brought into FfWHR via specialist contractors working on the project • the workshops can be used to promote the project (and FfWHR) within the local community • the workshops can be stored digitally for ongoing marketing and training
4 Skills workshops, experiences and lecture program	Skills Training and Workshops – 4C Schools workshops and experiences	A schools activity strand has been included due to: <ul style="list-style-type: none"> • Consultation strongly indicated the need for the Project to engage with schools • Local teachers are keen to see opportunities for pupils to engage more deeply with the railway's heritage • Schools are seen as the most effective route to long-term community engagement

4 Skills workshops, experiences and lecture program	Skills Training and Workshops (4D Public Workshops)	This strand has been revised to support public understanding of intangible heritage and to enable the organisation to explore new modes of public engagement.
5 Guided tours (during capital works; and wider tours...)	5A – Capital works tours 5B – Guided tours 5C – Timelapse Tour of Boston Lodge Works 5D – Explainer training	<p>These strands have been separated out so that 5A and 5B can be managed more effectively as separate strands.</p> <p>Activity 5B has been revised now to focus more on telling the story of Boston Lodge Works and its wider relevance to the tour audiences. Consultation strongly indicated the need for a tour for families who are a key target audience for the railway at weekends and school holidays. The length, timing and frequency of tour take into account the motivations of this audience as well as the need to adhere to site safety requirements.</p> <p>Activity 5C has been introduced because this was identified during consultation as a way to promote and highlight the project and to provide a record of the capital works undertaken at Boston Lodge Works.</p> <p>Activity 5D has been introduced to ensure the consistency of first-person engagement across the railway's staff and volunteers</p>

Further changes you will make during your project

The anticipated changes to the Activity Plan delivery comprise those associated with other funding/project timelines and as a result of the COVID-19. Activities will continue to evolve to meet audience needs and interests appropriately.

Also, the nature of the heritage resource – particularly the oral history and archive assets – will not be fully understood until some of the volunteer activities are well under way.

Activity	Anticipated changes going forward; and why?
2A Work placements 2B Work Placement outreach	<ul style="list-style-type: none"> To tie in with Careers Wales programmes, further discussions will need to be had once the new Careers Wales programmes for 2021/22 are known. While they have confirmed their support for this activity and agreed that FfWHR is a good fit, the current programmes have fixed deadlines and the new programmes are not yet decided. Careers Fairs are currently on hold and it will not be possible to commit to in-person outreach until later in 2021

Activity	Anticipated changes going forward; and why?
3B Developing Interpretation: Tell me a story	This activity is dependent on the untested appetite of providers of stories. No piloting was possible because of COVID-19.
3D Developing the guided tour of Boston Lodge Works	This activity is dependent partly on the untested appetite of the intended guided tour audiences. No testing of the tour with family visitors was possible because of COVID-19. Audience responses during the delivery phase will guide ongoing evolution of both Activity 4D and Activity 5B. See also Activity 5C below.
3G Engineering volunteer skills and knowledge transfer programme	The nature of the engineering skills and knowledge that will be utilized, recorded and transferred during this activity is dependent partly on: <ul style="list-style-type: none"> the type of engineering heritage projects that can be carried out, and the direction of the activity as informed by volunteer interest.
3H Project Evaluation volunteer	Evaluation of audience responses to public-facing offers will guide their ongoing evolution.
4A Specialist Heritage Learning	This activity is dependent on the untested appetite of intended audiences. No piloting was possible because of COVID-19. Audience responses during the development phase will guide ongoing evolution of the Activity 4A sessions, specifically content, providers, duration and frequency.
4B Project Awareness Workshops	The following details remain to be confirmed: <ul style="list-style-type: none"> which of the specialist contractors' skills will support these workshops how the workshops will promote the project (and FfWHR) ongoing, as marketing and training assets
4C Schools workshops and experiences	The scope to refine the schools offer further is required. This is particularly necessary in light of the COVID-19 pandemic restricting our ability during 2020-21 to consult with and engage schools with the offer during a time when they have been entirely focused on being able to continue to teach pupils in a safe environment.
4D Public Workshops	This activity is dependent on the untested appetite of intended audiences. No piloting was possible because of COVID-19. Audience responses during the delivery phase will guide ongoing evolution of the Activity 4D sessions, specifically content, group sizes, duration, frequency and costs passed onto the participants.
5B – Storytelling guided tours	This activity is dependent on the untested appetite of intended audiences. No piloting was possible because of COVID-19. Audience responses during the delivery phase will guide ongoing evolution of the Activity 5B tours. There is such scope for change in this regard that a group of volunteers will be entirely devoted to it (Activity 3D).

Activity	Anticipated changes going forward; and why?
	It is also likely that material and assets generated during volunteer projects (Activities 3A and 3B) will inform the tour content.

How this activity plan was created

This Activity Plan was developed between August 2020 and April 2021. It was developed through extensive research and consultation including:

- Project inception meeting and site visit
- Background document review
- Comparator and competitor review
- Steering Group workshop
- Volunteer workshops
- Rail passenger survey (825 responses)
- Local community survey
- Staff and volunteer survey (133 responses)
- Snowdonia National Park Young Ambassador consultation
- Guided tour pilots x 2
- Consultations with stakeholders
- Significant input from client team, project team and consultants

The detailed results from the consultation are presented as Appendix 1.

Challenges due to COVID-19

Development Phase

Can't think beyond reading, writing and maths at the moment 'need to put their hand gel on'
(local teacher in consultation)

Principle challenges with the creation of this plan have arisen from the effects of the COVID-19 global pandemic. Challenges largely relate to the consultation process and the inability to deeply engage, in particular potential audiences, in plan development. The key areas that this has affected include:

Audience	Challenge	Mitigation
Families (at weekends and school holidays)	A guided tour pilot was programmed for October Half Term but this was cancelled owing to the 'fire-break' lockdown in Wales and ongoing	2 x guided tours were piloted with local people and with railway society groups for which a great deal of feedback was gathered. This combined with the rail passenger

	meeting/travel restrictions in the UK.	surveys has provided a good indicator of need/interest/demand.
Schools in communities on the FfWHR routes	School teachers have been hard to reach. It has not been possible to consult school children.	A local teacher supported the translation and issue of a questionnaire to local headteachers and two responses were received. Further work with this audience will be required during the delivery phase.
Young people in Gwynedd looking to develop skills	Inability to engage effectively in the Careers Wales Business Engagement Programme to obtain feedback on Work Placement Opportunities	FfWHR supplied films for access by young people in schools, that have been distributed by Careers Wales. There was no uptake of the films due to COVID-19 priorities. Further work with this audience will be required during the delivery phase.
Older people at risk of social isolation	Limited contact was made with this group due to restrictions on meetings throughout the development phase.	Further contact with this audience will be required in delivery phase through Age UK and Gwynedd Council's Adults and Older People Services.

Delivery Phase

This Activity Plan was developed for delivery under 'normal', i.e. non-COVID, operation. Ongoing effects and implications of the COVID-19 pandemic are unknown, but the potential risks to activity strands are assessed below. Mitigation measures to reduce or minimise the impacts of these risks are suggested, and these should be read in association with the project's COVID strategy.

Activity strand	Risk of COVID impact	Mitigation
Strand 1 - Traineeships	<ul style="list-style-type: none"> • Traineeships unable to work on-site with FfWHR staff • Elongated time-line, incurring extra cost 	<ul style="list-style-type: none"> • Digital/remote working • Delay appointments and amend project timeline • Furlough posts if needed
Strand 2 – Work placements and outreach	<ul style="list-style-type: none"> • Unable to recruit work placements due to partner restrictions (especially schools) • Unable to recruit volunteers • Reduced engagement numbers 	<ul style="list-style-type: none"> • Delay work placements until restrictions ease • Delay some volunteering activities until restrictions ease • Digital outreach programme (working with partners like Careers Wales and Volunteering Wales) • Divert costs of physical activity to digital activity

Strand 3 – Volunteer projects	<ul style="list-style-type: none"> • Range of people engaged is limited due to lockdown or similar restrictions • Exclusion of some audience groups due to over-reliance on digital engagement methods • Reduced volunteer engagement numbers 	<ul style="list-style-type: none"> • Divert activity budget/staff time to explore working with partners and to ensure that a new and diverse range of people have the opportunity to be involved • Project staff to develop digital engagement methods to support interpretation activities, e.g. online rather than in-person recording of stories • Project staff to ensure COVID-safe working environments for engineering volunteers
Strand 4 – Skills and training workshops	<ul style="list-style-type: none"> • Engagement numbers limited due to restrictions on numbers of people meeting • Schools unable to engage due to prioritisation of core role • Budget unable to support meaningful engagement • Reduced income from events 	<ul style="list-style-type: none"> • Reduced numbers of people attending learning events and workshops will be inevitable, but events can be live-streamed and/or recorded and made available digitally • Income designed to cover costs related to physical attendance so there will be reduced/no cost (other than staff time) if delivered digitally • Schools and colleges have improved methods of digital engagement with pupils in the event of a lockdown. Project staff to work with schools to explore opportunities for digital delivery of experiences and workshops • Explore low-cost methods of digital engagement utilizing existing staff expertise and resources
Strand 5 – Explaining and guided tours	<ul style="list-style-type: none"> • Engagement numbers limited due to restrictions on numbers of people meeting • Reduced income • Training in-person not possible 	<ul style="list-style-type: none"> • Develop online tour to support digital engagement • Income designed to be cost-neutral • Training to be live-streamed and/or recorded and made available digitally
Staff	<ul style="list-style-type: none"> • Staff unable to work on-site • Elongated time-line, incurring extra cost • Staff needing to react quickly/be adaptable to the environment 	<ul style="list-style-type: none"> • Digital/remote working • Delay appointments/explore flexible working and amend project timeline • Furlough if needed • Invest training budget in digital engagement methods

Audiences

Audiences for heritage now

Current audiences for heritage can be divided most simply into the **internal audiences** (staff and volunteers) and **external audiences** (visitors, local community), though there is some crossover.

The ways in which they engage with the heritage of the railway, and the degree to which they engage, vary from superficial to deep engagement. The Ffestiniog & Welsh Highland Railways have a wide appeal and attract varied audiences visiting with different motives, although many are 'steam enthusiasts'. There are also many regular visitors who are frequent visitors to the region.

There is potential for all current audiences to be developed further through their involvement and engagement with the heritage.

Internal audiences (current)

Audience	Staff
Why?	<p>All posts across the organisation, from Operations Manager to Works Managers, Customer Services Manager through to customer-facing staff are involved with the engagement of people in the railway's heritage. The booking office and buffet car steward roles include many volunteers who perform both, and as front-of-house they are the face of the organisation.</p> <p>They are able to support and drive organisational resilience through skills transfer, training and awareness-raising activities, as well as delivering heritage engagement activities. Staff are also essential for the delivery of heritage engagement activities, including those with the local community.</p>
How and why are they currently engaged with the heritage?	<ul style="list-style-type: none"> • Customer-facing staff are the face and voice of the organisation and communicators of the heritage message • Day-to-day conservation and preservation of heritage • Sense of community and family
Barriers to engagement with heritage	<ul style="list-style-type: none"> • "It's a job" • Lack of opportunities for ongoing training • Lack of knowledge about the heritage • Time • Balancing organisation need for working efficiently against engagement of people in heritage
What activities can be developed for them?	<p>Activities which support:</p> <ul style="list-style-type: none"> • Trainees and work placement opportunities to inspire, encourage and provide skills for the next generation of railway employees • Skills transfer to new members of staff, trainees, work placement and volunteers • 'Inclusivity' and internal communication, making sure the members from each department group know what is going on in the others • Understanding of current skillsets and areas for development • Delivery of consistent messaging to audiences

Audience	Staff
	<ul style="list-style-type: none"> • Better engagement with a range of audiences (customer service training) • Capturing their knowledge and stories • Engagement with local community • Social opportunities e.g. events

Audience	Volunteers
Why?	<p>There are 500 active (up to 1,000 in total) volunteers who broadly undertake activities in four departments:</p> <ul style="list-style-type: none"> • Workshops and locomotives • Operations, controllers, guards, signalmen • Infrastructure: track, signalling, buildings, parks and gardens • ‘Incidental’: interpretation (tour guides/station hosts), archives, administration steering groups and committees, and volunteers who help with marketing activities <p>Volunteers are a dedicated, passionate, knowledgeable, skilled and essential group. They conserve and preserve intangible heritage – skills, knowledge and histories – as well as the tangible heritage – buildings and collections. There is an opportunity to build on their positive experience and goodwill.</p>
How and why are they currently engaged with the heritage?	<ul style="list-style-type: none"> • Passion and commitment for the railway • Want to be at the railway because of their own interest • Through the heritage skills that they have acquired and utilise • Considerable knowledge of the heritage • Wide range of involvement with the heritage through a wide range of roles – some starting with small projects and then moving on to larger ones • Volunteers are mostly male - only 8% of volunteers who responded to the staff survey were women
Barriers to engagement with heritage	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> • Poor transport infrastructure in North Wales • Lack of knowledge of the railway’s history and heritage • Lack of time • Some have very specific leisure interests - <i>If they could be enticed away from their core interest, driving, firing or whatever project they are working on, they might well be willing to help with visitors</i>⁷⁷ <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> • Lack of management structure, including coordinator and volunteer roles • Lack of structured programme and opportunity to progress and/or re-use learnt skills • Inadequate space and facilities • Limited volunteer offer – focussing largely on engineering and practical tasks – which limits diversity of volunteers
What activities can be developed for them?	<p>Activities which support:</p> <ul style="list-style-type: none"> • Skills mapping to support further training – both ‘on the job’ as well as for specific competencies and qualifications • Pathways, progression and repeat opportunities

⁷⁷ Project Steering Group consultation

Audience	Volunteers
	<ul style="list-style-type: none"> • The development of a wider range of opportunities to suit a wider range of people (including women) and people interests • Formalised volunteer roles • Training to support audience engagement with heritage • Involvement with the project's capital works • Projects that have meaningful output • Improved communication • Social opportunities • Advocacy and involvement with local community

External audiences (current)

Audience	Families (at weekends and school holidays)
Why?	<p>The primary market segments for North Wales will continue to be UK family holidays, UK short breaks and activity holidays. This group represent casual visitors on a day out looking for an enjoyable experience.</p> <p>Each year 250,000 visitors use the railway as a visitor attraction. Most of these (200,000) ride the trains as passengers. 52% of passenger survey respondents were visiting with family / relatives. 21% of passenger survey respondents were specifically looking for somewhere to take their children. 69% of children in passenger survey groups were aged 12 or under.</p>
How and why are they currently engaged with the heritage?	<ul style="list-style-type: none"> • Train rides and visiting stations to watch the trains • Engaged with the heritage as part of an enjoyable day out
Barriers to engagement with heritage	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> • Poor transport infrastructure in North Wales • Lack of knowledge of the railway's history and heritage • Time – limited due to holiday • Distance from the railway – due to holiday • Cost of activities <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> • Safety on the railway and at Boston Lodge Works (latter not suitable for young people during work hours) • Lack of communication about opportunities to engage/become more involved • Lack of audience-appropriate interpretation
What activities can be developed for them?	<p>Activities which support:</p> <ul style="list-style-type: none"> • Active engagement with the history and 'living' heritage e.g. events, tours, hands-on engagement • Entertaining activities that tie in with motivation for visit • 'Gentle' immersion through interpretation and tours • High quality, value for money activities that promote deeper engagement

Audience	Adults on holiday (increasingly during the shoulder season)
Why?	39% of passenger survey respondents were visiting with their partner This group represents casual visitors on a day out.
How and why are they currently engaged with the heritage?	<ul style="list-style-type: none"> • Come with some interest or knowledge about the history and heritage of the railway
Barriers to engagement with heritage	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> • Lack of knowledge of the railway's history and heritage • Time – limited due to holiday • Distance from the railway – due to holiday • Cost of activities <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> • Not aware of opportunities to engage/become more involved • Lack of interpretation
What activities can be developed for them?	<p>Activities which support:</p> <ul style="list-style-type: none"> • Additional engagement with the railway beyond a visit to a station or trip on the train • High quality, value for money activities that promote deeper engagement • Increase knowledge of the slate and railway heritage • People to think about volunteering

Audience	Tour groups and international visitors
Why?	Coach tours and international visitors have always been a small but significant part of the tourism market. Although their numbers have suffered as a result of COVID-19 they will slowly recover over time.
How and why are they currently engaged with the heritage?	<ul style="list-style-type: none"> • Come with some interest or knowledge about the history and heritage of the railway • They often pre-book railway visits
Barriers to engagement with heritage	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> • Lack of knowledge of the railway's history and heritage • Time – limited due to group restrictions <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> • Boston Lodge is not accessible physically or practically • Numbers of people that can be accommodated at one time
What activities can be developed for them?	<p>Activities which support:</p> <ul style="list-style-type: none"> • Additional engagement with the railway which adds value to a visit to a station or trip on the train • Engagement that can fit in with their trip programme • Bookable activities • Increased knowledge of the slate and railway heritage

Audience	Spectators watching the trains and visiting the stations
Why?	There are an estimated 50,000 people outside/around stations. Interested in the 'spectacle' or stop to observe as part of their visit to the area
How and why are they currently engaged with the heritage?	<ul style="list-style-type: none"> Engagement is limited to 'spectator'
Barriers to engagement with heritage	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> Lack of knowledge of the railway's history and heritage Not necessarily interested in engaging with the railway or its heritage Time – limited to their activities <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> Opportunity to capture their interest is limited
What activities can be developed for them?	<p>Activities which support:</p> <ul style="list-style-type: none"> Deepening knowledge and understanding of the industrial heritage, including the slate and railway heritage

Audience	Special interest groups
Why?	Interested in ways they can tie in existing interest/activity with a visit to the railway e.g. Meirionnydd Vintage Tractors Society. Low in numbers but important.
How and why are they currently engaged with the heritage?	<ul style="list-style-type: none"> Have linked interest in railway e.g. landscape/old buildings/photography Meet at the railway
Barriers to engagement with heritage	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> Lack of knowledge of the railway's history and heritage Not necessarily interested in engaging with the railway or its heritage Time – limited to the activity that is their primary motivation <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> Capacity/opportunity to deepen their engagement is limited
What activities can be developed for them?	<p>Activities which support:</p> <ul style="list-style-type: none"> Their existing activity interest Specific, targeted offer Opportunity to deepen knowledge and understanding of the industrial heritage, including the slate and railway heritage Opportunity to become volunteers

Audience	Ardent rail enthusiasts
Why?	28% of passenger survey respondents identified themselves as 'Train enthusiasts'. Current audience that is strongly engaged with the railway and its heritage (cross over with volunteers). Have an interest in trains/locos.
How and why are they currently engaged with the heritage?	<ul style="list-style-type: none"> • Have linked interest in railway e.g. landscape/old buildings/photography • Meet at the railway
Barriers to engagement with heritage	<i>Audience barriers</i> <ul style="list-style-type: none"> • Lack of knowledge of the railway's history and heritage • Not necessarily interested in engaging with the railway or its heritage • Time – limited to the activity that is their primary motivation
What activities can be developed for them?	Activities which support: <ul style="list-style-type: none"> • Specific, targeted activities • Deepens engagement with the railway through events or volunteering

Audience	Local people attending special events
Why?	Attend through events such as Victorian Weekend
How and why are they currently engaged with the heritage?	<ul style="list-style-type: none"> • Have linked interest in railway e.g. landscape/old buildings/photography • Meet at the railway
Barriers to engagement with heritage	<i>Audience barriers</i> <ul style="list-style-type: none"> • Lack of knowledge of the railway's history and heritage • Not necessarily interested in engaging with the railway's heritage • Time – limited to the activity that is their primary motivation • Perception that this is an 'English Railway' <i>Organisational barriers</i> <ul style="list-style-type: none"> • Opportunity to capture their interest is limited • Limited information in Welsh - railway announcements are rarely bilingual
What activities can be developed for them?	Activities which support: <ul style="list-style-type: none"> • Specific, targeted activities • Deeper engagement with the railway through events or volunteering • Low-cost / discounted opportunities

Potential new audiences

Potential audiences can be broadly divided into **visitors** and **local community**. While some of these audiences might have previously been engaged with the railway, their involvement has usually been limited to incidental or one-off events. They represent the greatest opportunity for project to widen and diversify its audience base.

During 2019, FfWHR prepared a framework to market to target groups more effectively. 12 target groups were identified to work with. Their differing needs and how they might use the railway as part of their visit were examined. The 12 target groups were not exclusive and many people fall into several categories. Heritage is not currently a big part of the framework, and so there is a good opportunity to expand and enhance its role.

Visitors

Audience	Non-traditional railway visitors
Why?	<p>North Wales accounts for a third of tourism in Wales. Over 7 million people visit Gwynedd every year. Only 250,000 of these visitors come to the railway (about 3.5%), although 4% of visitors to Gwynedd state that 'Trains' are the principal reason for their visit.</p> <p>According to the Gwynedd Visitor Survey 2009, the following proportions of visitors stating their main reasons for visiting Gwynedd as:</p> <ul style="list-style-type: none"> • Scenery / landscape (54%), • Coast (48%), • Previous visit (44%), • Peace and quiet (35%), • Sightseeing / attractions (28%). <p>There is clearly then good potential to attract some of the 'current non-visitor' tourist market (the other 96.5%).</p>
Barriers to engagement with heritage	<ul style="list-style-type: none"> • Lack of knowledge of the railway's history and heritage • Lack of interest in the current offer
What activities can be developed for them?	<p>Activities which support:</p> <ul style="list-style-type: none"> • Tying in with existing activities • Engagement at access points e.g. stations • Specific targeted activity offers

Audience	People visiting from centres of urban deprivation
Why?	<p>Postcodes provided by current visitors show that a significant quantity of current visitors come from urban centres, principally in the North West. Across Gwynedd, 21% of tourism visitors arrive from Manchester alone. There is potential to engage this audience with the heritage rather than just use the railway.</p>
Barriers to engagement with heritage	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> • Lack of knowledge of the railway's history and heritage • Lack of time – normally visiting as part of a holiday

Audience	People visiting from centres of urban deprivation
	<ul style="list-style-type: none"> • Cost of activities • Transport <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> • Limited capacity to develop relationship
What activities can be developed for them?	<p>Activities which support:</p> <ul style="list-style-type: none"> • Free access interpretation at stations • High quality, value for money activities that promote deeper engagement • Online engagement • Targeted marketing to attract these visitors

Local community

Audience	Local people with family connections
Why?	<p>There are many people in Gwynedd, particularly in Blaenau Ffestiniog, with historic family connections to FfWHR and the wider slate industry. These include families of FfWHR employees past and present, and the families of current slate miners and employees of other railways.</p> <p>There are unknown or untold stories that could contribute to the understanding of the railway and its heritage and through their telling and collection improve the railway's relationship with the local community.</p> <p>Existing routes to connect with this audience include the events stream. FfWHR normally offers a wide mix of events that are open to all. Some of those pitched more towards the local community including the <i>Cwrw ar y Cledrau</i> beer festival, and the <i>Trailffest</i> trail running event.</p> <p>In normal circumstances, FfWHR also provides a loyalty card scheme, <i>Y Cerdyn</i>, for local residents which offers significantly reduced travel on all rail journeys.</p>
Barriers to engagement with heritage	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> • Perception that this is an 'English Railway' • Lack of knowledge of the railway's history and heritage <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> • Limited information/engagement in Welsh • Limited capacity to develop relationship
What activities can be developed for them?	<p>Activities which support:</p> <ul style="list-style-type: none"> • Developing a relationship with local community • Capture of local stories, memories and ephemera to support interpretation • Interpretation that features more local community stories • Local people to feel pride in the heritage on their doorstep • Volunteering to tell 'my' story

Audience	Schools in communities along the Ffestiniog and Welsh Highland Railways
Why?	<p><i>To get school groups coming in would be brilliant</i> (Steering Group consultee)</p> <p>There are 99 maintained schools (primary and secondary) in Gwynedd. Although there is an awareness of the FfWHR many do not currently understand its potential as a valuable education resource:</p> <p><i>But the railway's got nothing to do with the quarry in Blaenau</i> (consultation with local teacher)</p> <p>The FfWHR routes travel out from Caernarfon, south-east past Snowdon and through Snowdonia onto Porthmadog and then through the Vale of Ffestiniog to Blaenau Ffestiniog, passing through towns and villages along the way. Many schools are in this catchment area, and some have stations in their village or town.</p> <p>There will be pupils in local schools, particularly around Blaenau Ffestiniog and Porthmadog, with historic family links to the railway. Some older family members will have been employed on the railway itself or in the slate industry it served. Some family members are employees of FfWHR. A small number of families around Blaenau Ffestiniog include active slate workers.</p> <p>There is opportunity to tie in with the introduction of the new curriculum in Wales, raise awareness of the local heritage, as well as opportunities offered by Careers Wales to highlight employment opportunities to young people.</p>
Barriers to engagement with heritage	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> • Perception that this is an 'English Railway' • Time • Suitable links to the curriculum • Cost • Difficulty persuading local schools to get involved/teach children about the railway's heritage <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> • Limited information in Welsh and railway announcements are rarely bilingual • No capacity to develop or deliver activities
What activities can be developed for them?	<p>Activities which support:</p> <ul style="list-style-type: none"> • Capitalise on the new curriculum which focusses on learning about local context • Cross-curricular, bilingual resources that support understanding and learning about the heritage – background information, reading and source material • Interpretation of the heritage in their locality • Practical, education skills sessions, workshops and experiences • Wider engagement with the local community – schools can facilitate wider connections with adults e.g. grandparents • Work with consortium adviser

Audience	Schools in communities along the Ffestiniog and Welsh Highland Railways
	<ul style="list-style-type: none"> Motivating and inspiring young people about career choices by working in partnership with organisations like Careers Wales who already have connections with local schools through their 'Business Engagement' outreach programme

Audience	Young people in Gwynedd looking to develop skills
Why?	FfWHR has been providing trainee- and apprenticeship opportunities for the last 12 years across a range of roles. There is an organisational need to expand the roles and therefore the offer. Young peoples' skills development and achievement of qualification is a priority for the Welsh Government, Gwynedd Council and Snowdonia NPA.
Barriers to engagement with heritage	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> Travel – especially not driving or other lack of access to a car Lack of knowledge of the railway's history and heritage Lack of engagement Lack of knowledge of the opportunities that the railway presents Literacy and numeracy skills <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> Communication of work opportunities at the railway not reaching the desired audience Lack of dedicated support/management, especially when concerning young people with additional needs Limited capacity to develop relationship
What activities can be developed for them?	<p>Activities which support:</p> <ul style="list-style-type: none"> Work placement opportunities Careers fairs/programmes Outreach at STEM events Young people to understand the range of jobs and job pathways in the local area, and barriers that have been overcome Tying in with apprenticeship and trainee programmes as offered by Grŵp Llandrillo Menai and North Wales Training

Audience	Older people at risk of social isolation
Why?	<p>Providing employment, volunteering and life-long learning opportunities for older people are targets for the Welsh Government. Many older people are already involved with the railway, but there is a need to diversify the offer and opportunities to enable those at risk of social isolation to engage.</p> <p>Older people are more vulnerable to isolation. Gwynedd is among the counties in Wales facing the highest risk of loneliness. Those aged 65+ living in Porthmadog itself face a higher risk. Around Ffestiniog, those aged 65+ living in the Bowydd and Rhiw areas have a higher risk of being lonely.</p>
Barriers to engagement with heritage	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> Lack of knowledge of the railway's history and heritage Lack of information and support to access opportunities Travel – in particular lack of access to a car Public transport

Audience	Older people at risk of social isolation
	<ul style="list-style-type: none"> • Accessibility in some areas <i>Organisational barriers</i> <ul style="list-style-type: none"> • Lack of suitable opportunities to engage • Lack of dedicated support/management • No capacity to develop or deliver activities
What activities can be developed for them?	Activities which support: <ul style="list-style-type: none"> • Working with third sector organisations/adult services to open up avenues to offer opportunities • Family history research to support railway interpretation • Oral history collection to enhance the railway's understanding of its heritage • Research in archives

Audience	Adults working or living in stressful environments
Why?	FfWHR needs highly-skilled people who have good contacts in the industry in order to strengthen the organisation.
Barriers to engagement with heritage	<i>Audience barriers</i> <ul style="list-style-type: none"> • Time • Lack of knowledge of the railway's history and heritage • Lack of knowledge of the opportunities that the railway presents <i>Organisational barriers</i> <ul style="list-style-type: none"> • Lack of communication about opportunities to work at the railway • Lack of dedicated support/management
What activities can be developed for them?	Activities which support: <ul style="list-style-type: none"> • Different way to spend leisure time • Something that is in contrast to their hectic day jobs • Transfer/learning from the skills

Our Activities

Current activities and perception of offer

This section sets out the range of activities that currently engage people with heritage and the perception of the offer.

Training and employment

FfWHR is major local employer, with 84 permanent staff, and around 40 seasonal workers in an average year. FfWHR also provides some opportunities for people to obtain skills training and work experience. This happens in partnership with local schools, the Duke of Edinburgh scheme, and Railway Industry apprentice training (Young Rail Professionals). Furthermore, in 2018-20, FfWHR supported 20 heritage skills trainees through the NLHF-funded 'Skills For the Future' training programme.⁷⁸

The outcomes of this programme were positive for FfWHR and the participants:

I've come out better equipped to deal with the real world (Trainee, Year 1)

They brought knowledge and understanding to the team with new ideas to move forward (FfWHR staff member)

People don't realise that the railways have opportunities for employment and that you have the opportunity to learn skills (local teacher in consultation)

There were however many areas for improvement recommended including a better induction process, improved mentoring and support, meaningful integration with the organisation and production of meaningful and usable output:

Wanted it to be a real experience. 'Look what I did'. Wanted it to be something that I could show to people at the end (Trainee)

Volunteering

*It is jolly good fun!*⁷⁹

*You are part of 'The Ffestiniog family'*⁸⁰

Volunteer roles are many and varied. Many volunteering opportunities are currently aimed at people with an interest in practical or engineering work. 'Lifelong interest in railways' is cited as one of the main

⁷⁸ Anna Cullum Associates 2020, *Ffestiniog and Welsh Highlands Railway: Heritage Skills Training Programme, Evaluation Report Interim Report No 2 April 2020*

⁷⁹ Volunteer Consultation Respondent

⁸⁰ Volunteer Consultation Respondent

reasons that people currently volunteer at the railway. Others volunteer because they want to *be able to pass on professional skills to younger people*⁸¹

Participants value volunteering as a chance to be active and constructive, making valuable contributions to heritage conservation, the social interaction that contributes to mental health and wellbeing, and the satisfaction of completing manual tasks and complex projects to a high standard. Many volunteers feel they have sufficient skills and training to undertake the roles they are given.

*Most of us have multiple differing types of working volunteer roles on the railway.*⁸²

*Most of my training has resulted from long experience*⁸³

*Training and support on the engineering side is a lot less formal. Learning something often requires being able to find and work with the right people*⁸⁴

*Why do we come from all over, past other railways to come to Ffestiniog – this could be the best railway in the world. We want to give back to the railway, building the railway to make it better for the future of the railway*⁸⁵

*We have a lot of laughs, overcome challenges and achieve a lot*⁸⁶

An annual 'Kid's Week' helps draw in younger volunteers to the organisation, although these tend to *attracts kids from elsewhere* (rather than the local area) (consultation with local teacher). New volunteers need a good welcome and a good initial experience when on-boarding, as well as opportunities to develop further.

*Volunteers will only get involved if they are welcomed AND feel welcome. It's very easy to chase away volunteers who are new to the railway and it is a shame when a good potential volunteer doesn't stay*⁸⁷

We need team leaders to lead working parties. We need undercover facilities to undertake works out of the weather, and have some degree of warmth (it can be quite unpleasant trying to work on vehicles in very low temperatures). We need undercover facilities that are separate from the day to day works at Boston Lodge or Minffordd as currently a significant amount of time is spent, moving kit from site to site, or moving locomotives / equipment from a storage area to a work area at the start of the working party only for us to return all to the original positions at the end of the working party. We need somewhere dry, warm,

⁸¹ Volunteer Consultation Respondent

⁸² Volunteer Consultation Respondent

⁸³ Volunteer Consultation Respondent

⁸⁴ Volunteer Consultation Respondent

⁸⁵ Volunteer Consultation Respondent

⁸⁶ Volunteer Consultation Respondent

⁸⁷ Volunteer Consultation Respondent

*with seating & a kettle for tea time / breaks. We need access to equipment (lathes, drills, riveting equipment etc). We need access to a tool kit – multiple times we don't have the correct or exact tool which again means we spend time trying to locate or borrow one.*⁸⁸

I'd volunteered for years and didn't know you could work in heritage. Sheer chance led me to this. (Skills for the Future volunteer)

Outreach to Schools and Young People

FfWHR used to market strongly to schools groups. FfWHR used to work closely with Llechwedd for school visits including the School Venture Weeks programme. Many schools did both attractions. A 'Slates to the Sea' education package used to be offered, mostly at schools on residential courses. Currently FfWHR sometimes works with Plas Tan y Bwlch (the Snowdonia National Park Environmental Studies Centre), although this has not been possible in 2020.

A 'Kids Training Week' is held annually in early August, under normal circumstances. The activity provides volunteers aged 14-16 with a taster of volunteering with FfWHR life. Typically 40 places are offered to young volunteers, who live in the railway's hostels and other local accommodation. The participants are supported by adult volunteers who act as House Parents and as Project Leaders. The adults usually have plenty of experience of FfWHR, including former participants in this annual event, and this helps to communicate the special nature of the railway to their charges. Since 2007 the 'useful jobs' have been replaced by projects designed to offer opportunities to develop life-skills, self-confidence, enhanced job prospects and recognised national qualifications. Training projects include a wide variety of activities: in 2009 these including building a replica carriage for the FR Heritage Group, building a storage shed using concrete blocks, painting, carriage cleaning at Porthmadog Harbour Station each morning, carpentry, and gardening. FfWHR encourages local children to take part in this event as they do not require a residential facility, but the week is often oversubscribed with names put down years in advance.

Since 2017 FfWHR has visited colleges and jobs fairs, STEM events and Careers Wales events, to speak to students and raise awareness of the training offer. Taster days (x6) were offered to colleges so that students could be bussed in, but there was no response from the colleges in either 2018 or 2019.

Interpretation (rail passengers, station users and casual spectators)

FfWHR engages its audience through a narrow range of interpretive media. The railway shop is well stocked with books about local and railway history, and passengers can purchase guidebooks on the Welsh Highland Railway or the Ffestiniog Railway.⁸⁹ Apart from print publications, there is almost no

⁸⁸ Volunteer Consultation Respondent

⁸⁹ Headland Design Associates 2019, *Ffestiniog Railway: Interpretive Strategy: August 2019*, unpubl doc

interpretation about the railway and its heritage for visitors or passengers.⁹⁰ The FfWHR website provides a comprehensive account of the railway history, but the account is hidden deep in the menu structure.

Many visitors to stations are not passengers, but they still encounter the railway heritage as it hauls in or passes by. Of the small number of local people to respond to the rail passenger surveys, most have been frequent (3 times or more) visitors to the stations. There is very little presently to engage these casual spectators.

39% of rail users surveyed said their main reason for visiting the railway was to view the landscape and culture. 94% rated their experience as 'good' or 'excellent' and 88% stated their intention to return. However, only 53% of rail users learnt something about the heritage (history, development of railway, slate industry, railway innovation) following their visit. The organisation engages visitors with heritage principally by showcasing the steam narrow gauge railway and its invention on the Ffestiniog Railway, and its subsequent development across the world.

*They leave without any explanation of the history and significance of the Railway, or how it has shaped this part of Wales, including the landscape through which the trains journey.*⁹¹

At present there is no formal customer-facing interpretation programme. Drivers and guards will typically engage visitors in conversation, and staff on trains answer passengers' questions about the railway and its history. Such interpretation is *ad hoc* and the delivery can sometimes be inaccurate or misleading. An unusual by-product of the ongoing coronavirus epidemic is that the service was reduced and less intense, giving volunteers time to talk to and engage and customers. The implementation of volunteer hosts at stations in 2020 has been very positive for FfWHR.

*Everybody is a spokesperson for the railways. Some in an informal way and others through formal tours or presentations. Suitable training for both aspects would be a good idea.*⁹²

*We want facts to become myths, not the other way round*⁹³

*Passengers often ask the loco crew questions about the railway and I enjoy sharing my knowledge and experiences of the railway with them.*⁹⁴

*I love to talk to people about the engine. There is only limited time to talk with visitors so can we find time to talk to people in greater depth*⁹⁵

*What seem to interest the passengers is people doing a job you don't really see any more*⁹⁶

⁹⁰ Headland Design Associates 2019, *Ffestiniog Railway: Interpretive Strategy: August 2019*, unpubl doc

⁹¹ FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p3

⁹² Volunteer Consultation Respondent

⁹³ Steering Group Participant

⁹⁴ Volunteer Consultation Respondent

⁹⁵ Volunteer Consultation Respondent

⁹⁶ Volunteer Consultation Respondent

Volunteer hosts at stations have become mini tourist information centres and I cannot see us ever being without them again. ⁹⁷

Pre-COVID 19, staff would typically engage passengers in one of its many heritage events such as the Victorian Weekend. This had to be replaced in 2020 with a more modest Bygones Weekend. During this 2020 Bygones Weekend, members of railway societies were given a tour of Boston Lodge Works. 98% of people awarded the tour with the highest rating, stating that the ‘behind-the-scenes’ access and tour guide explanation among the reasons for their enjoyment. Attendees appreciated the knowledgeable staff, the informative nature of the tour, and the historical and social value of the site as a busy place of work.

*[I learned about] the scope of work needed to keep locomotives running, including work for other railways*⁹⁸.

I’m not an engineer or an historian, but have reasonable knowledge of the site, the sort of work that was carried out and what was achieved. I’ve been happy to take members and groups of visitors round in the past; but have struggled to explain the technicalities of the engineering side. (Volunteer consultee)

There has never been other-than-occasional public access to Boston Lodge Works. In a rail passenger survey 80% showed moderate (44%) or great (36%) interest in learning about Boston Lodge and FfWHR’s heritage and history. 86% of people had moderate (35%) or great (51%) interest in having a tour of Boston Lodge Works. Furthermore, 89% of people had moderate (36%) or great (53%) interest in seeing traditional heritage workers/craftsmen / engineers / joiners at work.

Website, social media and email

FfWHR relies on digital marketing, providing communications well in advance of physical arrival at the access points as well as post-visit. FfWHR keeps in touch with customers via subscription email newsletters and it maintains a website⁹⁹ rich in content, including an account of the railway history. There is a separate website for an historic photograph archive, which FfWHR is using to crowd-source photograph cataloguing.

FfWHR has active social media channels via YouTube, Facebook, Twitter and Instagram, all accessible via the website homepage. The organisation has 21,372 Facebook followers, 14,000 Twitter followers, and 9655 Instagram followers. Posts appear regularly across all three social media channels. The latest YouTube video, ‘A Year in the Life of the Ffestiniog & Welsh Highland Railways’ had over 1,500 views within a week of its debut.

⁹⁷ Steering Group Participant

⁹⁸ Bygones Weekend Survey Respondent

⁹⁹ <https://www.festrail.co.uk/>

59% of rail users heard about the reopening through the Ffestiniog & Welsh Highland Railways website, compared to 14% via social media. 72% of English-language local community survey respondents found out about the survey via Facebook compared to 44% of the small Welsh-language sample. Around 25% of the visitors to the 2020 Bygones Weekend (see above) found out about it through social media/website.

Comparator and Competitor Review

To better understand the outline activities as set out in the Round 1 submission, and how they might be developed for project delivery, a comparator and competitor review was undertaken. This review was intended to examine good practice as well as highlight challenges and opportunities for engagement with heritage.

- Comparators were selected from projects across the UK where similar activities have taken place.
- Competitors were selected from organisations in the local area who already provide similar activity offer/s to those proposed for the project. Where appropriate, competitors are identified as potential partners.

A common finding from the projects reviewed was that it is important to be realistic about the level of staffing and length of time required to deliver any given mix of activities and outputs. If projects set ambitious targets, then the budget needs to be large enough to deliver those targets, especially if they are going to deliver quality engagement and meet outcomes. If it is not possible to secure the necessary funding to support ambitious programmes, then it is necessary to scale back not only expenditure on staffing and other resources, but also activities and outputs.

1 Trainees to deliver core roles

Relevant Examples	Key Takeaways
Comparators <ul style="list-style-type: none"> • Dorset Wildlife Trust: Conservation Skills Programme • Heritage Engineering Skills: Tyne & Wear Archives & Museums • Historic Environment Scotland Engine Shed • Museum Futures Trainee, Atkinson Museum • Skills for the Future, FfWHR 	Challenges <ul style="list-style-type: none"> • Often favours people with existing skills and qualifications • Barriers to engagement include lack of public/own transport, lack of organisational capacity and staff understanding • Organisational capacity is low, particularly in trainee managers and skills development • High investment of time and funds • Strain on organisational capacity • Need full training plans to ensure quality of placement and delivery of funder outcomes • Managing varying degree of need • Turnover of trainees is typically high • No guarantee of future employment at the organisation
Competitors <ul style="list-style-type: none"> • National Heritage Training Group • Skills for the Future 	Opportunities <ul style="list-style-type: none"> • Bring new ideas and vibrancy to organisation • Upskill individuals and provide qualifications to enable them to go on to other places of work • Allow trainees to co-curate their learning programme • Develop organisational capacity, particularly in skills development and training • Trainee programme can be a route to strengthening relationships with local community • Offer training opportunities at all levels of the organisation

2 Work experience outreach / work placements

- Projects consistently engage parents through school-age children.
- Well-planned work with schools provides a highly effective vehicle for engaging with audiences –not just teachers and pupils, but also parents and local people more generally.
- Links between local schools and museums / historic sites can be strengthened, with parents taking their children to the museum / historic site.

Relevant Examples	Key Takeaways
Comparators <ul style="list-style-type: none"> • Coniston Copper HLF project • Hands on Heritage: Youth Engagement at Amgueddfa Cymru • Skills for the Future traineeship: Foundations in Heritage (TWAM) • Tay Landscape Partnership: St Ayles Skiff Project 	Challenges <ul style="list-style-type: none"> • Time- and resource-heavy • Requires work placement packages, and training plans • Competition with other workplaces already providing placements • Careful planning required to ensure delivery of outcomes for audiences and funder Opportunities <ul style="list-style-type: none"> • Positive impacts on organisation • Provides routes into local community • Co-creation opportunities with placements • Makes valuable contribution to heritage by providing extra resource • Developing partnerships with local education providers • Outreach and education events can take place far beyond the core venue • CPD events can attract skilled volunteers into the organisation
Competitors <ul style="list-style-type: none"> • Engineering at Coleg Llandrillo 	

3 Volunteering

- *Heritage Railways ... rely on large amounts of volunteer labour and goodwill to operate.*¹⁰⁰
- Volunteering cannot be seen as free labour by the organisation or the volunteers.
- Audiences must strongly inform planning of each of the developing interpretation strands so that the anticipated positive outcomes for volunteers can be delivered.
- Adapting programmes during project delivery is important to maintaining an excellent experience for volunteers.
- Introducing volunteers to the programmes benefits from moving prospective volunteers up the pyramid of engagement via taster sessions and tours.
- Volunteering strands have the potential to develop and generate further activities and ideas for engagement projects. Further activities should be informed by the 'why are we doing this?' question, and mapping it to the organisation's and volunteers' needs and aims.
- Participation in and enjoyment of the NLHF activities each present genuine marketing opportunities.

¹⁰⁰ *Heritage Railway* 263 Jan/Feb 2020, p3

- A successful volunteer programme creates a legacy need to source further similarly rewarding opportunities
- Consideration is needed to reconcile competing programme aims: providing new entrants to the workforce to stem an imminent skills crisis conflicts with recruiting people with additional needs.

3A - Interpretation - Researching and digitising archives

- Researching / digitising archives, including oral histories, will improve the accessibility of the collection for the public. There is an opportunity for it to become far easier to use, for the public and the organisation.
- Dealing with the legacy of large archives, and oral history archives, is likely to require an ongoing position so that they are useable in any meaningful way.
- Getting archives and oral history projects over the line usually requires outside professional assistance.

Relevant Examples	Key Takeaways
Comparators <ul style="list-style-type: none"> • London Archaeological Archives Research Centre • Wigan Archives and Local Studies 	Challenges <ul style="list-style-type: none"> • Varied programme needed to ensure ongoing offer for volunteers • Ensuring that new skills learnt are retained/reused • Time- and resource-heavy, particularly staff capacity to support volunteers • Noise and space – need to reconcile sociable needs with ability to concentrate and supervise Opportunities <ul style="list-style-type: none"> • Improve access to heritage for people and for organisation • A new route into volunteering with FfWHR • Creates opportunity for connecting with new people and communities • Provide new material for interpretation • Digitally recording and publishing heritage (i.e. 3D scanning) is an effective means of reaching anyone with an internet connection
Competitors <ul style="list-style-type: none"> • Bangor University Archives and Special Collections 	

3A - Interpretation - Oral history

Relevant Examples	Key Takeaways
Comparators <ul style="list-style-type: none"> • Speaking Out: Recalling Women's Aid in Scotland • Our Social Networks, Bangor 	Challenges <ul style="list-style-type: none"> • Time- and resource-heavy: project support might require a number of skilled volunteer roles • Deadlines and formats can be challenging • Deciding interpretive outputs early on may not reflect strengths of final archive • Resources could be under-used without dedicated staff • Reaching new audiences can be challenging Opportunities <ul style="list-style-type: none"> • Oral history projects can engage older people • Capture the tales and experiences of current volunteers

	<ul style="list-style-type: none"> • Staff and time resource to make oral history archive accessible is rare opportunity • Projects record and improve access to heritage for people and for organisation • Using oral history collection is often very positive for public engagement • Creates opportunity for connecting with new people and communities • Mencap Cymru could be a potential partner, given their recent experience with oral history projects and their ongoing work with sections of the community who are not currently engaged
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3B Interpretive guiding

Relevant Examples	Key Takeaways
Comparators <ul style="list-style-type: none"> • Auckland Castle Heritage Hunters NLHF project • Coniston Copper NLHF project, Lake District • Portadown Heritage Tours: Peace IV, Northern Ireland 	Challenges <ul style="list-style-type: none"> • Ensuring that new skills learnt are retained/reused • Time- and resource-heavy Opportunities <ul style="list-style-type: none"> • Community involvement is a key component of presenting a guiding offer to visitors • Guided tour programmes can build on new archive research undertaken by volunteers during the project • A team of trained guided walk leaders can form a valuable part of an ongoing volunteer-led activity programme • Creates opportunity for connecting with new people and communities • Provides skills
Competitors <ul style="list-style-type: none"> • National Heritage Training Group • Skills for the Future 	

3C Volunteer led engineering / heritage projects

Relevant Examples	Key Takeaways
Comparators <ul style="list-style-type: none"> • Steaming Ahead, Bo'ness & Kinneil Railway 	Challenges <ul style="list-style-type: none"> • Varied programme needed to ensure ongoing offer for volunteers • Space restrictions • Skillset to deliver projects not always available Opportunities <ul style="list-style-type: none"> • Improve access to heritage for people • Creates opportunities for connecting with new people and communities • Provides skills
Competitors <ul style="list-style-type: none"> • Bala Lake Railway historic items restoration; • and Talylllyn Railway 	

4 Skills workshops, experiences and lecture program

Relevant Examples	Key Takeaways
Comparators <ul style="list-style-type: none"> • Beamish Open Air Museum: Hands-on Heritage Skills and Traditional Experiences • Lincoln Castle: Heritage Skills Centre 	Challenges <ul style="list-style-type: none"> • A range of offers required to meet range of interests and price points • Need flexibility to meet demand • Group size dictates nature of experience and level of engagement • Requires suitable trained professionals to deliver • Resource-heavy (staff/equipment/space)

Relevant Examples	Key Takeaways
<ul style="list-style-type: none"> Toolbox Talks at Grand Promenade NLHF project, South Tyneside 	<ul style="list-style-type: none"> Competitive environment
Competitors <ul style="list-style-type: none"> Llangollen Railway, Denbighshire Gwili Steam Railway, Carmarthenshire 	Opportunities <ul style="list-style-type: none"> Range of engagement opportunities for different aspects of heritage Income generation Providing social value in public sector contracts is something companies, i.e. civil engineering firms, should be familiar with Awareness training can take place on and off-site, and in local schools

5 Guided tours (during capital works; and wider tours around shops, foundry, sheds and yards)

Relevant Examples	Key Takeaways
Comparators <ul style="list-style-type: none"> Grosmont Engine Shed Tours (North Yorks Moors Railway) Heritage Distillery Visitor Tour: Jameson Distillery Bow St, Midleton, Co. Cork, IE ¹⁰¹ Heritage Railway Workshop Tour: Keighley & Worth Valley Railway, West Yorks¹⁰² 	Challenges <ul style="list-style-type: none"> Live working environment and safety Requires careful planning and programming Children often excluded from tours Ongoing COVID situation affecting group sizes A range of offers may be required for range of interests and price points Tours should be available in Welsh and English
Competitors <ul style="list-style-type: none"> Llechwedd Slate Caverns 	Opportunities <ul style="list-style-type: none"> Well-trained volunteers as part of ongoing activity delivery team Meaningful involvement of staff and volunteers through co-curation Tours can be easily adapted and added to over time Virtual tours can maximise engagement To integrate UNESCO WHS information To present guided tours as led by expert local people with historic family links to the slate industry The Llechwedd Slate Caverns organisation is clearly a potential strong partner

In addition to physical tours digital recording and then publishing of material – film, sound, images, 3D images, virtual tours – is a range of means by which to promote online access to heritage. High-quality engagement through digital media can encourage in-person visits, but it also allows many more people to than is possible through a visit in person to the site. It means that people who are unable to visit in person can also engage with the heritage.

¹⁰¹ <https://www.jamesonwhiskey.com/en-UK/visit-us>

¹⁰² <https://kwvr.co.uk/workshop-tours/>

Step 2 – Strategic Decisions about the engagement of people

Strategic aims for activities

Strategic aims for activities developed as part of this project will support the project vision. These have been developed through consultation, surveys, information gathering and analysis.

- 1. Support visitors to learn about the history and heritage of the railway and Boston Lodge Works**
 - Activity – range of audience appropriate first-hand/first-person events and experiences
 - Interpretation - accurate, relevant and audience appropriate storytelling, grounded in the Welsh language, culture and landscape
- 2. Engage and inspire volunteers to ensure the story grows into the future**
 - Activity – accessible volunteer roles and progression opportunities in a positive environment that changes lives through greater wellbeing
 - Interpretation - showcases volunteer history, roles and stories
- 3. Work in partnership with the local community to better engage and involve them with the railway and its heritage**
 - Activity – activities curated, informed by and developed with the local community
 - Interpretation - represents the local community voice and culture
- 4. Inspire people to think about a career with the railway or Boston Lodge Works**
 - Activity – outreach and work placements that increase knowledge of FfWHR as employer and science - technology - engineering - arts - maths (STEAM) opportunities
 - Interpretation - highlight roles, progression and science - technology - engineering - arts - maths (STEAM) relevant experience
- 5. Support the resilience and sustainability of the organisation**
 - Activity – upskilling in conservation and communication to create a highly-skilled, diverse workforce that delivers a high-quality visitor experience
 - Interpretation - calls to action and promote sustainability stories

These aims are shared with the project's Interpretation Plan.

Alignment with organisation and with NLHF outcomes

The aims for Activities and Interpretation align with those objectives of the Project and will deliver NLHF outcomes as follows:

ACTIVITY AND INTERPRETATION AIMS	PROJECT OBJECTIVES	NLHF OUTCOMES
Support visitors to learn about the history and heritage of the railway and Boston Lodge Works	1, 2, 3, 5	1, 2, 4, 5, 8, 9
Engage and inspire volunteers to ensure the story grows into the future	1, 2, 3, 4, 5, 6	1, 2, 3, 4, 5, 6, 7
Work in partnership with the local community to better engage and involve them with the railway and its heritage	1, 2, 6	All
Inspire people to think about a career with the railway, including Boston Lodge Works	3, 4, 5, 6	1, 4, 5, 7, 8, 9
Support the resilience and sustainability of the organisation	2, 3, 4, 5, 6	1, 2, 3, 4, 7, 8, 9

The Activity and Interpretation Engagement Strategy

In addition to meeting the aims of the project and the NLHF outcomes, these activities aim to deliver the 'Engagement Strategy' (ref Interpretation Plan). This strategy acknowledges the interests and motivations of target audiences and provides 'next step' pathways for deepening their engagement with heritage. Activities principally aim to deliver engagement levels 3-5.

Engagement level	Description	Activities/Interpretation
Engagement 1	Not yet engaged. These elements are to enhance the visitor experience before arrival and should make the visitor more at ease and better informed.	Digital - pre-visit information Marketing Booking websites Pre-learning sites
Engagement 2	Passer-by, incidental. These elements are designed for passers-by using the landscape for sight-seeing, walking, biking or due to an inquisitive nature.	Platform locations Shared car park interp Larger public spaces Paper based literature Live interpretation on platform
Engagement 3	Captive audience. This stage is layered to allow passengers to engage with the heritage in a low key way or dig deeper when their interest is piqued.	App Live interpretation on trains Digital pick up In carriage interpretation Photo sharing Outreach Virtual Tour of Boston Lodge Works
Engagement 4a	Takeaway. This visitor is content with the experience and will leave with the	Digital literature from downloaded data and web

	opportunity to utilise digital information as they reflect on their trip.	
Engagement 5a	Touching base. Final engagement is light touch communication of future offers and activities to encourage a re-visit and word of mouth recommendations.	Ongoing marketing messages and events info
Engagement 4b	Actively engaged. This level of visitor engagement feeds a deeper hunger for knowledge and experience. Visitors will be offered engaging opportunities to think, feel and do.	Storytelling Guided Tours Skills workshops Work placements Schools workshops and experiences
Engagement 5b	Embedded engagement. This final level is to be embedded within the organisation, looking for opportunities to be more deeply involved for a sustained period of time.	Volunteering Traineeships Staff role Specialist heritage learning

Activities for audiences

Following ‘Step 1 – Where are we now’, development phase consultation and the need to engage a wider range of people in the heritage, target audiences for activities and interpretation have been determined.

Primary audiences for activities are:

- Staff
- Volunteers
- Families (at weekends and school holidays)
- Adults on holiday (increasingly during the shoulder season)
- Local people attending special events
- Local people with family connections
- Schools in communities on the FfWHR routes
- Young people in Gwynedd looking to develop skills
- Older people at risk of social isolation

Secondary audiences for activities are:

- Ardent rail enthusiasts
- Adults working or living in stressful environments

All other audiences identified during Step 1 will be accommodated by Interpretation (ref Interpretation Plan)

Audiences and the activities that have been developed for them are identified in the table below:

	1A: Project Management trainee	1B: Works Administration Management Trainee	1C: Interpretation trainee	2A - Work placements	2B - Work placement outreach	2C - Volunteer outreach	3A - Developing Interpretation: Researching and digitising archives	3B - Developing Interpretation: Tell me a story	3C - Developing Interpretation: New interpretation at hubs, mini-hubs and interpretation points	3D - Developing the guided tour of Boston Lodge Works	3E - Learning to be a guide	3F - Volunteer trainer/assessor	3G - Engineering volunteer skills and knowledge transfer programme	3H - Project Evaluation Volunteers	3I - Project Support Volunteers	4A - Specialist heritage learning	4B - Project awareness workshops	4C - Schools workshops and experiences	4D - Public workshops	5A - Capital works tours	5B - Guided tours	5C - Timelapse Tour of Boston Lodge Works	5D - Explainer training	Interpretation
Current Audiences																								
Staff	x	x	x				x	x	x							x	x	x		x	x	x	x	
Volunteers	x	x	x	x		x	x	x	x	x	x	x	x	x	x	x	x			x	x	x		
Families (at weekends and school holidays)																					x	x		x
Adults on holiday (increasingly during the shoulder season)						x					x		x						x		x	x		x
Tour groups and international visitors																					x	x		x
Spectators watching the trains and visiting the stations																						x		x
Special interest groups																						x		x
Ardent rail enthusiasts						x	x	x	x	x	x	x	x		x	x	x		x	x	x	x		x
Local people attending special events						x					x		x				x		x	x	x	x		x
Potential Audiences																								
Non-traditional railway visitors																						x		x
People visiting from centres of urban deprivation																						x		x
Local people with family connections						x	x	x	x	x	x		x							x	x	x		x
Schools in communities on the FWHR routes				x	x													x			x	x		x
Young people in Gwynedd looking to develop skills	x	x	x	x	x													x				x		
Older people at risk of social isolation						x	x	x	x	x	x	x	x									x		
Adults working or living in stressful environments						x	x	x	x	x	x	x	x			x			x			x		

Proposed activity summary

The Activities for the project have been developed from outline ideas as presented at Round 1. They have been developed in respect of extensive research and consultation (see Appendix 1). They should be read in conjunction with the Activity Plan Action Plan (see Section 3).

Strand 1 - Traineeships

<p>Description</p> <p>The project will support the delivery of three traineeship posts. Each will directly support delivery of a major area of the NLHF programme and the organisation's needs. The positions will be suitable for graduate level (or equivalent) individuals or those at the start of their career, including young people in Gwynedd for whom opportunities to obtain graduate-level employment is currently limited.</p> <p>The trainees will:</p> <ul style="list-style-type: none"> • Be recruited as a cohort to allow cross-organisational learning and mutual support • Experience all aspects of the business and project operation, in addition to their specific area of specialism • Be managed by the Work Placement Supervisor, also receiving day-to-day specialist supervision and professional mentoring from within the organisation • Be graduate level (or equivalent) individuals or those at the start of their career, including young people in or from Gwynedd (or neighbouring counties in Wales) seeking opportunities. These positions may also appeal existing staff and volunteers • Develop specialist skills that support management, restoration, preservation and communication of the heritage • Provide structured development and training to support progression into jobs at FfWHR or other organisation
<p>Target audience</p> <ul style="list-style-type: none"> • Staff • Volunteers • Young people in Gwynedd looking to develop skills – these may be young people in or from Gwynedd looking to stay or return to work in the county
<p>Need/opportunity</p> <p>Need</p> <p>In order to provide high quality traineeship positions, trainees will require:</p> <ul style="list-style-type: none"> • Staff member to manage and oversee, support varying degrees of need • Professional mentoring • Shared experience with other trainees • Bespoke learning programme and individual training plans – including basic introduction and essential skills training, specialist training and specific projects • Structured training and where appropriate and relevant, qualifications along with development opportunities <p>Opportunity</p>

- *It's a general belief that there are no high-quality jobs here or that we haven't got the resources or facilities for business. As a result, young people stay away which also means that the area is deprived of crucial skills and talent.* (Managing Director, Menai Science Park)
- [We need to offer] *High skills, High Value jobs.* (Consultation Participant)
- (Need a) *support mechanism. Have a role to manage the programme and mentoring and support is required. One person to oversee the trainees* (Steering Group Consultee)
- Young people go away to study at University and find it difficult to return due to lack of graduate level jobs in Gwynedd

Employing trainees in key areas will support NLHF project delivery and bring in new people and skills to the organisation. FfWHR will take advantage of an opportunity to build on recent experience and learning from the NLHF-funded 'Skills for the Future' trainee programme in 2018-20. The traineeship positions will:

- Develop a workforce for the future
- Bring new ideas and vibrancy to organisation
- Upskill and provide qualifications
- Allow trainees to co-curate their learning programme
- Provide experience in heritage industry-related roles
- Have potential to tie in with apprenticeship offer at Grŵp Llandrillo Menai and Welsh Government funding for employers taking on apprentices (from 2021)

Barriers to engagement	Mitigation
Often favours people with existing skills and qualifications	The positions are designed to provide higher level opportunities in order to retain/re-attract graduate level (or equivalent) individuals to Gwynedd
High investment of time and funds	Dedicated staff to manage and oversee learning programmes and individual progression
Strain on organisational capacity	Dedicated staff member to add to organisational capacity
Managing varying degree of need	Dedicated staff member to have equality and diversity training and to develop personal learning plans that highlight additional needs
Travel	Offer suitable wage for duration of placement as well as access to a 'hardship fund'
NLHF outcomes	
1, 4, 5, 7, 8, 9	

1A – Project Management Trainee

1A – Project Management Trainee

The trainee will work with the Heritage Project Manager to support the delivery phase of the project. The work will include the administration, data collection and reporting for the project. The trainee will work alongside the Heritage Project Manager and have the opportunity to develop skills specific to managing heritage projects as the project works through the delivery phase. They will receive professional mentoring (see Mentor Role description in Appendix 2) from within the FfWHR organisation. The trainee will also be supported through a programme of training and development (including qualifications where appropriate). Refer to Training Plan in Appendix 3.

1B - Works Administration Management Trainee

1B – Works Administration Management Trainee

The trainee in this position will work with the Works Administrator and the Engineering Volunteer Supervisor to process orders for materials and equipment, and undertake engineering volunteer administration including database management. They will receive professional mentoring (see Mentor Role description in Appendix 2) from within the FfWHR organisation. The trainee will also be supported through a programme of training and development (including qualifications where appropriate). Refer to Training Plan in Appendix 3.

1C - Interpretation Trainee

1C - Interpretation Trainee

The trainee in this position will work with the Interpretation Officer to support delivery of the NLHF project. They will coordinate volunteers, including volunteer administration and database management, working with them to develop and collate interpretation content for the railway and for Boston Lodge Works. They will receive professional mentoring (see Mentor Role description in Appendix 2) from the Interpretation Consultant. The trainee will be supported through a programme of training and development (including qualifications where appropriate). Refer to Training Plan in Appendix 3.

Strand 2 – Work placements and outreach

Description <p>A programme of work placements will be offered to schools in communities on the FfWHR routes and young people in Gwynedd looking to develop skills and explore opportunities. Outreach activity, in partnership with careers-focussed partners, will support the work to recruit and place participants. Outreach activity will also target new volunteers to the planned positions (see Strand 3) especially to support the organisation by diversifying and refreshing its volunteer base. There will be a focus on the recruitment of local people to volunteer positions, particularly local young people and socially isolated older people, but efforts will also be directed to adults on holiday from which volunteers have been recruited in the past.</p>	
Target audience <ul style="list-style-type: none"> • Volunteers • Adults on holiday (increasingly during the shoulder season) • Schools in communities on the FfWHR routes • Young people in Gwynedd Looking to develop skills 	
Need/opportunity <p>Need FfWHR needs to develop and diversify its workforce and volunteer base. There are scant opportunities to gain work experience in this part of Gwynedd county. Work placement positions need:</p> <ul style="list-style-type: none"> • To offer curriculum enrichment • To be supported by bilingual resources for presentations to schools/colleges • Bespoke work placement plans • Staff member to manage and oversee, to support varying degrees of need <p>Opportunity The project – in particular the newly-improved facilities at Boston Lodge Works - offers a superb opportunity to develop work placements within FfWHR that meet the needs of local young people looking to develop skills and to explore different routes into the job market. The work placements will support FfWHR, not only through the additional capacity brought into the organisation, but by building advocacy in the communities that live alongside the railway routes and in Gwynedd. Promotion of the role FfWHR plays in providing placements - and as a significant employer of local people - will help to cement its ties to the local community and change perceptions. Work placements and associated outreach will:</p> <ul style="list-style-type: none"> • Have a positive impact on organisation • Provide routes into local community • Tie in with Careers Wales ‘Business Engagement’ schools outreach programme • Motivate and inspire young people about career choices • Show young people the range of jobs and job pathways in the local area, and barriers that have been overcome • Build on existing Kids Week offer 	
Barriers to engagement	Mitigation

High investment of time and funds	Dedicated staff to manage and oversee learning programmes and individual progression
Strain on organisational capacity	Staff member to add to organisational capacity
Managing varying degree of need	Staff member to have equality and diversity training and to develop personal learning plans that highlight additional needs
Other workplaces provide placements	Provide an attractive proposition with detailed work placement plans
Travel	Offer travel expenses for duration (this expense can be covered if working in partnership with North Wales Training)
NLHF outcomes	
1, 4, 5, 6, 7, 8, 9	

2A – Work Placements

2A – Work Placements

A work experience programme will provide placements over the course of the NLHF project for 10 x 14-18 year olds (specifically from academic years 10 and 12).

Work placement participants will contribute to project delivery, support the organisation's operations and enable participants to learn practical work-place skills. The placement programme will be overseen by Work Placement Officer, and the placements will take place in a range of areas of the FfWHR organisation's work, for example:

- Infrastructure
- Works
- Marketing
- Interpretation
- Administration

The day-to-day management of each work experience participant will be the responsibility of the manager of the relevant area of work.

The activity will take place over the course of two years and there will be 5 x placements per year at the end of the academic summer term (when most work placements take place). Each placement will be for a minimum of 1 week. If the work placement is being delivered in partnership with an organisation like North Wales Training, which provides a 'tailored work placement' for young people who do not engage in the school environment, then the placement term may vary and may take place over a number of weeks e.g. North Wales Training sometimes operate 5-week blocks for 14-16 year olds with an engineering focus. Participants will receive appropriate travel expenses and PPE from the shared fund.

Working with guidance from North Wales Training, Careers Wales and local education providers, each participant will receive a training plan for duration of their placement. The training plan will include:

- An introduction to FfWHR organisation
- An induction/s to the activity and area of work
- Specific outcomes to be achieved, relating to their area of interest and that contributes directly to FfWHR's daily operations

Need

There is a need to encourage and develop heritage skills to support the operation of FfWHR and for young people to gain valuable work experience. FfWHR needs to encourage young people to come to the railway to work, to raise awareness of the opportunities to train / work for the railway, and to raise awareness of local employment opportunities and the role of FfWHR in providing that. This activity will support FfWHR operations and encourage interest amongst local young people in working with FfWHR, raising its profile as a significant local employer. This activity also presents opportunities to find and nurture the skilled employees of the future. One of the reasons that people volunteer at FfWHR is to pass on professional skills and expertise to younger people.

Evidence

- “Guys over that way struggle with [work placement] opportunities” (North Wales Training)
- [North Wales Training] “May be able to do a level 1 qualification. Start an engagement – understanding work” (North Wales Training)
- “Some participants progress onto apprenticeships. Most of the time they turn into jobs” (North Wales Training)
- “The railway needs more than ever to attract youngsters” (Volunteer Response)
- “If you want to give something back to the community then you need to look at the younger people. So many people leave rural Gwynedd” (Consultation Participant)
- “One of Careers Wales’ goals moving forward is to develop our work with employers to understand their skills requirements and opportunities for young people and adults” (Careers Wales)

2B – Work Placement Outreach**2B – Work Placement Outreach**

A programme of work placement outreach will target learners at schools in communities on the FfWHR routes, and young people in Gwynedd Looking to develop skills. It will be delivered by a new staff post, the Work Placement Officer, and be supported by marketing activity, including digital content, and volunteers. The outreach programme will be delivered with support from Careers Wales, North Wales Training, local schools and FE/HE providers, and will encourage and recruit young people into the work placements offered.

The Work Placement Officer will prepare and deliver 4 x outreach sessions per year for delivery at careers fairs (including virtual), advice evenings and STEM events, including SkillsCymru (Llandudno). Outreach sessions will also include live presentations for delivery through MS Teams and live tours around the organisation to meet current employees and taster days.

Need

The work placements will:

- encourage young people to come to the railway
- raise awareness of the opportunities to train / work for the railway
- raise awareness of local employment opportunities and the role of FfWHR in providing that

Evidence

Promoting the work placements programme at the railway and Boston Lodge Works (Activity 2A) will rely on this programme of outreach activity to attract participants to help fulfil a need:

- “[we should be] targeting younger people – including students needing practical experience” (Volunteer Response)
- “People don’t realise we have opportunities for employment and that you have the opportunity to learn skills.” (Consultation Participant)

- “...many of the workshop staff have been through apprenticeships at the works, mostly local people, these young people are keeping historic skills alive and in time will pass them onto the next generation” (Volunteer Response)
- [highlighting the jobs that people have in the past and the jobs that exist today, as well as the skills used and needed] “sounds interesting for inspiring pupils for their careers and jobs” (Local School response)
- [Careers Wales offer services to] “motivate and inspire young people about career choices in school” (Careers Wales)
- “if we can capture young people at this point [school leaving age] and nudge them towards local sectors, their trajectory changes and so does the quality of their future. It also improves the skills in the local talent pool and economy by upskilling our own people.” (Gemma Hallett, miFuture)

2C – Volunteer Outreach

2C – Volunteer Outreach

A programme of volunteer outreach will promote specific volunteer roles and opportunities at the railway and Boston Lodge Works, in particular to local people and women, in line with the project delivery and the needs of the organisation. The outreach will be delivered by the Work Placement Officer. By registering with the volunteer centre at Mantell Gwynedd not only will the project benefit from free listing of volunteer roles on www.volunteering-wales.net but it will also be part of the Volunteer Organisers' Network, to find out about the latest information regarding volunteering and to exchange experiences and ideas and receive invitations to attend activities and events run by the centre.

This activity will target prospective volunteers from among the following audience groups:

- Families (at weekends and school holidays)
- Adults on holiday (increasingly during the shoulder season)
- Local people attending special events
- Local people with family connections
- Older people at risk of social isolation
- Ardent rail enthusiasts
- Adults working or living in stressful environments

This activity will comprise targeted marketing, online marketing through the FfWHR's existing channels and through internal communication. The marketing team will:

- Produce outward-facing material, in the form of press releases, social media posts/blogs and local lifestyle magazines, that will promote volunteering at FfWHR.
- Produce internal marketing will focus on delivering messages to existing volunteers and staff, including young people taking part in the work placement programme (Activity 2A), to promote other opportunities available. The existing 'Mutual Improvement Classes' have been identified as an avenue to pursue this type of internal marketing in-person.
- Support the Work Placement Officer to work with Mantell Gwynedd and Gwirfoddoli Cymru (Volunteering Wales) and through local community networks to ensure that local people (local

people with family connections and older people) are included and that the material is appropriate for them.

Need

FfWHR needs to:

- Extend and diversify its volunteer base
- Encourage younger people to come to the railway to volunteer

This activity presents opportunities for FfWHR to sow seeds of a future volunteering base, including amongst local people. The outreach programme will inspire local people, including young people, to find out about, support and get involved with their heritage.

Evidence

- “[we should be] *targeting younger people – including students needing practical experience*” (Volunteer Response)
- “*The railway needs more than ever to attract youngsters*” (Volunteer Response)
- Only 8% of volunteers who responded to the staff survey were women
- Only 28 (28%) of volunteer respondents to the staff survey were local

Strand 3 – Volunteer projects

Description

A range of volunteering roles will be formalised through Role Profile Descriptions (see Appendix 4). New volunteer roles will be offered over the course of the NLHF project and will be offered widely to prospective participants, including to the existing FfWHR volunteer base. They will be advertised amongst the local community, through Mantell Gwynedd and Gwirfoddoli Cymru (Volunteering Wales), and from visitors, in order to recruit a wider range of new and diverse volunteers (see Activity 2C).

Volunteering will be delivered across two main areas: Interpretation and Engineering.

Interpretation:

Volunteers will focus on research and development of new interpretation at Boston Lodge Works and across the railway network. These will be fulfilled and completed during the project.

Other roles relate to development of guided tour content at Boston Lodge Works, learning to become a guide, delivering guided tours, and delivering training will be developed for delivery beyond the life of the project.

The work of the interpretation volunteers will be coordinated by the Interpretation Officer with support from the Interpretation Trainee.

These volunteer roles will contribute to the visitor offer as ongoing ‘live’ visitor-facing interpretation and as physical outputs (ref Interpretation Plan) that outlast the project lifespan. This activity will also develop valuable skills within the FfWHR volunteer and staff resource that last beyond the project and which can be transferred to other heritage interpretation projects that FfWHR consider in future.

Engineering:

A model for engineering volunteering work parties and projects will be developed to ensure that skills and knowledge transfer is at the heart of the heritage engineering working parties and projects. Working parties will be developed according to organisational need, but will focus on providing personal development and progression opportunities for the volunteers involved. This arrangement will ensure that 'the job gets done' as regards heritage conservation, that people gain new skills (some certified), and that volunteer leaders emerge from the activity to help strengthen the management and organisation of the volunteer resource. Each working party/project will be developed by the Engineering Volunteer Supervisor, from an initial model. How subsequent working parties are developed will be informed by skills audits, evaluation of previous working parties, and individual training plans where appropriate.

Project support volunteers will support the capital works programme.

Target audience

- Staff
- Volunteers
- Ardent railway enthusiasts
- Local people with family connections
- Older people at risk of social isolation
- Adults working or living in stressful environments

Need/opportunity

- *too often the emphasis is on getting the jobs done rather than encouraging the volunteers* (volunteer consultation)
- *a new starter needs someone to take them under their wing, give them tasks, training and supervision* (volunteer consultation)
- *To use my expertise for the good of the community and to utilise my knowledge for the benefit of the organisation* (volunteer consultation)
- *Ability to present historical information to visitors* (training required from staff and volunteer survey)
- *Formal training of volunteers to operate workshop machinery and to act as workshop supervisors* (training required from staff and volunteer survey)

Need

FfWHR needs to diversify and better-organise its volunteer base. It is heavily reliant on volunteers in all aspects of the workplace and at all levels of the organisation. As part of this, there are areas of in-depth and/or expert knowledge 'at risk' as members of the volunteer base step back or are otherwise no longer able to contribute. In order to support this activity delivery there is a need for:

- Offering a range of volunteer opportunities so that they appeal to a wider and more diverse range of people, including women
- Nurturing and developing volunteer coordinators/managers to provide support, motivation, communication, organisation, point of contact
- Mentoring support from existing volunteers
- Balance between 'on-the-job' learning and training for competencies and qualifications
- Relating specific roles and pathways for volunteering to skills audit and track progression

- Carefully programming working parties and projects – varying time commitment, scheduled (avoid clashes and coordinate concurrent and complementary work to make best use of diverse skills)
- Interpretation volunteers to generate content for new interpretation and the guided tours
- Engineering volunteers to deliver project according to organisational need
- Improved facilities and space for social interaction
- Workshop space that is relevant to current and historic activities

Opportunity

The project presents opportunities to improve how volunteers are trained and their skills retained, how skills are transferred between people working at FfWHR, and to build a structured and varied volunteering offer that will ensure existing volunteers benefit from an ongoing offer that also attracts a wider range of new volunteers. Volunteer projects will:

- Build on positive experience and goodwill of existing volunteers
- Enable current, highly skilled volunteers to support and train new volunteers
- Create opportunities that have meaningful output and outcomes
- Offer a structured and varied programme that ensures an ongoing offer for volunteers – both existing and new volunteers
- Retain and reuse skills – return on training investment

Barriers to engagement	Mitigation
High investment of time and funds	Dedicated staff to manage and oversee the volunteers in the specialist areas
Space	New spaces for volunteers are being created as part of the capital works programme
Managing varying degree of need	Staff member to have equality and diversity training and to develop personal learning plans that highlight additional needs
Time	Provide projects that vary in scale to suit participants varying time commitment
Travel	Offer travel expenses for duration
NLHF outcomes	
1, 2, 3, 4, 5, 6, 7	

3A – Developing Interpretation: Researching and digitising archives

Interpretation
3A – Developing Interpretation: Researching and Digitising Archives
<p>5 x volunteers will undertake research and digitisation of archives. Making use of both Gwynedd Archives and the FfWHR archive to support the development of content for the interpretation across the rail network and at Boston Lodge Works. This activity will work with the Snowdonia National Park Young Ambassadors Scheme, whose young people expressed an interest in this activity (See Appendix 1). Will be overseen by the Interpretation Officer but coordinated by the Interpretation Trainee.</p>
<p>Need</p> <p>FfWHR needs to:</p> <ul style="list-style-type: none"> • Provide accurate storytelling • Increase digital provision across its interpretive outputs • Better explain the heritage including then and now • Replenish the ageing volunteer base <p>The activity will provide opportunities to:</p> <ul style="list-style-type: none"> • Encourage volunteering, particularly among members of the local community • Combine experience, knowledge and passion of staff and volunteers • Effectively use the existing archive assets to improve the organisation of the heritage and the presentation of it to audiences
<p>Evidence</p> <ul style="list-style-type: none"> • 14 of the existing FfWHR volunteers have expressed an interest in carrying out this activity • Volunteers feel under-qualified to carry out archive research, and this is an opportunity to improve that, and to match these archive research/digitisation activities to suit the interests of individual volunteers • 3 people attending the pilot guided tours were very interested in this activity • “Archives are a difficult challenge as now housed and organised” (Volunteer Response) • “Explain the archives and how to access them. Making access more user friendly.” (Volunteer Response) • [looking for] “Something to do with history, something to look through the archives. Something different to do.” (Young Ambassadors response)

3B – Developing Interpretation: Tell me a story

Interpretation
3B – Developing Interpretation: Tell me a story
<p>5 x trained volunteers will collate and record memories and stories from FfWHR staff and volunteers, and from local residents with personal, family or historic connections to the railway. The stories will contribute to the interpretation across the rail network and Boston Lodge Works (as film and on interpretation panels) and be used on the organisation’s website. Editing will be a key task for making</p>

material accessible online. Will be overseen by the Interpretation Officer but coordinated by the Interpretation trainee.

Need

FfWHR needs to:

- provide consistent and accurate storytelling that includes authentic local voices
- increase digital provision across its interpretive outputs
- better explain the heritage

The activity will provide opportunities to:

- Improve the railway's sense of place, relationship with the local community and to readdress perceptions of it as a 'little toy train'
- Provide links with the World Heritage Site Slate team who are recruiting young people to interview people from slate quarrying communities for a series on Radio Cymru
- Support word-of-mouth local community recommendations
- Share local community stories that consolidate the value of the heritage resource at Boston Lodge Works
- Illustrate deeper links to the railway that used to deliver goods up and down the line to other dependent businesses
- Encourage volunteering, particularly among members of the local community with an interest, so as to increase the numbers of volunteers within 30-mile distance from railway
- Accumulate compelling story-led first-person interpretation of the heritage that supports accurate, authentic visitor-facing interpretive outputs

Evidence

- When surveyed, working with the local community was an area that current FfWHR staff wanted to develop further (50% respondents)
- *"Tie storytelling into slate landscape of North Wales"* (Steering Group Participant)
- *"We need to collect oral history of the volunteer story"* (Volunteer Respondent)

3C - Developing Interpretation: New interpretation at hubs, mini-hubs and interpretation points

Interpretation

3C - Developing Interpretation: New interpretation at hubs, mini-hubs and interpretation points

5 x volunteers will support the development of interpretation at key connection points along the FfWHR route using information from the archive research (Activity 3A) and story collection (Activity 3B). They will also undertake training to support the development of new interpretation beyond the project. The focus of these efforts will be to enhance the new project interpretation and provide something at stations where there is not currently interpretation planned for - Dinas, Tryfan Junction, Meillionen, Nantmor, Penrhyn, Tanygrisiau. Using templates produced during the interpretation design process, to ensure design style consistency, the interpretation will be displayed in existing poster boards. This activity will work with the Snowdonia National Park Young Ambassadors Scheme,

whose young people expressed an interest in this activity (See Appendix 1). This activity will be overseen by the Interpretation Officer but coordinated by the Interpretation trainee.

Need

FfWHR needs to:

- Support people disembarking trains, and a wider audience who are not currently using the trains but engaged in a nearby activity (e.g. birdwatchers at Pont Croesor, walkers at Rhyd Ddu) to engage with the heritage story/undertake wider exploration/activities
- Tie its storytelling into the Slate Landscape of North Wales World Heritage Site offer and heritage
- Raise awareness of the wider heritage of the railway
- To provide something suitable for everyone, including enthusiasts
- Provide consistent and accurate storytelling; increase digital provision across its interpretive outputs
- Better explain the history including then and now
- Tell the story of railway and Boston Lodge Works

This activity presents opportunities to:

- tell the railway story at 'new' sites along the FfWHR route and on its trains
- tell the story of the railway and Boston Lodge Works coherently and consistently; to support potential roving interpretation, e.g. an app
- spark people's interest in the heritage of North Wales
- promote the railway as the best way to see the Slate Landscape of North Wales; and
- encourage repeat visits

Evidence

- 12 of the existing FfWHR volunteers have expressed an interest in carrying out this activity
- Developing displays and exhibitions was the second-most popular skill that current FfWHR staff wanted to develop further (42%)
- 2 people attending the pilot guided tours were very interested in this activity
- *"We need to improve current ad-hoc and inaccurate presentation"* (Steering Group Participant)
- On average, in 2020 only 53% of FfWHR users learnt something about the heritage (history, development of railway, slate industry, railway innovation) following their visit. Only 54% were aware of Boston Lodge Works

3D - Developing the guided tour of Boston Lodge Works

Interpretation

3D - Developing the guided tour of Boston Lodge Works

Building on an existing offer, guided tour content and the range of tours available at Boston Lodge Works (Activity 5B) will be developed initially by 5 x volunteers, supported by the Interpretation Officer and the Interpretation Trainee. An external professional (see brief in Appendix 5) will be recruited to aid with scriptwriting and the staging of the tour. The guided tours will be piloted and tested prior to

offering these widely to the public. The tours will continue to evolve as a result of participants' feedback.

Need

FfWHR needs to:

- Build on and improve the existing volunteer tour guide offer
- Support staff and volunteers to deliver provide consistent and accurate storytelling
- Better explain the history including then and now
- Tell the story of railway and Boston Lodge works consistently in a way that will capture the interest of visitors
- Push boundaries and create exhilarating and exciting tours

The activity will provide opportunities for FfWHR to:

- Position the tour offer/s effectively through formative evaluation
- Address 'unprofessional' or inaccurate interpretation through thorough research

Evidence

- 11 of the existing FfWHR volunteers have expressed an interest in carrying out this activity
- 6 of the 11 guided tour pilot respondents expressed an interest in developing the guided tours

3E - Learning to be a guide

Interpretation

3E - Learning to be a guide

Guided tours at Boston Lodge Works (Activity 5B) will be delivered by a body of trained volunteer guides. 20 volunteer guides will be recruited and trained to deliver the guided tours. A minimum of five volunteers will be trained to take on the role of Volunteer Guided Tour Leader to support, supervise and coordinate the Volunteer Guides. A professional (see brief in Appendix 5) will be recruited to aid the training of guides to ensure that they have the confidence to deliver engaging tours that are appropriate for the target audiences. This activity will be overseen by the Interpretation Officer, who, along with volunteer guide leaders, will receive 'train the trainer' training so that guide training can be rolled out in the future.

Need

FfWHR needs to:

- Support volunteers to deliver consistent and accurate guided tours
- Diversify the volunteer base through range of opportunities
- Better explain the history including then and now
- Tell the story of railway and Boston Lodge Works in a way that captures the interest of visitors

The activity will provide opportunities for FfWHR to:

- Encourage volunteering, particularly among members of the local community
- Support the sustainability of the volunteer pool

- Address ‘unprofessional’ or inaccurate interpretation of the heritage through excellent training and management of knowledgeable guides providing high-quality tour experiences

Evidence

- 11 of the existing FfWHR volunteers have expressed an interest in carrying out this activity.
- 6 of the 11 pilot respondents expressed an interest in developing the guided tours.
- *Everyone’s got to be trained by the same person in the same way – everyone that goes away gets the same experience* (Steering Group Consultee)

3F – Volunteer trainer/assessor

Interpretation

3F – Volunteer trainer/assessor

10 x volunteers will support the delivery of specific skills training and workshops. Each volunteer will deliver one workshop over the course of the project. This group of volunteers will support the work of the Training and Events Supervisor. Training plans will be developed by the Training and Events Supervisor with the respective activity area leads i.e. with the Engineering Volunteer Supervisor and the Interpretation Officer. Specific training that will be delivered by volunteers includes:

- Explaining (interpretation)
- Leading and supporting guided tours
- Developing interpretation
- Delivering schools workshops and experiences
- Use of hand tools (woodwork and metal)
- Use of powered hand tools (grinders, saws, drills)
- Basic house-keeping
- Painting and preparation for painting
- Working with heat
- Lifting

Volunteer trainers will be registered on HOPS system (online management and compliance system designed for heritage railways, museums and centres) and this register maintained in order to support delivery of training during the project and in the future. Identification of training needs, and therefore trainer requirements, will be an ongoing process based on skills audits with volunteers, which will identify gaps.

Need

FfWHR needs to:

- Improve skills for all staff and volunteers
- Understand skills people have now that are used/not used; to retain skills in the organisation; to build or acquire skills needed by the organisation; and to share skills training with partner and other organisations
- Have an organised approach to training

The activity will provide opportunities to:

- Identify skills gaps

- Offer opportunities to use skills as well as progression to new skills
- Support the sustainability of the volunteer pool
- Improve skills training and skills management within FfWHR
- Make FfWHR a more attractive place to work
- Understand how people progress from early stages of volunteering to develop further
- Provide a consistent approach to training

Evidence

Training / support for volunteers at the moment is generally considered to be good or very good by volunteers. Some volunteers believe there is room for improvement in the areas of formal training and managing competencies:

- “[we need to be] able to send volunteers off for organised training which isn’t reliant on the project supervisor/leader, allowing them to concentrate on the work in hand” (Volunteer Respondent)
- “Some more formal training system for workshop equipment would be useful” (Volunteer Respondent)
- “Work staff don’t have the time to give enough time to the volunteer training” (Volunteer Respondent)

3G – Engineering volunteer skills and knowledge transfer programme

Engineering

3G – Engineering volunteer skills and knowledge transfer programme

An organised programme will enable heritage skills and knowledge transfer amongst the current FfWHR volunteers and new volunteers that will be recruited during the project. It will be developed to become an integral part of the well-established system of volunteering at the railway.

There are two specific areas of the organisation’s work that will benefit from and be developed by the programme:

1. Responding to operational requirements
2. Specific work parties and projects

The programme will be developed and delivered by the Engineering Volunteer Supervisor, with support from 5 Volunteer Engineering Project Leaders and Engineering Volunteers (see role descriptions in Appendix 4).

Responding to operational requirements

Work for the volunteers will be identified in response to the demands of the business including ongoing maintenance of heritage locomotives and rolling stock in the workshop and day-to-day running of the railway. The Engineering Volunteer Supervisor, with support from the Volunteer Engineering Project Leaders, will liaise with FfWHR workshop and operations staff on a daily basis to identify the nature and scope of the work, the skills required, and the materials and space to undertake the work. In order to fulfil this business need, and to ensure that the requisite work is undertaken by suitably trained and qualified volunteers, the Engineering Volunteer Supervisor will

support a cohort of 60 volunteers to undertake training in core competencies. This core competency training will be delivered over the course of two days with the support of the Training and Events Supervisor and an existing team of volunteers. Training in the core competencies will be covered by two module areas:

- Basic Workshop Skills
- Basic Woodwork Skills

These competency areas and the individual competencies will be added to HOPS to ensure that people's competencies are recorded and to help identify further training requirements. See Appendix 6 for full list of core competencies as well as opportunities for ongoing development.

A further 20 volunteers will undertake in-depth competency training in areas that the individuals would like to develop further or in which they show interest. In-depth competency areas will be determined in discussion with the individuals in order to ensure that they receive the correct level of training, gain further experience and develop their own volunteer 'career'. Each volunteer undertaking in-depth competency training will undergo 5 days of training in one area. Examples of in-depth areas to be covered are:

- Basic shunting - yard operation, handsignals
- Locomotive management basics (utilising an existing training handbook)
- Advanced workshop skills to support works operations (progressing further on the competence matrix by undertaking skills training – see Appendix 6)
- More advanced woodworking and painting/finishing skills to support heritage carriage restoration (progressing further on the competence matrix by undertaking skills training – see Appendix 6)

The Engineering Volunteer Supervisor will establish and maintain training plans for each area of competency in order to deliver training of consistent quality. Working with the Training and Events Supervisor, the Engineering Volunteer Supervisor will recruit volunteers trainers/assessors (see Activity 3F) to provide the majority of the training. Each instance of training will be recorded on the HOPS in order to maintain a record of volunteer progress and to easily identify volunteers with requisite skills to undertake work.

Where there is a need to provide bespoke, in-depth accredited training, this will be identified and provided by either FfWHR or a suitable external provider (see Activity 4A).

Specific working parties and projects

There will be 10 x work parties/projects per year over the course of the project. Up to 8 volunteers will be involved per party/project (total 240 volunteers over the course of the project). The first project to be implemented will be the renovation of 12 x slate wagons. See [Appendix 6 XXX](#) for detailed plan.

Other work parties and projects include:

- Renovation of wagon turntables to be used in the Top Yard outside the Blacksmiths Shop
- Renovation of wagons and historic artefacts for display in other buildings as part of the Guided Tour (see Activity 5B) e.g. original wagon for display/use in Waggon Repair Shop
- Ongoing restoration of historic diesel locomotive Kerr Stuart 4415
- Management of stores

- Restoration of original cast iron windows (currently stored on site) for use elsewhere in the project
- Curation of historic artefacts on site

The Engineering Volunteer Supervisor will support and nurture the volunteers, encouraging more volunteers to become Volunteer Engineering Project Leaders.

The Engineering Volunteer Supervisor will encourage and develop volunteer ideas and suggestions for working parties/projects, and support the Volunteer Engineering Project Leaders to develop and submit 'Appraisal form for projects' for approval by the organisation's Heritage Board. Further work parties and projects will be developed in consultation with the volunteers, to ensure that they are included in the decision-making process, and so that future projects can accommodate and nurture skills development.

The Engineering Volunteer Supervisor, with the Training and Events Supervisor, will develop a training plan, and individual learning plans for each working party/project to ensure that there is a suitably qualified Volunteer Engineering Project Leader in place and to ensure that other engineering volunteers have the requisite skills. The individual learning plans will enable progression pathways to be developed to support the delivery of future projects i.e. putting learnt skills into practice. The skills of volunteers that express an interest in being involved with work parties/projects will be audited - through the HOPS - to identify current skills held and gaps in their skillset. Any gaps in knowledge or skills that emerge can then be addressed through a buddy system or training events. This will ensure that the current skills of volunteers are passed on to others, including new starters. Further training requirements will be identified by Training and Events Supervisor who will arrange for bespoke/specific training to take place. Work placements will also be involved in the working parties/projects where appropriate.

All materials, tools and equipment needed for the working parties and projects will be provided in-kind by FfWHR.

Need

FfWHR needs to:

- Have a designated person responsible for volunteers involved in heritage conservation projects
- Carry out high-quality projects rather than a large quantity of projects
- Provide on-the job supervision and teaching
- Provide meaningful volunteer and work placement opportunities that tie in with organisational need
- Conserve heritage engines and rolling stock
- Provide 'real-world' experience for volunteers
- Transfer skills among the volunteers

The activity will provide opportunities for FfWHR to:

- Develop their in-house capacity for work-place based experience and mentoring
- Help volunteers and staff learn transferable skills from experts in a safe and inspiring environment

- Help volunteers to undertake projects that cannot be undertaken by staff
- Help volunteers take ownership over individual heritage conservation projects
- Inspire others to volunteer with FfWHR

Evidence

- *“A new starter needs someone to take them under their wing, give them tasks, training and supervision. That role can be very rewarding but also rather stressful, and often slows down progress on the project”* (Volunteer Respondent)
- *“new individual volunteers would integrate easier in to established groups if they came in with some training. This isn’t a complete fix as it would still be up to a project supervisor/leader to monitor the quality of work produced with these skills”* (Volunteer Respondent)

3H – Project Evaluation Volunteers

3H – Project Evaluation Volunteers

4 x volunteers will collect evaluation data regularly, attending some of the outreach and other public-facing events, in particular guided tours, project and public workshops, heritage learning sessions and schools workshops. As well as observing visitor behaviour they will help to distribute and collect surveys, and ‘vox pops’.

Volunteers will receive training from, and be supervised by, the NLHF project evaluation consultant in order to ensure they understand the purpose and output required.

Need

As identified by the Evaluation Framework (ref Evaluation Framework)

3I – Project Support Volunteers

3I – Project Support Volunteers

Volunteers will undertake some work at Boston Lodge Works to support delivery of the Capital Works Programme. Their principal contribution will be providing labour directly for the Small Loco Shed section of the project, which is volunteer-led.

The railway has a good track record in managing working parties of volunteers to help with both new builds and with fitouts thus reducing the amount of work that needs to be done by a contractor. There is one large project and several smaller projects where using volunteer labour will be highly cost effective and also allow the existing and enthusiastic teams more opportunities to support the railway. These activities will use volunteers at unskilled, skilled and professional level as appropriate. This activity will focus on supporting the project, largely using existing volunteers and will be limited to the capital phase of the project.

Small Loco Shed

The Small Loco Shed is the largest project and it has always been planned that this would be managed in-house using the railway's tried and tested model to minimise costs by using volunteer gangs to do basic labouring and fit out and electrical installation and using small contractors to do individual parts of the project that can't be done by the volunteers (e.g. erecting steel structures.).

Other project support

In addition to the Small Loco Shed there are a few other areas where volunteer working parties will support the construction phase. These activities are self-contained and generally not time sensitive. Volunteers will undertake general building works to fit out new volunteer workspaces and support the building of the Small Loco Shed. Volunteers will:

- Undertake electrical fit out of new volunteer workspaces, including the new Small Loco Shed, Blacksmiths and Iron Foundry
- Relocate the rails and turntables near the Blacksmiths
- Help with re-location of stores during the project as buildings are completed
- Support the archaeological excavation of the site in front of the Barracks

The work of the volunteers will initially be overseen by the Volunteering Director. Day-to-day supervision and on-the-job training will be undertaken by the Engineering Volunteer Supervisor who will be supported by the Senior Electrical Volunteer and the Archaeologist (Volunteer). The cost of equipping the workshops/workspaces is included in the capital budget.

Need

- Support the construction of the Small Loco Shed (always been part of the project)
- Support specific aspects of the capital works elsewhere to save contractor costs (added during development)
- Ensure that there is a suitable on-site workshop/workspace for ongoing volunteer use
- For volunteers to gain and build on experience of practical building work to support FfWHR and heritage railways in future

Strand 4 – Skills training and workshops

<p>Description</p> <p>A programme of skills training and workshops will be delivered as part of the project. This will provide opportunities to:</p> <ul style="list-style-type: none"> • Develop skills amongst the FfWHR staff, volunteers, trainees and work placements • Explore the specialist skills used within the capital works programme at Boston Lodge Works and share these with a wider audience • Support deeper, meaningful heritage learning experiences for a wider audience, including local communities (in particular schools), and FfWHR visitors. These experiences will focus on the intangible heritage contained in the Boston Lodge Works and the heritage railway network more widely. <p>Workshops and training will be documented as short videos to be used to support future training opportunities and to provide marketing material for use online, including social media. This will support the compilation of a record of the NLHF project for posterity and for promotion of FfWHR. It will also contributing towards the longer-term survival and documentation of intangible heritage that risks being lost. Workshop plans will also be developed so that they can be delivered and repeated by new staff/volunteers at FfWHR beyond the life of the NLHF project.</p>
<p>Target audience</p> <ul style="list-style-type: none"> • Staff • Volunteers • Families (at weekends and school holidays) • Adults on holiday (increasingly during the shoulder season) • Ardent rail enthusiasts • Local people attending special events • Schools in communities on the FfWHR routes • Young people in Gwynedd looking to develop skills • Older people at risk of social isolation • Adults working or living in stressful environments
<p>Need/opportunity</p> <p>Need</p> <p>FfWHR needs to be able to demonstrate the heritage value of the Boston Lodge Works, in particular the intangible heritage – heritage conservation and engineering skills - that are retained in workforce, paid and voluntary. There is strong appetite to engage with this heritage among visitors to FfWHR, among local schools and among the local community. The project needs to provide:</p> <ul style="list-style-type: none"> • Experiences that showcase and highlight skills that are being undertaken by the railway at Boston Lodge Works • Workshop space that is relevant to current and historic activities • Dedicated training space for workshops • Suitably trained individuals/professionals (internal and external) to deliver the training <p>Opportunity</p> <p><i>When working on the locos what seem to interest the passengers is people doing a job you don't really see any more. I get a lot of questions about what it's like working on the engines because people know</i></p>

very little about it. I think the same can be applied from an engineering perspective. Lots of people are probably familiar with the modern engineering techniques you can see at Boston Lodge. It is the older heritage skills that really need to be shown, such as blacksmithing with a hearth and anvil, joining parts with hot rivets, shaping components with a steam hammer, or even something as simple as drilling a hole without an electric drill. It is difficult to imagine how they built and maintained this railway in a quiet corner of North Wales, with the equipment they had back then. Being able to show people would be far better than just looking at some old things in an old building (volunteer consultation respondent)

Our children spotted a kids week train at Tan y Bwlch, led to them attending and helping with Kids Week and projects with Alan Norton including benches, Bobby Box (Porthmadog Signal Box), Relay and Signal box at Porthmadog, Gweithdy Project and currently Tan y Bwlch bridge repainting (volunteer consultation respondent)

The project opens up opportunities to share heritage skills with the wider community of heritage railways, visitors and audiences within the local community. Developing and consolidating the skills base at FfWHR can also benefit hugely from this sharing of heritage value and heritage skills. There is an opportunity for FfWHR to build on an existing heritage engagement programme for young people – the Kids Week (Young Volunteer’s Training) offer – and to explore income generation strands that support its income stream diversity. There is opportunity to:

- Tap into visitor interest – the passenger survey said 56% would like to learn how to drive a train
- Tap into local interest - schools expressed an interest in on-site, hands-on workshops
- Build on Young Volunteer’s Training capacity
- Generate income generation to support the business

Barriers to engagement	Mitigation
High investment of time and funds	Dedicated staff to manage and oversee the skills training and workshops
Cost of participation	<p>Training for staff and volunteers will not be charged but provided as part of their ongoing development.</p> <p>A range of offers required to meet range of interests and price points will be offered to other professionals and volunteers and the public.</p>
Certification for public facilities at Boston Lodge Works	Identify relevant quality assurance certification e.g. Learning Outside the Classroom Quality Badge
NLHF outcomes	
1, 3, 4, 5, 7	

4A – Specialist heritage learning

4A – Specialist heritage learning

A specialist heritage learning programme will support skills understanding and development within the organisation and the wider heritage sector. The programme will be offered free of charge for FfWHR staff, volunteers but will be offered (at cost to cover delivery costs) to other participants, e.g. staff and volunteers working on other heritage railways, ardent rail enthusiasts and local people attending special events. The programme will further build on the heritage training programme, and it will support skills understanding and development both within the organisation and the wider heritage sector.

There will be 20 workshops over the course of the project, each lasting between 1-2 days, per year for up to 12 participants. Workshops will be informed by the Engineering Volunteer Supervisor and the Interpretation Officer and organised by the Training and Events Supervisor and delivered by suitably trained and skilled staff and volunteers. Course material will be developed for each in order that courses can be repeated in the future. Where necessary, as projects demand, external professional instructors will be recruited to deliver the courses.

The programme will be informed by the staff and volunteer skills audit, the training requirement for the volunteer engineering projects (Activity 3G) and gaps in staff skillset. In particular, the training programme will include:

- Basic forging and smithy skills
- Riveting (slate wagons)
- Blacksmithing (slate wagons)
- Train driving
- Engine maintenance
- Carriage restoration

FfWHR's marketing staff will record material from the sessions to use to promote volunteering during and beyond the lifespan of the project. The material will also be used to support new volunteer training.

Need

FfWHR has a range of heritage skills, particularly engineering skills, that are at risk of being permanently lost. It will be possible for FfWHR to retain these skills and to share them with others, principally thanks to the new facilities at the Boston Lodge Works, but also because the project provides an opportunity to formalise and better-organise the transfer of such skills between individuals.

This activity provides opportunities for FfWHR to:

- Help visitors to engage more deeply in the local community, railway, its history and the history of the region
- Help visitors understand what they are looking at; raise awareness of conservation need and why the buildings are important
- Help people understand what makes the railway work
- Create meaningful opportunities to suit people's specific interests and to suit various capacities to engage
- Engage visitors to FfWHR (not tourist visitors) in the heritage

- Communicate the range and depth of current skills to visitors and other heritage organisations
- Keep the heritage skills alive
- Develop skills and fill skills gaps
- Generate income to cover training costs
- Channel people into volunteering, recruiting skilled volunteers and upskilling the existing (and new) volunteer workforce

Evidence

- *“If I was to pursue a more complex role in S&T [Signals and Telegraphs] then I would require more training”* (Volunteer Respondent)
- *“I’m not an engineer or an historian, but have reasonable knowledge of the site, the sort of work that was carried out and what was achieved. I’ve been happy to take members and groups of visitors round in the past, but have struggled to explain the technicalities of the engineering side.”* (Volunteer Respondent)
- When surveyed, 40% of FfWHR staff would like to develop heritage engineering skills and 23% would like to develop conservation work skills.

4B – Project awareness workshops

4B – Project awareness workshops

6 x 2-3 hour project awareness workshops, for up to x 12 participants per session, will take place during the capital works programme. They will raise awareness of the heritage skills used, advocate for the project and encourage more people to think about volunteering with FfWHR.

The workshops will be offered free-of-charge for FfWHR staff and volunteers, other contractors working on the capital works, and offered to the local community (local people with family connections, local people attending special events).

The Heritage Project Manager and Project Management Trainee will coordinate these workshops and organise and coordinate contractors’ input. Contractors will demonstrate skills and equipment during the capital works and the Heritage Project Manager/Project Management Trainee will explain the history and significance of those skills, and how these fit into the NLHF project and the work of FfWHR. FfWHR staff and volunteers will also be invited to contribute to the sessions where there are crossovers with their specific areas of work.

Workshops will highlight:

- Heritage masonry skills
- Lifting and recording historic building fabric for replacement
- Heritage joinery skills
- Use of slate, i.e. roofing, walling
- Lime render
- Heritage paints
- Track engineering
- Metal structures and cladding

- Electrical engineering

Each workshop will consist of an NLHF project overview, and then activity-specific information presented in a way that will both inform and engage people.

FfWHR's marketing staff will promote the sessions, and record material from the sessions to publish online as short videos on social media and the project website. These will be used to promote awareness of the significance of FfWHR and the NLHF Project, to record activity, to train new volunteers, especially volunteer tour guides who can include detail in the guided tours.

Need

FfWHR needs to:

- Raise awareness of the project for volunteers/supporters/local community
- To share knowledge and plans transparently with their supporter and partners
- To gain the support and input of supporters, possibly gain more contacts.

The project provides opportunities to:

- Raise awareness of the project
- Share knowledge and plans effectively
- Provide good, engaging digital material to promote and interpret the project, in particular the conservation works but also the community engagement aspects – with digital material having the potential to raise awareness worldwide

Evidence

We will be using slate as a waste material in the ground, as flooring material, as wall structure and elsewhere as wall coverings and roof. There is also historic slate on site which we will record and lift. We will also be building slate rubble walls and slate hanging - there are skills of interest there too.

This strand of activity will support the FfWHR and project's Marketing and Communication Plan (see Appendix 7) in that it will provide opportunities to:

- Inform and enthuse residents living near the two railways from Caernarfon to Porthmadog to Blaenau Ffestiniog
- Present a clear vision of what the project aims to achieve
- Ensure opportunities and success stories are disseminated widely and actively acknowledge NLHF funding
- Communicate progress on the project
- Report on and celebrate the successes and achievement of the project

4C - Schools workshops and experiences

4C - Schools workshops and experiences

In order to address the challenges presented by COVID-19, further development work is required to shape the plans for schools workshops and experiences, therefore a continuing programme of consultation and development will take place during the delivery phase to explore and test:

- Target age groups for the workshops, experiences and visits

- Pilot workshops in partnership with schools
- Potential for primary school visits to the railway and secondary school visits (related to work placements) to Boston Lodge Works

The aim is to deliver eight engagement events during the project. The current proposal, following initial consultation is that a schools workshop programme will be developed, piloted and delivered during the NLHF project. Workshops will be organised and delivered by the Training and Events Supervisor, supported by volunteers, and will take place on school premises and followed-up by a visit to the railway, and for secondary school (related to work placements) Boston Lodge Works. Bilingual schools resources and workshops will explore FfWHR's heritage and history, in particular its local and regional significance, but – will also encourage young people to think about a work placement at the railway. The in-school workshops will focus especially on the range of roles at Boston Lodge Works and showcase a range of working roles more widely at the railway including heritage railway skills, e.g. carriage painting, which can be demonstrated both in school and in the training suite at Boston Lodge Works (where practicable) using low-cost, low-technology equipment.

Bilingual workshop plans and resources will be developed so that the sessions can be delivered in future by the Training and Events Supervisor and supporting volunteers recruited from particular areas of the organisation's work. Volunteers will be bilingual, or translation services will be provided.

Need

This activity supports FfWHR operations by:

- Raising awareness of the project and of FfWHR among the local community
- Enable people to understand what makes the railway work
- Engage the local community in the history of FfWHR (and history in the making)
- Supporting sustainability by expanding its customer base
- Inspiring future volunteers and staff from within the local community

Evidence

- *"Used to have local school children involved. One thing that could be done!"* (Consultation Participant)
- *"Need to connect more with the schools, get the school governors and head teachers involved"* (Consultation Participant)
- *"Children carry a community. They have parents, aunts, uncles, grandparents and neighbours. Involving the children would mean much stronger community buy-in"* (Consultation Participant)
- *"More events like [Porthmadog Bygones Weekend] but other deeper opportunities"* (Consultation Participant)
- *"I have always been interested in railways and first heard about the Ffestiniog Railway whilst at school where there was a model railway club"* (Staff Survey Respondent)
- *"Do something for primary schools – workshop or resources. Normally get option to visit or book educational workshops as an added"* (Consultation Participant)
- *"I'm sure that it [visiting the railway] could be part of an interesting Humanities project to complete with Year 7/8 and a visit would re-enforce the learning. It's very important as part of the history and understanding of the development of the area."* (Local school response)

- [Visiting the railway would link] *“well with a history project on The Victorian Era in the area, history of the Oakley family and Plas Tan y Bwlch and the history of quarries and the life of the quarryman and the master.”* (Local school response)
- *“Offering a work (activities) pack to the school before the visit would prepare the children better for the visit itself.”* (Local school response)
- *“I’m sure the pupils would be over the moon to be allowed to go inside a steam engine or visiting the area for train maintenance”* (Local School response)

4D - Public workshops

4D - Public workshops

12 x 2-3 hour workshops will be offered at cost (between £20-£50 per person to cover cost of delivery), during the project to paying railway visitors and local residents. A maximum of x 12 people will attend each workshop. They will be organised by the Training and Events Supervisor who will develop an ongoing programme of paid-for public workshop experiences post-project that will be delivered by trained volunteers. Public workshops will include:

- How a steam engine works
- How to drive a steam train
- Blacksmithing
- Hot riveting

There will be an offer aimed specifically at families with children at weekends and during the school holiday, and there will also be provision for adult visitors on holiday during the ‘shoulder season’ weeks and adults working or living in stressful environments seeking escapist experiences. The public workshops will be offered at reduced or no cost to older people at risk of social isolation living locally (along the FfWHR route).

Need

These public workshops will highlight the work at FfWHR and Boston Lodge Works and demonstrate its heritage significance in the context of the slate industry of North Wales. The public workshops will encourage the local community and visitors to think about volunteering, and the framework will allow FfWHR to explore avenues for income generation. Through provision of workshops FfWHR will:

- Enable people to take part and engage more
- Convert attendees into volunteers
- Encourage repeat visits
- Offer something different from exhibits that contributes to overall visitor offer
- Repeat and expand the customer base
- Generate income

Evidence

- 89% of rail users in 2020 expressed either great (53%) or moderate (36%) interest in seeing traditional heritage workers craftsmen / engineers / joiners at work. This is the greatest weighted average in response to asking about what people would be interested in at Boston Lodge Works.

- Amongst the local community, ‘Watching People working using traditional heritage craft skills / engineering / joinery’ was also one of the most popular areas of interest, especially amongst those responding in the Welsh language.
- Amongst the pilot guided tour participants, “watching people working using traditional heritage craft skills / engineering / joinery” and “Hands-on experience in heritage craft skills / engineering / joinery” were very popular.
- *“I love to talk to people about the engine. There is only limited time to talk with visitors so can we find time to talk to people in greater depth”* (Volunteer Respondent)
- *“Telling this engineering tale might not be as exciting as demonstrations of the blacksmith's art in the revitalised smithy but it is important none the less”* (Volunteer Respondent)
- *“I would like to see a mechanic that fixes the train or someone that drives the train – have them tell you how it work and how they fix them”* (Young Ambassadors response)
- *“Demonstrations makes it a lot easier to see. Seeing it makes it easier to understand what was happening”* (Young Ambassadors response)

Strand 5 – Explaining and guided tours

<p>Description</p> <p>Public access to Boston Lodge Works and engagement with the tangible and intangible heritage will be afforded through in-person guided tours and first-person interactions at ‘touch points’. Guided tours will be offered during and after the capital works programme. Activities will lead to a well-developed ongoing guided tour programme for visitors that can offer access to the Boston Lodge Works heritage whilst also tying in with the existing railway offer. Capital works tours will be offered to appropriate audiences to publicise the work and time-lapse photography compiled during the capital works and interpretation fit-out phase will be used to prepare a short video to publicise the project. Following capital works guided tours of Boston Lodge Works and ‘explaining’ at customer ‘touch points’ audiences will have gained knowledge and understanding of the heritage.</p>
<p>Target audience</p> <ul style="list-style-type: none"> • Staff • Volunteers • Families (at weekends and school holidays) • Adults on holiday (increasingly during the shoulder season) • Ardent rail enthusiasts • Local people attending special events • Local people with family connections • Schools in communities on the FfWHR routes
<p>Need/opportunity</p> <p>Need</p> <p>FfWHR needs to engage their visitors and local community with the heritage and ongoing/historic significance of the Boston Lodge Works, in particular the role it continues to play in employing heritage skills and people. FfWHR need to engage local partners, and to improve how the slate industry heritage of North Wales is presented to their large railway-visitor audience. In order to fulfil this need FfWHR will:</p> <ul style="list-style-type: none"> • Provide interpretive guiding and essential customer-facing training for staff and volunteers • Supervisory role • Develop a guide and ‘script’ for all interventions and guided tours • Co-curation of tours with existing staff and volunteers (to capture knowledge/stories) and local community • Embed Welsh language and culture in the guided tour and ‘explainer’ delivery <p>Opportunity</p> <p>During and after the NLHF project there are opportunities to provide new and wider engagement with the heritage of Boston Lodge Works. During the capital works and interpretation fit-out, there are opportunities to use small tours to engage existing and prospective partners and stakeholders, as well as the local community and local businesses, with the heritage, and to demonstrate the continuing value of the site and its heritage to the local economy. These small bespoke tours will also engage existing FfWHR staff and volunteers, keeping them informed about and engaged with the project.</p>

A programme of guided tours following the completion of the capital works and interpretation fit-out would present the early history and operation, co-ordinating the tangible heritage of Boston Lodge Works with the intangible heritage of the people that work and worked here, their skills and achievements. The tours represent an opportunity for FfWHR to explore and develop a live interpretation approach to engaging their visitors, and to offer these tours as part of an attractive wider package. Developing and delivering the guided tours presents an opportunity for FfWHR to train volunteers as a team that continues to deliver the tours after the NLHF project, and who can adapt and add to the suite of tours and live interpretation offers over time. Development of the tours through co-curation is an opportunity for FfWHR to foster involvement of staff and volunteers with highly-visible outputs that bring obvious and meaningful benefits.

Barriers to engagement	Mitigation
Live working environment and safety	<p>Use only established safe routes through Boston Lodge Works site</p> <p>Utilise safe work zones that separate tour guide routes except in specified areas where tour groups observing work safely are programmed</p> <p>Ensure that existing safe works procedures and methods statements reflect the new guided tour activity</p> <p>Establish safe maximum size and guide : visitor ratios for tour groups</p> <p>Design appropriate risk assessment and safety procedures</p>
Requires careful planning and programming	<p>Design appropriate risk assessment and safety procedures</p> <p>Plan guided tours in advance</p> <p>Ensure that all staff and volunteers are aware of when and where tours are taking place</p>
Children often excluded from tours at comparator sites	For safety, a limit will be set on the number of children on a guided tour, to enable safe movement and transit to / from Boston Lodge Works.
NLHF outcomes	
1, 2, 5, 8, 9	

5A – Capital Works Tours

<p>5A – Capital Works Tours</p> <p>The project will deliver 6 x ‘behind-the-scenes’ tours during the capital works phase. These capital works tours will raise awareness of the project and the work of FfWHR, especially at Boston Lodge Works, among invited groups of stakeholders, FfWHR staff and volunteers, project partners, local residents and businesses. They will showcase the project to a wider audience including partners, stakeholders, the local community and local businesses. A further 6 x tours, specifically for staff and volunteers will ensure that the whole organisation is kept informed of the Project’s progress.</p> <p>Tours will be led by the General Manager and Heritage Project Manager (assisted by the Project Management Trainee), with construction and specialist contractors highlighting specific conservation work where appropriate. Tour leaders and specialists will provide invited guests with access to the capital works and insights into the wider project benefits, raise awareness of the conservation, restoration and building (including the skills used) and communicate the need for conservation. Tours will include an introductory talk by a member of the Project Team, and will each</p>
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have specific focus to reflect the nature and interest of the invited group and/or specific areas of the conservation work.

Tours will be bespoke-delivered according to the focus of the particular group. Tours will be offered to the following groups:

- Partners
- Stakeholders
- Other heritage railways
- Teachers/staff at local schools, colleges
- Local community
- Local businesses

Tours of the capital works project will also be offered free of charge to visitors with a recent lottery ticket.

Need

This activity provides opportunities for FfWHR to:

- raise awareness of the project
- share knowledge and plans effectively
- provide good, engaging digital material to promote and interpret the project, in particular the conservation works but also the community engagement aspects – with digital material having the potential to raise awareness worldwide

5B – Guided Tours

5B – Guided Tours

A public-facing guided tour programme will provide visitors with deeper engagement with the railway's heritage, in particular of Boston Lodge Works. Once the capital works and interpretation fit-out are complete, the Boston Lodge Works site presents opportunities to engage with a greater number of people who would otherwise not have the chance to visit and engage with the heritage of this site.

The escorted chargeable tours (£15 per person) will be developed to tie in with and enhance the on-site interpretation. Two Volunteer Guides will escort small groups of visitors (15 maximum) along agreed, well-planned safe routes through specific zones of the Boston Lodge. The tours will showcase the railway and site heritage, history, current role, and focus on demonstrating and showcasing heritage skills.

The experience (refer to the Interpretation Plan):

- The experience will last up to 2 hours, with tour groups assembling at the Boston Lodge request stop (arriving on the Ffestiniog Railway from either Porthmadog or Blaeneau direction)
- Tour content will not exceed 45 minutes
- They will receive a health and safety briefing and be provided with safety wear

- The tour will include an interaction with a staff member or volunteer working in the Blacksmiths – what’s going on today?
- The tour will end in the engine shed
- Visitors will be escorted by train back to Porthmadog Station

There will be specific tours developed for target audiences including:

- Family tours – x 10 per year (Easter, May half-term, Summer and October half-term)
- Adult tours – x 26 per year (one per week) – during operating season
- Bespoke/ad-hoc tours for specific groups and Welsh language tours – x 20 per year

The tours will be developed by the Interpretation Officer with support from an external trainer, the Interpretation Trainee and volunteers. Volunteer Guides and a Volunteer Guided Tour Leader role will be developed to deliver the guided tour programme.

Ongoing assessment and evaluation of the effectiveness of the tours will help FfWHR evolve the content over time according to target audience needs and interests. The Engineering Volunteer Supervisor will provide information about new projects being undertaken at Boston Lodge Works so that this information can be regularly updated and included in the tours.

Careful route planning, scripting and piloting of tours will ensure that the guided tours capture and present knowledge and stories that are appropriate to the target audiences. To ensure that the role and historic significance of Boston Lodge Works is accurately reflected in the tours, the Welsh language and culture that were historically central to the site need to be embedded in the tour content and delivery. This is needed to strengthen the value of the engagement with heritage for tourism visitors and local community visitors alike. Co-curation of tours with existing staff and volunteers, and with the local community, will ensure that the more recent, post-1950, history and the present-day significance are accurately reflected also.

To provide benefits to lottery ticket holders post-capital works, when the full tour programme is underway, visitors with a lottery ticket will be able to book a special free ‘National Lottery Tour at the FfWHR’.

Need

The role and historic significance of Boston Lodge Works, and its close relationships to the slate industry and railways are not widely known. This is becoming as true for local communities as it is for visitors to FfWHR who derive from other parts of the UK. FfWHR needs to communicate the historic and current role of the railway, and FfWHR is keen to see the renovated and refreshed Boston Lodge Works assume its rightful central role in engaging audiences with this heritage.

As Boston Lodge Works is and will continue to be a workplace featuring, for example, vehicle movement and hot works, FfWHR needs to be able to control safely the movement of visitors through the site at prescribed times and via specific routes. To achieve this FfWHR will require trained guides to provide interpretation, safe tour delivery, supervisory and customer-facing responsibilities.

This activity provides opportunities for FfWHR to:

- Offer something for repeat visitors and for families

- Offer something for a range of audiences – according to event/customer type
- Raise awareness of why organisation is there, and why it is so important
- Raise awareness of volunteering opportunities
- Generate income

Evidence

- *“can we arrange that tours allow looking into the machine shops”* (volunteer consultation respondent)
- *People like stories and to have a storyteller – this is a very Welsh thing, it’s in the creation of the whole country. To have a storyteller tour guide is very Welsh* (Steering Group Consultee)
- [Tour] *“Brings the history of the site to life”* (Bygone Weekend Participant)
- 79% of rail users were likely or very likely to visit Boston Lodge Works when open to the public
- 86% of rail users in 2020 expressed either great (51%) or moderate (35%) interest in having a tour of Boston Lodge Works; receiving the greatest weighted average in response to asking about what people would be interested in at Boston Lodge Works
- 89% of FfWHR rail users surveyed were interested in seeing traditional heritage workers craftsmen / engineers / joiners at work.
- Members of the local community responding to the survey in English would be either interested (45%) or very interested (42%) to visit Boston Lodge Works. Those responding to the survey in Welsh were either interested (75%) or very interested (17%) to visit Boston Lodge Works
- Of community survey respondents living locally (in Gwynedd), 89% were interested in a tour of Boston Lodge Works, rising to 92% for those responding in the Welsh language.
- Of community survey respondents living locally (in Gwynedd), 25% were interested in Welsh-language tours of Boston Lodge Works, rising to 92% for those responding in the Welsh language.
- All 11 people who attended the pilot guided tours would recommend the pilot tour to others
- [The guided tour of Boston Lodge Works could be improved by] *“seeing some of the present workforce doing various tasks”* (Pilot Guided Tour participant)
- [The guided tour of Boston Lodge Works could be improved by] *“Seeing the craftsmen at work”* (Pilot Guided Tour participant)
- [The guided tour of Boston Lodge Works could be improved by] *“Interactive activities – participants able to take part in an activity”* (Pilot Guided Tour participant)
- *“Seeing it all together showed the WHOLE story”* (Bygones Weekend Outdoor Tour Participant)
- *“an insight from a guided tour with an invitation to sign up would be a better way to encourage practical engagement”* (Volunteer Respondent)
- *“Definitely recommend [this tour to someone else] but in present state would warn people with mobility issue and sight issues”* (Pilot Guided Tour Participant)

5C – Video time-lapse tour of Boston Lodge Works

5C – Video time-lapse tour of Boston Lodge Works

A short time-lapse video tour of the Boston Lodge Works will record the capital works and interpretation fit-out. The video will be made available on the FfWHR website to access online. The video tour will be promoted through existing FfWHR social media and other channels to make it available to as many people as possible.

The Interpretation Officer and Interpretation Trainee, with support from the marketing team, will organise collection of time-lapse footage during the capital works and interpretation fit-out phases at Boston Lodge Works. The intention will be to show the scope, complexity and scale of the work, and to demonstrate the ability of FfWHR to deliver complex, large projects.

Still images collected from a carefully-planned selection of key viewpoints will deliver a comprehensive long-view record throughout the capital works phase. Up to 10 viewpoints will be used, with daily still images taken from the same viewpoints at periods during the capital works programme where activity is considered to be sufficiently interesting, visually or in terms of story. It will not be necessary to record periods of inactivity, for example.

Footage will be compiled, edited and published via the FfWHR website and online channels (FfWHR's existing YouTube channel has 4,200 subscribers). Publication online will provide access to the heritage for a potentially enormous audience, increasing and widening access to the experience. Success will be measured by the number of engagements (quantity), and the nature of the comments associated with the content (quality). Limiting the scope of a 'virtual tour' in this way is a cost-effective means to stretch the engagement value of the capital works programme beyond the lifespan of the NLHF project without devaluing the guided tour offer.

The resource/s will be promoted through existing FfWHR social media and other channels, with video production support and promotion from the FfWHR Marketing Team provided as gift-in-kind. To improve accessibility, authenticity and to appeal to local community audiences (local people with family connections to FfWHR, schools in communities on the FfWHR routes, and young people in Gwynedd looking to develop skills), both video and audio will be bi-lingual.

Need

FfWHR needs to:

- Raise awareness of the project
- Provide digital engagement with the project

Evidence

- [The tour could be improved by] *"Being able to see into more buildings"* (Pilot Guided Tour participant)
- [The tour could be improved by] *"filming a virtual tour of the BL site with maybe some archive film, photos etc and this could be downloaded for a small fee by interested parties and perhaps as an alternative when it is difficult to run physical tours of the site. It could also make an ideal introductory film to the physical tours (as at the Slate Museum, Llanberis) and be viewed in a small 'auditorium' (perhaps inside the Smithy?) before embarking on the physical tour"*

- *“Need to be an interactive aspect at some point. Something in regards the historical aspect or something at the site; Something that could engage people”* (Young Ambassadors response)
- *“maybe a digital tour. Needs to be available at any time not dictated to by a volunteer timetable”* (volunteer consultation respondent)

5D – Explainer training

5D - Explainer training

‘Explaining’ is a core element of the proposed guided tours programme at Boston Lodge Works (Activity 5B) but this interpretive ‘explaining’ ethos will be rolled out across the railway staff so that the ‘touch points’ in the customer journey are injected with factual stories that are told by enthusiastic volunteers in their own unique way “I’ve been volunteering for six years now”.

Training for staff and volunteers will be provided to ensure that ‘explainer’ information is delivered consistently and correctly. Delivery will take into account feedback from customers and ensuring that the overall customer experience is enjoyable rather than overwhelming. Bespoke ‘explainer’ training will be extended to all ‘hosts’ working across the FfWHR railway including all customer-facing staff and volunteers. The training will give staff and volunteers the tools and skills to talk to and engage an audience of visitors at any touch point within the heritage settings about the rich heritage of the railway and its culture. The training will give FfWHR opportunities to promote their other offers, especially the Guided Tours of Boston Lodge, via these trained individuals.

Training will vary dependant on the individual role of the staff member:

- Half day – Commercial retail, Catering and Guards – 100 staff members. Training to include awareness and importance of telling a story, what facts are to be delivered at their stage of the customer journey, how to engage their audience, using the story to sell.
- Full day – On train hosts, Station Hosts, Booking Office teams – 50 staff members. Training to be as above plus more facts about the line and journey, how to keep people engaged, other places to visit, dealing with situations, delivering the personal story

Overseen by the Interpretation Officer, initial training will be provided by an external trainer (See brief in Appendix 5) and ‘train the trainer’ training provided to the Interpretation Officer and Customer Services Manager for ongoing roll-out.

This would be monitored, adapted and developed by the Customer Services Manager and the team of volunteers collectively, just as the team of Station hosts successfully achieve currently. This way it allows autonomy for the volunteers with a member of the SMT to provide clarity. Feedback from customers would feature heavily in this, taking their suggestions into account.

Need

FfWHR needs to:

- Provide effective visitor-facing interpretation at its smaller sites and on its trains
- Provide consistent and accurate storytelling across volunteers
- Better explain the history including then and now
- Tell the story of railway and Boston Lodge works consistently in a way that will capture the interest of visitors

- Push boundaries and create exhilarating and exciting tours and exhibitions
- Improve communication and interpretation of railway heritage – for all hosts and customer facing staff and volunteers

The activity will provide opportunities for FfWHR to:

- Encourage volunteering, particularly among members of the local community with an interest
- Improve the sustainability of the volunteer pool
- Address ‘unprofessional’ or inaccurate interpretation of the heritage through excellent ongoing training

Evidence

- 23% of staff and volunteers would like to develop communication skills (with customers)
- “*Station masters/mistresses could be developed to help travel info and historic storytelling*” (Volunteer Respondent)
- *As driver and fireman “I interface with passengers all the time* (Volunteer Respondent)

Managing the activities

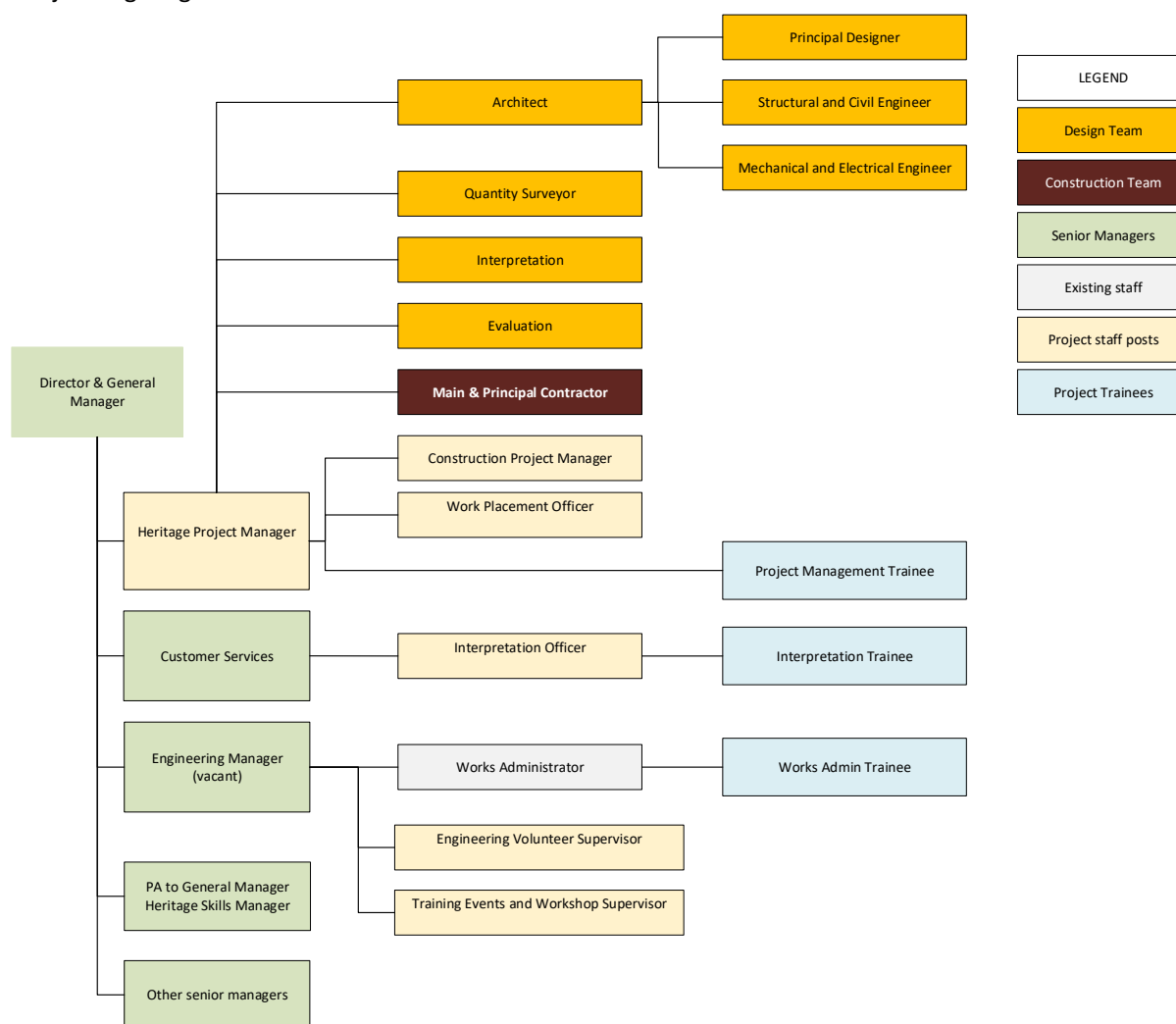
The Project Board will assume oversight over the delivery of the Activity Plan, with new and existing staff members responsible for day-to-day delivery.

New positions

These new staff roles have evolved and refined since the Round 1 submission presented anticipated roles. The new staff roles reflect the scope and scale of the project activities where revised since that stage. It is clearer now how much staff training, audience engagement and volunteer development is proposed, and how those can best be allocated amongst proposed positions.

The new staffing roles (see Job Descriptions in Appendix 2) are presented in the staff structure chart below:

Project organogram



New project staff positions comprise:

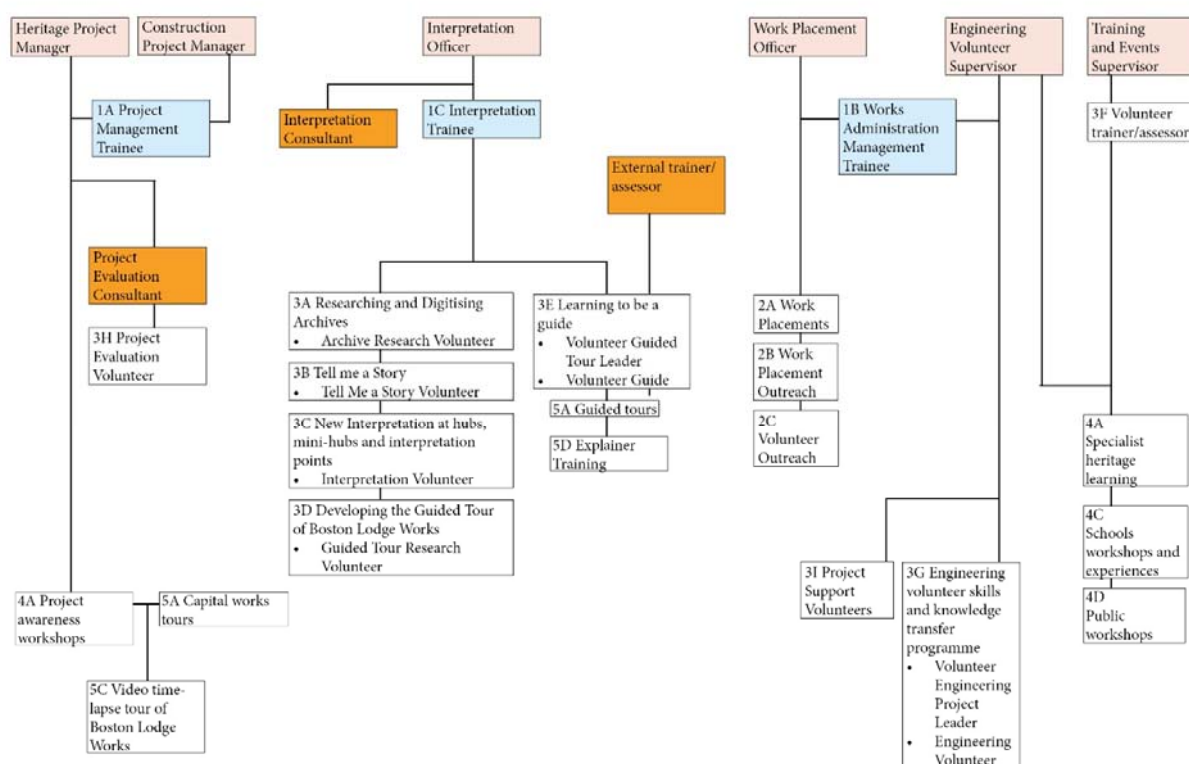
- 1 x Heritage Project Manager (3.5-year 0.6 FTE) who will: provide day to day project management (including coordination of Consultants and management of Project Costs). The Heritage Project Manager will coordinate the input of the Activities team during the delivery phase including ensuring that they can deliver activities in the context of an operational workshop and active building site.
- 1 x Construction Project Manager (1.5-year 0.5 FTE) who will: support the delivery of the construction phase by providing day to day contact with the contractor on site and liaising with Boston Lodge Staff to keep the site operational.
- 1 x Work Placement Officer (3-year 0.6 FTE) who will:
 - manage the trainee positions
 - administer trainees' qualifications
 - develop and maintain bespoke training plans for trainees
 - develop and maintain work placement training plans
 - deliver outreach to recruit work placements and volunteers
 - liaise with the FfWHR marketing department to support advertising and recruitment
- 1 x Engineering Volunteer Supervisor (3-year 1 FTE) who will:
 - develop the engineering skills learning and knowledge transfer programme
 - arrange work parties and projects
 - develop training plans in individual learning plans for volunteer and work placements
 - supervise volunteers and work placements
 - manage the health and safety and welfare for all programme participants
- 1 x Training and Events Supervisor (2-year 0.6 FTE) who will:
 - arrange 10 x heritage learning courses per year
 - develop and maintain workshop plans and materials
 - arrange staff and volunteers to support and deliver events and workshops
 - arrange for professionals to deliver events and workshops
 - liaise with FfWHR marketing to record events and workshops
 - deliver training to become a volunteer trainer
 - programme and deliver specialist heritage learning, schools workshops and experiences and public workshops
- 1 x Interpretation Officer (2.5-year 0.8 FTE) who will:
 - supervise the interpretation trainee (activity 1c)

- develop training plans and individual learning plans for interpretation volunteers (across activities 3A, 3E, 3G, 3F and 3B)
- develop training plans in individual learning plans for interpretation work placements
- managing interpretation volunteers (across activities 3A, 3E, 3G, 3F and 3B)
- liaising with Interpretation contractors
- supporting interpretation volunteers to develop tours (3F)
- support delivery of the time-lapse record
- support delivery of the storytelling training

Staff will be recruited using local, national and specialist recruitment partners and avenues:

- Locally based recruitment company JVP Group: <https://www.jvpgroup.co.uk/>
- Indeed
- Find a Job (JobCentre)
- RailStaff.co.uk
- Heritage Alliance

The activities and volunteers that the project staff will be responsible for are illustrated below:



Support to deliver the activities

Volunteer involvement strategy

FfWHR has extensive experience of volunteer management and was founded on the work and commitment of volunteers. Volunteers remain central to the delivery of the organisation's work and will continue to be central to this project. In working with volunteers FfWHR needs to:

- Provide suitable training for volunteers to undertake activities
- Retain specialised heritage skills amongst its workforce
- Recruit volunteers who are willing to learn and adapt
- Adhere to legislation on competencies, safe working
- Have volunteer leaders in some areas to support paid staff
- Recruit more volunteers from the local community
- Diversify its volunteer base

Volunteer roles (see Appendix 4) include:

- Permanent roles - developed by the project with a view that they will carry on into the future – to sustain the activities and contribute to the sustainability of the organisation. These roles are:
 - 3E – Guided tour leader volunteer
 - 3E – Volunteer guide
 - 3F – Volunteer trainer/assessor
 - 3G – Volunteer engineering project leader
 - 3G – Engineering volunteer
- Temporary roles - for the duration of the project, but individuals may continue to be involved with permanent roles. These roles are:
 - 3A - Archive research volunteer
 - 3B -Tell me a story volunteer
 - 3C – Interpretation volunteer
 - 3D – Guided tour research volunteer
 - 3H – Project evaluation volunteer
 - 3I – Project support volunteer

Training for volunteers will include:

- Induction
 - The first point of contact for all new volunteers will be the Work Placement Officer.
 - All new volunteers will receive an appropriate induction, provided by the Customer Service Manager and HR administrator, including an organisation induction, equality and diversity and customer care training
- Specific/specialist training
 - Each volunteer will undertake a skills audit prior to them taking up a volunteer role. This will be recorded on the existing HOPS system (online management and compliance system designed for heritage railways, museums and centres)
 - Any training that is undertaken will be recorded on the HOPS system in order to identify further training needs and to identify people who have current skills to undertake roles or to provide training for others (see pathways). This will inform the work programme of the Training and Events Supervisor
 - Each engineering project/working party will have a bespoke training plan developed.
 - Specific training for each volunteer role is included in the individual role descriptions (see Appendix 4)
- Pathways and progression opportunities
 - Through use of the HOPS system and through personal development plans a programme of projects and positions will be developed for people to move on to and into
 - Proposals for new projects will take into account:
 - Need of organisation
 - Utilising new skills acquired
 - Projects that can address a skills gap, develop new skills or upskill a majority to a certain standard

Volunteer outreach – specifically to aid recruitment of a wider and more diverse range of volunteers - will be undertaken by the Work Placement Officer, who will be the first point of contact for all new volunteers. Combined with internal communications and external marketing efforts, recruitment of volunteers will target the following audiences:

- Existing volunteers
- Adults on holiday (increasingly during the shoulder season)
- Ardent rail enthusiasts
- Local people attending special events
- Local people with family connections
- Older people at risk of social isolation
- Adults working or living in stressful environments

Further efforts to recruit volunteers, especially local volunteers will be undertaken through advertising with:

- Mantell Gwynedd and Volunteering Wales
- Young Ambassadors
- Other volunteering groups in the local area e.g. the Snowdonia Society
- Schools/Colleges/Universities

Once volunteers have been recruited they will be administered and inducted by the HR administrator who will match volunteers to specific roles.

The successful delivery of project outcomes as well as the volunteer experience will be evaluated (ref Evaluation Framework) through:

- Data collection
- Individual feedback
- Personal Development Plans and Reviews

Management and administration of volunteers for the project will consist of:

- A volunteer strategy that is overseen by the FfWHR Director of Volunteering and HR administrator
- Each volunteer will be appointed a supervisor that can oversee and support their work on a day-to-day basis
 - Interpretation volunteers will be overseen by the Interpretation Officer and administered by the Interpretation trainee
 - Engineering volunteers will be overseen by the Engineering Volunteer Supervisor and administered by the Operations trainee
 - Volunteer trainers/assessors will be overseen by the Training and Events Supervisor
- The Training and Events Supervisor will ensure skills and training undertaken is recorded on the HOPS system
- Staff volunteer supervisors and volunteer leaders will meet on a bi-monthly basis to ensure the effective delivery of the NLHF and organisational volunteer strategy
- Staff, where applicable, will be supported by Volunteer Leaders

Volunteer welfare will be guaranteed through:

- Volunteer Policy
- Company insurance

- A bank of PPE to be available for use by volunteers
- A hardship fund will be established to enable volunteers to claim travel and expenses for their participation in the Project
- Volunteer Management Procedures
- Equality Policy
- Safeguarding and Child Protection policies
- Health and Safety Policy
- Legislation

Reward and recognition will:

- Be a continuous process and will form a key part of the responsibilities of the Engineering Volunteer Supervisor.
- Volunteers will be recruited with criteria that include the ability to encourage, give praise and show genuine gratitude for volunteers' efforts.
- A number of small awards will be given a few times a year for those volunteers who have demonstrated outstanding effort, in particular with respect to learning new skills and passing on skills to others.

Partners and supporters

Key supporters of this Activity Plan include:

- **Careers Wales** – Careers Wales provides careers information, advice and guidance through bilingual services which focus on those in greatest need of support with career planning. As well as providing services at centres and remotely, they take place in partner locations. The service supports schools and colleges to engage with employers through careers fairs, for example, employer-led webinars, and via bespoke activities and events. Careers Wales will support the project to recruit to trainee and work placement positions, and support engagement with schools.

“One of Careers Wales’ goals moving forward is to develop our work with employers to understand their skills requirements and opportunities for young people and adults. Over the next five years we will inform and motivate young people about the world of work through engagement with employers and role models and raise young people’s awareness of the skills required by economic priority sectors and how they link to the curriculum – we cannot achieve this without the help of employers like the Ffestiniog & Welsh Highland Railways” – Careers Wales

- **North Wales Training** – North Wales Training, part of the Grŵp Llandrillo Menai (GLIM), offers career development, training and job opportunities. The organisation organises work experience and voluntary placements with businesses in North Wales. North Wales Training will support the project to encourage and recruit young people into the work placements offered, and supporting FfWHR to facilitate their involvement.

“We would love to get involved where possible. For any placements we would need to put our own Health & safety vetting etc in place” – North Wales Training

“We have a young person on our Traineeship course who has specifically asked if he could possibly spend some time at Boston Lodge on his work placement... this young man is very keen to gain additional skills, knowledge and experience and is looking for a potential placement to support him with this” – North Wales Training

- **Mantell Gwynedd and Gwirfoddoli Cymru (Volunteering Wales)** – Volunteering Wales provides volunteering support to the community and organisations that involve volunteers. Mantell Gwynedd encourages individuals to volunteer and advocates for volunteering in Gwynedd. As well as helping more people to volunteer, both help volunteer-involving organisations to recruit and support volunteers. These organisations can help to raise the profile of FfWHR and project volunteer opportunities amongst local communities and support the marketing and publicity of

the range of opportunities. The organisations will also support the project through providing access to volunteer networks, advice and training.

“There is a genuine appetite to be involved with this special railway” – Volunteering Wales

- **Local schools and colleges** – Partnerships with local schools and colleges (in particular Coleg Meirion) will be developed during the delivery phase to inform and develop work placements, as well as schools workshops and experiences. By involving the schools and colleges in this development work, particularly to help inspire young people to think about their career options, they will provide important audience input and user-testing to ensure the suitability and relevance of resources and opportunities for ongoing delivery in Gwynedd and neighbouring counties.

“This sounds interesting for inspiring pupils for their careers and jobs” - Ysgol y Moelwyn (senior school for Blaenau Ffestiniog area)

- **Welsh Slate Young Ambassadors (Gwynedd Council)** – The Young Ambassadors are a group of young people living in the Wales Slate areas who are being trained and developed through workshops, visits and events to become Young Ambassadors. Their contributions as ambassadors for the World Heritage Application will support the Slate Landscape of Northwest Wales project. The Young Ambassadors have already provided valuable insight and feedback during consultation for the to the project’s development phase and will be involved in the activities during the delivery phase.

“The young people were vocal and keen to ensure that locals were involved in these projects, including planning of tours and having the local voices reflected in interpretation and recording memories. Others would be keen to engage in engineering volunteering opportunities. This clearly shows the need for such a project and we wish the project all the best in moving forward” - Cydlynnydd Llechi Cymru / Wales Slate Co-ordinator

Marketing and promotion of the activities

Specific strategic messages are designed to deliver the organisation’s strategic messaging and provide purpose and direction for the project’s marketing. For this project and generally they are:

- This railway makes up the scenic historic slate landscape of North Wales
- This railway is steeped in history linked to the Slate Industry of North Wales
- Skilled people, especially volunteers, are at the heart of its operation

- The railway provides memorable, life-changing experiences - from a ride on a train to a hands-on
- We are an innovative can-do organisation and we are making a difference in our community

Strategic project objectives

Strategic project marketing objectives are designed to support the aims of this Activity Plan and reach new audiences:

- To support delivery of the organisation's strategic messages
- To present a clear vision of what the project aims to achieve
- To make sure people are targeted appropriately so that they find out about the specific opportunities that are related to them and that the project encourages wider range of people to get involved
- To help people learn about the history of the railway and its landscape at every touchpoint
- To ensure opportunities and success stories are disseminated widely and actively acknowledge the NLHF funding
- To inform and enthuse those living near the two railways from Caernarfon to Porthmadog to Blaenau Ffestiniog
- To communicate progress on the project
- To report on and celebrate the successes and achievement of the project

Practical project objectives

- Publicise and encourage take-up of volunteering opportunities to support the project, the railway and events
- Publicise and encourage take-up of opportunities for tours of Boston Lodge during and after the works
- Advertise and encourage take up of training opportunities
- Provide a range of ways of providing feedback from stakeholders and local communities.

Existing audiences objectives

- To ensure we identify and communicate the revised key messages to our existing audience groups
- To ensure our existing audience groups are aware of opportunities to visit Boston Lodge
- To ensure staff and volunteers are kept informed about and engaged with the project

For a detailed plan of how the activities will be marketed and promoted to target audiences, please refer to the project's Marketing and Communication Plan (Appendix 7).

Budget

The budget required to deliver this Activity Plan can be seen at a glance below:

New staff costs	Training for staff	Paid training placements	Training for volunteers	Travel and expenses for staff	Travel and expenses for volunteers	Event costs	Equipment and materials (activity)	Other costs (activity)	Professional Fees relating to any of the above (activity)	Delivery Phase Activity Totals
406,200	12,100	146,300	6,150	480	2,700	2,000	13,450	2,000	1,500	£592,880

Notes:

- A bank of PPE to be available for use by volunteers, visitors, work placements and visitors to Boston Lodge Works
- A hardship fund will be established to enable volunteers to claim travel and expenses for their participation in the Project

For a detailed breakdown of costs, see Appendix 8.

Evaluation and measures of success

Please refer to the Activity Plan Action Plan (Step 3) and the detailed project Evaluation Framework.

Sharing lessons learnt

Lessons learnt through the project development and delivery process will be shared via the following channels:

- Local heritage and community organisations attending Activity 4A Specialist Heritage Learning, Activity 4B Project Awareness Workshops and Activity 5A Capital Works Tours.
- The Marketing department are collating video and other material to share with local people and more widely as part of Activity 2C Volunteer Outreach, Activity 4A Specialist Heritage Learning, Activity 4B Project Awareness Workshops and Activity 5C Video time-lapse tour of Boston Lodge Works
- Writing and producing online 'case study' resources for the Heritage Railways Association and NLHF websites
- Evaluation and reporting to NLHF will provide examples and case study reference for future NLHF applicants and the FfWHR team can host visits from prospective applicants as part of the bespoke tour offers delivered as part of Activity 5B Guided Tours.

Longer-term benefits and sustainability

Legacy of workforce development

- FfWHR will have a system in place to continually manage its skills resource, knowledge resource and training needs, formalising and better-organising transfer of said assets between individuals.
- FfWHR will have developed a structured and varied volunteering programme that ensures an ongoing and sustainable offer. FfWHR will have experience of:
 - providing traineeships; and
 - providing work placements and integrating those meaningfully into their workload, further building on the Skills 4 the Future programme.
- FfWHR staff, volunteers, trainees and work placements will have better and more skills to take forward, including:
 - Some of the specialist skills used within the capital works programme at Boston Lodge Works
 - Interpretation, guiding and engineering skills
 - Mentoring trainees

Raising awareness and value of FfWHR to the local community

- FfWHR will have developed relationships with the local community, also expanding its customer base.
- FfWHR will have raised awareness of the opportunities to train / work for the railway, and of local employment opportunities and FfWHR's in providing those.
- FfWHR will have created meaningful partnerships with North Wales Training, Careers Wales, Gwirfoddoli Cymru (Volunteering Wales), and local education providers.

FfWHR's assets

- Our project will ensure that the range of built heritage assets and intimately-connected intangible heritage and associated stories will be recorded, conserved and interpreted for the people of Wales. The buildings will be accessible to residents and to tourist visitors. Dedicated spaces and programmed time will develop community involvement with FfWHR over time.
- FfWHR will have organised and developed their heritage assets in terms of social history and archive materials.
- FfWHR will have developed meaningful new visitor engagement and volunteer activity, developing and growing interest during the delivery phase with volunteer participants actively engaged in opportunities that include research, co-creation and co-curation. These will inform and drive new interpretive content. The results of the volunteer input will be organised as a facilitated visitor offer, including engaging interpretation content and permanent exhibition material to tell the story and social history of FfWHR and the wider slate heritage.

- FfWHR will have a strong public-facing tour and activity offer at Boston Lodge Works that clearly its World Heritage pedigree. Large numbers of FfWHR staff will benefit from visitor-facing interpretation training to act as ambassadors for the organisation and the heritage it looks after.
- Most of the workshops can be delivered and repeated by beyond the life of the NHLF project.
- FfWHR will have video assets to support future training opportunities and marketing material online, including social media. Engaging digital material to promote and interpret the project has having the potential to raise awareness worldwide.

FfWHR processes

- FfWHR will have a system in place to continually refine its public-facing offer through evaluation.
- FfWHR will be able to offer deep, meaningful heritage learning experiences for wider audiences.
- FfWHR will be able to explore new income generation streams using some of the public-facing opportunities.

Step 3 Action Plan and Timetable

[illegible]

3A Developing Interpretation: Researching and digitising archives	<ul style="list-style-type: none"> • Staff • Volunteers • Ardent railway enthusiasts • Local people with family connections • Older people at risk of social isolation • Adults working or living in stressful environments 	A new thread of volunteering activity - a new route into engagement with FFWHR	1, 2, 3, 4, 5, 6, 7	Time input of Interpretation Officer (recruitment, organisation) and Interpretation Trainee; A place to meet / mess facilities Access/travel to archive materials.	5x volunteers 1d training per volunteer, 3d commitment per volunteer Volunteer Expenses hardship fund - £100 Camera / SD card storage equipment - included in equipment for Interpretation Officer	Apr 22 - May 23	Creating a new volunteer team that meet regularly. Aim to attract 5 volunteers to this group by end of delivery phase Support development of interpretation to meet audience interest Volunteers enjoy the activity Record on HOPS	Feedback from volunteers (regular surveys) Feedback from audiences of their work (eg new tours, exhibitions) Passenger and visitors surveys - all audiences feel their interests have been catered for
3B Developing Interpretation: Tell me a story	<ul style="list-style-type: none"> • Staff • Volunteers • Ardent railway enthusiasts • Local people with family connections • Older people at risk of social isolation • Adults working or living in stressful environments 	A new thread of volunteering activity - a new route into engagement with FFWHR	1, 2, 3, 4, 5, 6, 7	Time input of Interpretation Officer (recruitment, organisation) and Interpretation Trainee; a place to meet; mess facilities, travel to interview locations	5x volunteers 1d training per volunteer, 3d commitment per volunteer Volunteer Expenses hardship fund - £100 Recording equipment - £250 Marketing - £400	Apr 22 - May 23	Creating a new volunteer team that meet regularly. Aim to attract 5 volunteers to this group by end of delivery phase Support development of interpretation to meet audience interest Volunteers enjoy the activity Record on HOPS	Feedback from volunteers (regular surveys) Feedback from audiences of their work (eg new tours, exhibitions) Passenger and visitors surveys - all audiences feel their interests have been catered for
3C Developing Interpretation: New interpretation at hubs, mini-hubs and interpretation points	<ul style="list-style-type: none"> • Staff • Volunteers • Ardent railway enthusiasts • Local people with family connections • Older people at risk of social isolation • Adults working or living in stressful environments 	A new thread of volunteering activity - a new route into engagement with FFWHR	1, 2, 3, 4, 5, 6, 7	Time input of Interpretation Officer (recruitment, organisation) and Interpretation Trainee; a place to meet; mess facilities	5x Volunteers 1d training per volunteer, 3d commitment per volunteer Volunteer Expenses hardship fund - £100	Apr 22 - May 23	Creating a new volunteer team that meet regularly. Aim to attract 5 volunteers to this group by end of delivery phase Support development of interpretation to meet audience interest Volunteers enjoy the activity Record on HOPS	Feedback from volunteers (regular surveys) Feedback from audiences of their work (eg new tours, exhibitions) Passenger and visitors surveys - all audiences feel their interests have been catered for
3D Developing the guided tour of Boston Lodge Works	<ul style="list-style-type: none"> • Volunteers • Ardent railway enthusiasts • Local people with family connections • Older people at risk of social isolation • Adults working or living in stressful environments 	<ul style="list-style-type: none"> • A new thread of volunteering activity - a new route into engagement with FFWHR • Learning new transferable skills (a route to employment) • Combats isolation/greater wellbeing 	1, 2, 3, 4, 5, 6, 7	Time input of Interpretation Supervisor (recruitment, organisation) and Interpretation Trainee; a place to meet; mess facilities	5x volunteers How to develop a guided tour training - 1d training from external trainer plus 1d prep @ £450 per day = £900 Volunteer Expenses hardship fund - £100 Marketing - £700	Oct 22 - Sep 23	Creating a new volunteer team that meet regularly. Aim to attract 5 volunteers to this group by end of delivery phase Volunteers enjoy the activity Support development of the guided tour Record on HOPS	Evaluation of training by volunteer guides Visitor feedback from tours
3E Learning to be a Guide	<ul style="list-style-type: none"> • Volunteers • Adults on holiday (increasingly during the shoulder season) • Ardent railway enthusiasts • Local people attending special events • Local people with family connections • Older people at risk of social isolation • Adults working or living in stressful environments 	<ul style="list-style-type: none"> • A new thread of volunteering activity - a new route into engagement with FFWHR • Learning new transferable skills (a route to employment) • Combats isolation/greater wellbeing 	1, 2, 3, 4, 5, 6, 7	Time input of Interpretation Supervisor (recruitment, organisation) and Interpretation Trainee; a place to meet; mess facilities	20x guiding volunteers How to deliver guided tours and train the trainer 2d training from external trainer plus 2d prep and 1 d train the trainer @ £450 per day= £2250 Volunteer Expenses hardship fund - £100 Marketing (social media) - £100	Jan 23 - Dec 24	20 volunteer guides recruited and trained over the course of the delivery phase, five of which to become Volunteer Guided Tour Leaders. Guides enjoy the training Interpretation Officer feels competent to deliver effective training Record on HOPS	Evaluation of training by volunteer guides Visitor feedback from tours
3F Volunteer trainer/assessor	<ul style="list-style-type: none"> • Volunteers • Ardent railway enthusiasts • Older people at risk of social isolation • Adults working or living in stressful environments 	<ul style="list-style-type: none"> • A new thread of volunteering activity - a new route into engagement with FFWHR • Learning new transferable skills (a route to employment) • Combats isolation/greater wellbeing 	1, 2, 3, 4, 5, 6, 7	Time input of Training and Events Supervisor	Volunteer Expenses hardship fund - £100	Apr 23 - Dec 24	10 x volunteer trainers and workshop leaders delivering 10 workshops (one per volunteer) Volunteers enjoy the training Record on HOPS	Evaluation of training by volunteer guides Visitor feedback from tours
3G Engineering volunteer skills and knowledge transfer programme	<ul style="list-style-type: none"> • Volunteers • Adults on holiday (increasingly during the shoulder season) • Ardent railway enthusiasts • Local people attending special events • Local people with family connections • Older people at risk of social isolation • Adults working or living in stressful environments 	An opportunity to learn transferable skills from experts in a safe and inspiring environment A new/rejuvenated route into volunteering at FFWHR	1, 2, 3, 4, 5, 6, 7	Time input of the Engineering Volunteer Supervisor and Training and Events Supervisor A place to work; access to equipment (Blacksmith shop, Iron foundry, old machine shop); training; access to showers and rest area safety equipment/materials for projects	3 x working parties (1 party per 2 x Quarters) 12 volunteers per party; 10d per party =360 volunteer days Volunteer Expenses hardship fund - £500 Allowance for PPE (to contribute to shared pot) = £1000 Materials for projects £3K	Feb 22 - Dec 24	60 x volunteers undertaking 2 x days core competency training 20 x volunteers undertaking 5 x days in-depth competency training 240 volunteers undertaking 2 x days on working parties All recorded on HOPS	Volunteer recruitment and retention Feedback from volunteers
3H Project Evaluation Volunteers	<ul style="list-style-type: none"> • Volunteers 	An opportunity to learn transferable skills from experts in a safe and inspiring environment A new/rejuvenated route into volunteering at FFWHR	1, 2, 3, 4, 5, 6, 7	Time input of Training and Events Supervisor; Time input of Project Evaluation Consultant	Training provided by Evaluation Consultant Volunteer Expenses hardship fund - £100	Jan 22 - Mar 25	4 x volunteers Volunteers enjoy the activity Evaluation Consultant receives good quality data Record on HOPS	Volunteer recruitment and retention Feedback from volunteers Feedback from Evaluation Consultant

3I Project Support Volunteers	<ul style="list-style-type: none"> Volunteers 	An opportunity to learn transferable skills from experts in a safe and inspiring environment A new/rejuvenated route into volunteering at FFWHR	1, 2, 3, 4, 5, 6, 7	Time input of the Engineering Volunteer Supervisor Volunteer support (Electrician and Archaeologist) A place to work; access to equipment (Blacksmith shop, Iron foundry, old machine shop); training; access to showers and rest area safety equipment/materials for projects	On-the-job training provided by Engineering Volunteer Supervisor/Evaluation Consultant Volunteer Expenses hardship fund - £500	Jan 22 - Apr 24	8,025 volunteer hours Unskilled days - 656 Skilled days - 389 Professional days - 25	Volunteer recruitment and retention Feedback from volunteers Feedback from Evaluation Consultant
4 Skills training and workshops								
4A Specialist heritage learning	<ul style="list-style-type: none"> Staff Volunteers Ardent rail enthusiasts Adults working or living in stressful environments 	Skills training for wide range of people (young people, heritage sector staff and volunteers); Respite and destressing; Social involvement and wider network of meaningful relationships	1, 3, 4, 5, 7	Time input of the Engineering Volunteer Supervisor and Training and Events Supervisor Recruitment of external trainers/contractors where necessary Safety equipment/clothing Materials average of £100 per session Advertising/promotion rule of thumb courses that provide benefits to the Railway (eg skills training for staff and volunteers or volunteer recruitment and development initiatives) will be free of charge. Other courses/experiences will be subject	External instructor fees - £3,000 Allowance for PPE for participants (to contribute to shared pot) = £250 Volunteer Expenses hardship fund - £50 Marketing - £150	Jan 23 - Mar 25	Positive feedback Evidence of progression from attending workshop (eg to signing up for newsletter, becoming a supporter or volunteer, attending another skills workshop) 20 workshops with 12 x people attending each Marketing material generated to support new volunteer training	Number of workshops and participants Feedback forms Monitoring attendee progression to further engagement with FFWHR after attending a workshop Evidence of new marketing material
4B - Project awareness workshops	<ul style="list-style-type: none"> Staff Volunteers Ardent rail enthusiasts Local people attending special events 	Attendees will feel informed about and engaged with the project. They will learn about further opportunities to get involved. It may spark interest in volunteering	1, 3, 4, 5, 7	Time input of Project Manager to organise and coordinate contractor input. Time input of contractors (written into their contracts); Time away from job for staff marketing/advertising	Marketing - £350	Jan 23 - Apr 24	6 x 2-3 hour workshops, for up to x 12 participants per session, take place during Capital Works programme Participants are aware of the project and FFWHR's role Participants and Contractors enjoy the activity	Number of workshops and participants Feedback from attendees (with mechanism to incorporate lessons learnt in future workshops) Feedback from Contractors
4C - Schools workshops and experiences	<ul style="list-style-type: none"> Staff Volunteers Schools in communities on the FFWHR routes Gwynedd YP 	Attendees will engage with and learn about the heritage of the railway. Participants will learn about further opportunities to get involved. It may spark interest in volunteering	1, 3, 4, 5, 7	Time of Training and Events Supervisor Volunteers to support delivery marketing/advertising	£500 to support local school involvement in the development of the workshops and experiences £1500 to support external Professional Heritage Educator to create resources/support workshop development Volunteer Expenses hardship fund - £50 Translation Costs £500 Marketing - £200	Oct 23 - Mar 25	8 x school sessions with 20 pupils at each 10 x volunteers trained Increased awareness of FFWHR, project and heritage of the railway	Number of workshops and participants Feedback from attendees (with mechanism to incorporate lessons learnt in future sessions) Feedback from teachers and pupils
4D - Public workshops	<ul style="list-style-type: none"> Adults on holiday (increasingly during the shoulder season) Ardent rail enthusiasts Local people attending special events Adults working or living in stressful environments 	Attendees will engage with and learn about the heritage of the railway. Public will learn about further opportunities to get involved. It may spark interest in volunteering	1, 3, 4, 5, 7	Time of Training and Events Supervisor marketing/advertising	Full cost recovery through charging for workshops. Initial £500 set-up costs Volunteer Expenses hardship fund - £200 Marketing - £600	May 24 - Mar 25	12 x workshops over the course of the project. 12 people attending each session. Increased awareness of FFWHR, project and heritage of the railway, and opportunities to get involved	Number of workshops and participants Feedback from attendees (with mechanism to incorporate lessons learnt in future workshops)
5 Explaining and guided tours								
5A - Capital works tours	<ul style="list-style-type: none"> Staff Volunteers Ardent rail enthusiasts Local people attending special events Local people with family connections 	Attendees will feel informed about and engaged with the project. They will learn about further opportunities to get involved. It may spark interest in volunteering	1, 2, 5, 8, 9	access by service train Time input of General Manager and Project Manager and marketing input	Allowance for PPE (to contribute to shared pot) = £250 Marketing support from FFWHR Marketing Department (promotion by email and telephone invitation)	Jan 23 - Apr 24	Deliver 6 x 'behind-the-scenes' tours Deliver 6 x additional awareness tours for FFWHR staff and volunteers. Maximum 12 on each. Raise awareness of the project and the work of FFWHR, especially at Boston Lodge Works, amongst attendees	Number of workshops and participants Feedback from attendees

5B – Guided tours	<ul style="list-style-type: none"> • Staff • Volunteers • Families (at weekends and school holidays) • Adults on holiday (increasingly during the shoulder season) • Tour groups and international visitors • Ardent rail enthusiasts • Local people attending special events • Local people with family connections • Schools in communities on the FFWHR routes 	Formalise and deliver step change increases in number of visitors to the site. Visitors and others will be safer on the site. General public will be aware of availability of tours and will learn more about the heritage	1, 2, 5, 8, 9	Time input Interpretation Officer and Interpretation Trainee Volunteer input	Training and volunteer training expenses covered under Activity 3B Volunteer Expenses hardship fund - £200 Marketing budget- £700	Apr 24 - Mar 25	102 x tours during project delivery Maximum of 15 people attending each = c 1530 Raise awareness of the work of FFWHR, especially at Boston Lodge Works, amongst attendees	Number of workshops and participants Feedback from attendees
5C – Video time-lapse tour of Boston Lodge Works	All	Provides access to the heritage for a greater number of people	1, 2, 5, 8, 9	Time input of Interpretation Officer and Interpretation Trainee Marketing support	Translation costs £500 Marketing - £1700 - for camera equipment	Nov 22 - Apr 24	5,000 views Raise awareness of the project and the work of FFWHR, especially at Boston Lodge Works, amongst attendees	Hits on website/YouTube Feedback from people engaging with the activity
5D - Explainer Training	<ul style="list-style-type: none"> • Families (at weekends and school holidays) • Adults on holiday (increasingly during the shoulder season) • Tour groups and international visitors • Spectators watching the trains and visiting the stations • Special interest groups • Ardent rail enthusiasts • Local people attending special events • Non-traditional railway visitors • People visiting from centres of urban deprivation • Local people with family connections • Schools in communities on the FFWHR routes 	Visitors will learn about the heritage of the railway. FFWHR staff and volunteers will be better trained to interact with visitors It may spark interest in volunteering amongst visitors	1, 2, 5, 8, 9	Time input of Interpretation Officer and Interpretation Trainee Marketing support	How to 'explain' and train the trainer - 2d prep and 1 d train the trainer @ £450 per day= £1350	Jan 22 - Dec 24	150 staff Staff and volunteers have skills to engage visitors at any location/situation	Feedback from training participants Feedback from visitors

NLHF Interpretation and Boston Lodge Project

Appendix 1: Consultation Report

Minerva Heritage in association with Creative Core

Submission – May 2021

List of Consultees

Name	Role	Organisation
Adrian Strachan	Volunteer	FfWHR
Alan James	Volunteer	FfWHR
Alan Norton	Volunteer	FfWHR
Alasdair Williams	Volunteer	FfWHR
Aled Lloyd	Head of development	Snowdonia NPA
Andy Savage	Volunteer	FfWHR
Bernard Penfold	Volunteer	FfWHR
Bill Fazakerley	Volunteer	FfWHR
Bob Rainbow	Volunteer	FfWHR
Bob Zeepvat	Volunteer	FfWHR
Brian Coppins	Volunteer	FfWHR
Bruce Brayne	Volunteer	FfWHR
Chris Barry	Volunteer	FfWHR
Chris Franklin	Apprenticeship Manager	Llandrillo Menai
Chris Jones	Volunteer	FfWHR
Clare Britton	Commercial Manager	FfWHR
Dafydd Thomas	Volunteer	FfWHR
David High	Volunteer	FfWHR
David Palmer	Volunteer	FfWHR
David Rankin	Volunteer	FfWHR
David Witcomb	Volunteer	FfWHR
Edwina Bell	Heritage Project Manager - Boston Lodge	FfWHR
Emma Stringer	Local teacher	
Glenn Williams	Carriage works manager	FfWHR
Graham Cole	Volunteer	FfWHR
Graham Little	Volunteer	FfWHR
Guy Meakin	Volunteer	FfWHR
Gwenan Pritchard	Wales Slate Coordinator	Gwynedd Council
Howard Wilson	Volunteer	FfWHR
Iain Wilkinson	Director of volunteering	Festiniog Railway Company
Ian Cook	Volunteer	FfWHR
James Gresham	Volunteer	FfWHR
Jim Comerford	Volunteer	FfWHR
Jo Vincent	Commercial and HR Admin	FfWHR
John Edwards	Business engagement advisor	Careers Wales
Dr John Prideaux	Chair of Trust and FRCo Board	Festiniog Railway Company
Jonathan Robinson	Volunteer	FfWHR
Jonathan Walsh	Volunteer	FfWHR
Julian Scarisbrick	Volunteer	FfWHR
Kaz Spring	Training Programme Manager	FfWHR
Mark Temple	Volunteer	FfWHR

Matt Wolstenholme	Volunteer	FfWHR
Michael Hadley	Volunteer	FfWHR
Myk Hammo	Volunteer	FfWHR
Nia Jeffreys	Councillor Porthmadog East	Gwynedd Council
Nick Booker	Volunteer	FfWHR
Nicola Jones	Skills for the Future Trainee - Interpretation	FfWHR
Norman Bond	Volunteer	FfWHR
Owen Abbott	Volunteer	FfWHR
Paul Bradshaw	Volunteer	FfWHR
Paul Davies	Volunteer	FfWHR
Paul Lewin	Operations Manager	FfWHR
Paul Molyneux Berry	Volunteer	FfWHR
Paul Wood	Volunteer	FfWHR
Pete Tarver	Volunteer	FfWHR
Peter Jamieson	Volunteer	FfWHR
Peter Tarver	Volunteer	FfWHR
Phil Hamsom	Volunteer	FfWHR
Phil Hawkins	Volunteer	FfWHR
Richard Horne	Volunteer	FfWHR
Richard Stagg	Volunteer	FfWHR
Rob Bishop	Volunteer	FfWHR
Robert Shrives	Volunteer	FfWHR
Roger DE	Volunteer	FfWHR
Rosalind Hamson	Volunteer	FfWHR
Sam Miller	Volunteer	FfWHR
Stephen Greig	Customer Services Manager/Caernarfon Station	FfWHR
Stephen Roscoe	Volunteer	FfWHR
Tanya Jones	Business Engagement Adviser (S Gwynedd)	Careers Wales
Theo Rumens	Volunteer	FfWHR
Tim Elsby	Volunteer	FfWHR
Tony Williams	Boston Lodge Works Manager	FfWHR
Ulrich Dammgen	Volunteer	FfWHR
Vic Whittaker	Volunteer	FfWHR
Will High	Volunteer	FfWHR

Bygones Weekend Survey

Introduction

In 2020 COVID 19 forced the cancellation of the traditional annual Victorian Vintage Weekend. It was replaced with a more-easily managed event called 'The Bygones Weekend'. This ran 9-11 October 2020.

Each event day included an outdoor tour of the Boston Lodge Works site. Up to 20 Ffestiniog Railway Society / Welsh Highland Railway Society members took part on these tours. Project leaders explained the NLHF project progress, buildings restoration and development.

Surveys were distributed to participants. 50 responses were collected.

Survey Responses

What did you think of your guided tour of Boston Lodge Works today? Please circle - 1=poor, 5=great

Please explain your rating

1 2 3 4 5

The tour participants overwhelmingly gave the tour a top 5 rating. Only one rated it 4. They appreciated the behind-the-scenes access and felt that the tour guide(s) explained the site very well and that the tours were very informative.

"Brings the history of the site to life" (Participant)

What one thing do you think people should know following a tour of Boston Lodge Works?

Tour participants felt that visitors should leave understanding that:

- The site is historically important
- Boston Lodge Works has a continuous heritage of serving the railways
- This Lodge Works is a busy working environment
- There is a huge amount of time and effort that goes into it
- What future projects and volunteering opportunities are.

If only one building/part of Boston Lodge Works could be included on a tour what would it be and why?

Responses varied immensely as to which one part of Boston Lodge Works should be included on a tour. The Erecting Shop, Loco workshop and Engine Sheds were consistently mentioned. The Assembly Shed, Works Shed, Carriage Shed and Blacksmiths were also mentioned. The Top Yard of the Erecting Shop was singled out for special mention by a handful of respondents.

What makes Boston Lodge Works unique?

Its special qualities were felt to be:

- First works still in use
- The work in progress
- The skills and expertise of the people who work there
- Completeness of the works, its variety, size and scale of the site
- Self-sufficiency
- Eclectic collection of stock
- That it complements appreciation of the heritage railway

Is there anything specific you saw that helped you better understand the Boston Lodge Works story?

Elements which helped participants understand the Boston Lodge Works story included:

- A well-explained tour (i.e. Paul's knowledge, the guide, first-hand experience of the tour guide, knowledge of the staff)
- Understanding the entire site (i.e. the whole yard, all of it, reclamation of land to build the carriage shed, the old tracks, how the old and new interact; the erecting shed shows how it all comes together)
- Explanation of/history of the buildings (i.e. Erecting shop, The restored Blacksmith's shop and interior, chimneys, old forge, Locomotive sheds and their development, stables, workshops, how much of it is original)
- Old machinery (including boilers)
- All the work going on, and projects under way

"Seeing it all together showed the WHOLE story"

Was there anything you found out about the railway or Boston Lodge Works that you didn't know before?

This particular audience, which included Ffestiniog Railway Society / Welsh Highland Railway Society members, learned some things they didn't know before:

- Locomotive history and ownership
- Persistent locomotive issues
- The scope of work needed to keep locomotives running, including work for other railways
- Understanding the site and its development, including its modern building conservation
- The horse-drawn history of the site
- The level of craftsmanship on site
- Penrhyn Road

“Too much to list”

Rail User Surveys

Introduction

Rail users on the Ffestiniog Railway and the Welsh Highland Railway were invited to complete an online 'Survey Monkey' questionnaire. The survey questions explored responses to interpretation, activities and marketing. The survey was sent to rail passengers that had visited the Ffestiniog Railway and Welsh Highland Railway services during July-October 2020. 66 users responded to the Welsh Highland Railway survey, and 759 users responded to the Ffestiniog Railway survey.

Summary of Survey Responses

Q1 During your most recent visit, how would you rate your overall experience of the Ffestiniog & Welsh Highland Railways (FfWHR)?

- 72% consider these attractions to be 'Excellent'
- 22% consider these attractions to be 'Good'

Q2 How did you hear about the reopening of the Ffestiniog Railway?

- 59% of respondents heard about the reopening through the Ffestiniog & Welsh Highland Railways website.
- 14% through social media
- 10% word-of-mouth

Q4 How often have you been on the FfWHR trains/visited the stations, including your most recent visit?

- 42% of Ffestiniog Railway users and 48% of Welsh Highland Railway users were first-time visitors
- 42% of users had never been on the Welsh Highlands Railway
- 41% of Welsh Highland Railway users were repeat visitors
- Most Welsh Highland Railway users had visited stations along the route
- 61% of Ffestiniog Railway users had never visited Caernarfon station and 41% had never visited Blaenau Ffestiniog station

Q10 What was your view on the ticket prices?

- 69% of people consider the pricing to be 'Reasonable'

Q11 Prior to your visit, did you expect to see Welsh signage along the Railway?

- 81% of people expected to see Welsh signage on the railway

Q12 Did the use of Welsh signage along the Ffestiniog Railway enhance your experience?

- 54% of people said that the used of Welsh signage enhanced their experience

Q13 During your most recent FfWHR train journey, what was the main reason for your visit?

- 21% wanted somewhere to take the children
- 57% of people cited 'holiday' as the main reason for their visit
- 28% identified as 'Train enthusiasts'
- 39% 'Wanted to view the local landscape and culture'

Q14 As a result of your most recent visit, to what extent would you agree or disagree with the following statements?

- 69% strongly agreed that they appreciated the local landscape following a visit
- On average, 53% of the respondents learnt something about the heritage (history, development of railway, slate industry, railway innovation) following their visit
- 29% disagreed that they saw Wales differently because they understood more about its industrial history following a visit
- 91% of people felt that industrial heritage was interesting and accessible

Q15 Children I brought with me on the train journey...

- 78% of respondents to the WHR survey did not travel with children
- 52% of respondents to the FR survey did not travel with children
- The majority of people travelling with children responded 'agree' to the prompts concerning enjoyment of learning and interactions with the heritage and staff and volunteers

Q16 Please give 3 words to describe your most recent FfWHR visit?

Top 10 answers

Enjoyable	238
Interesting	230
Relaxing	181
Fun	161
Safe	107
Scenic / Scenery	95
Exciting	70
Beautiful	69
Informative	51
Friendly	44

Q17 How likely are you to visit the FfWHR again?

- 88% of people were likely or very likely to return

Q18 Are you aware of the existence of FfWHR's Boston Lodge Works in Porthmadog which have serviced the Railway since it began?

- 54% of people were aware of Boston Lodge Works

Q19 Boston Lodge is the Engineering Works which has served the Railway since the 19th century. A project is currently underway which will allow visitors to visit in the future. Please rate the following in terms of your interest levels?

- 86% of people had moderate (35%) or great (51%) interest in having a tour of Boston Lodge Works. **This response received the (joint) second greatest weighted average in the dataset.**
- 89% of people had moderate (36%) or great (53%) interest in seeing traditional heritage workers craftsmen / engineers / joiners at work. **This response received the greatest weighted average in this dataset.**
- 78% of people had moderate (37%) or great (41%) interest in a hands-on experience in heritage craft skills / engineering / joinery
- 83% of people had moderate (29%) or great (54%) interest in learning how to drive a train. **This response received the (joint) second greatest weighted average in the dataset.**
- 42% of people showed moderate interest in attending a talk
- 69% showed little (30%) or no (39%) interest in learning Welsh language for a railway/engineering workplace
- 80% showed moderate (44%) or great (36%) interest in learning about Boston Lodge and FfWHR's heritage and history

- 73% showed little (25%) or no (48%) interest in volunteering. **This response received the lowest weighted average in the dataset.**

Q20 How likely are you to visit Boston Lodge Works when it is open to the public?

- 79% were likely or very likely to visit Boston Lodge Works when open to the public

Q21 If you are not likely to visit Boston Lodge Works when opened, could you provide your reasons?

- People not likely to visit Boston Lodge Works when open to the public cited distance as the main barrier

Q22 Do you live locally (defined as Gwynedd County)?

- 97% of respondents were not local to Gwynedd

Q23 If you are a local resident (Gwynedd County), please rate how important the Railway is to you?

- The small number of local rail users were very positive about the importance to the community of the railway, in particular because it provided a place for their family to visit

Q25 How long did you stay in the area?

- Most visitors to Gwynedd were staying for over 3 nights, with a 5-7 night stay being most popular

Q26 What kind of accommodation did you stay in?

- Self-catering was the preferred accommodation for visitors to Gwynedd. This reflects the findings of the Gwynedd Destination Management Plan, which are that *“Gwynedd has a disproportionate dependence on non-serviced accommodation...”*¹

Q27 Who did you travel with during your most recent visit?

- 52% of respondents were visiting with their family/relatives
- 39% were visiting with their partner

Q28 How many children were in your travelling group on your most recent visit?

- Groups visiting with one child only far outweighed the groups visiting with 2, 3 or 4.

¹ Gwynedd Council 2013, *Gwynedd Destination Management Plan 2013-2020*, Appendix B p21

- 69% of children in groups were under the age of 12

Q29 Are you?

- 57% of responses were from men

Q30 Are you?

- 77% respondents were aged over 45, with 45-54 the largest single age group. This broadly reflects the wider visitor profile for Gwynedd².

Q31 Are you?

- Most visitors were either employed (58%) or retired (25%)

Q32 Are you or is anyone in your travelling party disabled?

- Just over 1 in 10 users were either disabled themselves or in their party

Q33 Are you Welsh?

- 10% of the respondents were Welsh

Q35 Do you...

- Around 1.5% (13) of the respondents reported Welsh as a first language, 3% (25) as a second language, and 7.5% (64) were currently learning Welsh

² Gwynedd Council 2013, *Gwynedd Destination Management Plan 2013-2020*, Appendix B p21

Steering Group Workshop

Introduction

An online workshop was facilitated by Creative Core/Minerva Heritage on 18 September 2020. The purpose was to inform and guide the NLHF Interpretation and Boston Lodge project. Steering Group members followed up the online workshop with detailed written responses via email. The following Steering Group members contributed:

- Paul Lewin
- Kaz Spring
- Edwina Ball
- Iain Wilkinson
- Glenn Williams
- Stephen Greig
- Tony Williams
- John Prideaux
- Alex Spring
- Dylan Ham

Activity and Interpretation: Aims and Objectives

Project objectives taken from the R1 bid were discussed re activities and interpretation.

Objective	Activity and Interpretation can...
To ensure the importance of the railways' heritage, and that of the slate industry that it served, is communicated to the 250,000 plus visitors a year, who are increasingly unaware of this heritage (which will be lost if we do not act now)	<p>Need</p> <ul style="list-style-type: none"> • Better record, understand and communicate this 'at risk' heritage (people are dying and taking their stories with them) • Make heritage relevant to audience interest • Provide a framework to deliver better information that enables people to understand more about heritage <p>Opportunity</p> <ul style="list-style-type: none"> • Transform communication of heritage to 250k people • Improve ad-hoc and inaccurate presentation • Increase local knowledge • Help visitors to engage more deeply in the local community, railway, its history and the history of the region • Increase visitors so increase income – sustainability • Provide an enjoyable experience

<p>To conserve, restore and rebuild a number of buildings of historic significance at Boston Lodge Works, some of which are derelict</p>	<p>Need</p> <ul style="list-style-type: none"> • Help visitors understand what they are looking at • Raise awareness of conservation need and why the buildings are important • Open up otherwise inaccessible buildings/spaces for better use <p>Opportunity</p> <ul style="list-style-type: none"> • Present and raise awareness of the conservation, restoration and rebuilding • Communicate the need for conservation resources (people and funds) • Record the capital works have been carried out (conservation by video/time-lapse) • Provide digital content for website/social media channels to increase reach • Train volunteers in conservation related skills (supporting roles e.g. clearing) • Hard hat tours to share progress with visitors, volunteers, staff, interest groups, professionals
<p>To ensure that the buildings of Boston Lodge Works work more efficiently and improve the existing conditions for the staff, apprentices, trainees and volunteers who practise heritage skills there in order to service the heritage railway</p>	<p>Need</p> <ul style="list-style-type: none"> • Better communicate with staff (including volunteers) and incorporate views and feedback • Better organise and fit-out the spaces for their proposed uses • To retain the historic ambience of the working spaces and practices <p>Opportunity</p> <ul style="list-style-type: none"> • To increase the confidence and knowledge of the staff • To recruit more volunteers – through word-of mouth recommendations
<p>To open up supervised public access to Boston Lodge Works and its heritage for the first time via an activity programme which will bring significant numbers of non-traditional railway visitors for managed tours, talks and skills training and via which they can also learn about the significant heritage and series of</p>	<p>Need</p> <ul style="list-style-type: none"> • An activity programme that is sustainable and easy to manage • Tours need to be viable and support sustainability • Define different layers of skills training • Define aims of audiences • Communicate the skills of people <p>Opportunity</p> <ul style="list-style-type: none"> • Create tours that support the business • Trained/sustained group of volunteers to support the business • Offer different levels of engagement – tier the activities – for different audiences

important world firsts which have taken place at BLW	<ul style="list-style-type: none"> • Tell the whole story of the people and place and immerse people in it
To provide interpretation at key points across the railway network (including at BLW to support guided tours) and on the FfWHR heritage trains which currently attract 250,000 visitors each year	<p>Need</p> <ul style="list-style-type: none"> • Interpretation at smaller sites and on trains • Support people getting off trains to engage with story/undertake wider exploration/activities • Tie storytelling into slate landscape of North Wales • Raise awareness of wider heritage of railway – more than just trains • Appeal to more people. • Provide something for everyone, including enthusiasts <p>Opportunity</p> <ul style="list-style-type: none"> • Tell the railway story at new sites and on the trains • Tell the story of the railway and Boston Lodge Works • Support roving interpretation e.g. app • Spark people's interest in heritage of North Wales • Promote the railway as the best way to see the landscape • Encourage repeat visits
To address a skills shortage in the industrial heritage sector by offering traineeships, work placements, practical workshops and new volunteering opportunities	<p>Need</p> <ul style="list-style-type: none"> • Improve skills of all staff and volunteers • Understand the skills that people have now that are used/not used • Retain skills • Build skills that are needed <p>Opportunity</p> <ul style="list-style-type: none"> • Identify gaps in skills • Offer opportunities to use skills as well as progression to new skills • Make the railway and North Wales more attractive as a place to work • To understand how people progress from early stages of volunteering to develop further
To improve the railway's relationship with the local community and visitors to support and contribute to the local economy	<p>Need</p> <ul style="list-style-type: none"> • To define 'local community' • To communicate the current and historic importance of the railway • To engender local pride and ownership in their history and their railway <p>Opportunity</p>

	<ul style="list-style-type: none"> • Involve more local people in the railway • Share local community stories • Aid local community genealogical research • Increase numbers of volunteers within 30-mile distance from railway • To readdress perception - 'little toy train' • Support word-of-mouth local community recommendations • Connect with local business networks
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Current & potential audiences

Target audiences set out in the R1 submission were discussed and prioritised:

High/primary priority

Staff (current)

- Need to skills map
- Improve and develop skills
- Understand what they want from their job
- Ensure staff are involved and well-communicated to
- Staff event

Volunteers (current)

- Want to be at the railway because of their own interest
- Aware of the railway's history but some lack knowledge
- Need to skills map, offer progression and repeat opportunities

Families (at weekends and school holidays) (current)

- Engage with railway through visits to stations and train rides
- Looking for an enjoyable experience
- Need to ensure their safety
- Do not understand the history of the railway
- Visits, tours and gentle immersion

Adults on holiday (increasingly during the shoulder season) (current)

- Usually have some interest in heritage
- Few have understanding of railway heritage
- Casual visitors looking for an enjoyable experience

- Need to offer engagement opportunities that are appropriate
- Possible source of volunteers

Spectators watching the trains and visiting the stations (current)

- People outside/nearby quieter stations
- Opportunity to deepen engagement

Local people attending special events (current)

- Need to define what 'local community' is

Local people with family connections (potential)

- Need to define what 'local community' is

Young people looking to develop skills (current with potential to increase)

- Apprentices and trainees already engaged with organisation
- Can support activities
- Can support local community engagement e.g. genealogical research

Older people at risk of social isolation (current with potential to increase)

- A lot are already involved with railway
- Opportunity to support activities e.g. research

Adults working or living in stressful environments

- Looking for highly skilled with good industry contacts
- Strengthen the organisation by attracting skilled people
- Offer leisure opportunities as alternative to day job

Low/secondary priority

Tour groups and international visitors (current)

- Currently less important
- Can be engaged through visits to Boston Lodge Works

Special interest groups (current with potential to increase)

- Low in numbers but important
- Varied and specific interests
- Have linked interest in railway e.g. landscape/old buildings/photography
- Railway as meeting place

Ardent railway enthusiasts (current)

- Currently less important
- Already strongly engaged
- Describes many volunteers
- Need specific offer

Stories

If you were writing a book about the Ffestiniog railway what would you turn these headings into?

A – Chapter B – Page C – Paragraph D – Sentence

Story	Mark A, B, C or D	Story	Mark A, B, C or D	Story	Mark A, B, C or D
How it all began	A A A	Place of inspiration	A - The Conclusion B B	Stories of locomotives and carriages	A B A
Building the Cob	B in A above B A	A place of firsts	A B A	First locomotives – Princess & Mountaineer	Part A above B C
Maddocks	C in A above B B	Spooner's book on the railway	D B D	Fairlie engines	Part A above A B
Porthmadog Harbour	B in A above B B	Railways in South America, Darjeeling and Calcutta	A (why exclude Africa, Most of India, Australia, America) B B	Still being made today	Part A above (and concluding chapter (A place of inspiration)) B C
Horse drawn railway (gravity) 1832	A A B	Landscape and the natural environment	A A B	Slate wagons	B B B
Locomotives on the railway 1863	A A A	Slate	In A above A B	Restoration of the railway	A C B
Boston Lodge	A A A	Use of slate	In A above B B	Slate production decline	Under A slate C C
1807 quarry for cob	C in A top	Quarries at	A	Railway closed	A

Story	Mark A, B, C or D	Story	Mark A, B, C or D	Story	Mark A, B, C or D
	B C	Ffestiniog	A Blank		B C
Barracks building for 150 men	C in A above or in BL C/B B	Significance of the industry	In A above B/C B	Act of Parliament thought to be needed to close the railway	D B C
Function of buildings on site	Part of A (BL) A B	Wider slate landscape	In A above B C	1954 Old engine shed opened and restoration began	Part of volunteers / restoration B
History of the site & development	Part of A (BL) A A	Workers & railway	Probably under restoration <i>"include the social history and railway people aspects; what was it like for the people working there and exactly who were they? The people of the railway was such strong theme that continued to be repeated content on the day we travelled on the train with the interpreters."</i> A C	Ffestiniog trust formed	D C D
Passengers	A B B	Different jobs	As above B B	Quarrymen adjusted the timetable to suit them	??D C D
Today	A	Volunteers	B As above		

Story	Mark A, B, C or D	Story	Mark A, B, C or D	Story	Mark A, B, C or D
	B A		B B		
Carriage 16 office for Lloyd George	D (detail) B C	Stories of the staff	B as above B A		

Stories

If you were editing a book about the Ffestiniog railway which 12 stories would you argue to keep in your book

“Trouble is, it all seems important. But mostly for me the people and capturing this before it’s too late! Sustainable stories; What about ‘Ballast Island’? Ancient Rain Forest Tan Y Bwlch. Underground tours. Maenofferen – unseen treasures!”

Story	Add ticks	Story	Add ticks	Story	Add ticks
Building the Cob	11	A place of firsts	11	First locomotives – Princess & Mountaineer	11
Maddocks	11	Spooner’s book on the railway		Fairlie engines	111
Porthmadog Harbour	1	Railways in South America, Darjeeling and Calcutta		Still being made today	1
Horse drawn railway (gravity) 1832	11	Landscape and the natural environment		Slate wagons	11
Locomotives on the railway 1863	11	Use of slate	11	Slate production decline	
1807 quarry for cob		Quarries at Ffestiniog	1	Railway closed	1
Boston Lodge barracks building for 150 men	1	Significance of the industry	1	Act of Parliament thought to be needed to close the railway	1
Function of buildings on the Boston Lodge site	1	Wider slate landscape		1954 Old engine shed opened and restoration began	11
History of the Boston Lodge site & development	11	Different jobs	11	Ffestiniog trust formed	1
The Railway today		Volunteers	1	Quarrymen adjusted the timetable to suit them	

Activity need and opportunity

The R1 activity proposals were discussed and the need and opportunity they will address:

	Activity	Why is this activity NEEDED?	What is the OPPORTUNITY this activity will address?
1	Trainee Scheme	<ul style="list-style-type: none"> • High level skills • Share workload • Opportunity for individuals 	<ul style="list-style-type: none"> • Train and retain • Supports knowledge (of organisation and railway heritage) transfer
1A	Project Management trainee – To work alongside Project Manager at Delivery phase	<ul style="list-style-type: none"> • Gap in knowledge and experience • Difficult to get heritage project managers • To have a designated person responsible for projects 	<ul style="list-style-type: none"> • Work-place based experience and mentoring • Positive contribution to organisation • Address gap in qualification provision • Create sustainable in-house project manager for future projects
1B	Operations Management trainee – To work alongside BLW Works Administrator. Mentoring by PM/Activity Planner	<ul style="list-style-type: none"> • Administering railway engineering workshops • Plan production in the workshop 	<ul style="list-style-type: none"> • Post required for future sustainability • To provide genuine workplace experience • Heritage skills development
1C	Interpretation trainee – To be mentored by Interpretation	<ul style="list-style-type: none"> • To ensure interpretation continues to evolve, change and respond to changes in 	<ul style="list-style-type: none"> • Post required for future sustainability

	Activity	Why is this activity NEEDED?	What is the OPPORTUNITY this activity will address?
	Consultant and supervised by PM/Activity Planner	future <ul style="list-style-type: none"> • Create a heritage interpreter that is part of the railway and has ownership over projects 	<ul style="list-style-type: none"> • To offer real life experience • Offer entry-level workplace experience
2	Work experience/work placements (14-18 year olds) – Outreach and organised programme of work placements at BLW	<ul style="list-style-type: none"> • To encourage young people to come to the railway. • Raise awareness of opportunities to train / work for the railway • Raise awareness of local employment • To facilitate learning about the importance and history of the railway • Can no longer rely on volunteers 	<ul style="list-style-type: none"> • Find employees of the future • Sow seeds for the future volunteering • Tie in with careers advice evenings and STEM events • Inspire young people • To ensure skilled work force • Engage local community
3	Volunteer Projects	<ul style="list-style-type: none"> • Volunteer supervisors • Structure to support more volunteers • Local community volunteers 	<ul style="list-style-type: none"> • Create quality volunteers and volunteer opportunities • Pathways for work
3A	Developing Interpretation – <ul style="list-style-type: none"> • researching and digitising archives • oral history from local residents and previous generation of railway pioneers • evolving the content of Tours 	<ul style="list-style-type: none"> • Consistent and accurate storytelling across volunteers • Increased digital provision • Better explain the history – early years but what has gone on since • Tell story of railway and Boston Lodge works • Push boundaries and create exhilarating and exciting tours and exhibitions 	<ul style="list-style-type: none"> • Volunteering • Involve local community who are interested in what's happening • To address 'sloppy' 'unprofessional' interpretation • Combine

	Activity	Why is this activity NEEDED?	What is the OPPORTUNITY this activity will address?
	<ul style="list-style-type: none"> developing new temporary and permanent exhibitions at key connection points 		experience, knowledge and passion of staff and volunteers
3B	<p>Learning to be a Guide (volunteer recruitment and training program)</p> <ul style="list-style-type: none"> customer care training equality training conservation skills delivering learning and interpretation and community engagement train the trainers for key team members 	<ul style="list-style-type: none"> Excellent recruitment, training and management of volunteers Capture interest of visitors Focus on detail of roles (staff and volunteers) and departments Sustainable volunteer pool 	<ul style="list-style-type: none"> To create good, knowledgeable guides To branch out into a new area of expertise and staffing To create an essential team for the company and provide new roles for volunteers
3C	<p>Special volunteer led engineering/heritage projects - Providing an opportunity to learn transferable skills from experts in a safe and inspiring environment</p>	<ul style="list-style-type: none"> Quality not quantity Supervision and teaching Meaningful opportunities that tie in with organisational need Heritage needs to be cared for 	<ul style="list-style-type: none"> Provide real-world experience Attract future board members Transfer skills Inspire others Sustainable human resource Undertake projects that cannot be undertaken by staff Volunteers to take ownership over the project – treat as their own

	Activity	Why is this activity NEEDED?	What is the OPPORTUNITY this activity will address?
4	Skills workshop, experiences and Lecture Program	<ul style="list-style-type: none"> • Create meaningful opportunities • Provide opportunities to suit people's specific interests 	<ul style="list-style-type: none"> • To provide experiences that change lives • Varying level of engagement • Channel people into volunteering
4A	Skills Workshops & Experiences - Skills workshops/experiences <ul style="list-style-type: none"> • From 1/2 - 2 days to include: slate shunt, engine driving, coupling, oiling an engine, blacksmithing (slate wagons, fenceposts), how a steam engine works, sign writing/ gilding, photography, how to tap holes/thread a screw, riveting (slate wagon), making an oil can 	<ul style="list-style-type: none"> • Generate income (to cover costs rather than make profit) • Develop skills and fill skills gaps • Enable people to understand what makes the railway work • Skilled volunteers • Keep the heritage skills alive • Engage visitors in the history (and history in the making) • Something to suit motivation and interest of visitors 	<ul style="list-style-type: none"> • Enable people to take part and engage more • Convert attendees into volunteers • Encourage repeat visits • Develop skilled volunteer workforce • Offer something other than exhibits – it's an attraction worth visiting • Undertake work for the company • Repeat and expand customer base
4B	Awareness Training – Contractors to give short training sessions (2 hours max) about the activities taking place and specialist skills being used for the capital project	<ul style="list-style-type: none"> • Raise awareness of the project for volunteers/supporters/local community • To share knowledge and plans, be transparent 	<ul style="list-style-type: none"> • Digital engagement with project • Gain the support and ideas of supporters, possibly gain more contracts
5	The Tour	<ul style="list-style-type: none"> • Vital for the sustainability of 	<ul style="list-style-type: none"> • Encourage

	Activity	Why is this activity NEEDED?	What is the OPPORTUNITY this activity will address?
		<p>the organisation.</p> <ul style="list-style-type: none"> • Help people to understand that the heritage is important • Raise awareness internally as well as wider • To address the fact that myth can easily become 	<p>people to volunteer</p> <ul style="list-style-type: none"> • Encourage understanding about managing a heritage site
5A	Tour of the restoration works - Changes during project to reflect conservation work and interests of audience	<ul style="list-style-type: none"> • Share knowledge of project with organisation/staff – • Maintain interest in the project • Encourage further support and funding 	<ul style="list-style-type: none"> • Raise awareness of why organisation is there, and why it is so important • Capture wider interest
5B	Programme of Guided Tours – Guided Tours: suite of planned, escorted tours for visitors of 1-3 hours. Content changes to reflect ongoing interpretation work by LTG and volunteers and interest of audience. Building on tested formula for BLW	<ul style="list-style-type: none"> • Address the Cycle of stories to share – • Offer something for repeat visitors and families • Offer something for a range of audiences – according to event/customer type • For the facts to be presented as myth 	<ul style="list-style-type: none"> • Raise awareness of why organisation is there, and why it is so important • Capture wider interest

Volunteer Workshops and Survey

Introduction

Two 2-hour focus groups were held online with volunteers on 28 and 29 September 2020. The purpose was to test and reflect on outline activity ideas, and to inform volunteer strategy and Activity plans. A digital survey form was distributed to attendees and non-attendees after the workshop to ensure the consultation went out as widely across the FfWHR volunteer community as possible. 16 and 21 volunteers attended the digital workshops, and 45 written responses were received after the event.



Volunteer Roles: What roles are there now?

Most of us have multiple differing types of working volunteer roles on the railway.

As driver and fireman “I interface with passengers all the time”

Volunteers themselves refer to the following roles:

- Advising the Railway on historic buildings and archaeology
- Archives
- Book reviewer
- Brakesman (Gravity Train)
- Buffet
- Build projects
- Builder
- C2 Project Engineer
- Carriage restoration
- Civil engineering
- Commercial department projects
- Company Archives
- Customer-facing at Events
- Design work for the Railway’s electrical infrastructure
- Digitisation / cataloguing
- Drains Gang
- Driver
- Duty Supervisor
- Electrical Technician
- Electrical Working Party (working with FR site staff in the implementation of electrical installation, testing and repairs)
- Equipment maintenance
- Events organisation and preparation
- Exploring providing an in-train website
- Fireman (on WHR)
- FR Heritage Group Facebook
- FR Society Archivist
- Front of House roles eg exhibitions, host groups
- Fund-raising
- Ganger (supervisor) of North Wales Group Black Hand Gang (involved in fencing, lineside vegetation clearance, drains, maintenance of station buildings, installing new infrastructure)
- Gardening

- General building works
- Gravity Brakeman
- Gravity Team
- Guard
- Heritage interpretation group
- A group of volunteers work on permanent way projects across both the Ffestinog and Welsh Highland Railways
- Infrastructure restoration
- Locomotive Engineering
- Machinist
- Magazine editor
- On-board catering
- Organise volunteering events (i.e. Megabash, Gigabash³ and Young Volunteer's Training Week)
- Proof-reader
- Publishing books targeted at loco enthusiasts
- Qualified Guard, Controller and Signaller with the Operating Department
- Qualified signaller
- Rest of the World Gang
- Shift work (running)
- Shunter
- Society Archives Team
- Station host
- Team-X, working as a volunteer group since the early 1990s on the wooden aspects of the heritage carriage fleet
- Tour Guide (Boston Lodge)
- Track
- Track maintenance, tracklaying, and associated tasks (Rest of the World Gang)
- Wagon inspection assistant
- Wagon Tracks Project , building and fitting out the shed in Minffordd
- Wooden Waggon Federation (Leader and others): a dedicated team looking at the wooden aspects of the FR heritage waggon fleet
- Wagon Tracks Working Party Organiser
- Woodwork in Carriage Workshops.
- Working Party Leader
- Workshop hand

³ a large 'gang' of volunteers gather to work together to either tidy up our stations at the beginning of the year or prepare our stations ready for the winter close down

- Young Volunteers Week Volunteer

Specific area groups given the same task repetitively, so they can work with less permanent staff supervision

Volunteers are prominent at senior levels within and around the organisation, frequently combining these senior roles with other operational or incidental roles:

- Buildings steering group
- Chair of WHR Society and legal responsibilities
- Chairman of the Trust and Company Board
- Chairman of the Ffestiniog Railway Society
- Comms group
- Construction safety
- Deputy Chair of the FRS
- Director of the Festiniog Railway Company
- Trustees of the Trust
- Editor and Associate Editor of FR Magazine
- FR Society Director
- Leader of Friends of Tan y Bwlch Station
- Project Manager
- Representing WHR society on local support group
- Team S is a volunteer team of civil engineers that inspects and manages the civil structures
- Trust Treasurer
- WHR Society Director

“As a retired Deputy Chairman of the Company who also holds a senior position in the mainline rail industry I provide links between FfR Co and Network Rail and the Train Operating Companies at the highest levels, and also assist the Ffestiniog in its entries to the National Railway Heritage Awards, so far as I can as a Trustee of that charity.”

Volunteer Roles: Do volunteers feel qualified for their current roles?

I have been working as a volunteer electrician for over 20 years, and under the supervision and testing provided am adequately competent to do installation work.

A lot of the high scores come from volunteers with extensive industry and on-the-job experience. They clearly feel qualified for their current roles. Some state they do not have formal certification, and there are clearly some areas (specifically building and customer-facing roles) where qualifications seem to be lacking.

- Very – 10/10 (electrical engineer)
- 10/10 (catering)
- 10/10 (civil engineering)
- 10/10 (chartered (retired) electrical engineer so fully qualified with sixty years of experience)
- 10/10
- 10/10
- 10/10
- 10/10 (accountancy)
- 10/10 (executive)
- 10/10 (executive)
- 10/10 Worked with archaeological sites and historic buildings for nearly 50 years
- 9/10
- 9/10
- 9/10 (archive volunteer)
- 9/10- a retired professionally-qualified engineer, I do not now have formal Electrician certification. I have mainline railway technical and safety experience
- 8/10 (loco and works volunteer)
- 8/10 (Carriage restoration/building volunteer)
- 8 out of 10. I qualified for all roles by hands-on experience. I have to be competent be allowed to do what I do, but there is always more to learn
- 9/10 I feel well qualified for the driver role - if I did more I could definitely be more proficient but the railway provided the support and regular ongoing training for me to maintain and safe and robust level of qualification.
- 8 or 9/10. Edited my local archaeological journal for the last ten years, and *TSR* for nearly four years
- Operating Department roles – 9/10
- 8/10 (EWG)
- 8/10
- 8/10
- 8/10

- 8/10
- 8/10
- 8/10 (RWG)
- 8/10 (RWG)
- 8/10 – every day's a school day
- A prejudiced 8
- 8, I do not have any formal qualifications, only DIY experience, so I do not undertake any projects where I have no experience unless training is provided
- 8.5/10
- Was 8/10 (electrical working party)
- 7 or 8/10 (archive volunteer)
- Worked on track at FR from c1970-80, and at WHR since 2006. I would say 7 or 8/10 for that
- About 7/10 (building)
- 7/10
- 7/10
- 7/10 (RWG)
- 7/10
- 6/10: working under supervision means we are unable to determine selection of working weekends or days. For some higher-level questions we (Wooden Waggon Federation) are early in the learning process for
- 6/10 (RWG)
- 6/10 (RWG)
- 5/10 (archives)
- 5/10 (building)
- 5/10 (locomotive engineering)
- 5/10 (wood-working)

Volunteer Roles: Do volunteers feel they've received sufficient training/support for their role?

A good number of responses were positive:

- Yes [x18]
- Yes – constantly when working on a BHG project, I am shown what to do and how to do it safely. I received training before starting on-board services too and work with paid staff.
- Yes I believe I have, however I am unsure on what abilities are reflected on the FFWHR matrix. I used to be aware of this during time as paid staff & subsidised volunteer though these roles were 10 years & 7 years ago
- Yes – trained by professional electrical engineers 'on the job' over many years.
- Yes but not from the FR/WHR
- Generally, yes, although day to day jobs can be very different
- Generally yes, but there are some areas where I feel I am competent but don't have a current paper qualification.
- Yes. If I was to pursue a more complex role in S&T then I would require more training
- Yes, where required, training is thorough and there is no pressure to do anything you are not comfortable with.
- Always
- Mostly on-the-job experience over many years. Some training with specialist equipment from FWHRC
- I consider that I have. You would need to ask my colleagues

Where referred to, support is considered to be good or very good:

- Support – good. I have led a few building renovation type projects (and one new build), and always had great support.
- The support in the carriageworks has been brilliant
- I get a lot of training and support in my loco crew role
- We receive all the support and training we have needed so far
- Every job I have done here I have had the right training or equipment provided
- From an organising point of view, support with ordering is always forthcoming, and sometimes help to access workshop space too, though understandably this sometimes vulnerable to commercial pressures.

Some of the other reflections – either ambivalent or slightly critical - were from people holding senior positions in the organisation:

- Almost

- Duty Supervisor role needs better definition of required competencies (e.g. should I have first aid training – probably but I don't).
- Little training and learned in the role
- Most of my training has resulted from long experience.
- Much of the organisational work I do is similar to work I did when employed (now retired)
- No
- No training other than previous knowledge
- Over 11 years I have picked up a lot of skills through regularly volunteering at Boston Lodge, often this has been a quick how to with safety pointers, then a lot of learning from your mistakes as you go along.
- Practical work has been learnt on the job whilst volunteering on the railway.
- Support has been variable and dependent on the quality of the permanent staff.
- The company did not really provide (governance) training as such but all staff are helpful
- Training – not much
- Training and support on the engineering side is a lot less formal. Learning something often requires being able to find and work with the right people.
- Training on the whole has been reduced from previous years, a retrograde step from both the point of view of safety and efficiency as well as attracting new volunteers.

A small number of written responses reflected particular situations, i.e. having only just started

- Yes, but not yet for Archives
- Yes, except Boston Lodge Guiding which is self-taught from years of experience working there on the permanent staff and as a volunteer and temp; plus years of research into its history.

Needs, interests, motivations and barriers: Why do you volunteer?

Broadly speaking, the main motivations are:

- Being in North Wales
- Being involved with / Helping this railway
- Escape from normal life
- Fun
- Interest in history
- Interest in maintaining heritage
- Learning new skills
- Love for steam trains
- Satisfaction / appreciation from others
- Social interaction with people of similar interest
- Working outdoors

I want to be with a group of people engaged with a team getting something done.

Why do we come from all over, past other railways to come to Ffestiniog – this could be the best railway in the world. We want to give back to the railway, building the railway to make it better for the future of the railway.

I volunteer for selfish reasons!

It is jolly good fun!

It's very personal what you get out of volunteering.

The full list of written responses is:

- A change of scenery. A chance to be active and a part of a valuable resource
Enjoyable activities.
- A number of reasons - for my wellbeing as I enjoy the work and social interactions of volunteering, to be part of keeping our history and heritage alive, to learn some new skills, and to see steam trains!
- A number of reasons, it is a beautiful part of the world, I love the work and the people, I like doing constructive things with my time off work
- As an interest, and to help keep the railways going
- Because I (and my wife) enjoy it and feel that it does help the Railway
- Because I am passionate about the railway and it presents the opportunity to do something completely different to my everyday life – escapism if you like
- Because I enjoy working outdoors in stunning scenery with a team of like-minded people
- Because I love North Wales and the Ff&WHR

- Because it is so different from 'normal' life and gives me much satisfaction
- Being involved in an organisation with such a pedigree is reason enough
- Chance to make a difference to the FR. I first visited in 1994 when I was 18 and have been doing 50-70 days a year ever since.
- Change from the day job (engineer on the main-line railways but it's mostly in front of a computer screen).
- Covers my hobby interests & a chance to work with people of similar interest
- Enjoy woodworking & want to support FR
- Enjoyment of the company (people) they work with
- Feel like doing something worthwhile, helps to move the railway forward.
- Felt as if their efforts were appreciated.
- Get appreciation from the activity, sometimes the best day of your life others can be not so good.
- Getting to the end of a project gives me a feeling of satisfaction and that's why I do it.
- Good fun, learn new skills, good company in a very well run organization
- I enjoy including and especially the people aspects.
- I enjoy the tasks, the company I work with and particularly passing on skills to new volunteers
- I have always volunteered
- I initially started volunteering on the loco crew because I was encouraged to by my mother who had been a fireman on the Ffestiniog in the 1980s. Since then I was hooked by the friendly and professional attitude of the staff and volunteers, the amazing scenery, and the fascinating history of the railway. My partner who has no interest in Railways describes the FR as "magical", I think that about sums it up.
- I initially turned up as my dad was a volunteer. I kept coming back because the jobs are interesting, the people are great, the industrial archaeology and history is very much of interest to me, and the part of the world is spectacular.
- I love North Wales
- I love the FR and wish to contribute in some small way
- I volunteer because I enjoy and get satisfaction from my work which helps to preserve and sustain the historic railway atmosphere of the FR in North Wales and its place in the industrial history of Great Britain.
- I volunteer for a number of reasons. In no particular order, I have an interest in heritage railways (many thanks to my father for this). I have been involved with working at the FR since I was 12/13 (17 years now) when I attended Kids training weeks, so I have 'grown up' volunteering so it is just something that is engrained and I do. My friends do it. It is something that is so different to my career (as a project manager I drive a laptop / phone), a weekend working party is not like that, it is physical, engaging, sometimes challenging but rewarding working within a

team to achieve the repairs or works. I enjoy working with my hands. It is good to go and volunteer and see the extended railway family and friends.

- Important to me as it is a key part of the railway history
- Initially due to a lifelong interest in railways but it was also an alternative to my employment in administrative work
- Interest in railways, keeping active (physically & mentally), friendship. New learning & skills To put something back in the Railway that has given pleasure to my family over many years.
- Interest in the railway from the age of 5. Our children spotted a kids week train at Tan y Bwlch, led to then attending and helping with Kids Week food and projects with Alan Norton including benches, Bobby Box (Porthmadog Signal Box), Relay and Signal box at Porthmadog, Gweithdy Project and currently Tan y Bwlch bridge repainting.
- Interest in the WHR / FR
- It is a complete system doing (more or less) what it has always done - moving people along a 40 mile network
- It is the best heritage railway in a fabulous part of the UK
- It occupies a prominent position in the historical development of narrow gauge railways.
- Lifelong interest in railways and the Ffestiniog in particular born out of visiting the railway at a young age and being entranced by genuine working railway experience
- Lifelong interest in railways, especially the FR
- Long term supporter of the railway and volunteer >50 years. Just enjoy doing something different
- Love of railway
- My dad has always been involved; I grew up alongside the railway and was naturally drawn in. I enjoy learning and working with old construction techniques, the satisfaction of carrying out restoration projects and working with like minded people
- One volunteer – ex-train driver is now getting involved in the archives
- People who have changed roles in work from field-based to desk-based
- People with railway history
- People, friends, FR family.
- Satisfaction from what they achieve
- Started volunteering on P.W. as a school boy in 1961 and have been hooked ever since
- There are local volunteers here, although they have moved here to be close to the railway once they started volunteering. Some come from a long way off, a lot of Manchester men involved, but some have travelled from further - Penzance, Germany.

- To be able to pass on professional skills to younger people
- To get the satisfaction of completing useful manual work using my professional skills.
- To help the railway when they are short of local assistance.
- To help the railway and to help the sustainability of the railway volunteers
- To help keep the WHR / FR running and I enjoy being a navvy!
- To support full-time staff, to run and preserve railway in a good condition for public to enjoy safely and wish to return
- To support historically important railway heritage.
- To use my expertise for the good of the community and to utilise my knowledge for the benefit of the organisation
- Wanted to volunteer for a long time.
- We get a lot from it: education, experience and life skills.
- Work with a great group of people who have all become good friends, doing something I think is worthwhile, making use of my skills.
- Working with like minded, congenial people on a project which I consider valuable and interesting
- You are part of 'The Ffestiniog family'. Once you have volunteered you are part of this group of people from 1954 and before

Needs, interests, motivations and barriers: What do you like about your current volunteering role?

What do we mean by the best railway in the world? – Unique projects, unique features (gravity railway)

- Also the opportunity to train up the next generation, both on the locos and in the workshops. I have encouraged many to consider engineering as a job as well as volunteering.
- Being able to get to the railway and do work that is a mental challenge, and to some extent a physical one as well, where I am no longer in a leadership or responsibility role, but I can still see the success of what I do – even if it is just installing a lighting circuit and seeing the lights switch on for the first time
- Being able to see things look a bit different at the end of the day and passengers saying thank you when you settle a problem for them.
- Communicating with members
- Companionship of likeminded individuals, the camaraderie and new friendships made, as well as satisfaction of doing a job well.
- Comradeship: being part of the Ff&WHR extended family. Satisfaction in seeing conservation and improvements achieved.
- Doing the work, seeing a project completed, having a laugh!
- Doing something useful in good company
- Every day presents new challenges and opportunities to learn, but it is great fun. There is never a dull day. The Ffestiniog is a busy and challenging railway to work on, I like how that pushes you to be better at what you do. I really enjoy teaching newer volunteers new skills both as loco crew and on the engineering side. Passengers often ask the loco crew questions about the railway and I enjoy sharing my knowledge and experiences of the railway with them.
- Fresh air, the range of work and the people I am with
- Getting involved in a variety of tasks and being outdoors
- Good at picking up innovative and unusual projects – i.e. the ‘gravity train’, unique to this railway
- Helping to educate and entertain the public about the Railway’s fascinating history. Working with great colleagues of all age groups.
- I am made to feel that my input is valued and appreciated
- I can do it without having to go to the railway all the time
- I enjoy the company of similarly minded people, in the workplace and in social settings, who are of differing ages and backgrounds.
- I enjoy them all, variety is an important part of it, but I get a great sense of accomplishment out of all of them
- I find it interesting to be involved in the governance structure of the railway.

- I find the work fascinating, as I end up reading a lot of the material I am cataloguing as I take an interest in history and in particular local history.
- I learn new skills and work with a great set of staff
- It has given a massive amount to me in social terms, in challenges to deliver, and in a feeling of ownership of the completed projects I have led or been a part of
- It is continuing with a series of projects in which I have been involved for a great many years.
- It was very satisfying to complete the maintenance of the whole of the telephone system in a weekend with everything working well
- Meeting all kinds of different people, some involved with the Railway others with a passing interest.
- Meeting and learning from the other members
- Meeting and working with like-minded people and having a specific project on which to work.
- Meeting new people and feeling I have done something worthwhile
- My several various roles give me the opportunity to see the Railways from different aspects. I particularly like leading Team S which gives me an unparalleled opportunity to help conserve the fabric of the FR as designed by Spooner.
- Pioneering engineering in beautiful scenery
- Professional railway atmosphere, engaging with the public and recreating the past
- Really enjoyed learning new skills, teaching skills and watching them be taught to others
- Really important social element after the work day
- Really rewarding, we all like building things and I enjoy the process of managing the volunteers and work seeing them develop
- Running a station in a wonderful location
- Satisfies all my reasons for volunteering
- Seeing carriages rebuilt/created running on the railway
- Social aspects get people to return
- Technically satisfying and fulfilling, working with long established friends, as well as meeting new participants
- The balance between learning skills, and increasing the knowledge of the history behind the vehicles being worked on. While I could do woodwork at home in the name of DIY (or even attempting to build similar things), it would not supply the teamwork, or have the right tools available for the job, and the financial backing for those tools and materials required.
- The challenge and satisfaction of a completed project- seeing my other volunteers faces when the power is switched on and seeing all their hard work come to life.
Building their skill base
- The people especially

- The people, the work. It's great seeing the volunteering outcomes improving both the look and infrastructure that supports the railway. If I can help to keep its history for future generations then I am happy.
- The roles I carry out fit in with my life and as I am retired, I can be flexible.
- They all provide great satisfaction – if I didn't like it I could walk away
- Using long term corporate knowledge
- Variability - no day is the same
- Very active role so involved.
- Very fulfilling to achieve the results planned for
- We are organised, we have clear projects which we deliver, we are recognised and thanked, and we have social activities around our work programme which we take part in together, so that the electrical team is a social as well as a work group.
- We have a very good team we work with (Waggon Tracks), we have worked together for several years now and it's a pleasure working with everyone. We have a lot of laughs, overcome challenges and achieve a lot. I like doing the physical work, the mechanical work & the problem solving – how do we achieve what we need too. I like being based at Minffordd or Boston Lodge, I like that we work sociable hours, where we have access to loos, somewhere dry to have a cuppa / lunch, that we have undercover areas to work to stay out of the weather. (Note: these are some of the reasons why im stepping away from the footplate works.
- Work with comrades
- Working as a team outdoors
- Working with the RoW Gang and the variety of work

Needs, interests, motivations and barriers: What do you need to volunteer?

Consistent responses include:

- Ability to get on with people
- Access to the workshops/equipment
- Accommodation
- Clothing/PPE
- Enthusiasm
- Information
- Management/ support
- Money/fuel
- Motivation
- Skills to contribute
- Time
- Transport

A new starter needs someone to take them under their wing, give them tasks, training and supervision. That role can be very rewarding but also rather stressful, and often slows down progress on the project. Can be worth it if you 'win' a long-term volunteer, but it can be a waste of time if you never see them again. Need to think about how to achieve a high win rate.

We need team leaders to lead working parties. We need undercover facilities to undertake works out of the weather, and have some degree of warmth (it can be quite unpleasant trying to work on vehicles in very low temperatures). We need undercover facilities that are separate from the day to day works at Boston Lodge or Minffordd as currently a significant amount of time is spent, moving kit from site to site, or moving locomotives / equipment from a storage area to a work area at the start of the working party only for us to return all to the original positions at the end of the working party. We need somewhere dry, warm, with seating & a kettle for tea time / breaks. We need access to equipment (lathes, drills, riveting equipment etc). We need access to a tool kit – over the years William High and myself were subsidised volunteers we built up a set of tools which forms part of the basics we need during working parties but multiple times we don't have the correct or exact tool which again means we spend time trying to locate or borrow one.

- A level of management appropriate to the tasks being undertaken
- A sense of community, a sense of paying back some of our industry gained experiences, a sense of humour and above all working with a set of like-minded people with an interest in narrow gauge railways.
- Ability to commit time “*if something needs to be done, I will make myself available, but I have flexible job options and I use annual leave to help.*”

- Ability to get on with / motivate people
- Access to the workshops and permission to use the equipment.
- Accommodation to stay over – it's too far to drive there and back in one day, clothing and time to do it.
- A job to do and the right instruction, the right clothing, Not to leave my lunch behind!
- An ability to get on with others.
- An open mind and some good boots!
- An understanding and sympathetic partner / wife etc
- Appropriate clothing and PPE
- As a team – teammates, tools, skills (/teachers), raw materials, work space, access to the archives to confirm certain features to be replicated.
- As an individual – the interest and desire to carry out the tasks, and a bit of PPE.
- Cheap but adequate accommodation, suitable tools, supervision
- Commercial knowledge/acumen
- Energy
- Enthusiasm
- Enthusiasm and a hands on approach
- Enthusiasm and determination
- Equipment
- Equipment and materials tend to be provided.
- For newcomers, a willingness to learn
- Funds to afford travel and accommodation (this is not large really)
- Getting time off work is not always easy
- Good health
- Good leadership and clear aims
- Good mental attitude! Willingness to learn and be flexible
- Good pipe and advance information
- Hi viz kit
- I need more spare time.
- Ideally a car and/or the means to fund transport to the railway
- In my area, a background in electrical installation work.
- Interest and enthusiasm
- It helps to have a good and informative brief for the task in hand
- Marketing and presentational skills
- More time and money!
- Motivation, willing to work as a team, be prepared to thin on ones feet
- My own toolbox of mechanical and electrical construction tools – Electrical Working Party provides what I do not own

- Patience
- Probably nothing more than good communication with the F&WHR organisation in its widest sense
- Self-motivation is useful.
- Set of suitable overalls, safety boots, wet weather clothes and your lunch
- Some volunteers are natural communicators and are good at delivering the story.
- Somewhere to stay
- Somewhere to stay, somewhere to keep my stuff, undercover workshop space out of the Welsh weather, somewhere to sit for a nice cup of tea.
- Support from the managers in the various departments with which I am involved. This is forthcoming.
- The free time, we book a year in advance usually, around any special events.
- The incentive of being involved in an interesting and worthwhile project which is well lead and managed.
- Time
- Time away from 'real' life.
- Time! That will improve in 2021 when I've retired
- Time. Anyone can volunteer and help out, just need to have time!
- To be given a job and the relevant briefing and left to get on with it.
- Tool Operator & supervisor competencies, cooperation from staff, workshop space, access to keys, Welfare Facilities
- Verbal and written fluency, numeracy, strategic thinking etc.
- Volunteering takes up a large portion of my spare time.
- Volunteers do provide their own overalls, boots and PPE, but PPE is always readily available
- Workspace

Needs, interests, motivations and barriers: What are the facilities like?

For the works we have undertaken on the shed at Minffordd I would say the facilities are good. We have access to an excellent mess room facility, we are not in the way of day to day operations. At Boston Lodge we do have good facilities during the Christmas – New Year period where we have access to much of the works without impeding day to day business. However at any other time I would say mid level facilities at best. Much of the works we can undertake can only take place due to working party leaders having good relationships with key stakeholders (works managers / foreman etc) and are trusted by these individuals so these key stakeholders have faith that we will not impede their operations

there are times when it can seem not fit for purpose anymore, but it is our history!” – this respondent makes the important point that this heritage reflects Victorian attitudes to work which are very different from today. Often-dangerous and harsh environments are part and parcel of the slate industry and railway story; of course visitors and other participants do not have to experience these first-hand to such an extent that they suffer!

Some participants had nothing but praise for the facilities:

- Absolutely fine
- At Tan y Bwlch they are fine
- Excellent – normally working at Boston Lodge. Minffordd is now also excellent
- Excellent. The envy of most other heritage railways.
- Good
- Good
- Good
- Ideal
- Minffordd hostel is excellent.
- On-the-job messing and toilet facilities, which are essential to being a successful operation, are always good.
- The facilities for volunteers are excellent; from hostels for younger volunteers to mess facilities for the older generation.

Some participants had recommendations or concerns, principally reflecting the perceived need for workspace, lockers adequate welfare, and equipment:

- A dedicated electrical workshop is lacking, where we could do preparation work for later installations.
- A lot depends on what the job is and where it is being done; sometime we are a long way from a toilet.
- Adequate, I suppose
- Adequate. The staff are always helpful

- At Minffordd Annexe where archives are housed they are pretty appalling because of severe over-crowding
- At the moment we can't use the 'den' and the replacement is very rudimentary (understandable)
- Basic but comfortable, I stay in the railway hostel. The tools provided are good quality, and there is a ready supply of hot drinks and always toilet facilities in the main.
- Basic, though generally acceptable
- Boston Lodge Works is a crowded site, very busy, with paid staff in week and volunteers over the weekend.
- Boston Lodge satisfactory, Minffordd good
- Brew facilities are perfectly adequate
- Current facilities are pretty good but lack of space for dedicated volunteer projects is always a problem.
- Early days so difficult to tell but not at a level that would put me off volunteering
- Facilities for the workforce could always be better but we've grown to accept that as we are working in what is believed to be the oldest working engineering workshops in the world where there is plenty of inevitably going to be muck and oil about and that keeping them to an acceptable standard may be a challenge. Facilities for the visiting public have to be tip top!
- Generally ok, like any space that has been there a long time (parts of it 170 years) there are times when it can seem not fit for purpose anymore, but it is our history!
- Generally pretty good, but you have to remember we're volunteering for a charity so it is not market leading but that is all part of the fun
- Generally satisfactory
- Good but I do use my own electrical tools. Messing facilities are a little basic and may deter some less motivated people from offering their services
- Good in the most. Boston Lodge Works needs a lot of work for staff accommodation. Port needs work but space not enough
- If only there for minimum time (weekends) a lot of time and effort goes into setting up and tidying away so it's tidy for the week staff
- Inadequate.
- In normal non-COVID times, they're fine for me (an able-bodied male with a locker of my own) although there is a shortage of mess-room space which means we can't all have lunch at the same time (can encourage cliques). However, for new starters without a locker (there's a major shortage) it's not ideal.
- Lack of space restricts the volunteer workshop and it would be nice to have a dedicated secured covered space.
- Messing areas could be improved (noted both are included in present plans).
- Not relevant to what I do

- O.K. although some areas could be improved e.g. mess facilities
- Often basic
- Okay
- Poor!
- Reasonable
- Reasonable, when they can be accessed
- Sometimes the mess facilities are inadequate for the number of volunteers, especially true if it's raining.
- Somewhat cramped, relying on desk-share in a well-filled storeroom with available desk space of 1m x 0.5m
- The carriageworks are well set up, are clean and tidy when you turn up so you only have to clean up after yourself (not before as well), equipment is stored where it lives in good working order, and there is a space available to store some work without getting in the way of the permanent staff and projects. The metal working areas need this.
- The mess facilities are very dated and undersized for the number of people now working at Boston Lodge. There is limited locker space for volunteers to keep overalls etc on site. Workshop space is also limited which means lots of time is taken up getting things out and putting them away when working on volunteer projects. Priority is often given to paid staff work for obvious reasons. So we essentially have to work around them.
- Toilet/washing facilities for females/disabled aren't great.
- Variable but mainly adequate
- We struggle with space for projects.
- Work areas fine. Mess rooms and locker/changing facilities in need of improvement

Needs, interests, motivations and barriers: How could volunteering be improved?

“For what I do, I struggle to think of any changes I would want.”

Some volunteers are clearly very happy with their experience.

Some consistent areas of improvement were recommended:

- Appreciation from the organisation
- Communication, information and feedback
- Company/volunteer liaison
- Dedicated volunteer supervisor role
- Diversity amongst volunteers
- Improved facilities
- Planning
- Skills progression
- Space, including dedicated space for volunteer work
- Staff/volunteer relationship
- Support

significant demand –just need structure

The full list of written responses is:

- ‘Trust’ – Need to build up relationship with the work staff
- A supervisor whose primary role is to nurture volunteers rather than to get crap jobs done. Yes, both of these can be achieved with the right inspiration but too often the emphasis is on getting the jobs done rather than encouraging the volunteers. But the supervisor might need to be a paid role, as many volunteers come to the railway to get away from the stress of management. It’s not something I would volunteer to do on a regular basis.
- A dedicated space for volunteer work to take place. Being able to send volunteers off for organised training which isn’t reliant on the project supervisor/leader, allowing them to concentrate on the work in hand. This would help to get new volunteers involved and develop existing ones, basic sort of things for which training would be useful are, angle grinders, bench grinders, pillar drills, radial arm drills, gas heating equipment, pneumatic equipment, welding, band saws. Equally new individual volunteers would integrate easier in to established groups if they came in with some training. This isn’t a complete fix as it would still be up to a project supervisor/leader to monitor the quality of work produced with these skills. Training and refinement are two different things.
- Making life easier and more coordinated for organisers to encourage more people to take up organising work, the convoluted and under defined system at present

possibly puts people off being involved with organising as it can often be frustrating.

- Again time and money. Buildings and kit are always evolving, again it all takes time and money.
- Always comes down to communication. Business plans to feedback to/from staff. Accommodation sometimes an issue.
- Any improvement on current standards is difficult to suggest.
- Apart from an improvement in facilities, I'd say that for new starter it can often be difficult to know what is going on, and so some people may miss out on getting involved with things that interest them. For someone a bit introverted like myself it can be a little difficult to just go around asking people what I can do. The other issue is that getting trained on some equipment often relies on word of mouth or getting on with the right people. If you mostly volunteer at a weekend you may never make those connections, especially if it requires talking to paid staff. Some more formal training system for workshop equipment would be useful
- Archives are a difficult challenge as now housed and organised
- Better 'domestic' facilities
- Better communications with the Company
- Better facilities
- Better facilities for those volunteers who carry out work on a specific item of rolling stock or similar large items, ideally a workshop for volunteers.
- Better organisation & storage of engineering equipment and supplies.
- Better overall management of the volunteer population. Most people like to get involved with a range of things but that takes organisation.
- By constant improvement but mainly feeling that the organization appreciates and motivates good volunteers.
- By keeping in touch on a regular basis
- By the organisation upping its overall game on most HR matters
- Communication with volunteers could be improved.
- Covid
- Dedicated resource to support volunteers to support training of volunteers and skill progression at Boston Lodge
- Dedicated space would allow more volunteer time and activity.
- Definitely more space
- Does the volunteer understand the Company business plan / policies?
- Free tea/coffee and better discounts in Spooners, or a proper staff facility at the port!
- Generally – more enthusiasm from some permanent staff (NOT carriage works staff)
- Group courses to develop skills together

- Information on upcoming projects and timing. Preferable a choice of tasks
- Is it possible to formalise the use of tools and machines – graded training and record of skills. Competency passport so everyone knows the capabilities of each volunteer.
- More attention to keeping volunteers informed and supported
- More encouragement. Difficult to start volunteering in new roles.
- More frequency would encourage more volunteers to get involved.
- More publicity – present team is word-of-mouth only.
- More support from the permanent staff to provide materials and equipment in a timely fashion for the job that needs to be done.
- Mutual Improvement Classes exist in Ops and Boston Lodge but not in Infrastructure. This should not be allowed to happen.
- Need a Volunteer Coordinator.
- Need to timetable the space for projects.
- New role 'Volunteer Supervisor'
- Newsletters are not as good as on the Severn Valley Railway, for example.
- No clear pathway from the kids week into more developed volunteering. Is there a way to make the next steps more obvious?
- Not all of the department managers/supervisors demonstrate their appreciation of the volunteer workforce; some struggle to find the time.
- On my side we do very well not much improvement needed – we are self sufficient in most of what we do.
- Paid staff need to tolerate volunteers more.
- Planning in advance so there's enough work to do, and logistics so the kit required is in place
- Properly recognise why people volunteer and make sure the leaders of volunteers "play up" to those requirements.
- Realistically, I'm not sure without additional funding or finding more people willing to give time to organising working parties and supervisors. If I lived closer and wasn't working full time I'd do a lot more!
- Safety Management System and key policies are inadequately shared with volunteers
- Shorter and less arduous turns with proper coaling facilities in place for footplate crews.
- Some people in the works don't want volunteers (thought that it takes away their work)
- Some volunteers need to understand that training and competence is expected before being allowed to progress and that they may have to adapt to the needs of the railway
- Some younger recruits might be welcome.

- Something special just for volunteers, not sure what, but something that can't be bought
- Sometimes, though not from the black hand gang, activities take time to be organised and minimal feedback afterwards.
- Supervision needs to be improved
- Targeting younger people – including students needing practical experience
- Too big a question! The simplest answer is to feel involved and wanted.
- There is a volunteer co-ordinator, but they should do more to link new people to available projects.
- Volunteer catering staff could be given more information in 'key points' about the history of the railway and things they pass to share with the travellers, to make the journey even more enjoyable
- Volunteer liaison roles between staff and volunteers would be really valuable, volunteers as a whole would feel more appreciated then would come back for more.
- Volunteering is a two-way street, some see themselves as lucky, others are told that they are lucky. This can create friction. Distinct positive change in how we are now told we are appreciated.
- Volunteers need to be planned in, not just turning up expecting to be incorporated
- We have a volunteer co-ordinator but unsure how much interaction this role has with the project / working party leads. I believe that a closer working relationship between these individuals would ease the path to volunteering as new volunteers would have greater visibility of the various teams & projects and attend. From my time on the footplate (fireman) I believe that there were certain instances when the company put itself before the volunteers. I do not feel this is the case across the board. However I feel that volunteers would be benefitted from some sort of union (for lack of a better phrase) or group that is recognised by the company and have regular engagement to raise issues on behalf of volunteers. In terms of physical assets with the works undertaken by the waggon tracks team I believe key items to improve volunteering as follows: Workspace that is undercover and separate from the day to day operations of the main workshops so that neither party is impeding the other. Access to tools / equipment.
- Work staff don't have the time to give enough time to the volunteer training

Needs, interests, motivations and barriers: Is there anything that prevents you from volunteering more?

Consistent barriers referred to were:

- Access to workshops
- Accommodation
- Energy / Age
- Lack of money
- Lack of time
- Other commitments (including paid work)
- Travel distance from home to the railway

The full list of responses are:

- A full time job and living in the south of England
- Accommodation
- Age
- Anno domini and distance from Porthmadog
- Appreciation – don't need to be told 'thank you' we get it from doing. But when there is no support to get on it feels like we are not appreciated so this needs to be addressed.
- COVID. Other than that I can volunteer as much as I like. I only work 80% FTE at work to give me more time to come to Boston Lodge.
- Distance from home
- Distance from North Wales means I can only visit for a few extended weekends
- Energy.
- Generally most weekends do have something available to join in with elsewhere on the railway though- but a dedicated area to allow for a more continuous stream of volunteer projects on the go would help.
- Having to go to work
- In normal times, space in the diary, even for retired people
- Insufficient spare time.
- It is costly to come from Germany
- It's difficult to get in the background carriage works, it's okay if you want to join a group but if you want to work alone you are not welcome.
- Lack of time
- Lack of time due to other activities
- Life pressures – work, spending time with my other half, volunteering in other organisations (I am a surf mentor for the Waveproject), other hobbies which can be done closer to home and without the need for a 12-hr work day on a locomotive.

- Life, family commitments, work and distance from Porthmadog
- Living 150 miles away
- Living 190 miles away from Porthmadog, and not having a second home in the district!
- The long and arduous working days without any rostered breaks (as above). Many other tasks at home and distance to travel for day visits
- My current full time employment.
- My marriage!
- No – except current Covid restrictions which will go away.
- No. I spend far more time on FR matters and business than makes sense, but that is the pull of the Railway.
- Normally I visit for 2/3 days at a time it is too far to travel and if there isn't room at the hostel I cannot afford to do the volunteering
- Not enough days in the week!
- Not having enough time, and the distance. When I retire I will do more.
- Old age
- Only time really
- Our free time, cost of fuel to and from Minffordd
- Restrictions on volunteer work in the workshops.
- Sometimes barriers are put up which more structured and recorded training for volunteers would prevent.
- The difficulty in securing workshop space, even when you are allocated some it often has to be cleared beforehand, and everything put back after which consumes a significant amount of time. Being able to leave a job at the end of a volunteering stay and have it there to go back to a week or two later would encourage more volunteering.
- Time – shortage of. I am 76 years old and the journey from home takes about two and a half hours so dropping in just for a day is not possible. Most of our electrical volunteers travel from the South East of England so this will affect how much time myself and our team can contribute. We tend to have eight or ten working parties throughout the year
- Time and family commitments
- Time and money
- Time! I have many other hobbies and responsibilities and my time is limited
- Weekend access to the carriageworks is limited to the team X weekends, due to availability of supervisors.
- Within reason, No. Limit on total time
- Work life volunteering balance, I feel that I have it about right for me. But then in a normal year it's at least one weekend a month, a couple of weeks of annual leave

and then a day or two at home working on the Trust piece and other for organising working parties

- Yes - but I have other interests including a wife and two dogs

Interest in project opportunities (interpretation)

Interpretation	1 (Not interested)	2	3	4	5 (Very interested)
Researching and digitising archives	11111 11111 11	11111	11111 1	11111 111	11111 1
Oral history from local residents and previous generation of railway pioneers	11111 11111 11111 11	11111 11	11111 111	1111	1111
Oral history from staff, volunteers, trainees	11111 11111 11111 1	11111 1	11111 11111	11111 1	11
Developing the content for Boston Lodge tours	11111 11111 11111	11111 11	11111	11111 1	11111
Developing new temporary and permanent exhibitions at key connection points on the railway	11111 111	11111 1111	11111 111	1111	11111 111
Leading guided tours of Boston Lodge Works	11111 11111 1111	11111 1	11111 111	11111 1	11111
Supervising other volunteer guides	11111 11111 11111 111	11111 1111	11111 11	111	1

Interest in project opportunities (engineering)

Engineering	1 (Not interested)	2	3	4	5 (Very interested)
Specific conservation projects	111111	11111 1	11111	11111 111	11111 11111 111
Leading skills workshops/experiences for the public (e.g. slate shunt, engine driving, coupling, oiling an engine, blacksmithing (slate wagons, fenceposts), how a steam engine works, sign writing/gilding, photography, how to tap holes/thread a screw, riveting (slate wagon), making an oil can)	11111 11111 111	11111 1111	11111 11111 1	11	111
Training other volunteers in engineering/specialist skills	11111 11111 11	11111 1	11111 1	11111 11	11111 1
Developing content for Boston Lodge tours	11111 11111 11	11111 1	11111 11111 1	11111 1	11
Leading guided tours of Boston Lodge Works	11111 11111 1111	11111 111	11111 111	11111	111
Supervising other engineering/specialist volunteers	11111 11111 1111	11111	1111	11111 1	11111 1

Volunteers suggested the following opportunities as needed

“This bid presents a marvellous opportunity to start to provide more than just a train ride.”

- A main interest to me is to see stations with interpretative panel not only of whole line(s) but about the station itself - age , travel along with perhaps decent period posters and volunteering posters - most stations have spare boards just crying out for some filling!
- Any scope for Permanent way exhibits/material?
- As stated on the attached information, the heritage interpretation of the works will only be effective if much of the effort is directed towards the educational groups market – tailoring the lectures/tours/ presentations appropriately to curricula and requested content to fit in with college, school and university studies of industrial history, engineering, etc.
- Better provision for training volunteers and keeping them properly skilled for the tasks they are expected to undertake
- Civil engineering is harder to interpret than locomotives, for example. However, leaflets and interpretation boards would be a good start. Occasional special trains giving access to remote locations on the route might be a possibility. A book on the history of FR civil engineering which might be something that would be of interest.
- Defined pathways from a being member of the public with a newly found interest in FR heritage to a productive volunteer in a specific heritage work area. This could include a diagrammatic explanation of the pathway and experienced volunteers to speak to and guide the individual along a pathway.
- Do we need training on how to deliver more effectively. Half of the project (interpretation) should be how to deliver information
- Existing tours are aimed at enthusiasts and interested people. We need to push out to other visitor groups.
- Explain the archives and how to access them. Making access more user friendly. Providing small museum of relics as part of Boston Lodge Project.
- Focus on people telling stories but is there opportunities for interactive displays – learning at their own pace.
- I am already working on the electrical engineering drawing CAD records which were nonexistent in 1997. I keep these updated so that future engineers can see where all the sites electrical services are fed from and how they are protected. The drawings are held by several people and sets are kept on site
- Important to link stories to people’s interests – example a visitor who makes railway wheels today
- IT / social media/ web development / presentation / writing bids / funding proposals / marketing content etc

- Make more use of hand held devices – codes. How can we use devices to engage visitors with the story?
- much good work being done around the country using the new technology as discussed in the meeting - Apps, Holograms, Diorama, VR; these should be investigated perhaps as an Experience+ for the future
- Need to use the volunteer local contacts for oral history
- On station grades need review
- Ownership at this stage by committed and regularly active volunteers will lead to it being looked after in the long term.
- Permanent way – general maintenance and routine inspections
- Professional tuition would really help the railway make better use of its volunteers.
- Rolling stock – general maintenance and routine inspections
- Slate industry links how the railway interacts with slate and community. An opportunity to show how the railway is related to the community, can we engage them better. The railway doesn't relate to its community. Local man and son (locals) came to blacksmiths shop and saw where their grandfather worked. Families linked to the railway are still in the community.
- Station masters/mistresses could be developed to help travel info and historic storytelling
- Take tour visitors on a journey through manufacturing history (focus on early skills) – powerful to see a working process
- The ability for volunteer projects to be worked on without completely packing them up at the end of the weekend/days work. The ability for new volunteers, and those interested in starting, to be steered towards those projects and project groups.
- The design and practical work involved with creating a volunteer workshop so that it is somewhere which is fit for purpose.
- The need to restore the sense of enclosure, which had been lost by the demolition of the Waggon Repair Shop, the Blacksmith's Shop Extension and the wall alongside the mainline.
- The possibility for skills training to take place in the Shops.
- The possibility for the Shops to be accessible to visitors as part of a tour.
- The use of the reinstated Waggon Repair Shop and Blacksmiths Shop as a repair shop for the historic wagon fleet.
- There are plenty of opportunities and an almost endless list of a whole variety of tasks and roles that can be undertaken by volunteers.
- There is plenty to do, it's about getting groups organised to do it.
- These could be good opportunities to get people involved with real projects, rather than a meaningless experience.

- Volunteer linked to buildings and front of house. Take every opportunity to talk to customers.
- We need to collect oral history of the volunteer story
- What skills do we have that we could share and get people involved?

Volunteers suggested the following opportunities as something they would like to be involved in

“I love to talk to people about the engine. There is only limited time to talk with visitors so can we find time to talk to people in greater depth”

- Boston Lodge track maintenance gang
- Build a rake of Quarrymans carriages.
- I am a professional statistician, so I'd welcome any opportunity to help with data collection (e.g. surveys) or analysis.
- In my current role I've written and supported a number of substantial bids (up to £500k plus) and would be pleased to help with either writing or checking / proofreading parts of the current bid
- Long term rebuild of Mountaineer with experienced leader.
- More opportunities to learn and use specific skills such as machining, painting, lining and sign writing and so on.
- There's no museum to relate the slate-based railway
- Whilst I'm not too keen on the idea of leading a tour, I am quite knowledgeable about the history of the railway and Boston Lodge. So being involved in creating tours or just answering people's questions might be something I'd be interested in.
- Wish more opportunities for workshop duties were possible, incl. using machine tools if one has the skills.

Volunteers identified the following risks or issues

“I'm not an engineer or an historian, but have reasonable knowledge of the site, the sort of work that was carried out and what was achieved. I've been happy to take members and groups of visitors round in the past, but have struggled to explain the technicalities of the engineering side.”

- Competencies and records – some records are available. Could be potentially be done with all volunteers but the cost is prohibitive. Best way to do this would be group courses to develop skills together. There are difficulties getting competencies at the weekend due to week staff and courses are geared to week day workers.
- Concern about the balance between visitor attraction and working on the tasks needed and that Boston Lodge Works is not a working museum.
- Fear that increasingly tight competency rules will make it difficult for volunteers to gain, maintain and demonstrate competency on a wide range of workshop equipment. There is a significant time and cost penalty in regaining competence.
- I was head of Physics and taught some D.T. during my teaching career. I can therefore use taps and dies to produce threaded components

- Not sure volunteer-guided tours are the best thing. People not always available, maybe a digital tour. Needs to be available at any time not dictated to by a volunteer timetable
- Part of tour guides' training would need to cover how to best deal with different audiences.
- Some felt that they want to be able to get on with the tasks - courses could get in the way of volunteers getting stuff done / achieving things. Others agreed there is a fine balance between giving opportunities and getting on with the tasks.
- Space is a premium so getting people involved in real projects is more useful
- The visitor's time in the Blacksmiths Shop H2 will be important for breathing life into their experience of the old Top Yard. The only other historic buildings that will be accessible to the visitor will be the Foundry H4 and the Brass Foundry H6. Will there be activity in here that the visitor can observe?
- There's a high level of expectation from volunteers, this is not that easy. We're not short of volunteer opportunities, it just needs planning
- To get sufficient numbers to man the site people will have to be recruited without that depth of knowledge that the current volunteers have. An official history should be issued so that misinformation can be eliminated. I would recommend that each guide carried a notebook or pad to record any questions that they did not know the answer or thought that their answer was not completely satisfactory. These questions could then be answered and circulated with the other guides so increasing the knowledge base and improving the tours for visitors.
- Tour guides' training should include reading up more about the subject to help them give their own 'take' on the information.
- Very poor mobile signal would be an issue for technological solutions that rely on a signal
- Volunteer projects need to be realistic, volunteers need to make a positive difference.
- What is the visitor experience to be? Apart from the Small Loco Shed Ops 8 the visitor will not see inside any other part of the works but must view only the outside of the buildings with an explanation reliant on visual aids or the word of mouth from guides. This seems to be rather un engaging if the intention is to offer an 'immersive' behind the scenes experience that hooks the visitor. Seeing the action is vitally important. For instance is it not possible to erect a visitor 'viewing platform' in the Erecting Shop and Carriage Works?

People should know the following about the history of the railway and Boston Lodge Works (asked only to interpretation volunteers):

“We have an amazing amount of history we need to give bits to get them hooked”

- ‘I had a great time and learnt something’ – this will create return visitors
- 40-mile railway
- A basic history of the railways should be easily available for those who are interested in it, from that they can be guided to further information if they wish to learn more.
- All of which led to its being copied by ng railways in so many of the colonies.
- All staff would have been Welsh speakers – Welsh is what you would have heard.
- And FR.Co. is STILL the original legal company established by Act of Parliament in 1832 (before "Ltd." or "PLC" was ever used) -the world's oldest rly. co. still in active business
- BL has lots of history, a huge diversity of stories told at BL not standardised and in some cases true.
- BL is the oldest railway workshop in the world
- BL’s range of engineering skills;
- Boston Lodge built on quarry used to provide construction material for the Cob. Cottages 1 & 2 were the original barracks. Workshops built some of the locos and carriages. Also capable of manufacturing almost everything required by the railway including slate waggons and track components. Many original buildings exist.
- Boston Lodge is probably most famous for its use of Double Fairlie locos. Whilst these weren’t the first built, they were probably the first successful articulated locos in the world. In the 1870-80s Boston Lodge built two Double Fairlies for the railway. This shows the skills this relatively small workshop when the line was at its peak. Since being saved for preservation the railway has continued to construct locos at Boston Lodge, long before high profile new loco projects such as Tornado were even thought of.
- Conventional workshop but part of a wider story
- Do you mean volunteers or visitors? - Key dates, events, key personalities, finance – how was it financed for example; impact on the local people, region, political and historical contexts – who was the Prime Minister for example in 1836? Why the FR and the NWNCR/WHR were built; and a whole of other stuff
- early horse drawn days;
- Even after the railways peak the history of Boston Lodge is still fascinating, especially when financial pressures created a more make do and mend approach. It is often said the railway never threw anything away, and if you go into the brass foundry today you can still find parts from engines taken off over 100 years ago. During WW1 the works became a national shell factory and was staffed almost

entirely by women. The work would have been almost completely new to the women living in the area at that time. Again in WW2 part of the works was leased to a local foundry for “war work”. This famously resulted in the loco Palmerston being dumped outside the blacksmith shop to power the machinery.

- Everything but especially the people
- Everything from the horse stabling days
- FH and WHR restored the Spooner graves at Beddgelert Church in 2020
- First ever successful use of steam loco's on a public railway of such a small track gauge
- First to practically used narrow gauge engines – still building locos from notes
- For the old company (before 1946) most of the stories around the works and the drivers are written down in that ['Little Giants'] book. However there are tapes done in the 1960s interviewing Tom Davies, one of the old Drivers, that I think are stored by the FR at the National Library of Wales. Further there was an interview of 3 employees done by the BBC for the centenary of the line in 1936, but the BBC are not very cooperative in searching their archives for such unusual gems and so I could not get access to that either. I think we have to remember that those are not the only stories, there was chat in the meeting of talking to old member of the works staff from the restoration period and this should be tackled by the railways Heritage Group volunteers perhaps as history was being made then and still is being made - we all are part today of the continuing story
- From the need for the Cob, the links to important and unexpected persons such as Shelley and Mrs Gaskell right up to the way we produce carriages and locomotives today and how we are providing for Apprentices for tomorrow.
- Goes back to before the locomotives Horses and Gravity
- having the story helps to engage visitors with snippets. Without the story we are just another railway.
- Historic buildings still in use as historically. Blacksmith shop inside building interpreted conservation and history
- How the BL site came in to existence with the construction of the Cob (and why the Cob was built – for land reclamation and a road crossing of the estuary)
- How the Cob caused a sheltered calm anchorage for the transshipment of slates from the Dwyrdd boats to the sea going ships that developed into quays being built which then resulted in some quarry owners bringing slates straight to the quays. This was the beginning of Porthmadog
- I think the history of the site, its importance to the local area, and influence on narrow gauge railways across the world is incredibly interesting.
- importance in the slate industry;
- Important: storytellers need to adapt story to be relevant. Many passengers only for a ride to fill a day of the holiday and not really care for an ‘old’ story

- It is easy to put passengers on a train from Port to Blaenau and back, without them been given much flavour as to why the works, the cob, the railway existed in the first place, and the transitions it has been through in its original working life and since. We have spent a lot of time dragging interesting artifacts out of the undergrowth and bringing them inside to preserve them – which is great, but now we need to get those bits which have been restored back into the public eye.
- Its ability to make a handsome profit on such narrow rails when the big Victorian engineering debate was between Stephenson's 4' 8-1/2" and Brunel's 7' 0-14" gauges (both those greatly feted engineers said steam loco's could not be a success on our 1' 11-1/2" gauge!)
- Its capabilities now and the huge achievements in the last 30 years.
- Its early significance as a pioneer and having international influence
- Its pioneering roles.
- its Welshness and how its staff came significantly from Minffordd and Penrhyndeudraeth and where Lein Bach is still viewed as “their” railway
- Key points in history – weapons factory – look at the full time line
- Kids Week and what it leads to
- life on the Welsh Highland
- 'Little Giants' book: most of the pre-1946 stories around the works and the drivers
- longevity of its history
- Members didn't all know about BL. No idea of what is built and created at BL.
- Often described as unique. The FR was a world leader in the development of narrow-gauge railways for industrial use. Development of Double ended steam locomotives to provide economical yet powerful units to replace smaller locos which in turn replaced horses. The use of gravity trains and the necessary infrastructure which followed the contours of the land. Development of iron framed carriages – first in the world.
- People think the carriages are older than they think they are. When people find out they were built here recently they are fascinated
- pioneering use of narrow gauge steam locomotives and the impact on world development of railways;
- Railway vital part of the economy – lorries of the day
- Realise an ongoing story – apprentices – ongoing stories – not a museum it is a living works.
- Recording Yesterday for Tomorrow publication
- See attached Tour “Flow diagram” sheet developed from many previous Boston Lodge Tours' experience.
- Since the railway was preserved, Boston Lodge has gone from holding the railway together on a shoestring, to an engineering centre of excellence. Not only building

locos and coaches for the Festiniog and Welsh Highland Railways, but other lines across the UK too.

- Some early geography of the area, leads to slate, leads to slate mines, leads to transport need to cob to railway to port. Horsedrawn and note famous names said it could not be donw, leads to steam and Bug Bogeys for early tourism – new coaches as world leaders, double engines and their story, leads to successful business. 2nd phase decline/war/closure – reopening and deviation, return to Blaenau Ffestiniog, doing same for WHR, improving passenger experience, volutneering and travel business, giving the world famous...
- Some of the history of the 1950's onwards
- Some of the important unique points about the FR;
- Some of the prehistory of the site.
- Story about building the Welsh highland railway
- Sustainability
- The continuing story – i.e. the fact that the railway and works have always changed and developed to meet various deferent challenges and demands of period.
- The first workshops at Boston Lodge supported the construction of the Cob and its associated tramway as far back as 1809. This makes the oldest railway workshops still in operation. Story of how from humble beginnings building waggons for the horse worked railway, Boston Lodge grew to the point it was building its own locomotives is a fascinating one. Especially given its relatively remote location in a quiet corner of North Wales. The Ffestiniog Railway was incredibly important to the fortunes of the local area. It allowed the quarries of Blaenau to grow, replacing the pack horse as the primary means of transport. The Harbour of Porthmadog existed only to ship roofing slates around the world. Without the FR to transport them from the quarries the town would be completely different. At its peak the FR was moving 140,000 tons of slate a year in waggons carrying 2 tons each. An impressive feat for a small railway. Its influences can clearly be seen today in famous railways such as the Darjeeling Himalayan railway in India, or the Cumbres and Toltec in the USA.
- The gradual decline during the interwar period
- The historical engineering achievements together with the interface between the FR, the Works and local communities in terms of their social history.
- The history particularly the people of the Railway are very valuable assets. There are many hundreds of stories allied to the railway but importantly they need to be told in an engaging and fun way that attracts the young without alienating the old. A difficult balance but humour always wins out! As an example I always point out the swimming pool tank that served Plas Tan Y Bwlch with sea water. What fun it must have been to have such a facility in those days.

- The horse drawn tramway was built to reduce the cost of shipment of slate to the ships. It is all due to the slate.
- The importance of the railway to the development of the local and national economy both when it supported the local slate industry and later after 1954 as a tourist attraction without which the town of Porthmadog and its hinterland would be very different now. The place of the FR in the development of narrow gauge railways internationally.
- The often-forgotten period during the 1970s / 80s when the railway struggled to keep up with passenger demand whilst trying to build the first brand new railway in United Kingdom in decades.
- The railway attracted some very talented engineers and influenced railways all over the world. When it purchased its first locos in 1863, it was widely believed that engines that small would not be capable of useful work. They were such a success that the railway had to purchase 2 more a few years later. Four of those engines still survive working on the same railway, maintained in the same workshops, and kept in the same engine shed built for them in 1863. Only a year later it started a public passenger service, the first on a narrow gauge railway anywhere in the world. Again these coaches are still in use and maintained at Boston Lodge. It pioneered the use of bogie coaches in the UK in 1872. These days virtually every train you will travel on uses bogie coaches.
- The railway was carrying goods and passenger 40+ years before there were road vehicles in common use);
- The revival by preservation pioneers in the 1950s, 1960s
- The skills needed to restore the railway and build new locos, carriages and other rolling stock from scratch or to restore such equipment up to museum standards.
- The Victorian and Edwardian heyday
- There are myths and legends interwoven into the railway stories. This is an engaging element to use for story-telling.
- There is a large amount of history in the slate mining regions of N Wales and the railway played a big part in that – as a history project it has immense scope and I know that an great number of people are amazed at what exploits were carried on in the mines and in the transport network around the slate mines
- They should learn about the history of the railway and the works, but particularly in the light of what made it such a special place in the railway world as a whole
- We tell the story of BL from start to finish, cob ruined eco system, created Porthmadog, lodges
- What did the railway do for the local communities – Sunday school trips, links to other railways [via?] Caernarfon.
- What it does now and how unique it is.

- What the FR is doing today – apprentices, new locos, working with the local 16+ college
- When does heritage stop – the story of volunteers
- Why and how was the railway created? Irish money was used to develop a Welsh business that benefited from a harbour accidentally created by an English MP.
- Why does the railway exist – social and economic reasons
- Why it is there and what it has done as various times since it opened.

“sell the sizzle not the bacon”

People stories that stand out include:

“ There are also the host of fascinating, talented and in some case frankly weird people who have been involved with Boston Lodge Works in the preservation era”

- Apart from the original contractor and Spooner, there are strong links between the old Company staff and restoration days.
- Avion Williams family owned a quarry – slate man, knows where slate comes from by looking at it. Had cancer and Alan got him a trip on the gravity train. Be prepared to do something different
- Bessie Jones,
- Difficult to answer as there are so many especially from the less-controlled days of the restoration
- Do you mean on the FR or the WHR? At Boston Lodge? The Spooners, Maddocks, Colonel Stephens, James Cholmeley Russell, the train crews, the primitive nature of the works even in the 1930s/40s/50s
- Eileen Clayton
- Eileen Clayton
- Evan Davies
- Exceptional surveying by James Spooner, giving a 12-mile constant gradient for the gravity slate trains through difficult and (then) very remote terrain
- For example the Davies family -Tom, Wil, David etc.
- Fred Howes
- Fred Howes, the former Civil Engineering Manager, has produced several DVDs highlighting the track and the route
- Garraway
- George Percival Spooner [?]
- Glenn Williams
- Ian Smart (Plas Smart)
- Kate Roberts lived local
- Len Heath Humphreys – the 17 year old.
- Len-heath Humpries
- Maddocks (built Porthmadog)
- One of the many delegations that visited to learn its success was from the Czar of Russia.
- Paul Dukes
- Peppers ghosts to tell the story
- Spooner family members died from typhoid, buried at Beddgelert.
- Spooners
- Stories of passengers who have ridden the line

- The current Company/Trust Chairman who has made the organisation “get its finger out” to work to ensure it still exists in 50 years time.
- The current GM who takes a week holiday so he can drive an engine
- the Garraway era
- The involvement of the ‘common man’ in the FR in terms of how they worked and lived. This would provide a social thread with links across the local area to other forms of heritage.
- The tunnelers
- There are many ‘people stories’ not only from the early days of rescuing the Ffestiniog Railway but also from the rebuilding of the WHR; these need to be recorded before they are lost. There is an almost endless list as volunteering continues as do the happenings around it.
- There is scope for delving into the community and finding those whose families were involved in the FR in Old Company days.
- This is an area that needs covering in any training schemes for interpretation volunteers.
- William Williams
- The story of William Williams is an interesting one. Very much a home-grown talent, he was born in Tremadog around 1835. His grandfather was a blacksmith and is thought to have worked on the construction of the town with William Madocks. By 1851 his family were living at Boston Lodge. William and his brother Owen were apprentice fitters and his father an engineer at the works. In 1863 he is recorded as being trialled as a driver on the new steam engines, and by 1870 he is driving Little Wonder the ground breaking Double Fairlie. He also built the first loco at Boston Lodge in 1869 the little model loco Topsy that is on display in Spooners Bar. In 1875 he becomes the works manager then finally the Locomotive Superintendent in 1880. It’s in this role he leaves his greatest legacy by completely rebuilding the 5 George England locos. By this time these locos were completely worn out from the huge growth in traffic the railway had achieved. It was likely they would have to be replaced, but Williams worked out he could salvage many parts and incorporate them into an improved design. He started with Palmerston in 1888 and finished with Princess in 1893. All accomplished at a fraction of the cost of new engines, and apart from new boilers, all built at Boston Lodge. Four of these engines still exist today in much the same condition Williams rebuilt them in. If it wasn’t for his resourcefulness, they would have been scrapped after only 30 years service. Instead they are still working over 150 years later.
- Williams was dismissed in 1909 after 62 years service with a very generous pension of £1 a week. He died in Porthmadog in December 1915. He had 5 children. His son William G also worked for the FR as a fitter and the loco foreman. His other son

John R trained as a civil engineer and went to India with George Percival Spooner, he ended his career working in the loco department of the East Bengal Railway.

People should know the following about what happens at the railway and Boston Lodge Works, from an engineering perspective (asked only to engineering volunteers):

“Telling this engineering tale might not be as exciting as demonstrations of the blacksmith's art in the revitalised smithy but it is important none the less”

- ‘Gravity train’ is unique to this railway
- A lot of people love steam locomotives and all that goes with them and how they work. I drive steam locomotives in our local park and the young children who never saw steam on the main line railways are always amazed at how coal and water are turned into motive power. On our annual open day we sometimes allow youngsters to drive small steam engines – under close supervision and to see their faces when it moves is pure magic. I know some who bring their mums and dads every week to watch and to ride on a train pulled by a steam engine. We have four volunteers now on our park railway who were once watchers and are now drivers
- And of course the Welsh Highland Railway much of which was rebuilt by volunteers
- As much as they want to know. Those interested will get immersed to whatever extent they want to and will learn from others.
- Capabilities, competences, the range of construction work that can be taken on ie. that we can build new locomotives and carriages and carry out contract work for outside organisations
- Civil engineering of the Railways: the continuous downhill gradient that Spooner engineered to allow the loaded slate trains to return by gravity is as much a part of the FR as the Double Engines, Boston Lodge and Porthmadog Harbour (with its ships, boatyards and seafaring folk).
- Continuous story of the works.
- Electrical working party and the theoretical design for their work
- Emphasis on the ‘making of things from base materials’ – can we arrange that tours allow looking into the machine shops (although full access can clearly not be allowed)
- Everything
- An understanding of why people do it. I personally am not keen on the engineering workshops/experiences for the public; an insight from a guided tour with an invitation to sign up would be a better way to encourage practical engagement. In my experience it is very difficult to have a new starter produce any useful work on day one that isn't mundane, they start with some basic stuff and work their way up from there, it may be mundane but the social engagement and skills development

is the driving force for their continued involvement, not the sort of work you give them to start with.

- From cradle to grave, we design in house, fabricate in house, assemble in house. The works staff are a very complete team and little work is required to be 'subbed out' with reasons only being resource availability or space availability.
- From small waggon repair to building its own engines
- History of horses to today
- History of its development from wagon works to locomotive building works. The linkage with the development of the slate trade. The linkage to engineering progress in the 19th century. How the engines are operated day to day, how they are maintained in general. Ditto carriages & wagons. The service it provides internally and externally today
- History of quarry to build cob
- How exactly do you maintain a railway that is 190 years old especially when structures these days are designed for a 100-year life?
- How steam engines work, how they are constructed, maintained and repaired at the Works. How the railway is operated to the benefit of the general public.
- I remember when they started – stories of other people's development. Hearing stories to encourage how others have developed into roles
- I think for our operation the having a go at driving a steam engine stuff works as a start up taster, with encouragement after to engage in some of the other work. This sort of thing needs to be driven by new teams rather than existing ones so as to not dilute the current volunteer efforts to a point where achieving conservation projects becomes tediously slow due to other more 'commercial' priorities.
- I think as well as the history people should know that this is one of the most important preserved railway workshops in the UK. Boston Lodge is still building locos and coaches using both modern and old techniques. They are not just preserving the past but building the future too. In one workshop someone could be building a brand new first class pullman coach, while in another someone could be riveting a humble 150 year old slate waggon back together. The layout of the site allows this to be portrayed perfectly as you travel from the old top yard through to the more modern workshops.
- I think people can guess a little of what happens at BLW but they will always be interested in the details, environment, history, and day to day jobs.
- Keeping the old skills alive, hot rivetting, boilersmithing, fitting, using machine tools that are not computer-driven, steam loco design
- Learn how engineering processes produce & maintain the equipment the railway uses day-to-day.
- Made aware of the unique skills needed for heritage railways – both steam & other motive power, together with the need to keep these skills alive.

- Mechanical engineering that can restore, rebuild, improve, and build new locomotives, carriages and wagons to meet the ever changing needs of the business, whilst still retaining and improving the historic profile of the railway, and basing it all in the oldest railway workshop in the world, in use since 1811, and the only one anywhere to have built steam locomotives in the 19th, 20th and 21st centuries (including members of the double fairlie class in all three centuries, from 1879 to 2021 (so far!))
- Moelwyn Tunnel
- Not only current day, but wartime munitions work
- Oldest railway workshop in existence.
- Opportunity to take people on a journey through the BWL from horses to modern works.
- Permanent way history and development.
- Somehow that can-do-and-deliver spirit has rekindled since preservation, and the achievements of the railway since 1954 are something that is as important in its history as the Victoria Spooner era was.
- Steam locos and boggie carriages.
- Stories about characters and their influences working and worked at BLW – Victorian workers to modern day (Jed Perks)
- The activities which have not changed since past times and then the technical understanding and new technologies which are needed, often in the background, to make the heritage operational.
- The civil engineering skills to build the Deviation, re-engineer the centre of Blaenau Ffestiniog, restore the Welsh Highland from nothing, and redevelop both Harbour Station and Boston Lodge
- The Deviation Project
- The early history, traditional skills (hot riveting, carriage works, mechanical techniques, manual tools, blacksmithing...).
- The history of innovation, skills, tools, and sheer range of tasks undertaken and available to be undertaken.
- The restoration of the Garretts for the WHR and the fact that these are still the only locos able to operate a full length WHR train. There is still no modern diesel that can do the same!
- The setting, route and civil engineering of the Railways – civil engineers have an inside view on how Spooner was able to create the continuous downhill gradient that enabled gravity trains to run which are such a key part of the FR heritage and present day experience.
- The signalling engineering skills to develop and install a very low cost, but flexible, control and signalling system for both railways

- The traditional skills, for example hand painting and lining, traditional joinery – ancient skills still be practiced every day at Boston Lodge.
- This is an incredible small business, at the forefront of engineering development in its heyday in the 1860s to the 1880s.
- Tornado talked about as the first modern loco but we have 3 before that and 2 since.
- We built the engine in 1859, we are part of the continuity of the history. Working history – 52 years of story to tell

These particular skills or people should be highlighted:

- Ability to work with limited resources and seek help from others if needed
- Allan Garraway, who gave up a promising career in BR to lead the restoration of the FfR, and saw it from dereliction to its return to Blaenau, over almost three decades. Allan's input on the motive power side was a major issue in the early days of restoration, as well as leading the business for so long.
- BBC Interview of 3 employees for the centenary of the line in 1936 [but the BBC are not very cooperative in searching their archives for such unusual gems and so I could not get access to that either]
- Bob Le Marchant
- Boilermakers, turners, fitters, carriage builders and painters are skill areas 'lost to view' which are worthwhile showcasing
- Designing/ patterns & casting, Metalworking, woodworking, electrical, painting/upholstering/ finishing.
- Fred Howes – bring in the track from a pretty rough state to near perfection over 40-odd years. He became Vice President of the Permanent Way Institution for Wales, the first heritage railway person to achieve such an honour.
- Gerald Fox
- Having seen lots of 16-year olds progress into volunteering it is amazing. The Ffestiniog family moves out into other roles in other railways
- Hot riveting; the ultimate team work exercise.
- Interpersonal skills. Volunteers will only get involved if they are welcomed AND welcome. It's very easy to chase away volunteers who are new to the railway and it is a shame when a good potential volunteer doesn't stay.
- Machinists, fitters, foundry workers from the past, blacksmiths, coach-builders & coach-painters, loco crews, PW. crews.
- Mike Schumann
- Mike Schumann – building the deviation, and being a leading role in the restoration of the WHR, in both finance and engineering
- More of the old trades which are no longer in normal every day use such as steam engineering, lathe and milling machine operation, boiler making , pattern making and general high quality woodwork and cabinet making. Also top quality coach painting is a skill which is now almost gone since modern buildings are painted by roller and spray
- Morris Jones – who saved the railway's motive power in the 20s and 30s, stayed to the bitter end in 1946, and then came back in 1954 and got it all going again
- Neil Clayton – who has single-handedly championed the restoration of the railways electrical systems over 30 years.

- Norman Bond – who restored the vintage carriage fleet, and developed the carriage works to be able to build pretty much anything that would fit in the building, up to the restoration of a Metropolitan Railway Carriage that now runs on the underground again
- Old member of the works staff from the restoration period should be tackled by the railways Heritage Group volunteers. History was being made then and still is being made - we all are part today of the continuing story.
- One current train driver started off having paid for an experience, and has now been a driver for many years
- Paul Dukes – who kept the railway going through its growth period, even though it eventually outgrew him.
- Paul Lewin who, as well as running the business, has enabled the restoration of almost all the vintage locomotive fleet
- Paul Wood has a job on the national railway because of experience from the Ffestiniog volunteering
- Phil Girdlestone who pioneered “modern” steam technology.
- Tapes done in the 1960s interviewing Tom Davies, one of the old Drivers, that may be stored by FR at the National Library of Wales.
- The fabrication skills at the workshop. There are not many jobs on any of the locomotives that cannot be handled in house. There are not many preserved railways that can achieve this.
- The No. of younger employees at the railway, many of the workshop staff have been through apprenticeships at the works, mostly local people, these young people are keeping historic skills alive and in time will pass them onto the next generation.
- The skills of recreating Steam Engines and new carriages to a very high standard.
- Theo Rubens – Came through kids week
- Those that can weld, use the engineering machinery or have woodworking capabilities and have design capability.
- Those who are doing the same work as was done in past times.
- When working on the locos what seem to interest the passengers is people doing a job you don't really see any more. I get a lot of questions about what it's like working on the engines because people know very little about it. I think the same can be applied from an engineering perspective. Lots of people are probably familiar with the modern engineering techniques you can see at Boston Lodge. It is the older skills that really need to be shown, such as blacksmithing with a hearth and anvil, joining parts with hot rivets, shaping components with a steam hammer, or even something as simple as drilling a hole without an electric drill. It is difficult to imagine how they built and maintained this railway in a quiet corner

of North Wales, with the equipment they had back then. Being able to show people would be far better than just looking at some old things in an old building.

- Why do we come from all over, past other railways to come to Ffestiniog – this could be the best railway in the world. We want to give back to the railway, building the railway to make it better for the future of the railway.
- Will Jones
- Will Jones – carrying his track skills over from the old to the new company, so that it all got running again, at least as far as Dduallt by the time he retired

Local Community Survey

Introduction

Local people (defined as living in Gwynedd) were invited to complete an online 'Survey Monkey' questionnaire. The survey questions explored responses to interpretation, activities and marketing. The survey was advertised via local Facebook groups during October-November 2020.

112 users responded to the English-language survey. 12 users responded to the Welsh-language survey. A further 35 responses were filtered out from the English-language survey results because they were not submitted from local residents.

Summary of Survey Responses

Q2 If yes [to Q1: Do you live in Gwynedd?], which community do you live in?

The largest number of English-language respondents selected 'Other' (33%) rather than a specific community. Those that selected a specific community tended to select Porthmadoc (21%), Penrhyndeudraeth (10%), Beddgelert (8%), Caernarfon (6%) or Dolbmaen (4%).

The other 6 communities referenced had only 1 or 2 respondents for each.

The largest number of Welsh-language respondents selected 'Other' (50%) rather than a specific community. Those that selected a specific community selected either Caernarfon (16%), Beddgelert (8%), Dolbmaen (8%), Porthmadoc (8%), or Penrhyndeudraeth (8%).

Q3 How often have you been on the FfWHR trains/visited the stations, including your most recent visit?

Only a very small proportion of English-language respondents have never been on the FfWHR trains (12% and 8% for WHR and FfR respectively).

Of Welsh-language respondents, 25% had only been on the FfWHR trains once. 53% had been on the WHR more than once. Of 58% (7 people) using the FfR more than once, 6 had used it 3 times or more.

Most English-language and Welsh-language respondents had been to Porthmadog Station 3 times or more (99% and 88% respectively). Caernarfon was the least-visited station amongst the English-language group (50%). Blaenau Ffestiniog was the least-visited station amongst Welsh-language respondents.

Q4 The historic Ffestiniog & Welsh Highlands Railway has been serving industry and visitors for almost 200 years. To what extent do you agree with the following statements.

- I know something about the history of the railway
- I am aware of the technological innovations that began in my local area
- I think that industrial heritage is interesting and accessible to the lay person
- I am aware of my local area's own distinct history and heritage

English-language respondents either agreed (50%) or agreed strongly (25-37%) with each of these statements. There was little noticeable differentiation across the four options.

The Welsh-language respondents responded less strongly to knowing something about the railway's history (33% agreed; 33% strongly agreed), slightly less strongly to the technological innovations question (50% agreed; 17% strongly agreed); the weighted scores were also lower. The Welsh-language respondents felt that industrial heritage was accessible (42% agreed; 50% strongly agreed), and that they were aware of their local area's distinct heritage (33% agreed; 50% strongly agreed).

Q5 How interested are you in finding out about...

- How the railway has developed over 200 years
- The global impact of the railway
- The people of the railway (workers, families)
- The development of locomotives
- The buildings of the railway
- The nature and landscape around the railway
- How the railway served the slate industry
- What happens at the railway today

Both the English- and Welsh-language respondents tended to be either very interested or interested in these aspects of the heritage. The nature and landscape around the railway were most popular (92% positive) amongst English-language users; development of locomotives was the least popular (28% negative). Development of locomotives was the least popular with Welsh-language users also (25% negative).

The Welsh-language respondents responded noticeably very strongly to how the railway served the slate industry (33% interested, 67% very interested). The weight of the responses was, however, spread evenly across the options otherwise, with little to indicate clear winners or losers.

Q6 My impression of the Ffestiniog & Welsh Highlands Railway is that:

- I can learn about the history of the railway there
- It provides an entertaining day out
- It is a good place to take friends and family who are visiting me
- It is affordable
- It is a good place for local families to visit
- It is only for train enthusiasts
- It is more for men than women
- The railway is not sufficiently accessible
- The Welsh language is not prominent enough
- Welsh language on display is written by native Welsh speakers

English-language respondents tend to view FfWHR as an entertaining day out (51% strongly agree; 43% agree), and as somewhere to take visiting friends and family (53% strongly agree; 39% agree). It is also viewed as a good place for local families to visit (27% strongly agree; 65% agree).

English-language respondents did not agree that the railway was only for people with a heritage interest (53% disagreed; 38% strongly disagreed), or that it had the greatest appeal for men (53% disagreed; 26% strongly disagreed).

The Welsh-language respondents emphatically view FfWHR as an entertaining day out (50% strongly agree; 50% agree). Whilst they considered that it was somewhere to take visiting friends and family, this was less weighted than for English-language users (33% strongly agree; 58% agree). While still good place for local families to visit, this was marginally less of an emphatic response than amongst the English-language users (8% strongly agree; 83% agree). Welsh-language users felt that the Welsh language should be more prominent (25% strongly agree; 50% agree), and felt less that the Welsh language used was written by native speakers (42% disagreed) than did the English-language survey users.

Q7 My impression of the links between the Ffestiniog & Welsh Highlands Railway and the local community is that:

The history and railway makes English-language respondents proud of their local area (65% agreed; 20% strongly agreed). But people did not generally agree that their family had a direct connection with its history (38% disagreed; 33% strongly disagreed).

It was noticeable that people as a whole were ambivalent about whether the railway worked in accordance with the needs/interests of local people (43% disagreed; 42% agreed); and whether the railway tells the story of the local community well (49% disagreed; 42% agreed).

The Welsh-language respondents mostly agreed (83%) that the local community receives discounts and special offers. Noticeably, the small number of respondents did not consider that they had any direct connection with the railway (50% disagreed; 50% strongly disagreed).

Q8 Boston Lodge is the Engineering Works which has serviced the Ffestiniog & Welsh Highlands Railway since 1842. To what extent do you agree with the following statements:

- I know where Boston Lodge Works is
- I know something about the history of Boston Lodge Works
- I know something about what Boston Lodge Works does today
- I'd like to find out more about Boston Lodge Works
- I think the natural environment around Boston Lodge could be improved
- I would be interested to visit Boston Lodge Works

English-language respondents would be either interested (45%) or very interested (42%) to visit Boston Lodge Works. This group felt more strongly about the potential to improve the environment around Boston Lodge Works (62% agreed; 25% strongly agreed) than they were interested to find out more about it (50% agreed; 30% strongly agreed).

The strongest negative responses were to have knowledge about the history of Boston Lodge Works (21% disagreed; 17% agreed); and about its role today (21% disagreed; 16% agreed).

The Welsh-language respondents were keen to know more about Boston Lodge Works (42% agreed; 42% strongly agreed). They would be either interested (75%) or very interested (17%) to visit Boston Lodge Works.

Q9 Do you know where Boston Lodge Works is located?

91% of English-language survey users responded 'Yes', compared to 100% of Welsh-language respondents.

Q10 A project is being developed to help people discover more about the railway and Boston Lodge Works. What would you be interested in doing or seeing?

The most popular potential activity amongst English-language survey users was 'Watching People working using traditional heritage craft skills / engineering / joinery' (47% interested; 42% very interested).

Learning more about the Railway's history came next (56% interested; 33% very interested), followed by learning more about Boston Lodge Works (49% interested; 33% very interested).

Tours around Boston Lodge Works were received positively, with 33% interested in an English-language tour and 43% very interested. 18% of English-language survey users were interested in a Welsh-language tour and 13% very interested.

The Welsh-language respondents were very keen on a Welsh-language tour of Boston Lodge Works (42% interested; 50% very interested); on 'Watching People working using traditional heritage craft skills / engineering / joinery' (42% interested; 50% very interested), and in finding out more about the railway's heritage and history (42% interested; 50% very interested).

Volunteering tended to be viewed unfavourably or with ambivalence amongst both groups, but there was interest expressed in all three of the suggestions nonetheless (40-50% positive).

Q11 If you would not be interested in visiting Boston Lodge Works or cannot contribute, please provide your reason/s...

No responses in either language

Q12 Do you have a personal connection with or story to tell about the railway or Boston Lodge Works?

No responses in either language

Q13 We are looking for members of the local community to help shape plans for the project. Would you be interested in helping?

No responses in either language

Q14 If you have any further comments or suggestions for how you might want to get involved with the railway, please let us know.

No responses in either language

Q15 How did you hear about this survey?

English-language survey users found out via Facebook (80%), the FfWHR website (10%) or 'Other' (10%).

Welsh-language respondents found out via Facebook (58%), or 'Other' (42%).

Q16 Please could you tell us more about yourself?

Amongst the English-language survey users there was a very slight gender bias towards male (M/F split 51%/45%). There were also responses for other (1%) and prefer not to say (3%). Among the Welsh-language survey users 58% were female, 33% male, and prefer not to say (8%).

Q17 Please could you tell us more about yourself?

The age group split amongst English-language survey users is as follows:

55-64 years	39
Over 65 years	26
45-54 years	21
35-44 years	17
25-34 years	5
Prefer not to say	2

The age group split amongst Welsh-language survey users is as follows:

55-64 years	0
Over 65 years	1
45-54 years	5
35-44 years	2
25-34 years	3
Prefer not to say	1

None of the respondents were under 24.

Q18 Please could you tell us more about yourself?

The employment status of respondents to the English-language is as follows:

Employed	45
Retired	38
Self-employed	17
Parent/Carer	3
Prefer not to say	3
Other (please specify)	2
Unemployed	1
Student	1

The employment status of respondents to the Welsh-language is as follows:

Employed	7
Retired	1
Self-employed	1
Prefer not to say	1
Unemployed	1
Student	1

Q19 Please could you tell us more about yourself?

6% of English-language respondents considered themselves to have a disability.

Q20 Please could you tell us more about yourself?

Respondents mostly considered themselves White/British.

Q21-22 Welsh and Welsh language

Of the English-language responses:

- 60% answered 'No' when asked 'Are you Welsh?
- 32% answered 'Yes' when asked 'Are you Welsh?
- 19% speak Welsh as a first language
- 16% speak Welsh as an additional language
- 29% are currently learning Welsh

Of the Welsh-language respondents:

- 100% answered 'Yes' when asked 'Are you Welsh?
- 100% speak Welsh as a first language

Guided tour consultation

Introduction

Members of the local community were invited to Boston Lodge Works on Saturday 21 November 2020, to participate in trial guided tours of the facility. One tour took place in the morning, and another in the afternoon. Each of the two tours was led by a different member of FfWHR staff with in-depth knowledge of the site history and how it works today. Both tours were full and were able to be delivered safely through mask-wearing and social distancing.

The questionnaire was designed to establish what people knew about the heritage before the tour, and to compare this to what they knew about the heritage following the tour. 11 respondents returned feedback forms. Some participants provided additional information via email.

Because of the ongoing COVID-19 pandemic, even having these trial tours take place at all was a major achievement. FfWHR was forced to recruit tour participants from the local community, rather than from a wider demographic which would better reflect the intended ultimate spread of target audiences for this activity. This has meant that the participants had a much better prior knowledge of FfWHR, Boston Lodge Works and the heritage in general than would otherwise have been the case.

While we still do not know what non-local visitors would arrive with in terms of prior knowledge, we must assume from anecdotal evidence that most non-local visitors will know very little, if anything, and they will not have existing frames of reference on which to hang new knowledge.

Before The Tour: What did people already know about the history of the railway?

Re-opened after closure in 1956. Got back to Blaenau Ffestiniog in 1980.

Some history of both the railway and the slate industry

Although having lived in Porthmadog for over 60 years, my knowledge of the railway is very limited.

I know the actual railway was built to transport slate, originally Blaenau Ffestiniog.

Narrow gauge steam railway originally used to transport slate from Blaenau to Porthmadog.

Built in 1830s for transportation of slate From Blaenau to Porthmadog Quay; Steam powered from 1860s

It began running in 1836 and was used to transport slate from the quarries in Blaenau Ffestiniog to Porthmadog harbour. This was originally done via gravity trains, with horses returning the empty wagons to the top of the line. Steam traction then took over. Following its re-building after the war it has become a major tourist attraction.

I was well aware of the history of the railway from its beginning to its current status.

Built in the 1850's to transport slates from Ffestiniog to Porthmadog.

Not much, only its association with the slate industry.

Reasonable knowledge gained over the years, particularly researching information for FF&WHR guidebooks and promotional material.

Before The Tour: What do you know about Boston Lodge Works – what is it, what its history is, what happens there?

Boston Lodge is the maintenance centre for the railway, and also the administration centre. All rolling stock is serviced, renovated and stored here.

Superficial history not a lot about what happens there now.

I am aware that Boston Lodge is the heart of the railway, in that the work of restoration, and maintenance is carried out there

It was built to house workmen building the cob; They use to house the stone for the cob – workshops; They are 19 century buildings

Don't know anything about Boston Lodge. When growing up in North Wales I assumed that Boston Lodge was used for repairing / maintaining trains.

I have Limited background knowledge; From mid 19thc Engineering workshop for Ffest Rail and Welsh Highland; Also now construct and refurbish units for outside clients.

Inside the workshop and The engines in process of refurb; The old buildings and machinery; The surrounding landscape; Car Park; Toilets; Outline of new plans

Boston Lodge works was originally built around the quarry at the time of the building of The Cob. It was used to house the men, horses and tools used in construction. With the development of the steam railway it then become the works area for storage and maintenance of the engines alongside the development of new engines. Today it houses the railway's stock of engines and carriages. Maintenance work is carried out here, along with construction work on new locos and carriages, including work done for external contracts.

Some of the buildings were dated from the beginning of the Cob. ; Locomotives and rolling stock for the railway were built there.; Its role in the manufacture of shells during World War 1.; Contract work undertaken for other organisations to earn extra revenue for the railway.; The maintaining and education of core engineering skills that would be lost otherwise.

The last of the three foundries that existed in Porthmadog, and specialised in repairing and maintaining narrow gauge railway stock.; It was also used as a munitions factory during W.W.1

Again, very little, apart from 'fixing and building' of narrow gauge engines and trains.

Long-term engineering works for the FF&WHR dating back to the early 19th century.

Before The Tour: What are you expecting TO SEE on this guided tour?

The layout of the place and the work that goes on here. Also the building that will benefit from the Heritage Lottery Grant.

Behind the scene look at what goes on now and details of former use of the works

What happens in Boston Lodge. How it has developed over the years

Tour of the buildings, hopefully gather information on the engineering of the oldest railway

The inside of Boston Lodge Works which probably contains historic railway engineering works and tools. To see examples of how repair and maintenance tasks were carried out.

The oldest buildings on site and what they were used for.; How buildings are currently being used.; How the newest buildings are being used.; Displays of historical photographs/artefacts?

An update of the work done on the original buildings, as I had seen articles in the FR society and heritage group journals that I receive and also the booklet that was received with regards to the lottery funding.; To see the progress of James Spooner and to see the new shed completed.

The oily bits and graft, behind the scenes.

The inside of the workshops at Boston Lodge, no idea what to expect.

Some of the original and oldest buildings on the site and how the site has evolved and developed over two centuries.

Before The Tour: What are you expecting to FIND OUT on this guided tour?

A lot more on the history

What plans the railway has for its future

More history on the buildings (Boston Lodge) and maybe an insight to how they will be preserved.

What Boston Lodge's function was during the heyday of the slate industry and any innovative / unique processes or equipment that were used there. What Boston Lodge does today.

History— Why the rail was built; Who Built it; Influence on local community; Why Boston Lodge workshop was built and its function past and Present; People history past and present; Find out Future plans for visitor centre.; Will they include for example: The old buildings restored and open to view; Visitor access inside to the Workshops; Visitor indoor centre facilities and type of Exhibition contents; Accessibility (mobility access, etc); Toilets; Visitor Parking; Refreshment facilities and outside landscaped areas; Available for coach group and parking.

The future plans for developing the site.; What work has been done so far on the current NHLF project

Current status at Boston Lodge.; The plans for the future of the works, especially during this challenging times.

How things have adapted to the present age.

History, stories, facts that I can remember and therefore share with others.

How each building was used in the past and what the plans are for the future of the site.

Before The Tour: Rate the following statements

(1 = agree, 5 = don't agree)	1	2	3	4	5
I am aware of the technological innovations that began in this area	Xxx	Xxx	Xxxx	X	
Knowing about the history of the railway makes me feel proud of this heritage	Xxxx	Xxxx	Xxx		
I am aware of this area's distinct history and heritage	Xxxxxx	Xxxxxx			
I think that industrial heritage is interesting and accessible to the lay person	Xxx	Xxx	xxxX		
I think the natural environment around Boston Lodge could be improved	Xxxx	Xxxx	Xxx		
I know about the slate industry in North Wales	Xxxxxxx	Xx	Xx		
I know what happens at the railway and Boston Lodge Works today	X	Xxxxxx	X	xxX	

Following The Tour: Q How would you rate the tour

How would you rate the tour (1 = poor, 5 = great)	1	2	3	4	5
			X	Xx	xxXxxxxx

Q Please explain your answer:

A lot of information given by a very good speaker Dafydd Gwyn

very interesting insight into the history of the works and to the use today

Very interesting content/history in an interesting location. Tour was led/presented in a truly engaging manner by our tour guide.

Guides where engaging, spoke with clarity. Great banter with us, their knowledge and enthusiasm brought all alive made it so interesting. Did not feel it was nearly two hours. Was conscious of visitors comfort from weather elements etc....

Very informative. A chance for a close up view of work/projects currently in progress.

Paul was a good tour guide, coping well with the disruption of the (necessary) interruptions.

Dafydd Gwyn explained thoroughly what was going on and the plans for the future, he explains the reasons for the directors to make the decision that they made.; After leaving the tour I felt fulfilled and understood what was going on.

Told in an informative, yet informal manner. Not too long. Very interesting. The guide was obviously very knowledgeable.

Following The Tour: What did you think about the length of tour?

What did you think about the length of tour?	Not long enough	About right	Too long
		Xxxxxxxxxxxx	

Following The Tour: How much would you be prepared to pay for a tour like this?

How much would you be prepared to pay for a tour like this?	Less than £4.99	£5-10	£10-15	More than £15.01
		xxxxxxxxxxxxx		

Following The Tour: Would you:

Would you:	Yes	No	Maybe
Go on a tour on its own	xXxxxxxxxxx		
Go on a tour as part of a ticket to go on the railway	Xxxxxxx	X	

Following The Tour: What was the most interesting thing you SAW?

The machine workshop

the lock shed and work being carried out on the maintenance

The restoration and creation of new engines. I loved the fact that where possible everything is reused and that old traditional methods are used.

The buildings in Boston Lodge, how they have obviously been maintained and developed over centuries. Also the view of the site and how it has been developed as close to the sea as possible.

The various engines and carriages in storage or being repaired / renovated especially the Dafydd Lloyd George 'double fairlie' engine.

Difficult to highlight as all aspects held a surprise through the next door and round the corner.; Of course inside the workshops has to rate high up ---and to inspect work in progress on stock before and after we ride them; View point outside was a great place to start.; The most unexpected was of New Storage Running Stock sheds and undercover areas made a big impact.

The oldest buildings on the site and how they have been remodelled over the years.

The work done on the restoration of the smithy and to Plas Smart.

The engine workshop, and carriage works.

I found the first building very interesting, perhaps some explanation of some of the nooks and crannies inside. Also, very much enjoyed seeing the workshop. Amazing, the amount of machinery and 'pieces' of engines etc It would be amazing to see some people at their work, if possible. I loved seeing the new boiler and the new trains being built. And I loved the restoration work, and the stories behind some of them, and that it took years to complete. I can only imagine the job satisfaction when it's complete.

Inside the Blacksmith's building and the alignment of the old road.

Following The Tour: What was the most interesting thing you FOUND OUT?

The anecdotes that one would not find in a publication

some of the history and old uses of the buildings

The cost involved in restoring and creating new engines

The building of the steam trains, the skills / craftsmanship and hard work that goes into building and maintaining these.

Various details about the railway itself such as how it used to function with horse and carts. The history of the railway's development and the key figures involved. Specific local anecdotes and stories such as the disagreements over (re) naming engines.

Boston lodge history, and how seeks outside work to sustain economy.; History of the trains from horsepower to steam and current standing and usage; People involved in first conception to those volunteers and sponsors who are involved.; Importance of this Establishment to the local area for employment.; The Impact to local economy and into North Wales from tourism

The layout of the original works and where the road used to be. That access was through the archway at the end of the Cob. That horses were stabled at Cae Ednyfed!

How the original funding for the railway was done by Irish people!

The retention and development of the quality engineering skills.

Never realised how large an operation Boston Lodge is. The cost involved every 10 years. The stories about horses and having to change the track etc to accommodate the trains. The fact that people pay to get a train built! Amazing.

About the development and progression of the Boston Lodge site, the timeline of buildings and the gradual movement towards the sea.

Following The Tour: What would you like to know more about?

More of how the NLHF money will be spent

a lot more on the history of the site, the old slate industry and how the cob was developed before the railway

I think that Mr Lewin covered most things

I would have loved to have seen how Boston Lodge was in the very beginning (illustrations), also more history on the actual buildings and surrounding land, before the Cob.

At the moment I would like to know more about future plans should the lottery bid be successful.

The labourers who cut through and laid the railway tams.; The story of the drivers and men learning to take on transferring to steam; Future Plans: How locals and community will be involved in progressive plans; Anticipated Facilities for general public, individuals and Large Groups

The working conditions for those involved in building the Cob.; Where the original railway workers (in the time of gravity trains/horse drawn wagons) lived and how many of them were from the local area.

Not a great deal as Dafydd covered all things that were at the railway.

The only suggestion is enhancing more on the role of the works during WW1, especially (I did not know) that this would have been the first women in this area to earn a living by actually working in a “factory”. I think that there are a lot of people interested in WW1, especially as this munition building still exists.

Signals and Telegraphs.

Would like to see the people working, if that were possible. Would like to see pictures of before and after. The horse drawn carriages and the systems in place at the time and the changes made to accommodate the trains. Before and after photos of restoration work would be good.

Early history of the Boston Lodge site and some of the people that have worked there over the years.

Following The Tour: How could the tour be improved?

Being able to see into more buildings

perhaps split it into two tours, one looking in more detail at the history and another concentrating on the use today - but both having some elements of both

It would be interesting if the tour covered the personal stories of the people involved in creating the railway (during horse drawn times) and when it was rediscovered and changed into a passenger carrying railway.

No Covid restrictions - to have the ending with a question and answer session indoors with refreshments.

Visual aids (perhaps photos or pictures at certain locations) to show original buildings / railway workings / engines etc.

Museum area of carriages and engines; Improved safety access areas for visitors outside and inside; Actual tour with Tour Guide was so interesting and valued.; Perhaps offer the opportunity for Continued self guided tour in refurbished old buildings to house information and interpretation areas. ; Inside spaces for visitors to get out of local weather elements.; Outside viewpoint to be landscaped to enhance full views of Boston lodge. And seating areas; Coach parking; Toilets; Accessible sites for all; Refreshment facility

Possibly by seeing some of the present workforce doing various tasks, though this may be hampered by Health & Safety restrictions.

Are you hoping to include children in the tours? (Get them interested while they are young, particularly important for local people). (submitted as an additional response)

Seeing the craftsmen at work, but I know that some skills would not be permissible.

Incorporate local knowledge e.g. Boston Lodge trained engineers were sought during Liverpool Ports' heyday to work for the Blue Funnel Line (Welsh Navy).

Information panels, interactive technology about specific locomotives stored in the sheds. Craftspeople present, working and able to answer questions (such as in the slate museum where you have the man splitting slate). Images of the slate quarries with the locomotives in situ. More evidence of the link between the railway and the slate industry. Before and after images or examples; The Repair Shop is a very popular programme on TV at the moment. People like to see restoration projects and the stories behind each job. Interactive activities – participants able to take part in an activity.

The Railway is the major engineering achievement and Boston Lodge's relationship with it is of course paramount. However, there is an earlier history to Boston Lodge which

predates the Railway and links it to the other great engineering achievement of the area and that is The Cob. The tour last week-end, in my opinion, offered only limited acknowledgement of The Cob (views of which from Boston Lodge and the 'Kids Week memorial' are superb) and although dates for its construction were given, there was very limited information given on how Boston Lodge developed because of The Cob. There was no mention of the Barracks, where I believe up to 150 men working on the Cob were billeted during its construction and little discussion about how the stables and smithies were originally there to service the horses and wagons carrying stone from the quarry down to the Cob. My feeling is that people booking onto these tours, would be very interested in learning the 'pre-railway history' of Boston Lodge, as well as its later development in tandem with the Railway.

I also think there could be an explanation of the name 'Boston' as that directly relates to Maddocks and the fact that as well as being the instigator of The Cob he was also MP for Boston in Lincolnshire and also had great plans for a proposed Irish ferry crossing. My experience with developing interpretation for many tourist attractions over the years, is that the stories/events/developments you want to get over are helped if you bring to life people involved with those developments. So more about Maddocks, plus anecdotes about the men working on The Cob and billeted in the Barracks would, I am sure help. Can you come up with the name of one person involved with the Cob's construction and build up a story about his working day and life whilst there? Perhaps the same for a blacksmith, perhaps even one of the working horses (thinking of engaging with young people).

I think you should also bring in the Toll and the Toll House immediately below BL. There is a story to be told here too. As you are so aware, HLF is all about community engagement, inclusiveness and reaching as many people as possible and not everyone who comes on a BL tour will be solely interested in railways. So maybe consider expanding the tour to include such things as I've detailed above and that way you will appeal to a wider audience. You could also bring in the conservation and wildlife importance of the Traeth - wading and migratory birds etc. These are all things happening directly alongside Boston Lodge and are relevant to the site.

The other thing that I think should be included in the tour is Boston Lodge's history during the First World War and the fact that it became a munitions factory. Everyone is fascinated about stories relating to WWI and this would also allow you to introduce David Lloyd George, both the politician and leading on to 'his carriage' and latterly the locomotive. I have no doubt that visitors on the tour would be fascinated to have the chance to see inside DLG's carriage.

With regard to delivery of interpretation about Boston Lodge and all the things detailed above, I couldn't help but think of the H & S implications of leading groups on tours around the site. I am sure in small groups with someone leading and someone as 'tail-end Charlie' tours could safely be taken. However, we came at a time outside the normal

working week, not so easy when everyone is in work and engines are moving around the site. So, as well as guided tours, I started to think about other forms of delivery. Signs and interpretation panels are obvious ways, but again, you would not want people wandering around the site on their own, reading panels and signs as they went. I started to think about virtual tours (as well as the physical tours) and I wonder if there is mileage here in filming a virtual tour of the BL site with maybe some archive film, photos etc and this could be downloaded for a small fee by interested parties and perhaps as an alternative when it is difficult to run physical tours of the site. It could also make an ideal introductory film to the physical tours (as at the Slate Museum, Llanberis) and be viewed in a small 'auditorium' (perhaps inside the Smithy?) before embarking on the physical tour.

Of course downloads and Apps are perhaps not right for all demographics and given the FF&WHR's current market clientele, I strongly believe there is also the opportunity to produce a souvenir guidebook, which people can purchase and this would allow you to convey the history of Boston Lodge, how it functions today and what the plans are for the future.

Following The Tour: Could the tour be improved by:

Could the tour be improved by: (please rate 1 = not at all, 5 = great idea)	1	2	3	4	5
A brief introductory space showing glimpses of what Boston Lodge used to look like				Xxx	XXXXXXXX
Information to find about the locomotives stored in the sheds			X	Xxxxx	Xxxxx
Specific tools to examine and touch			Xxxxx	X	xxxXx
Stories of volunteers – how they started and what they do		Xx	Xx	xXx	Xxxx
A space where you can find out more about the regeneration of BLW and the FWHR				xXxxxx	Xxxxx

Following The Tour: Was the tour fully accessible?

Yes	No
XXXXXXXX	Xxx

Following The Tour: If no, please explain:

Time limits meant there were some buildings we did not see

walking between the sheds over tracks and around the sheds was difficult for older visitors

Although if you were in a wheelchair then perhaps the tour would have to be modified. (in response to Yes)

Although wheelchair access to certain buildings may prove difficult. (in response to Yes)

I imagine disabled/wheelchair access for tours would be difficult with uneven ground/constricted spaces etc. Any plans for this? (submitted as an additional response)

Fully accessible to me, but not to a person with mobility problems. (in response to Yes)

If you were in a wheel-chair you would have difficulty getting up to the 'Kids Week memorial' and across the various sets of tracks in the yard and sheds.

Following The Tour: Did you feel safe on the tour?

Yes	No
xXXXXXXXXXX	

Q If no, please explain:

the pre your briefing was a little simplified, not having to wear a high visibility vest was a bit odd (in response to Yes)

Yes I did, With the guide making aware of hazards (in response to Yes)

Yes, safe for me. Children would need to be accompanied at all times. Some parts not suitable to children. (in response to Yes)

Following The Tour: Would you recommend this tour to someone else?

Yes	No
xxxxXxxxxxx	

Q If no, please explain:

Very worthwhile and interesting tour (in response to Yes)

Definitely recommend—but in present state would warn people with mobility issue and sight issues. (in response to Yes)

Following The Tour: As a result of your visit would you visit another industrial heritage site or attraction?

Yes	No
xxXxxxxxxxx	

Q If no, please explain:

Following The Tour: Rate the following statements

Rate the following statements (1 = don't agree, 5 = agree)	1	2	3	4	5
I am aware of the technological innovations that began in this area			Xx	Xxxxx	Xxxx
Knowing about the history of the railway makes me feel proud of this heritage			Xxx	xx	xxxXxx
I am aware of this area's distinct history and heritage				xXxxxx	Xxxxx
I think that industrial heritage is interesting and accessible to the lay person			x	Xxxxxx	Xxxx
I think the natural environment around Boston Lodge could be improved			Xxx	Xxx	Xxxx
I know about the slate industry in North Wales				Xxxx	xXxxxxx
I know what happens at the railway and Boston Lodge Works today			Xx	xx	xXxxxxx
The story of the local community is well told at the railway		Xx	Xx	Xxxx	Xxx
The Welsh language is not used/prominent enough	X	Xx	Xxx	Xxxx	

Following The Tour: A project is being developed to help people discover more about the railway and Boston Lodge Works. What would you be interested in doing or seeing?

Indicate your interest (1 = not interested, 5 = very interested)	1	2	3	4	5
Welsh-language guided tours around Boston Lodge Works	X	X		xx	xXxxx
English-language guided tours around Boston Lodge Works				Xxx	Xxxxxxxx
Watching people working using traditional heritage craft skills / engineering / joinery				Xxx	Xxxxxxxx
Hands-on experience in heritage craft skills / engineering / joinery	x		Xxx	Xx	Xxxxx
Learning how to work with steam engines	x		Xx	Xx	Xxxxx
Attending a talk about the railway and Boston Lodge Works			x	Xx	xxXxxxxx
Learning more about the railway's heritage and history			x	Xxx	Xxxxxxx
Learning more about Boston Lodge Works heritage and history			x	Xx	Xxxxxxxx
Volunteering to develop new information displays	Xxxxx		Xxx	x	Xx
Volunteering in heritage engineering projects	Xxxx	X	Xxxx		X
Volunteering to research the history of the railway and Boston Lodge Works	Xxxxx		Xxx		Xxx
Volunteering as a tour guide at the railway/Boston Lodge Works	Xxxxx	xX	Xx	X	X

Following The Tour: Would you like to be involved in the development of the guided tours? If yes, please leave your contact details so we can get in touch:

How many?

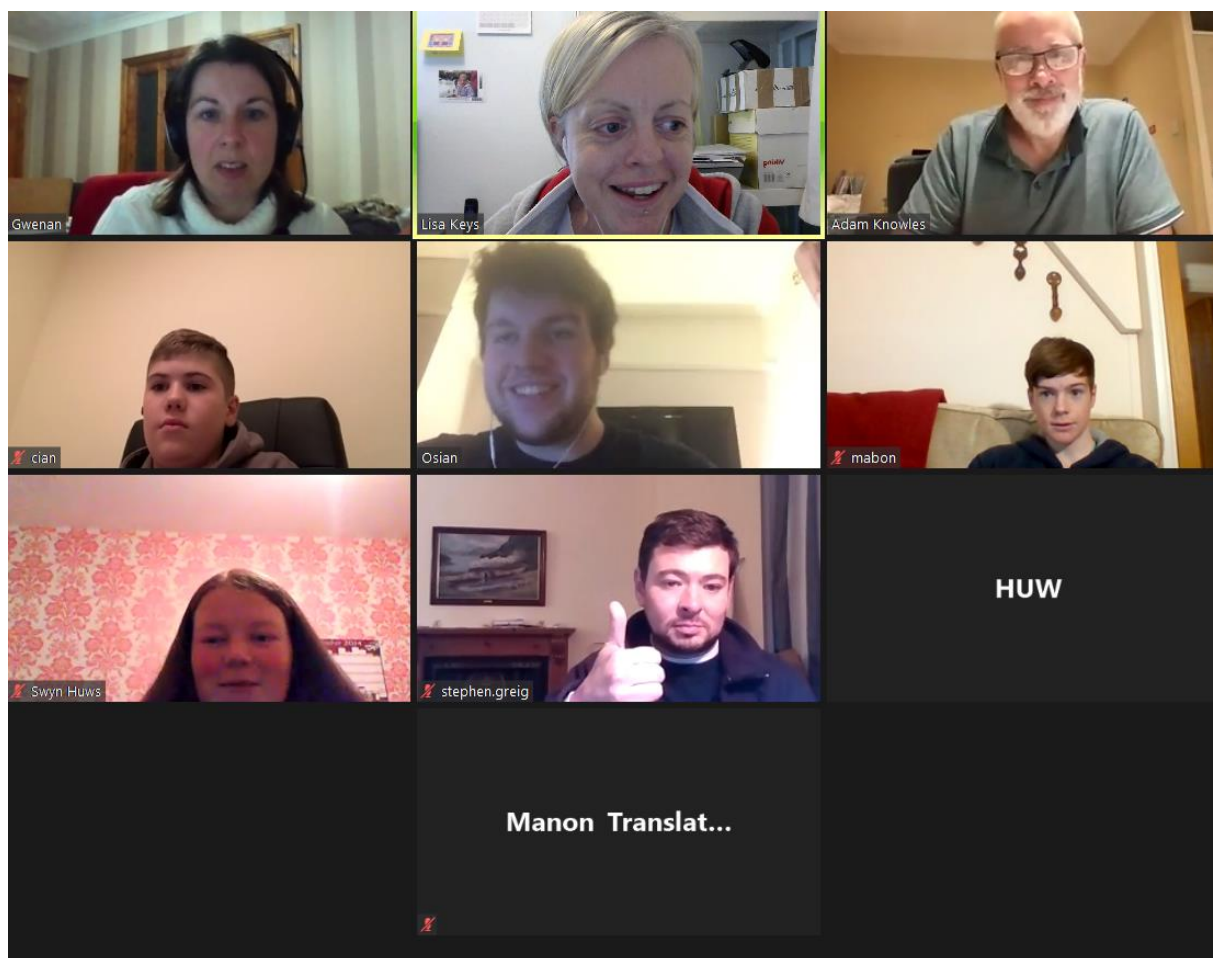
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Session with Snowdonia National Park Young Ambassadors

Introduction

An online consultation meeting was held on 19 November 2020 with four young people as part of the Snowdonia National Park Young Ambassadors scheme.

The young people were shown a 15-minute promotional video made for Careers Wales explaining the current purpose of and historic background to Boston Lodge Works ⁴, and a 10-minute virtual tour of the site ⁵.



⁴ <https://youtu.be/6BFyHOG5jQo>

⁵ <https://youtu.be/ABDMLtowPUU>

Introductory Responses

What do you know about the Ffestiniog and Welsh Highlands railways history?

So special

Moving the quarry slate down to some of the ports

3 out of the 4 attendees have been to the railway before

How do you perceive the railway as heritage in your local area?

Important connection between slate quarries and the rest of the world

Bring a lot of tourism to the local area

Small businesses profit from it

Especially with an economy like ours, it's important

Tourists and local communities

Connects different communities and villages

Way of preserving history

Interactive, instead of reading it. Travelling along the railways and valued for businesses on start and end point.

Would hope that people see the railway as a positive thing

I went on the train one Christmas, he came from Cambridge – brought in local people and people

Invites people, something for them to see and to learn about the history

Unique selling point for the area. Not many places have this offering

Responses following virtual tour video

- What did you find of interest?

Like the way he was talking about the old buildings, keeping old stables, but using something new

Keep coming for the new

Important for people to know so that it shows the history but it is used for more than just the history. There's more to it in way

Need to be an interactive aspect at some point. Something in regards the historical aspect or something at the site

Something that could engage people

Ask them if they can spot something – how many signs they can see – some people would look at

Someone who is there who can talk you through the history and make it understandable

When he was going into the train sheds and they are trying to keep people keeping alive and there is more to come

Just having Osian there to explain everything brought something to life. Helps to give the context.

I like it when you go to a museum you can go to one area that you can go and explore yourself. You have something to do, a quiz. An interactive tool

Providing a map at the beginning of the journey so that they know what is going to come on the tour. What the purpose of the tour is

I think it would be quite good to have the experience of another persons there to tell you what they do, and explain the history

If you can see them doing a job then they can do it better

- What should a tour onsite do?

3 hours is a very long time especially if it is walking and talking

If you come from far away then an hour

An hour to two hours

An hour would probably be desirable

Something at the end, something that people can look at and dwell

Something for people to look at and send on

- What would you like to see? What would you like to know more about?

I would like to see a mechanic that fixes the train or someone that drives the train – have them tell you how it work and how they fix them

They said they made the stables – old pictures of the place – more facts about them

Blacksmiths came out

Seeing the history is one of my favourite things – how they adapted and how they made it modern. I'm not that interested in training so finding out more about the trains

Seeing the history rather than just being told

Sheds and workshops was interesting.

Gravity trains stood out for me – go in depth about that, more mention of it

Swapped from horse power to steam power. Gravity train to more normal train so it would be more efficient

Interesting to talk about how they were talking about the past today. There is work ongoing there. Talk to people who do the jobs today.

See the people cutting the slate.

Demonstrations makes it a lot easier to see. Seeing it makes it easier to understand what was happening

Demonstration on tours does help visualise what goes on. Makes people excited. Something they've never heard of or never seen

Heritage buildings, slate, vehicles, something to keep people's attention

Having a tour that is in welsh having. Important to have the option in welsh or in English

Important to have a choice. First language it's important for us. More engaged. Having that option available would be valuable and appeal to more. Reach a wider audience and a local audience.

Hands-on in the workshop – doing something in the office. See what you're doing everyday. Working everyday.

Something to do with history, something to look through the archives. Something to look through the history. Something different to do.

Follow-up session

A follow-up session with the Young Ambassadors took place on 1 April 2021 to follow up with the young people and to explore some specific opportunities for taking forward in the project.

A response received following this session included:

“I would enjoy the engineering elements or speaking with people, but I would not be as eager to do the other elements as I do not have a personal interest, but I think it’s great to get young people involved in their history in different aspects of a workplace.”

A questionnaire received following the session included:

Cyfle	Diddordeb? Oes / Nac oes - os oes, pam?
Lleoliadau gwaith Bydd rhaglen profiad gwaith yn darparu lleoliadau i bobl ifanc 14-18 oed. Bydd y rhaglen leoli yn cynnwys: <ul style="list-style-type: none"> • Seilwaith • Gweithiau • Marchnata • Dehongli • Gweinyddiaeth 	Nac oes
1. Datblygu Dehongli	
<ul style="list-style-type: none"> • Ymchwilio a digideiddio archifau – cwblhau ymchwil a digideiddio archifau yn Archifau Gwynedd ac yn archif FfWHR i gefnogi datblygiad y casgliad ar gyfer dehongliad sy’n cwmpasu rhwydwaith y rheilffyrdd ac yng Nghweithdai Boston Lodge. 	Oes dwi hefo diddordeb mewn pethau fel yna
<ul style="list-style-type: none"> • Dywedwch stori wrthyf - casglu a chofnodi atgofion a straeon gan staff a gwirfoddolwyr FfWHR, a gan drigolion lleol sydd â chysylltiadau personol, teuluol neu hanesyddol â'r rheilffordd. 	Nac oes

<ul style="list-style-type: none"> Dehongli newydd mewn hybiau, canolfannau bach a phwyntiau dehongli - cefnogi datblygiad dehongli parhaol newydd mewn mannau cyswllt allweddol ar hyd trac FfWHR. 	Oes oherwydd dwi yn deall pethau fel hyn
<ul style="list-style-type: none"> Datblygu'r daith dywys o amgylch Gweithdai Boston Lodge - Datblygu cynnwys taith dywysedig i'r cyhoedd a theuluoedd yng Ngweithdai Boston Lodge. 	Nac oes
2. Peirianeg	
<ul style="list-style-type: none"> Prosiectau - cymryd rhan mewn gweithgor peirianeg arbennig, dros gyfnod o ddyddiau / wythnosau sy'n cyfrannu at warchod cerbydau a chasgliadau treftadaeth. 	Oes dwi yn hoffi gwneud pethau fel hyn
<ul style="list-style-type: none"> Gweithdai - cymryd rhan mewn gweithdai unigryw sy'n archwilio rolau a sgiliau'r bobl sy'n gweithio ar y rheilffordd. 	Oes

Opportunity	Interested? Yes/No – if yes, why?
Work placements A work experience programme will provide placements for 14-18 year olds. The placement programme will be possible in a range of areas of FfWHR's work including: <ul style="list-style-type: none"> Infrastructure Works Marketing Interpretation Administration 	No

1. Developing Interpretation		
<ul style="list-style-type: none">• Researching and digitising archives - undertake research and digitisation of archives at Gwynedd Archives and within the FfWHR archive to support the development of content for the interpretation across the rail network and at Boston Lodge Works.	Yes – I’m interested in things like this	
<ul style="list-style-type: none">• Tell me a story - collate and record memories and stories from FfWHR staff and volunteers, and from local residents with personal, family or historic connections to the railway.	No	
<ul style="list-style-type: none">• New interpretation at hubs, mini-hubs and interpretation points - support the development of new permanent interpretation at key connection points along the FfWHR route.	Yes – I’m interested in things like this	
<ul style="list-style-type: none">• Developing the guided tour of Boston Lodge Works – Develop guided tour content for the general public and families at Boston Lodge Works.	No	
2. Engineering		
<ul style="list-style-type: none">• Projects – taking part in special engineering work parties, over the course of days/weeks that contribute to the preservation of heritage vehicles and collections.	Yes – I’m interested in things like this	
<ul style="list-style-type: none">• Workshops – taking part in one-off workshops that explore the roles and skills of the people that work at the railway.	Yes	

Staff survey

Introduction

A digital survey form was distributed to all FfWHR staff was to test perceptions of the current offer, and to reflect on outline activity ideas, in particular training and skills development.

133 responses to the online form were received, including from:

- 21 permanent staff, 1 temporary staff, and 2 seasonal staff;
- 1 Trustee
- 64 permanent volunteers, 15 temporary volunteers and 22 seasonal volunteers, including retired and occasional volunteers
- None of the apprentices, work experience participants or trainees returned the survey

Where appropriate, responses were filtered to remove volunteer responses where it was considered more helpful to examine the responses of FfWHR staff alone.

The staff demographic

Of the 24 members of staff who responded, 13 had also been involved in a voluntary capacity. Almost 50% had been in post for over 10 years, compared to 3% under 1 year and only 13% 1-2 years.

Also notable was that:

- 4 of the respondents including 1 permanent staff had been involved previously in work experience.
- 4 volunteers had been involved previously as a trainee.
- 1 volunteer had been involved previously as an apprentice.
- 40% of the respondents lived locally, i.e. in Gwynedd
- 23 (96%) of staff respondents were local; 1 (4%) was not
- 28 (28%) of volunteer respondents were local; 73 (72%) were not
- 9 (8%) of the 107 volunteer respondents were women

Survey Responses

Q What are the 3 key skills that you currently use in your day to day work at the railway?

The top 3 responses were:

- Communication,
- Customer Service and
- Management.

Q Which of these skills would you like to develop further?

The most popular 4 responses were:

- Day-to-day railway operations (40%)
- Heritage engineering (40%)
- Communication with customers (23%)
- Conservation work (23%)

Notably, when the volunteer responses are removed, the 24 members of staff responded quite differently, with the most popular 4 responses as:

- Working with the local community (12) / (50%)
- Developing displays and exhibitions (10) / (42%)
- Railway administration (9) / (38%)
- Day-to-day railway operations (8) / (33%)

Q What skills do you think the organisation is missing?

135 responses were offered to this question, but the free text option allowed the responses to spread very widely. The only response with more than 1 count was 'None'.

However the following could be taken from the responses:

- 18 responses included the word 'communication' (13%)
"Communication across teams/groups. It doesn't always feel like an organisation trying to work 'as one' and can feel a bit disjointed (especially for volunteers/staff away from the Porth end of the line in Dinas, etc)"
- 15 responses included either 'admin', 'coordination', 'management', or 'organisation' (9%)
"Effective integration of volunteer staff with work activities"

- 11 responses included the word ‘local’, or the phrases ‘local involvement’ or ‘local community’ (8%)
“working with the local community could be better.”
- Only 4 respondents referred to working with young people (3%); this rises to 4% when volunteer responses are removed
- Only 3 respondents referred to training skills (3%); none of these responses came from actual staff
“Assessing people skills and making best use of people resources”
- Only 2 respondents referred to guided tour training (1%); none of these responses came from actual staff

Q To what extent do you agree with the following statements about your experience at the FfWHR?

For this question, volunteers’ responses were removed as they had already had the opportunity to answer this same question albeit tailored to volunteers.

Question	Disagree Strongly	Disagree	Neither	Agree	Strongly Agree
I would like to know more about the history of the railway		1		17	6
I would like to know more about the history of Boston Lodge Works		1		15	8
Knowing more about the railway makes me more inclined to care about and for it		2		10	12
Knowing more about Boston Lodge Works makes me more inclined to care about and for it		5		12	7
My work/volunteering/traineeship for the railway gives me a sense of purpose		1		11	12
I feel that my contribution is important and valued		2		15	7
I am always learning at work		1		15	8
I am always growing in confidence at work		4		16	4
I enjoy sharing sociable experiences at work		4		10	10
I enjoy meeting new people at work	1	1		13	9
The heritage and history of local people is well represented at the FfWHR	2	11		10	1
The history of the railway is well-presented	1	10		12	1
Welsh language is given equal prominence at FfWHR	3	9		10	2

Q What do you most get out of your association with FfWHR?

For this question, volunteers’ responses were removed as they had already had the opportunity to answer this same question albeit tailored to volunteers.

Question	Not at all	A little	Quite a lot	Very much	NA
Allows me to follow my interest in railways	1	8	10	3	2
Shared enthusiasm for railways	1	5	10	6	2
Sense of purpose		3	8	13	
Something to do	3	4	3	10	4
It's important to develop my career	3	7	4	8	2
Working with like-minded people	1	1	10	12	
Provides a variety of work/volunteer opportunities	1	4	7	10	2
If you're staff: it's just a job	14	5	1	1	3

Q How would you rate the facilities at Boston Lodge as a working site?

For this question, volunteers' responses were removed as they had already had the opportunity to answer this same question albeit tailored to volunteers.

Question	Very Poor	Poor	Good	Very Good	I have never visited Boston Lodge
Comfort	2	10	3	1	8
Efficiency		7	8	2	7
Fitness for purpose		9	5	3	7
Accessibility	5	4	7	1	7

Q How would you rate the following facilities at Boston Lodge?

For this question, volunteers' responses were removed as they had already had the opportunity to answer this same question albeit tailored to volunteers.

Question	Very Poor	Poor	Satisfactory	Good	Very Good	I have never visited Boston Lodge
Refreshments area		5	9	1	1	8
Toilets		6	7	2	1	8
Social Space		4	10	1	1	8
Changing area		7	5	1	1	10
Desk space		4	7	3	1	9
Work space		2	12	2	1	7

Q To what extent do you agree with the following statements?

For this question, volunteers' responses were removed as they had already had the opportunity to answer this same question albeit tailored to volunteers.

Question	Disagree Strongly	Disagree	Neither	Agree	Strongly Agree	I am not a local
The railway is important because of tourism but otherwise not relevant to locals	4	15		4	1	
FfWHR has not made sufficient links to local people	4	7		13		
FfWHR is well connected with local people	1	10		11	2	
FfWHR runs in accordance with the needs and interests of locals	2	11		11		
FfWHR is regarded by locals as one of the greatest assets in the area	3	8		8	4	1
If you are local, your family's heritage and history is well represented by the FfWHR	1	9		2	1	11
FfWHR serves the needs and interests of the local community	1	11		11	1	
FfWHR is only relevant to the economy locally	4	16		4		
FfWHR operates largely independently of the local community	3	7		14		
FfWHR could do much more to be integrated locally		4		14	6	

Q When and how did you come to be at the railway? Please tell us a little about that...

For this question, volunteers' responses were removed as this question was intended to be answered by staff only.

My brother worked here. Advised me to apply for a job. He said it was a good company to work for.

I moved back to the area in 2013 and wanted to work at the railway, having always loved it

Relocated to the area 2019

I was looking for a job after leaving school in the summer of last year.

I moved from South Africa and had the skill set that they required. I also live in the area

I first rode on it in 1967 on a family holiday, and started volunteering in 2003

Became an employee 9 years ago

it is my mother's fault. I started volunteering around age 11. I did 7 years on the seasonal staff working on the trains. I worked in another job locally before joining the permanent staff

I came with a friend to volunteer aged 17. My father was a volunteer in his teens so I knew of the railway before that but had not visited before.

I applied to the railway after moving here with my fiancée, and got a job as a Buffet steward for 2 seasons

Volunteered, following a lifelong interest in the railway, when personal circumstances allowed for active involvement. Subsequently offered employment with the railway and a permanent move to the area.

Started through Kids Week in 2004 having visited previously on family holidays.

I am happiest in a customer service role and tourism provides a great opportunity to shine in this field. I saw an article in the local paper about the new station development for Caernarfon which excited me. As soon as a vacancy came up I applied immediately. Started as a seasonal worker in 2017 and have been smiling ever since....

I came to the railway almost two years ago after finishing my degree and working a few odd jobs. As a local I wanted to be able to communicate and represent the railway to the local community.

Firstly as a volunteer in the late 70's. Different times but still here.

Through a family friend and Kids week

Seasonal position in 2005, made permanent in 2006. Have family ties to the Railway and some of close family work / have worked for Railway for many years.

DfE residential scheme. Whatever year it was that Gysgfa happened. Kept coming back until someone suggested I apply for a full time post and I didn't have any better career plans.

I initially applied to work as a supervisor in Harbour Station but my interview was gate-crashed by Stephen Greig who was looking for team leaders in Caernarfon Station, leading to a 'bidding war' between him and Sam for my employment.

Moved to Wales in 2001 and needed a job and became WHR buffet steward the shop manager and now Moving media manager.

Family holidays in the late 60's lead to volunteering in the 70's via a railway club that lead to seasonal employment

Initially by volunteering at an event away from the railway.

FEB 2019 I applied for a position through Indeed.

Have been involved with the railway since the 1980's previously came here with family whilst on holiday. Know a lot of people here who work and volunteer here as long standing friends.

Q Do you have an interesting story to tell us about your time working/volunteering here? If so, could you please tell us a little about that...

For this question, we have not reproduced the many responses that answered in the negative.

In the 1980s I used to help maintain waggons. One weekend in November the task on the worksheet was trivial. I had read an article about an aspiration to run a gravity slate train for an event to celebrate 150 years of the railway the following year. Our little group thought 'buggar it, if we don't do it no-one will', so we did. In 1985 we inadvertently put slate trains back on the Ffestiniog Railways agenda

I enjoy working with like minded, interesting, skilled people - and there are many on the Ff&WHR!

Too long a story ...

I took on the organisational side of supervising/organising work at Minffordd station Garden in 1990 to ease the load on Eileen Clayton(RIP 27/12 19). I have done this ever since and over the years learn a lot from Eileen and fellow gardening volunteers. I have enjoyed doing this and will continue to volunteers when Covid 19 allows, whilst working toward taking more of a back seat as Ann Kendal takes on the roll of takes on more of the role of PIC Minffordd Garden.

volunteer fitter/fireman in years around opening to blaenau, admin assistant in years of WHR major public inquiries, c.2000-2018 administrator of appeal funds for WHR

See FRHGJ articles , first in 110 and 111, then most issues from 116. Articles being - slowly! - entered into Festipedia

Being an elf at Christmas makes all the hard work worthwhile!

The FR taught me there is no such word as "can't". The achievements over the past 60 years are phenomenal. Constructing the Deviation and reopening the Welsh Highland

were pipe dreams when I was young. The railway has got to survive now in some form or other. This railway has been a lifelong focus and long may it continue.

I do enjoy it when visitors are surprised and amazed that I remember them from previous years - I even remember the conversations we may have had and follow up on it on their next visit. They also like to see familiar faces when they return so it's a pleasure both ways.

Working on the FR's track in 1958 demonstrated what a gamble it was to open to Tan-y-Bwlch in that year. The aim was to have two sound sleepers per length of track, which was the minimum needed, and probably all that was affordable. But a great adventure all the same!

During the time spent volunteering at the railway I've learned about railway operations as a whole and trained to be a fireman, driver and gravity train headbrakesman. As well as footplate/operating duties I have assisted the works staff with the maintenance and upkeep of the diesel loco fleet. I work with the volunteer team that maintain the heritage waggon fleet and I'm also one of the team members working on a conservation project on one of the very early diesel locomotives that was used at the railway.

Met many interesting people and made many friends

Made many friends at the railway.

There have been plenty of interesting tales during my time on the railway, from the nervousness that came with the first trip out as a qualified guard on my own without a supervisor, to the time a wall collapsed onto the side of the train I was working, the delights of a jazz train at Tan-y-Bwlch on a summer's evening, to the day we were short of staff/volunteers and I managed to do Control, guard a train and work the signalbox all in one shift! Or the atmosphere at Victorian weekend; on Saturday evening in 2019 I was the late A-Class Controller and Porthmadog signalman, and the feeling of being the only member of operating staff on duty at Harbour Station, responsible for the entire railway, with multiple trains still out in the blackness of night, and the atmosphere that comes with steam in the dark along with being dressed up in Victorian clothes - it felt the closest I've ever known it to something really authentically old.

I am probably one of the oldest members to be a brake man on a gravity train.

I was third man on Blanche in the mid 80s with Keith Catchpole driving. We were meant to be going to rescue another engine, but derailed on the catchpoint at the top end of Dduallt. Luckily we didn't go straight down the embankment side, but blocked traffic for hours. About ten years ago I was getting a shovel full of coal on Palmerston with one foot on the tender and the other on the engine just as the drawbar broke going under Rhiw

Plas bridge. As I felt them moving further apart I was grateful there were also chains between them.

Hit my head on a signal post when I was a trainee fireman.

I could write a book. In fact I might.

Most days are interesting.

Nothing in particular. There's ups and downs, like anything.

On the paid staff after a pint with Paul Lewin. Part of the waggons track team that turned out ten additional waggons for the gravity train in one calendar year. Believe that year we were awarded the Livingston Thompson trophy.

In September this year whilst trains were only running as far as Tan y Bwlch, we did something usual. A popular retired member of staff, Jed Perkins, had recently passed away. As a fitting tribute, it was decided that the railway's last remaining oil tanker (from the days of oil firing) should be retrieved and put on display at Harbour Station. I leant that moving these waggons to and fro had been Jed's signature, complete with a skull and crossbones flag. Taking Moelwyn up the line before the first service train, we proceeded up to Glan y Pwll. The top end of the line felt very quiet, with very few trains having passed along it since last year. Arriving at the Depot we had to drag the tanker out of the weeds, and rails were covered in soil, and the brakes had seized and needed to be prized off, a real adventure! Blaenau felt like a real frontier town, very quiet. We also took the opportunity to move the quarryman's carriage to Minffordd where it belonged, which involved shunting the rarely seen Alco and Earl into the sunshine outside the shed. The return trip was magic, running down the line with a truly bizarre collection of vehicles in tow. It felt like a real day out, not to mention enjoying a delicious meal at the Tanygrisiau cafe in glorious sunshine. If I could pick a single day to show off why this can be and should be 'the best railway in the world' this day takes some beating.

Have written 2 or 3 articles on volunteering for FR journals; various stories there.

This survey is far too long

Not everyone has had a helicopter ride as a result of volunteering...(you've probably worked out by now who I am)

Probably too many to recount

after years of just reading the magazine, last year now early retired attended volunteer day then joined loco cleaning team and love it !

2 very well known drivers (for their speed) double heading a half term train to Beddgelert. Entering T4 towards portmadog doing 20 on the speedo - flying through on the down and exciting the tunnel doing 27 mph rattling and gliding along - good times.

None that could be printed!

interest in narrow gauge railways

Not really a story but more of a journey. When starting at the railway I did not have strong knowledge about trains or the railways operations. Through this job I've been able to learn every day about the history of the railway and the general operations from my colleagues.

Only that it was interesting having been a volunteer in Ops in the late 90s and then come back to volunteering on the footplate in 2017 feeling like a bit of a part of the railway's history already courtesy of people referring back to my first stint as 'the old days'!

When I volunteered on the railway in the early seventies I was a fireman on a locomotive called Mountaineer. We were using coal from Gresford Colliery near Wrexham where an explosion in 1934 killed 266 men. The coal was very dusty and burned with thick black smoke. I was staying with a marvelous landlady Gladys Jones in Madoc Street. After a long day on the footplate with my helpful driver Roy Goldstraw, now unfortunately, no longer with us, I was black from head to foot, what I must have looked like, god knows, but when I got back to my digs Gladys put up with all the dirt. I had to have 2 baths every day. One to get the thick off and the second to get down to the skin! I had two sets of overalls which Gladys daily washed and dried for me. They were very different times, the railway's traffic was growing, trains were packed and we were running an intensive timetable without the level of locomotive reliability we have today. I enjoyed those days and my affection for the FR developed then and has remained, despite the dirt and conditions we just got on with it.

Two periods of involvement starting on the Deviation in 1968, transfer to operating until 1975 including four summers on temporary staff, Returned to volunteering in 2004, again operation, but using my professional experience, and contacts, as a signalling engineer where appropriate. About 2008 joined the Bristol Group and have been Chairman for several years.

The people giving you a chance to learn and do something new, if you just show the motivation to learn. It really gives the feeling they appreciate your help.

Came at age of 15 and then for 10 years after that till work got in the way. Returned after a gap of 6 years and been around ever since. Seen a great number of interesting staff and

volunteers during my time here. As well as a huge amount of change. Volunteering here certainly helped me in my work career and I will always be grateful for that.

I enjoyed doing what needed to be done but nothing particularly interesting comes to mind

I started working on the track as a volunteer in the 1960s and helped manage projects on buildings in more recent times. I am responsible for the renewal of the majority of the electrical installation at Boston Lodge as well as Minffordd Yard.

Working for the Marketing Department when "on the road" is always interesting meeting the general public

Hundreds, I love every minute and make a story of everything and tell the stories constantly. I was the senior steward on a train that arrived at platforms 2 and 3 at the same time, the points changed underneath the carriage!

Joined Tuesday engineering group at Dinas. Have been given opportunity to learn mechanical engineering skills and feel appreciated by loco department. Have had less encouragement from Operations department. Overall, the 20 odd years spent with the Black Hand Gang have been extremely enjoyable and I have learned a lot.

I can remember visiting and entering the long tunnel during the track dismantle.

My early volunteering activity has already been written up in the FR Magazine

On retirement became involved with WHR revival. Volunteered full time with the construction team on Phase 4 of that project. Continued on the project to adapt Harbour Station to accept WHR. Lots of projects since; Waggon tracks, Minffordd Workshop, Boston lodge Blacksmith's shop to name a few. Very rewarding!

Met great people...

I had some very memorable working weekends when track laying on the WHR with the Black Hand Gang. The scenery is fantastic: rivers, lakes, bridges, tunnels and mountains. I have been on the side of the mountain at Rhyd Ddu in November, hot in the glorious sunshine. It is wonderful being allowed and welcomed into the (predominantly Welsh) track gang and sharing a panad and stories whilst feeling enormous satisfaction at completing the hard work. The camaraderie and teamwork was inspiring especially when overcoming problems.

Almost every trip volunteering you could tell a story about it. Too many to think of one specific time

One evening in 2019 I was alone in Caernarfon Station waiting for the 18:00 to arrive. I have the doors set to open to circulate fresh air; being a hot summer afternoon and Caernarfon doing its best greenhouse impression. All of a sudden I hear a loud repetitive banging coming from Cafe DeWinton. On inspection I found a seagull stood in the corner trying to escape. I attempted to use a broom to guide it back through the doors. At the time, I didn't know that the birds use pooing and vomiting as a defence mechanism, so I was surprised when it all of a sudden started squirting its dinner in both directions all over the cafe floor... and myself. To this day I never leave the doors open when I'm alone in the building.

Numerous stories from the Deviation years.

Numerous tales to tell, too many to list here

There are so many

Sorry but removing other people's rubbish, whilst necessary, is not interesting !

Time spent volunteering resulted in a gain in confidence and skills, leading to satisfaction and additional responsibilities. Basically, getting deeper involvement with the running of the railway. Not to mention the social enjoyment aspects with staff and volunteers.

Most people's eyes glaze over when I tell tales of my early volunteering days

None I can repeat!

Working for the railway as a volunteer has given me good opportunity/experience for my cv and gaining my apprenticeship. Plus I love the stories from the older members and the goings on of the railway

I'm not really a storyteller!

A relative of mine helped in the push to Blaenau and did a lot of work on bridges. He unfortunately passed away before I began volunteering but I like to think I'm doing him proud.

More interesting stories than there is space for in this box!

Have been coming to the railway for many years, most of our best friends either work or volunteer here. My husband was an employee back in the 70's and we both share a passion for the railway. Both took early retirement 4/5 years ago and now both work here. Have run Parks and Gardens, the NLHF Skills for the future training programme and am the PA to the GM, trustees and FRCo board. I am sure we could tell some tales, it all depends upon what context...

Q If you are a volunteer and you have an interesting story behind how you became a volunteer, could you please tell us a little about that?

For this question, we have not reproduced the many responses that answered in the negative.

in 1978 the High Speed Trains (HSTs) were quite the thing. I guy (who happened to be an FfRSoc Director) moved into my village. He worked on the railway and his new job was managing a depot for the new HSTs. I met him via his wife & was offered a tour of his new, exciting workplace, during which I was asked if I would be interested in volunteering. It seemed like a fair swop

I got talking to the driver over the fence by the Portmhadog watertower and he suggested I got involved

i am now on the staff

My husband Pete was a volunteers fireman I came to the railway looking for a non engineering job to do whilst he did his turns on the engines. First I worked on Buffett Cars and decided after a few trips that this wasn't for me. One memorable turn, I managed to get the the last carriage with my tray full of pints of beer before spilling a some of the beer over a customer and fellow volunteer Gordon Rushton. Next I spent a week in Spooners. It was September, the weather was beautiful and I wanted to be outside not inside. Having a chat to Whizz (Robert Shrives), he suggested that I volunteer for Eileen Clayton Parks and Garden Dept. I had found my niche and there I stayed helping to organise working parties together with Eileen who until shortly before her death(December 2019) was still keeping in touch with volunteers and sending out information regarding working party dates.

c.1978 - booked into Blodge for a week to settle in teenage Son for a month's work experience, got hooked

My dad has been involved since he was a teenager and I have lived by the railway all of my life. The railway is in my blood and it is like an extended family!

Just wrote and asked to help out in 1965.

I came upon the derelict track at Blaenau Ffestiniog in 1958 and knowing nothing about it was intrigued. I just had to discover more. Two years later age 12 I made a visit and became hooked. The railway needs more than ever to attract youngsters.

We got involved with Kids Week after meeting Eileen Clayton at the Millerbeck Railway in Cumbria.

A little encouragement from Clive Gibbard.

not applicable

I was at school with Gerald Fox, and knowing him it was difficult to avoid becoming a volunteer!

had a day trip on the railway and thought it would be good to volunteer

See above - it would be worth adding that I became a Controller almost accidentally whilst on the seasonal staff in 2016, and that then became the job I do for money - I work as a Route Controller for CrossCountry trains in Birmingham, as a direct result of the work I do at the FfWHR.

Wanted to help the railway

I saw the Merddin Emrys and thought it looked an odd engine, but was determined to become a volunteer.

Got divorced, weekends free to do what I wanted, did what I wanted.

Not really, it was inevitable!

As a teenager visiting the area on holiday, I saw people not much older than myself working on the engines. It dawned on me that I could do that too.

See line 13. Ex KTW

I've been a society member for 50+ years but only volunteered 21 years ago after sponsoring the rebuild of a loco and had a footplate day out. I was encouraged that if I wanted to get involved the WHR was just starting and was after volunteers. the rest is history as they say!

When in 2008 I arrived to take part in my first full week of volunteering during Kids Week, I stayed with the late and much missed Eileen Clayton. As a founder Kids Week, young volunteers had stayed at her house next to Gwyndy Bank for many years. However, even if we weren't to know it at the time, 2008 was the last. We had a wonderful time, and I hold that week largely responsible for me wanting to come back, the "railway bug" had taken back. There are many other volunteers that owe their hobby at least partially to Eileen's encouragement and support. Quite the legacy.

I was bought a Guest Driver experience on Linda for my 40th birthday. (Possibly to 'get it out of my system'!!) Met someone that day who turned out to be Peter Lawson who in his inimitable way said, very loudly 'you don't have to pay to do this you know!' The rest is history!

finally after years of armchair support early retirement gave opportunity to get involved (see my article in magazine earlier this year !)

Superpower 2017 - right place at the right time

I first volunteered as my Dad was a volunteer and we used to holiday up here. After a 15 year sabbatical I may have engineered a posting to RAF Valley to give me a chance to get involved again!

I became a volunteer I suppose because my father had been a booking clerk on both Irish and British Railways and as a child I travelled regularly by train, on the Tube in London and holidays were always by train, we had no car then. I studied the history of narrow gauge railway as a teenager and first volunteered at the FR as a 16 year old. So I guess that's where what has been a lifelong interest has come from.

I was introduced by my parents, started volunteering at age 3 with my dad, moved onto Kids Week with Eileen Clayton when it started, and kept going from there

I responded to an invitation from Bob de Wardt at a FR Society AGM years ago

As stated before, decided to come back. Asked if I could be more involved with the locomotives. And got forwarded to Phil who welcomed me to Boston Lodge.

I have always been interested in railways and first heard about the Ffestiniog Railway whilst at school where there was a model railway club

Chance meeting with Stephen Greig on the platform 5 years ago resulted me in becoming an occasional volunteer Buffet Steward!!

Not really - retired 18 months ago from a pressured job as an NHS chief executive and wanted to learn new skills and do something very different - walking the track and being in Snowdonia in all weathers is just fantastic

I saw Eileen Clayton in interview and was inspired

On my first visit to Dinas to meet Jan Woods with a view to volunteering, I met Roland Doyle. We both then realised that we had worked together before as we had both been engineers in BBC, Roland In Bangor and myself in Cardiff.

Visited as a 14-year old railway enthusiast in 1955 and got hooked

Dinner with friends, all WHR fans; construction company director tells of problems with Phase 4. Wine in wit out so offered help. The rest is history!

I was very keen to do something constructive on the WHR so I contacted the track gang supervisor who was very welcoming, reassuring and helpful, providing training, safety details and a secure working environment.

Andy Carey made me feel welcome. He was very good at dealing with 'green' volunteers and getting them to do useful work. Somehow he made it all fun, despite the PW dept at that time being full of unique and quirky individuals working out of a mess hut that was about to fall down. It was, in retrospect, a bit more shambolic than things are now but people made it work and made it enjoyable. We need to ensure that as we become ever more professional, that we keep the railway fun and accessible.

I became a volunteer after volunteering tracklaying on phase 4 of the Welsh highland. I volunteered with Dave High to work at Porthmadog and then his son Will got me working on waggons. Many skills passed down from Dave and Will have set me up for achieving what we have with the waggons and Waggon Tracks shed and also gone on for me to gain employment in the railway industry where I am now a foreman and head of permanent way on the railway on which I work.

Have many interesting stories to tell particularly arising from the Deviation years, too numerous to detail here.

Volunteering offered a change from the day job.

I was a regular for lunch and dog walking got talking to someone who suggested I volunteer for platform / customer service.

I think what I did was pretty standard for those times.

My father found out about the FR when he was a student at Bangor University in the 1950s. I have pictures he took at that time (and some of the PQR. although he never volunteered, I decided to volunteer after I graduated. Mainly worked for Operations, although also as a fireman, S&T, carriage electrics and carriage works. In June 1993 (with Sharon Wiseman) ran an Ops/Catering Recruitment Weekend.

I discovered a boiler from a Baldwin 4-6-0 in a boilermakers yard and approached the Imperial War Museum to buy the whole loco. They told me it was already spoken for by the WHHR but if I could raise a team of volunteers to lift the track I could have the track and rolling stock from the 2' gauge line at Duxford free of charge. I organised a joint team of WHR and Lynton & Barnstaple members - the latter had the track which was unsuitable for the FfWHR and we recovered small flat wagons which we rebuilt and were used extensively with Dolgarrog on the WHR Phase 4 rebuilding.

I was told to volunteer by another member

I was encouraged/required to volunteer with easy tasks as a child from the late 1980s/early 1990s onwards and over time it has shaped and driven my work ethic as an adult.

Not at volunteer, although my overtime has been logged as voluntary time for the past 4 years.

Q Our funders care about who their investment has reached. Please could you tell us more about yourself. Are you...

[With Volunteers]

Male 113 / Female 19 / Prefer not to say 1

Over 65 years	51
55 - 64 years	28
35 - 44 years	17
25 - 34 years	15
18 - 24 years	10
45 - 54 years	8
Prefer not to say	3
Under 18 years	1

Disabled 2 / Not disabled 125 / Prefer not to say 6

White British 124; White Other 4; Prefer not to say 4; Mixed / Multiple Ethnic background 1

[Staff only]

Male 14 / Female 10

55 - 64 years	8
35 - 44 years	4
25 - 34 years	4
18 - 24 years	3
45 - 54 years	3
Prefer not to say	1
Over 65 years	1

Disabled 1 / Not disabled 2 / Prefer not to say 1

White British 22; White Other 1; Mixed / Multiple Ethnic background

Q Are you Welsh?:

[With Volunteers]

No 107; Yes 20; Prefer not to say 6

[Staff only]

Are you Welsh?: No 18; Yes 5; Prefer not to say 1

Q Do you?

[With Volunteers]

Speak Welsh as your first language	7
Speak Welsh as an additional language	12
Currently learning Welsh	29
Don't speak Welsh	82
Prefer not to say	3

[Staff only]

Speak Welsh as your first language	4
Speak Welsh as an additional language	4
Currently learning Welsh	12
Don't speak Welsh	3
Prefer not to say	1

Schools Consultation

Introduction

Local schools were invited to respond to a brief questionnaire to help explore how the NLHF project could meet the needs and interests of local schools, and what opportunities there might be for involving and engaging the schools.

Due to the effects of COVID-19 only two responses were received. The opportunity to involve schools and colleges further will need to be explored during the delivery phase.

Survey responses

1. In one sentence, can you tell us what you and/or your children know about the history of the railway?

As someone who lives within a stone's throw of the railway in Penrhyndeudraeth I know about its history with regards to when it was established, from where it runs from and to, names of stations etc. I believe the pupils would know less.

Dim llawer iawn mae arnai ofn heblaw ei bwysigrwydd i ddatblygiad i diwydiant chwareli ym Mlaenau. [Not a lot I'm afraid except for its importance to the development of the quarrying industry in Blaenau.]

2. Have you heard of Boston Lodge Works?

Yes

Ymwybodol ohono, dim yn siwr beth sy'n digwydd yno. [Aware of it, not sure what happens there.]

3. Have you visited the railway or any of its stations as part of your learning? If yes, can you provide brief detail?

No

Naddo, heb wneud ymweliad. [No, not gone on a visit]

4. How can a visit to the railway support your teaching?

Would interlink well with a history project on The Victorian Era in the area, history of the Oakley family and Plas Tan y Bwlch and the history of quarries and the life of the quarryman and the master.

Dwi'n siwr y byddai yn gallu bod yn rhan o broject Dyniaethau diddorol l'w gwlbhau hefo blwyddyn 7/8 ac felly byddai ymweliad yn atgyfnerthu'r dysgu. [I'm sure that it could be part of an interesting Humanities project to complete with Year 7/8 and a visit would re-enforce the learning.]

5. Which year group would you visit with?

KS2

Blwyddyn 7 neu 8, neu o bosib 9. [Year 7 or 8, or maybe 9.]

6. Is the railway important to your school and local community? If yes, can you please explain why?

Not that important in Trawsfynydd as we don't see it in the village. But it could be brought into history topics of the area.

Mae'n bwysig iawn fel rhan o'r hanes a dealltwriaeth o ddatblygiad yr ardal. [It's very important as part of the history and understanding of the development of the area.]

7. Do you think it is important to conserve and preserve the railway and its heritage? If yes, can you please explain why?

It's important that local history becomes known to the present pupils.

Pwysig iawn am y rheswm uchod. [Very important for the reason listed above.]

8. What are the main barriers to you visiting the railway with your pupils?

Costs of reaching stations, either in Blaenau Ffestiniog or Porthmadog. Costs of having 30 pupils on the train.

Covid ar y funud, fel arall costau fyddai'r unig ystyriaeth. [Covid at the moment, otherwise costs are the only other consideration]

9. What resources, facilities or support would you expect as part of your visit to the railway?

A place to keep coats and bags, toilets, a place to eat lunch boxes, support for travel costs if grant money is shared, reasonable prices for the education world, educational resources – in Welsh, suitable activities for the age of the pupils, activities that are of interest to children through being practical rather than all written, a member of staff to lead the children, I'm sure the pupils would be over the moon to be allowed to go inside a steam engine or visiting the area for train maintenance

Cyn yr ymweliad, byddai deunydd hanesyddol ee. ffotograffau, darnau o dystiolaeth yn dda i'w hastudio. [Before the visit, historical material e.g photographs, pieces of evidence that are good for studying.]

10. The railway is keen to explore opportunities for learning about the work that takes place at the railway and at Boston Lodge Works. In particular it wants to highlight the jobs that people have had in the past and the jobs that exist there today, as well as the skills that are used and needed. Would this be of interest to you/your school?

Comparing jobs from the past and the present would be good in a history topic connected to the railway and the area. Working conditions as important as a description of the job

Hyn yn swnio'n ddiddorol o ran ysbrydoli disgyblion o ran gyrfa a swyddi. [This sounds interesting for inspiring pupils for their careers and jobs.]

Do you have any ideas for projects/activities involving schools?

Offering a work (activities) pack to the school before the visit would prepare the children better for the visit itself.

Gwelaf y byddai hwn yn dda i ni o ran ei gynnwys mewn uned Dyniaethau ar gymuned leol.

[I see that this would be good for us to include in a Humanities unit on the local community]

NLHF Interpretation and Boston Lodge Project

Appendix 2: Job Descriptions

Minerva Heritage in association with Creative Core

Submission – May 2021

Job Description: Engineering Volunteer Supervisor



Rheilffyrdd Ffestiniog ac Eryri Ffestiniog & Welsh Highland Railways

Gorsafyr Harbwr / Harbour Station, Porthmadog, Gwynedd, LL49 9NF
☎ 01766 516000 📠 01766 516006
enquiries@ffwhr.com

Job Description

1. Post Details:

Post Title:	Engineering Volunteer Supervisor
Post Reports to:	NLHF Project Manager, FfWHR Engineering Manager
Location:	Porthmadog, Gwynedd
Salary:	pro rata per annum
Hours:	Full time
Duration:	3 years

2. Purpose of Job:

To support FfWHR to deliver heritage conservation/engineering work parties/projects at Boston Lodge Works, Porthmadog and, in the process, manage and facilitate the transfer of skills and knowledge to and between volunteers recruited to these work parties/projects. The Engineering Volunteer Supervisor will be responsible for ensuring that the heritage conservation/engineering projects are delivered on time and to the required standards, and for implementing skills transfer within this context, reporting to the NLHF Project Manager and the FfWHR Engineering Manager.

3. Principal Accountabilities:

- (i) Recruit and organise special heritage engineering projects volunteers
- (ii) Develop the engineering skills learning and knowledge transfer programme
- (iii) Organise transfer of skills among heritage engineering projects volunteers
- (iv) Arrange a minimum of three working parties and projects per year
- (v) Supervise volunteers and work placements
- (vi) Develop and manage training plans for heritage engineering project volunteers and work placements
- (vii) Audit skills among heritage engineering projects volunteers
- (viii) Manage the health and safety and welfare for all programme participants
- (ix) Liaise with FfWHR marketing to record activity to support marketing and promotional material
- (x) Support the work of the NLHF project evaluation consultants by undertaking appropriate evaluation of activities



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4. Job Context

The Post Holder will report to the NLHF Project Manager and the FfWHR Engineering Manager

5. Experience, Knowledge, Qualification and Training:

Essential (E) Desirable (D)

Experience

- (i) Significant experience at a management level in a capital project environment (E)
- (ii) Experience of delivering National Lottery Heritage Fund grant aided projects (D)
- (iii) Experience of mentoring or training (E)

Knowledge

- (iv) Knowledge of NLHF processes and requirements (D)

Qualifications/Accreditations

- (v) Relevant degree or equivalent e.g. engineering projects (D)
- (vi) Member of related professional body – e.g.

Skills

- (vii) Project Management skills (E)
- (viii) Project Costs management skills (E)
- (ix) Excellent analytical, problem solving and organisational skills (E)
- (x) Highly effective communication skills, both oral and written (E)
- (xi) Excellent negotiation and persuasive skills (E)
- (xii) Team leading skills; able to manage and motivate staff, trainees, volunteers and external consultants (E)
- (xiii) Clear people-centred focus and excellent relationship management skills (E)
- (xiv) Mentoring or training skills (D)
- (xv) The ability to speak Welsh (D)



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enquiries@ffwhr.com

6. Dimensions of Job:

- 6.1 Financial: £26,500 p.a.
- 6.2 Staff:
- 6.3 Other Statistical Data:

Post Holder:

I confirm that I have been briefed on and understand the requirements of this document.

Name: Signature:

Date:

Manager:

I confirm I have briefed the Post Holder on the requirements of this document.

Name: Signature:

Date:

Job Description: Interpretation Officer



Rheilffyrdd Ffestiniog ac Eryri Ffestiniog & Welsh Highland Railways

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Job Description

1. Post Details:

Post Title:	Interpretation Officer
Post Reports to:	NLHF Project Manager, FfWHR Customer Services Manager
Location:	Porthmadog, Gwynedd
Salary:	pro rata per annum
Hours:	Part-time (0.8 FTE)
Duration:	2.5 years

3. Purpose of Job:

To support FfWHR and their Interpretation Consultant to deliver a scheme of new high-quality interpretation and engagement activities, at Boston Lodge Works, Porthmadog, and across the FfWHR. The Officer will also be responsible developing a new programme of guided tours at Boston Lodge Works. They will ensure that the outputs are delivered on time and to the required standards. They will report to the NLHF Project Manager and the FfWHR Customer Services Manager.

7. Principal Accountabilities:

- (i) Supervise the FfWHR Interpretation Trainee
- (ii) Recruit and organise Interpretation Volunteers (Archive Research, Story Collection, Exhibitions, Tour Development, Tour Guides)
- (iii) Develop and manage training plans for interpretation volunteers and work placements
- (iv) Organise interpretation assets – i.e. recordings, images, copy – for ease of use in interpretive media outputs
- (v) Support volunteer Tour Guides (training will be provided) to deliver guided tours at Boston Lodge Works
- (vi) Develop the Guided Tours programme at Boston Lodge Works
- (vii) Support the Interpretation Consultants to develop and deliver new interpretation at Boston Lodge Works and across FfWHR locations
- (viii) Support the development of interpretation across the railway and at Boston Lodge Works



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- (ix) Involvement in the Slate Landscapes of North Wales UNESCO project, and networking with the other organisations involved in that
- (x) Liaise with FfWHR marketing to record activity to support marketing and promotional material
- (xi) Support the work of the NLHF project evaluation consultants by undertaking appropriate evaluation of activities

8. Job Context

The Post Holder will report to the FfWHR Customer Services Manager. The Post Holder will assume responsibility for an Interpretation Trainee.

9. Experience, Knowledge, Qualification and Training:

Essential (E) Desirable (D)

Experience

- (xvi) Significant experience at coordinating and managing interpretation projects (E)
- (xvii) Experience of delivering interpretation projects within capital development projects (E)
- (xviii) Use archives for researching and developing interpretation (E)
- (xix) Co-creation with audiences to develop interpretation
- (xx) Significant experience of successfully working with and leading internal and external teams (E)
- (xxi) Experience of monitoring budgets (E)
- (xxii) Experience of delivering National Lottery Heritage Fund interpretation projects (D)
- (xxiii) Experience of mentoring or training (D)

Knowledge

- (xxiv) Significant professional and technical knowledge of heritage interpretation and best practice in the field (E)
- (xxv) Significant knowledge and understanding of audience-appropriate interpretation (E)
- (xxvi) Significant knowledge and understanding of a wide range of interpretive media and delivery mechanisms (E)
- (xxvii) Significant knowledge of interpretive design and contract management (E)
- (xxviii) Knowledge of NLHF processes and requirements (D)



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Qualifications/Accreditations

- (xxix) Relevant degree or equivalent e.g. museum studies, heritage communication, design (D)
- (xxx) Member of related professional body – e.g. Association for Heritage Interpretation, Museums Association (D)

Skills

- (xxxi) Interpretation Project Management skills (E)
- (xxxii) Budget management skills (E)
- (xxxiii) Excellent analytical, problem solving and organisational skills (E)
- (xxxiv) Highly effective communication skills, both oral and written (E)
- (xxxv) Excellent negotiation and persuasive skills (E)
- (xxxvi) Team leading skills; able to manage and motivate staff, trainees, volunteers and external consultants (E)
- (xxxvii) Clear client focus and excellent client relationship management skills (E)
- (xxxviii) Design software (e.g. Adobe Creative Suite) skills (D)
- (xxxix) Mentoring or training skills (D)
- (xl) The ability to speak Welsh (D)

10. Dimensions of Job:

6.4 Financial: £26,500 p.a.

6.5 Staff:

6.6 Other Statistical Data:



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enquiries@ffwhr.com

Post Holder:

I confirm that I have been briefed on and understand the requirements of this document.

Name:

Signature:

Date:

Manager:

I confirm I have briefed the Post Holder on the requirements of this document.

Name:

Signature:

Date:

Job Description: Heritage Project Manager



Rheilffyrdd Ffestiniog ac Eryri Ffestiniog & Welsh Highland Railways

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enquiries@ffwhr.com

Job Description

I. Post Details:

Post Title: Heritage Project Manager
Post Reports to: General Manager
Location: Porthmadog, Gwynedd
Salary: pro rata per annum
Hours: Part time (0.6 FTE)
Duration: 3.5 years following receipt of an NLHF Round 2 pass

4. Purpose of Job:

An experienced capital Project Manager, to be line managed by the General Manager of the Ffestiniog and Welsh Highland Railways, is required to support the fabric works to the BLW site, conservation works to the site, to oversee the implementation of capital plans including Activity, Business, Interpretation and Evaluation (both at the BLW site and across the wider railway network); and to provide NLHF project administration. The Project Manager will be required to ensure that the works are delivered on time, on budget, and to the requisite quality.

II. Principal Accountabilities:

- (i) Provide Project Management Services for each package of works as per RICS Project Manager Scope of Services. (We do not anticipate any Supplementary Services, as set out by RICS, but this will be discussed on appointment.)
- (ii) Coordinate the effective and efficient delivery of the Boston Lodge Works capital heritage NLHF project in close collaboration with Project Lead, Board and external consultants and contractors and other external leads including Planning.
- (iii) Establish and maintain a robust integrated project management system and transparent systems to ensure effective and efficient coordination between all elements of the Project.
- (iv) Lead a team of external consultants, including architect led design team, and non-capital consultants (see Development Phase Project table, Covering Document.)
- (v) Coordinate 'awareness training' to be delivered by specialist contractors for staff, volunteers and local people to enhance communication and engagement with the project.
- (vi) Directly manage the project costs. Monitor budgets and expenditure for all the project costs to ensure that expenditure is delivered against the agreed cost plan and provide timely concerns, as necessary.
- (vii) Plan and manage the project programme and critical path.



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- (viii) Write and submit progress reports and payment claims to NLHF as required and co-ordinate monthly progress reports.
- (ix) Plan, coordinate and manage Design Team meetings and coordination and ensure timely delivery of information and assets to contractors and effective liaison in the team.
- (x) Review in detail the ITT documentation for all contract roles.
- (xi) Manage and monitor risks for the all elements of the project and capital works and provide timely risk alerts as necessary.
- (xii) Manage and coordinate the procurement process for external consultants and contractors as required.
- (xiii) Ensure quality and content of works meets FfWHR's expectations, briefs and design.
- (xiv) Drawing on FfWHR expertise gained during NLHF Skills for the Future Programme develop the three traineeships during Delivery ensuring that the trainees benefit from the expertise brought in by the external Consultants as well as expertise existing within the FfWHR.
- (xv) Train and mentor an FfWHR Trainee Project Manager during Delivery.
- (xvi) Liaise with FfWHR marketing to record activity to support marketing and promotional material
- (xvii) Support the work of the NLHF project evaluation consultants by undertaking appropriate evaluation of activities
- (xviii) Other work as required.

12. Experience, Knowledge, Qualification and Training:

Essential (E) Desirable (D)

Experience

- (xli) Significant experience at a management level in a capital project environment (E)
- (xlii) Experience of delivering capital development projects (E)
- (xliii) Significant experience of successfully leading internal and external teams (E)
- (xliv) Experience of monitoring capital and non-capital budgets (E)
- (xlv) Experience of delivering National Lottery Heritage Fund grant aided capital projects (D)
- (xlvi) Experience of mentoring or training (D)

Knowledge

- (xlvii) Significant professional and technical knowledge of complex capital projects (E)



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- (xlviii) Significant knowledge of procurement, commissioning and contract management (E)
- (xlix) Significant knowledge of client design, procurement, commercial negotiation and contract management (E)
- (l) Knowledge of NLHF processes and requirements (D)

Qualifications/Accreditations

- (li) Relevant degree or equivalent e.g. construction management, project manager (D)
- (lii) Prince 2 project management qualification or equivalent NVQ level4/5 (D)
- (liii) Member of related professional body – e.g. RICS, CIOB, Association for Project Managers (D)

Skills

- (liv) Project Management skills (E)
- (lv) Project Costs management skills (E)
- (lvi) Excellent analytical, problem solving and organisational skills (E)
- (lvii) Highly effective communication skills, both oral and written (E)
- (lviii) Excellent negotiation and persuasive skills (E)
- (lix) Team leading skills; able to manage and motivate staff, trainees, volunteers and external consultants (E)
- (lx) Clear client focus and excellent client relationship management skills (E)
- (lxi) Mentoring or training skills (D)
- (lxii) The ability to speak Welsh (D)

13. Dimensions of Job:

- 6.7 Financial: £147,500 contract
- 6.8 Staff:
- 6.9 Other Statistical Data:



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Gorsafyr Harbwr / Harbour Station, Porthmadog, Gwynedd, LL49 9NF

☎ 01766 516000 ☎ 01766 516006

enquiries@ffwhr.com

Post Holder:

I confirm that I have been briefed on and understand the requirements of this document.

Name:

Signature:

Date:

Manager:

I confirm I have briefed the Post Holder on the requirements of this document.

Name:

Signature:

Date:

Job Description: Training and Events Supervisor



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Job Description

1. Post Details:

Post Title: Training and Events Supervisor
Post Reports to: NLHF Project Manager and FfWHR Engineering Manager
Location: Porthmadog, Gwynedd
Salary: pro rata per annum
Hours: Part-time (0.6 FTE)
Duration: 2 years

5. Purpose of Job:

To support FfWHR to provide a programme of training events and workshops that support skills and knowledge development of staff, trainees, volunteers and work placements. They will report to the NLHF Project Manager and the FfWHR Engineering Manager.

14. Principal Accountabilities:

- (i) Oversee the training and events programme for staff and volunteers
- (ii) Develop, organise and deliver events for wider public engagement, including public workshops and schools workshops and experiences
- (iii) Work with contractors/specialists to deliver the training and events programme
- (iv) Organise and deliver 'becoming a volunteer trainer/assessor training'
- (v) Assist Engineering Volunteers Supervisor to provide appropriately skilled personnel for work parties/projects
- (vi) Identify further training requirements and arrange for specific training to be delivered
- (vii) Train volunteers to deliver programme of schools workshops and experiences
- (viii) Arrange for staff and volunteers to support and deliver events and workshops
- (ix) Arrange for contractors/professionals to deliver events and workshops
- (x) Develop and maintain training events and workshop plans and materials
- (xi) Liaise with FfWHR marketing to record events and workshops and to produce marketing and promotional material
- (xii) Support the work of the NLHF project evaluation consultants by undertaking appropriate evaluation of activities



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15. Job Context

The Post Holder will report to the NLHF Project Manager and FfWHR Engineering Manager

16. Experience, Knowledge, Qualification and Training:

Essential (E) Desirable (D)

Experience

- (lxiii) Significant experience in training and skills development (E)
- (lxiv) Experience of organising and delivering a training and skills development programme (E)
- (lxv) Significant experience of successfully working with internal and external teams (E)
- (lxvi) Experience of monitoring budgets (E)
- (lxvii) Experience of delivering training and skills development in National Lottery Heritage Fund projects (D)
- (lxviii) Experience of mentoring or training (D)

Knowledge

- (lxix) Significant professional and technical knowledge of continuing professional development (E)
- (lxx) Significant knowledge of managing training plans (E)
- (lxxi) Significant knowledge of working with professionals/professional teams to deliver training (E)
- (lxxii) Knowledge of NLHF processes and requirements (D)

Qualifications/Accreditations

- (lxxiii) Relevant degree or equivalent e.g. training and professional development (D)
- (lxxiv) Member of related professional body – e.g. ITOL

Skills

- (lxxv) Mentoring and training skills (E)
- (lxxvi) Budget management skills (E)
- (lxxvii) Excellent analytical, problem solving and organisational skills (E)
- (lxxviii) Highly effective communication skills, both oral and written (E)
- (lxxix) Excellent negotiation and persuasive skills (E)
- (lxxx) Team leading skills; able to manage and motivate staff, trainees, volunteers and external consultants (E)



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- (lxxxi) Clear client focus and excellent client relationship management skills (E)
- (lxxxii) Mentoring or training skills (D)
- (lxxxiii) The ability to speak Welsh (D)

17. Dimensions of Job:

- 6.10 Financial: £26,500 pro-rata
- 6.11 Staff:
- 6.12 Other Statistical Data:

Post Holder:

I confirm that I have been briefed on and understand the requirements of this document.

Name:

Signature:

Date:

Manager:

I confirm I have briefed the Post Holder on the requirements of this document.

Name:

Signature:

Date:

Job Description: Work Placement Officer



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Job Description

I. Post Details:

Post Title:	Work Placement Officer
Post Reports to:	NLHF Project Manager
Location:	Porthmadog, Gwynedd
Salary:	pro rata per annum
Hours:	Part time (0.6 FTE)
Duration:	3 years

6. Purpose of Job:

To support FfWHR to support all trainees and work placements in the organisation, including the development and maintenance of training plans. The Officer will also undertake volunteer outreach, acting as a point of contact for all new volunteers. They will report to the NLHF Project Manager.

18. Principal Accountabilities:

- (i) Manage three trainees employed by FfWHR as part of this NLHF project
- (ii) Administer trainee qualifications
- (iii) Develop and maintain bespoke training plans for trainees
- (iv) Develop and maintain work placement training plans
- (v) Deliver outreach to recruit work placements and volunteers
- (vi) Liaise with FfWHR marketing to record activity to support marketing and promotional material
- (vii) Support the work of the NLHF project evaluation consultants by undertaking appropriate evaluation of activities
- (viii) Be a point of contact for all trainees, work placements and new volunteers

19. Job Context

The Post Holder will report to the NLHF Project Manager



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20. Experience, Knowledge, Qualification and Training:

Essential (E) Desirable (D)

Experience

- (lxxxiv) Significant experience as a coordinator of mentoring, training and work placement programme (E)
- (lxxxv) Experience of developing and supporting delivery of training plans (E)
- (lxxxvi) Experience of recruitment of volunteers
- (lxxxvii) Significant experience of successfully working with internal and external teams (E)
- (lxxxviii) Experience of monitoring trainees and work placements (E)
- (lxxxix) Experience of delivering National Lottery Heritage Fund projects (D)

Knowledge

- (xc) Significant professional mentoring, training and work placement programmes (E)
- (xci) Significant knowledge of the legalities around employment of individuals undertaking training, work placements and volunteering (E)
- (xcii) Significant knowledge of partnership working to support the delivery of programmes (E)
- (xciii) Knowledge of NLHF processes and requirements (D)

Qualifications/Accreditations

- (xciv) Relevant qualification e.g. teaching qualification, volunteer management (D)
- (xcv) Member of related professional body – e.g. ITOL (D)

Skills

- (xcvi) Training and workplace management skills
- (xcvii) Volunteer management skills (E)
- (xcviii) Budget management (E)
- (xcix) Excellent analytical, problem solving and organisational skills (E)
- (c) Highly effective communication skills, both oral and written (E)
- (ci) Excellent negotiation and persuasive skills (E)
- (cii) Team leading skills; able to manage and motivate trainees, work placements and volunteers (E)
- (ciii) The ability to speak Welsh (D)



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21. Dimensions of Job:

- 6.13 Financial: £26,500 pro rata
- 6.14 Staff:
- 6.15 Other Statistical Data:

Post Holder:

I confirm that I have been briefed on and understand the requirements of this document.

Name: Signature:

Date:

Manager:

I confirm I have briefed the Post Holder on the requirements of this document.

Name: Signature:

Date:

Job Description: Construction Project Manager



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Job Description

1. Post Details:

Post Title: Construction Project Manager
Post Reports to: Heritage Project Manager
Location: Porthmadog, Gwynedd
Salary: £29,000 Pro rata
Hours: By agreement, up to 0.5FTE
Duration: During construction phase – 18 months

2. Purpose of Job:

A Project Manager with experience of construction, including conservation, to be line managed by the Heritage Project Manager, is required to support the delivery of the construction phase by providing day to day contact with the contractor on site and liaising with Boston Lodge Staff to keep the site operational.

3. Principal Accountabilities:

- (i) To monitor progress of the main contractor on site, providing them with routine client contact
- (ii) To assist the main contractor in planning works to minimise the impact on the working site this will include overall timetabling but also weekly checks of forthcoming works
- (iii) To liaise with Boston Lodge Staff about general overall timetabling and then weekly about forthcoming works
- (iv) To liaise with those managing volunteer working parties that are supporting the project to ensure they are timetabled when needed to fit with the contractor timetable
- (v) To liaise with the Project Engineer for the Small Loco Shed construction to ensure any access requirements are maintained and to ensure not too many external contractors on site at a time.
- (vi) Maintain the construction risk and issues register, identifying, recording and then monitoring any issues that require action. Escalate to the Design Team and Heritage Project Manager as required.
- (vii) To provide support to the professional team when requested
- (viii) To liaise with the Heritage Project Manager when client instruction is required.
- (ix) To oversee any smaller contractors who have been engaged directly by the client.
- (x) To attend and take minutes for monthly site meetings supported by the Project Management Trainee



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- (xi) To support the Project Management Trainee in learning about construction level project management skills, particularly communications with contractors, risk and issues management and logistics/scheduling
- (xii) To write summary progress reports for inclusion in reports to the Project Board
- (xiii) Other work as required.

4. Experience, Knowledge, Qualification and Training:

Essential (E) Desirable (D)

Experience

- (civ) Experience of project managing construction projects (E)
- (cv) Experience of project managing conservation works (E)
- (cvi)
- (cvii) Significant experience of successfully leading internal and external teams (E)
- (cviii) Experience of monitoring capital and non-capital budgets (E)
- (cix) Experience of delivering National Lottery Heritage Fund grant aided capital projects (D)
- (cx) Experience of mentoring or training (D)

Knowledge

- (cxi) Good technical knowledge of construction (E)
- (cxii) Good technical knowledge of conservation (E)
- (cxiii) Good knowledge of general project management systems (E)
- (cxiv) Good knowledge of railway safety (D)
- (cxv) Good knowledge of how heritage railways operate (D)

Qualifications/Accreditations

- (cxvi) Relevant degree or equivalent e.g. construction management (MRICS), project manager(MAPM) or qualified by experience (D)

Skills

- (cxvii) Strong project management skills (E)
- (cxviii) Excellent organisational skills (E)
- (cxix) Highly effective communication skills, both oral and written (E)
- (cxx) Clear client focus and excellent client relationship management skills (E)
- (cxxi) Mentoring or training skills (D)
- (cxxii) The ability to speak Welsh (D)

Job Description: Traineeship Mentor



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Job Description

1. Post Details:

Post Title: Traineeship Mentor
Post Reports to: NLHF Project Manager Manager

2. Background

- Three (3) NLHF trainees are participating in structured training activities with FfWHR.
- There will be a Project Management Trainee, an Operations Management Trainee and an Interpretation Trainee.
- The traineeships will include on-the-job training and development, and external courses leading to relevant qualifications.
- A formal mentoring programme – comprising a mentor-trainee relationship - will support the trainees and FfWHR for the duration of the relevant traineeship.

3. Role description

A mentor will be assigned to each of the trainees. Based on the formal and informal roles described below, the time commitment from each mentor is expected to be 0.75 days per quarter, so 3 days per year.

As mentor you will perform the following formal roles:

- Meet with your mentee for a 2-hour meeting four times a year for the duration of the relevant traineeship (either 2 or 3 years depending on the trainee)
- Identify training and opportunities for further development according to the interest of the mentee
- Liaise with relevant work placement officer and day-to-day manager to particular areas for development and opportunity
- Help your mentee to review their trainee logs
- Help your mentee to record the mentoring activity on their trainee logs
- Help your mentee to prepare job or qualification applications

As mentor you will perform the following informal role:

- Help your mentee to navigate their traineeship journey with FfWHR
- Support their development
- Provide professional insight
- Encourage them to pursue areas of interest

NLHF Interpretation and Boston Lodge Project

Appendix 3: Training Plans

Minerva Heritage in association with Creative Core
Submission – May 2021

Training Plan for Activity 1A: Project Management (for Heritage Restoration Projects) trainee

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
1	Name and description of Trainee Position	<p>Project Management (for Heritage Restoration Projects) trainee</p> <p>The trainee will work with the Heritage Project Manager to support the delivery phase of the project. The work will include the administration, data collection and reporting for the project. The trainee will work alongside the Heritage Project Manager and have the opportunity to develop skills specific to managing heritage projects as the project works through the delivery phase. They will receive professional mentoring from within the FfWHR organisation. The trainee will also be supported through a programme of training and development (including appropriate qualifications).</p>	£63,000 for 3 year traineeship - Living wage 18,533 pa (rising to 18,907 in 2022) plus on-costs	£62,700
2	Training Manager	<ul style="list-style-type: none"> NLHF Project Manager – Day-to-Day Work Placement Officer – Oversees Training Programme (including regular meetings, mentoring and shadowing opportunities) for all traineeships and provides pastoral support Mentor – Provides professional insight and helps trainee to identify opportunities for further development according to interest 		
3	Specific skills to be taught	<ul style="list-style-type: none"> Heritage Project Management Administration of Heritage Project Project development (business case, outputs, outcomes, Project planning (gantt, critical path, resources) Project team roles and professional team Stakeholder management & communications Cost management 	Training/qualification - £1,000 per year (£3,000 total)	£3,000

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
		<ul style="list-style-type: none"> • Procurement • Change management • Quality management • Risk and issue management • Evaluating Heritage Projects • Understanding NLHF project systems and submitting NLHF reports 		
4	Induction content (eg Health and Safety, specific challenges and requirements of working safely on or alongside a working railway line, history of the railways, customer service skills development and training etc)	<ul style="list-style-type: none"> • Health and Safety at Work • Purpose of this traineeship • Formal company induction - Who are we? The hierarchy of the vast FfWHR family • FfWHR Values & Behaviours • Specific challenges and requirements of working safely on or alongside a working railway line • History of the WHR and FfWHR railways • Background to the NLHF Interpretation and Boston Lodge Project • FFWHR IT systems 	To be delivered by the Work Placement Officer / HR	
5	Qualification to be gained by trainee	Year 1: Open University intro to PM or APM PFQ Year 2: APM Project Management Qualification delivered via online training	To be administered by the Work Placement Supervisor OU £305 PFQ £425 PMQ £699 (covered by £1,000 pa training cost)	£305 £425 £699

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
6	Details of any external training required for trainee (eg day a week at college)	2-Year student membership of Association for Project Management	To be administered by the Work Placement Officer £138 pa (covered by £1,000 pa training cost)	£276
7	Who will deliver the training internally?	<ul style="list-style-type: none"> Heritage Project Manager - Day-to-day Work Placement Officer - Training programme and pastoral care Infrastructure Manager (FfWHR) - professional mentoring to encourage areas of interest and identify training and development opportunities 	To be administered/overseen by the Work Placement Officer	
8	Existing qualifications / accreditation of trainers	Heritage Project Manager: Managed 3 major NLHF Projects through development and delivery before this one. Experienced trainer/lecturer.		
9	Any further 'Training the trainer' required?	No		
10	Placement with another heritage organisation	Minimum of 1 x week with a placement partner – to be identified according to the development needs of the trainee	To be administered/ overseen by the Work Placement Supervisor e.g. other NLHF project (covered by £1,000 pa training cost)	Travel expenses Accommodation

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
11	Placement in other heritage/ cultural/ environmental organisations?	To be arranged by Heritage Project Manager or linked to other projects FfWHR consultants may have links to e.g. National organisation with local heritage sites e.g; National Trust	To be administered/ overseen by the Project Manager and Work Placement Officer (covered by £1,000 pa training cost)	Travel expenses Entrance fees Accommodation
		RECRUITING CANDIDATES		
12	What personality type might this course appeal to? Aptitudes/passions/interests	A strategic and creative and adaptable individual with excellent interpersonal skills. People who might be interested in applying: <ul style="list-style-type: none"> • Staff or volunteers at FfWHR with an interest in developing project management career • Welsh students about to graduate wanting to work in heritage and who want to stay in Wales. • Existing apprenticeship / trainee programme participants at Grŵp Llandrillo Menai / North Wales Training • Someone with existing management / conservation site management / construction site management NVQ 	Recruitment costs £500 (estimate)	£500
13	What are the minimum qualifications/skills required for trainee	Degree-level education (or equivalent) preferred. The suitable candidate must have: <ul style="list-style-type: none"> • Strong organizational skills • Ability to plan effectively • Ability to handle changing situations • Good IT Skills in Word, Excel (essential) and MS-Project (desirable) 	Literacy and numeracy skills will be assessed as part of the interview process.	

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
		<ul style="list-style-type: none"> Good communication skills (written and oral). Effective written & spoken communication skills are key to this role 		
14	Where to recruit candidates?	<ul style="list-style-type: none"> Universities Heritage Alliance University of Leicester Museum Jobs Desk Grwp Llandrillo Menai / other local colleges (for those doing higher level qualifications) Careers Wales 	To be administered/overseen by the Work Placement Officer / HR	
15	What specific equipment, materials and safety clothing will be required? Estimate of cost per trainee per year	<p>Uniform & safety clothing</p> <ul style="list-style-type: none"> Safety boots High vis vest FfWHR branded shell and waterproof jackets <p>IT</p> <ul style="list-style-type: none"> Laptop/computer with specialist MS Project software license (provided by FfWHR) Digital Camera 	<p>Over 3 years</p> <p>PPE – £250 (estimate) Safety gear - £100 (estimate) IT - £1,000 (estimate)</p>	<p>£250 £100 £1,000</p>
		HELP WITH ONWARD EMPLOYMENT OR TRAINING		
16	What career paths/training opportunities are available once the course comes to an end?	<p>All trainees will be offered the following as part of their training programme in order to ensure they are 'work-ready':</p> <ul style="list-style-type: none"> Shadowing other FfWHR staff members (including other traineeships) to find out about other areas of work Guidance re CV writing Interviewing skills workshop References provided by relevant manager/s 	<p>Support offered to enable this to happen, delivered by the Work Placement Supervisor through:</p> <ul style="list-style-type: none"> Regular support meetings with all 	

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
		<ul style="list-style-type: none"> • Qualification / Certificates • Possible ongoing project management role within FfWHR • Work experience and working alongside other heritage organisations etc. to network and build contacts for the future is included in the training • Opportunities to take a lead role at volunteer events and guide, model skills and impart knowledge • Working alongside and training new and less experienced volunteers • Project Management for organisations across the sector • NLHF contract work • Engineering projects • Construction • Marketing • Conservation project management 	<p>trainees taking part in the NLHF project</p> <ul style="list-style-type: none"> • End-of-year open day for trainees to showcase their skills to the public and future employers • Placements • Opportunities to share experiences and be seen at Heritage Railway Association events • End of training workshop re onward employment. • Attend relevant job fairs/ time out for interviews <p>Trainees will be encouraged to explore the field of project management during their work placements. Placements will be agreed in order network with potential future employees.</p>	

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
17	How could FFWHR help trainees find further employment and training opportunities after the course ends?	<p>References</p> <p>Personal recommendations</p> <p>Networking opportunities and introductions.</p> <p>Job fairs and associated seminars and events:</p> <ul style="list-style-type: none"> • Museums • Heritage sites • CADW - Wales • English Heritage • National Trust • Country Parks • Heritage Railway museums / organisations 	To be administered/overseen by the Work Placement Supervisor and the Mentor	
18	What would be the best method for each trainee to record and demonstrate their experience for future employers/further training?	<p>CPD log to be undertaken at the start of the traineeship: what do you know now; what do you need to know; what would you like to develop further? This to be reflected on and shared at the end, assisted by:</p> <ul style="list-style-type: none"> • Weekly written and photographic progress reports • Record of all training undertaken (written, photographic, certificates etc.) • Record of all shadowing instances within the organisation and things learnt • Record of all placements/visits to other projects undertaken • Record of all mentor-related activity • Certificates and exam information to evidence achievement – external training/accreditations 	<p>To be administered/overseen by the Work Placement Supervisor, Project Manager and Mentor</p> <p>Training Log to be kept by trainees to evidence learning and project involvement etc. Printed copies will be produced for FfWHR and trainee. £80 (estimated) (covered by £1,000 pa training cost)</p>	£80

Training Plan for Activity 1B: Works Administration Management trainee

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
1	Name and description of Trainee Position	<p>Works Administration Management trainee</p> <p>The trainee in this position will work with the Works Administrator and the Engineering Volunteer Supervisor to process orders for materials and equipment, and undertake engineering volunteer administration including database management. They will receive professional mentoring from within the FfWHR organisation. The trainee will be supported through a programme of training and development, including appropriate qualifications.</p>	£42,000 for 2 year traineeship - - Living wage 18,533 pa (rising to 18,907 in 2022) plus on-costs	£41,800
2	Training Manager	<ul style="list-style-type: none"> • Day to day management by Works Administrator • Work Placement Officer – Oversee Training Programme (including regular meetings, mentoring and shadowing opportunities) for all traineeships and provide pastoral support • Mentor – to provide professional insight and identify opportunities for further development according to interest 		
3	Specific skills to be taught	<ul style="list-style-type: none"> • All areas of FfWHR works operations • General Administration for Works Manager and team • Timesheets (recording hours against external capital projects) • Procurement • Ordering equipment for works staff/ raising invoices • Databases 	Training/qualification - £1000 per year (£2k total)	£2,000

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
4	Induction content (eg Health and Safety, specific challenges and requirements of working safely on or alongside a working railway line, history of the railways, customer service skills development and training etc)	<ul style="list-style-type: none"> • Health and Safety at Work • Purpose of this traineeship • Formal company induction - Who are we? The hierarchy of the vast FfWHR family • FfWHR Values & Behaviours • Specific challenges and requirements of working safely on or alongside a working railway line • History of the WHR and FfWHR railways • Background to the NLHF Interpretation and Boston Lodge Project • FFWHR IT systems 	To be delivered by the Work Placement Officer / HR	
5	Qualification to be gained by trainee	City & Guilds Level 2/3 Diploma in Business Administration	To be administered by the Work Placement Officer (covered by £1,000 pa training cost)	
6	Details of any external training required for trainee (eg day a week at college)	1 Year Student membership of a professional organization/institute	To be administered by the Work Placement Officer £40 to cover costs (estimate) (covered by £1,000 pa training cost)	£40

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
7	Who will deliver the training internally?	<ul style="list-style-type: none"> • Works Administrator - Day-to-day • Work Placement Officer to oversee training programme and offer pastoral care • PA to the Director and General Manager (FfWHR) - professional mentoring to encourage areas of interest and identify training and development opportunities 	To be administered by the Work Placement Officer	
8	Existing qualifications/ accreditation of trainers	Extensive operational experience of FfWHR.		
9	Any further 'Training the trainer' required?	No		
10	Placement with another heritage organisation	Minimum of 1 x week with a placement partner – to be identified according to the development needs of the trainee	To be administered/overseen by the Work Placement Officer e.g. Heritage railways HRA orgs or similar (covered by £1,000 pa training cost)	Travel expenses Accommodation
11	Placement in other heritage/cultural/environmental organisations?	To be arranged by Infrastructure Manager or linked to other projects FfWHR consultants may have links to.	To be administered/overseen by the Work Placement Officer	Travel expenses Entrance fees Accommodation

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
			National organisation with local heritage sites e.g; National Trust Cadw Talyllyn Railway (covered by £1,000 pa training cost)	
		RECRUITING CANDIDATES		
12	What personality type might this course appeal to? Aptitudes/passions/interests	People who might be interested in applying: <ul style="list-style-type: none"> • Staff at FfWHR with an interest in developing project management career • Young people in Gwynedd looking to develop skills • Existing apprenticeship / trainee programme participants at Grŵp Llandrillo Menai / North Wales Training 	Recruitment costs £500	£500
13	What are the minimum qualifications/skills required for trainee	The suitable candidate must have: <ul style="list-style-type: none"> • A-levels or equivalent vocational qualifications or a recent graduate • Attention to detail and good organization • Good IT skills (desirable) • Good communication skills (written and oral) 	Literacy and numeracy skills will be assessed during the interview stage.	
14	Where to recruit candidates?	<ul style="list-style-type: none"> • Advertise locally • Grwp Llandrillo Menai / other local colleges • Heritage Alliance • Online via Facebook and Twitter/ company website • Careers Wales 	To be administered/overseen by the Work Placement Officer / HR	

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
15	What specific equipment, materials and safety clothing will be required? Estimate of cost per trainee per year	Uniform & safety clothing <ul style="list-style-type: none"> • Safety boots • High vis vest • FfWHR branded shell and waterproof jackets IT <ul style="list-style-type: none"> • Laptop/computer 	Over 2 years PPE – £250 (estimate) Safety gear - £100 (estimate) IT - £500 (estimate)	£350 £500
		HELP WITH ONWARD EMPLOYMENT OR TRAINING		
16	What career paths/training opportunities are available once the course comes to an end?	All trainees will be offered the following as part of their training programme in order to ensure they are 'work-ready': <ul style="list-style-type: none"> • Shadowing other FfWHR staff members (including other traineeships) to find out about other areas of work • Guidance re CV writing • Interviewing skills workshop • References provided by relevant manager/s • Qualification/Certificates • Possible ongoing project management role within FfWHR • Work experience and working alongside other heritage organisations etc. to network and build contacts for the future is included in the training • Opportunities to take a lead role at volunteer events and guide, model skills and impart knowledge • Working alongside and training new and less experienced volunteers 	Support offered to enable this to happen, delivered by the Work Placement Officer through: <ul style="list-style-type: none"> • Regular support meetings with all trainees taking part in the NLHF project • End-of-year open day for trainees to showcase their skills to the public and future employers • Placements • Opportunities to share experiences and be seen at HRA events 	

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
			<ul style="list-style-type: none"> End of training workshop re onward employment. Attend relevant job fairs/ time out for interviews 	
17	How could FFWHR help trainees find further employment and training opportunities after the course ends?	References Personal recommendations Networking opportunities and introductions. Job fairs and associated seminars and events: <ul style="list-style-type: none"> Museums Heritage sites CADW - Wales English Heritage National Trust Country Parks Heritage Railway museums /organisations 	To be administered/overseen by the Work Placement Officer and the Mentor	
18	What would be the best method for each trainee to record and demonstrate their experience for future employers/further training?	CPD log – to be undertaken at the start of the traineeship what do you know now, what do you need to know, what would you like to develop further, and for this to be reflected on and shared at the end, assisted by: <ul style="list-style-type: none"> Weekly written and photographic progress reports Record of all training undertaken (written, photographic, certificates etc.) Record of all shadowing instances within the organisation and things learnt Record of all placements undertaken 	To be administered/overseen by the Work Placement Officer, Project Manager and Mentor. Training Log to be kept by trainees to evidence learning and project involvement etc.	£80

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
		<ul style="list-style-type: none">• Record of all mentor-related activity• Certificates and exam information to evidence achievement – external training/accreditations	Printed copies will be produced for FfWHR and trainee. £80 (estimate) (covered by £1,000 pa training cost)	

Training Plan for Activity 1C: Interpretation trainee

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
1	Name and description of Trainee Position	<p>Interpretation trainee</p> <p>The trainee in this position will work with the Interpretation Officer to support delivery of the NLHF project. They will coordinate volunteers, including volunteer administration and database management, working with them to develop and collate interpretation content for the railway and for Boston Lodge Works. They will receive professional mentoring from the Interpretation Consultant. The trainee will be supported through a programme of training and development (including appropriate qualifications).</p>	£42,000 for 2 year traineeship - Living wage 18,533 pa (rising to 18,907 in 2022) plus on-costs	£41,800
2	Training Manager	<ul style="list-style-type: none"> • Interpretation Officer/Customer Service Manager – Day-to-Day • Work Placement Officer – Oversee Training Programme (including regular meetings, mentoring and shadowing opportunities) for all traineeships and provide pastoral support • Mentor – to provide professional insight and identify opportunities for further development according to interest 	Uplift to Interpretation consultant's fee to mentor Mentoring covered by Interpretation Plan costs	
3	Specific skills to be taught	<ul style="list-style-type: none"> • All areas of heritage interpretation and strategic communication • Heritage research • Content development and creation (including Interpretive Writing, writing and implementing an Interpretation Plan, and Interpretive Themes) • Storytelling • Bilingual Interpretation • Exhibition design 	Training/qualification - £1000 per year (£2k total)	£2,000

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
		<ul style="list-style-type: none"> All areas of interpretation management, including events, tours and hands-on engagement activities Basic time and project management How to coordinate and manage a team of volunteers Digital marketing (what goes on website, why, for how long) Archiving – traditional and digital Training teams of people – Customer service and tour guiding 		
4	Induction content (eg Health and Safety, specific challenges and requirements of working safely on or alongside a working railway line, history of the railways, customer service skills development and training etc)	<ul style="list-style-type: none"> Health and Safety at Work Purpose of this traineeship Formal company induction - Who are we? The hierarchy of the vast FfWHR family FfWHR Values & Behaviours History of the WHR and FfWHR railways, slate industry and the UNESCO bid Background to the NLHF Interpretation and Boston Lodge Project FFWHR IT systems Visitor Experience Customer Service training 	To be delivered by the Work Placement Officer / HR	
5	Qualification to be gained by trainee	<p>Year 1 - GEM Heritage Interpretation, Welsh Level 2, Digital Preservation Management (People's Collection Wales)</p> <p>Year 2 - Tour Guide/ Storytelling training - Tour Guiding - Level 2 (OCN NI)</p>	<p>To be administered by the Work Placement Officer</p> <p>GEM Heritage Interpretation - £125</p> <p>Welsh Level 2 - £450</p>	<p>£125</p> <p>£450</p> <p>£94</p>

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
			Digital Preservation Management (People's Collection Wales) Tour guiding (covered by £1,000 pa training cost)	
6	Details of any external training required for trainee (eg day a week at college)	2 Year Student membership of AHI	To be administered by the Work Placement Officer Student membership of AHI - £64 (£32 pa) (covered by £1,000 pa training cost)	£64
7	Who will deliver the training internally?	<ul style="list-style-type: none"> • Interpretation Officer/Customer Service Manager - Day-to-day • Work Placement Officer - Training programme and pastoral care • Exhibition Designers - professional mentoring to encourage areas of interest and identify training and development opportunities 	To be administered/overseen by the Work Placement Officer	
8	Existing qualifications/acc reditation of trainers	Extensive operational experience of exhibition design.		
9	Any further 'Training the trainer' required?	No		

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
10	Placement with another heritage organisation	<p>Site visits to experience other interpretation within heritage orgs e.g. St Fagins, and minimum of 1 x week with a placement partner – to be identified according to the development needs of the trainee</p> <p>May include partners such as:</p> <ul style="list-style-type: none"> • National Slate Museum (links to World Heritage bid family) • Cadw • National Trust (Penrhyn Castle and Plas Newydd) • Maritime museum • Llechwedd 	<p>To be administered/overseen by the Work Placement Officer</p> <p>e.g.other NLHF project</p> <p>(covered by £1,000 pa training cost)</p>	Travel expenses Accommodation
11	Placement in other heritage/cultural/environmental organisations?	To be arranged by the Interpretation Officer or linked to other projects FfWHR consultants may have links to e.g. national organisation with local heritage sites e.g; National Trust, CADW, Chatsworth / Tower of London / Big Pit – places with tours, Beamish, St Fagan's, National Slate Museum, Llechwedd, Severn Valley Railway & Engine House, National Railway Museum York	<p>To be administered/overseen by the Work Placement Officer</p> <p>(covered by £1,000 pa training cost)</p>	Travel expenses Entrance fees Accommodation
		RECRUITING CANDIDATES		
12	What personality type might this course appeal to? Aptitudes/passions/interests	<p>People who might be interested in applying:</p> <ul style="list-style-type: none"> • Staff at FfWHR with an interest in developing project management career • Young people in Gwynedd looking to develop skills • Existing apprenticeship / trainee programme participants at Grŵp Llandrillo Menai / North Wales Training • Someone with existing heritage/design/communications qualification • New graduates in a related discipline 	Recruitment costs £500	£500

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
13	What are the minimum qualifications/skills required for trainee	<p>Degree-level education (or equivalent) preferred. The suitable candidate must have:</p> <ul style="list-style-type: none"> • Strong organizational skills • Ability to plan and research effectively and independently • Ability to handle changing situations • Good IT Skills in Word, Excel (essential) and design software (desirable) • Good communication skills (written and oral). Effective written & spoken communication skills are key to this role • Welsh language (desirable) • Outgoing personality 	Literacy and numeracy assessments will comprise part of the interview process.	
14	Where to recruit candidates?	<ul style="list-style-type: none"> • Universities – via jobs fairs, Aberystwyth and Bangor University onward employment team via existing contacts • AHI • Leicester Museums Jobs desk • Heritage Alliance • Grwp Llandrillo Menai / other local colleges • Careers Wales 	To be administered/overseen by the Work Placement Officer / HR	
15	What specific equipment, materials and safety clothing will be required? Estimate of cost per trainee per year	<p>IT</p> <ul style="list-style-type: none"> • Laptop/computer with specialist software license e.g. Adobe Creative Suite • Digital Camera <p>Uniform & safety clothing</p> <ul style="list-style-type: none"> • Safety boots • High vis vest 	<p>Over 2 years</p> <p>IT and software - £1000 (estimate)</p> <p>PPE – £250 (estimate)</p> <p>Safety gear - £100 (estimate)</p>	<p>£1000</p> <p>£250</p> <p>£100</p>

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
		<ul style="list-style-type: none"> FfWHR branded shell and waterproof jackets 		
		HELP WITH ONWARD EMPLOYMENT OR TRAINING		
16	What career paths/training opportunities are available once the course comes to an end?	<p>All trainees will be offered the following as part of their training programme in order to ensure they are 'work-ready':</p> <ul style="list-style-type: none"> Shadowing other FfWHR staff members (including other traineeships) to find out about other areas of work Guidance re CV writing Interviewing skills workshop References provided by relevant manager/s Qualification/Certificates Possible ongoing project management role within FfWHR Work experience and working alongside other heritage organisations etc. Opportunities to take a lead role at volunteer events and guide, model skills and impart knowledge Working alongside and training new and less experienced volunteers Marketing <p>What roles the training might lead into:</p> <ul style="list-style-type: none"> Freelance interpretation consultant Museum/heritage work with CADW, National Trust 	<p>Support offered to enable this to happen, delivered by the Work Placement Officer through:</p> <ul style="list-style-type: none"> Regular support meetings with all trainees taking part in the NLHF project End-of-year open day for trainees to showcase their skills to the public and future employers Placements Opportunities to share experiences and be seen at HRA events 	

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
		<ul style="list-style-type: none"> • Work with interpretation organisations • Marketing and Customer Services • Interpretation Officer • Volunteer interpretation assistant • Heritage research roles • Onward studies to degree/MA level 	<ul style="list-style-type: none"> • End of training workshop re onward employment. <p>The FfWHR has onwards contacts with a number of organisations and any placements should link the trainee to their desired field within the heritage sector.</p>	
17	How could FFWHR help trainees find further employment and training opportunities after the course ends?	<p>References</p> <p>Personal recommendations</p> <p>Networking opportunities and introductions.</p> <p>Job fairs and associated seminars and events:</p> <ul style="list-style-type: none"> • Museums • Heritage sites • CADW - Wales • English Heritage • National Trust • Country Parks • Heritage Railway museums /organisations 	To be administered/overseen by the Work Placement Officer and the Mentor	

	Question/Task	Response/Description	Comments	Associated Cost? £ [actual / estimated]
18	What would be the best method for each trainee to record and demonstrate their experience for future employers/further training?	<p>CPD log – to be undertaken at the start of the traineeship what do you know now, what do you need to know, what would you like to develop further, and for this to be reflected on and shared at the end, assisted by:</p> <ul style="list-style-type: none"> • Weekly written and photographic progress reports • Record of all training undertaken (written, photographic, certificates etc.) • Record of all shadowing instances within the organisation and things learnt • Record of all placements undertaken • Record of all mentor-related activity • Certificates and exam information to evidence achievement – external training/accreditations 	<p>To be administered/overseen by the Work Placement Officer, Project Manager and Mentor</p> <p>Training Log to be kept by trainees to evidence learning and project involvement etc. Printed copies will be produced for FfWHR and trainee. £ 80</p> <p>(covered by £1,000 pa training cost)</p>	£80

NLHF Interpretation and Boston Lodge Project

Appendix 4: Volunteer Role Profiles

Minerva Heritage in association with Creative Core

Submission – May 2021

3A Archive Research Volunteer

	3A Archive Research Volunteer
Summary	Volunteers will undertake research and digitisation of archives at Gwynedd Archives and within the FfWHR archive to support the development of content for the interpretation across the rail network and Boston Lodge Works.
Key Tasks	<ul style="list-style-type: none"> • Undertake research and digitisation training • Visit Gwynedd Archives • Visit FfWHR archive • Research archives • Digitise relevant images and other material to inform and support interpretive outputs (panels, leaflets, etc)
Purpose of Role	<ul style="list-style-type: none"> • Develop a better understanding of archives research • Develop a better understanding of the history of the railway and slate industry • Develop a better understanding of the archive collections at Gwynedd and FfWHR • Develop cataloguing and digitisation skills • Gain knowledge and experience of archive research and digitisation
Skills / Attributes	<ul style="list-style-type: none"> • Good communication and team-working skills • An interest in working with archives • An interest in railway, social and/or industrial history • Ability to work as part of a team • Ability to undertake desk-based work for a period of time • Ability to communicate effectively with other members of the team • Willingness to attend appropriate training and develop your skills • Computer-literacy, or willingness to learn use of computers
Supervision or management	Supervision and training by the Interpretation Officer. Coordination by the Interpretation Trainee.
Expectations of volunteer commitment	Due to the nature of the training involved you will be expected to commit to one days' training, and then to volunteer for a minimum of three days.
FfWHR commitment to volunteers	Training in how to use archives for research Organisation induction including: Equality and diversity, customer care A Healthy & Safe working environment Appropriate Welfare Respect and Good Communication
Subsistence and Expenses	Expenses will not normally be paid. If this presents a significant barrier to your involvement then you can apply to the FfWHR hardship fund.
NLHF or ongoing?	During NLHF project only This role has been created especially for the NLHF project. There will be volunteer opportunities available with the organisation after the end of this role which you may be able to utilise your skills for.
Employment Disclaimer	This role is intended as a gift relationship between volunteers and the organisation, it is binding in honour and trust only and not intended to be legally binding.

3B Tell Me a Story Volunteer

Name	3B Tell Me a Story Volunteer
Summary	Volunteers will collate and record memories and stories from FfWHR staff and volunteers, and from local residents with personal, family or historic connections to the railway. The stories will contribute to the interpretation across the rail network and Boston Lodge Works and be used on the website.
Key Tasks	<ul style="list-style-type: none"> • Record memories and stories from FfWHR staff and volunteers • Record memories and stories from local residents with personal, family or historic connections to the railway • Store, compile, transcribe and/or edit material
Purpose of Role	<ul style="list-style-type: none"> • Develop an understanding of oral history • Develop an understanding of the social history of the railway and slate industry • Gain knowledge and experience of interviewing and social history research
Skills / Attributes	<ul style="list-style-type: none"> • Good communication and team-working skills • Good people skills • An interest in working with oral history • An interest in railway, social and/or industrial history • Ability to work as part of a team • Ability to undertake interview and/or editing work for a period of time • Ability to communicate effectively with other members of the team • Willingness to attend appropriate training and develop your skills • Computer-literacy, or willingness to learn use of computers
Supervision or management	Supervision and training by the Interpretation Officer Coordination by the Interpretation Trainee
Expectations of volunteer commitment	Due to the nature of the training involved you will be expected to commit to one days' training, and then to volunteer for a minimum of three days
FfWHR commitment to volunteers	Training in story collection techniques Organisation induction including: Equality and diversity, customer care A Healthy & Safe working environment Appropriate Welfare Respect and Good Communication
Subsistence and Expenses	Expenses will not normally be paid. If this presents a significant barrier to your involvement then you can apply to the FfWHR hardship fund.
NLHF or ongoing?	During NLHF project only
Employment Disclaimer	This role is intended as a gift relationship between volunteers and the organisation, it is binding in honour and trust only and not intended to be legally binding.

3C Interpretation Volunteer

Name	3C Interpretation Volunteer
Summary	Volunteers will support the development of activities that will support new permanent interpretation at key connection points along the FfWHR route, using information from archive research and oral histories, and will undertake training to support new displays beyond the life of the NLHF Project
Key Tasks	<ul style="list-style-type: none"> • undertake interpretive planning training • undertake interpretive writing training • undertake interpretive design training • plan, design and produce copy and content for new interpretation outputs • support development of new displays beyond the life of the NLHF Project • support development of activities that deliver new permanent interpretation at key connection points along the FfWHR route using information from the archive research (3A) and story collection (3B) activities
Purpose of Role	<ul style="list-style-type: none"> • Develop an understanding of role of interpretation • Develop an understanding of interpretation techniques • Gain knowledge, experience and skills to produce interpretation
Skills / Attributes	<ul style="list-style-type: none"> • Interest in the organisation's history, the railway and slate industry • Excellent communication and team-working skills • An interest in working with and communicating to a range of diverse audiences, including school groups • Ability to work as part of a team • Ability to communicate effectively with other members of the team • Willingness to attend appropriate training and develop your skills
Supervision or management (who by?)	Supervision and training by the Interpretation Officer Coordination by the Interpretation Trainee.
Expectations of volunteer commitment	Due to the nature of the training involved you will be expected to commit to one days' training, and then to volunteer for a minimum of three days
FfWHR commitment to volunteers	Training in interpretive planning, interpretive writing and interpretive design Organisation induction including: Equality and diversity, customer care A Healthy & Safe working environment Appropriate Welfare Respect and Good Communication
Subsistence and Expenses	Expenses will not normally be paid. If this presents a significant barrier to your involvement then you can apply to the FfWHR hardship fund.
NLHF or ongoing?	During NLHF project only
Employment Disclaimer	This role is intended as a gift relationship between volunteers and the organisation, it is binding in honour and trust only and not intended to be legally binding.

3D Guided Tour Research Volunteer

Name	3D Guided Tour Research Volunteer
Summary	Volunteers will develop, pilot-test and revise the guided tour content and the range of tours available, with support from the Interpretation Officer.
Key Tasks	<ul style="list-style-type: none"> • Develop and prepare initial guided tour content • Develop the range of tours available • Pilot test tours prior to public opening • Revise tours and content based on participants' feedback • Use feedback to inform associated interpretive outputs where appropriate (interpretation panels, leaflet, website, etc.)
Purpose of Role	<ul style="list-style-type: none"> • Develop an understanding of the railway's history, the Boston Lodge site, and the archive collections • Develop understanding of the principles used in delivering guided tours • Develop content for guided tours of Boston Lodge Works • Develop understanding of the needs of different audiences
Skills / Attributes	<ul style="list-style-type: none"> • Reasonable familiarity with the railway, Boston Lodge Works, and/or slate industry • Excellent communication and team-working skills • An interest in working with and communicating to a range of diverse audiences • Ability to work as part of a team • Ability to communicate effectively with other members of the team • Willingness to attend appropriate training and develop your skills.
Supervision or management	Supported by the Interpretation Officer and Interpretation Trainee
Expectations of volunteer commitment	Due to the nature of the training involved you will be expected to commit to one day training, and then to volunteer for a minimum of three days
FfWHR commitment to volunteers	Training in how to develop a guided tour Organisation induction including: Equality and diversity, customer care A Healthy & Safe working environment Appropriate Welfare Respect and Good Communication
Subsistence and Expenses	Expenses will not normally be paid. If this presents a significant barrier to your involvement then you can apply to the FfWHR hardship fund.
NLHF or ongoing?	During NLHF project only This role has been created especially for the NLHF project. There will be volunteer opportunities available with the organisation after the end of the project which you may be able to utilise your skills for.
Employment Disclaimer	This role is intended as a gift relationship between volunteers and the organisation, it is binding in honour and trust only and not intended to be legally binding.

3E Guided Tour Leader

Name	3E Volunteer Guided Tour Leader
Summary	Volunteer Guided Tour Leaders will support a body of trained volunteer guides to deliver guided tours of Boston Lodge Works.
Key Tasks	<ul style="list-style-type: none"> • Supervise the work of individual guided tours volunteers • Lead and coordinate the guided tours volunteers as a group • Help to ensure the guided tour programme meets needs of the visiting public • Help to manage availability, capacity, needs and welfare
Purpose of Role	<ul style="list-style-type: none"> • Develop an understanding of tour programme management • Develop an understanding of human resources • Gain knowledge and experience of leading guided tours programmes
Skills / Attributes	<ul style="list-style-type: none"> • Good communication and team-working skills • Ability to work as part of a team • Ability to undertake desk-based work for a period of time • Ability to communicate effectively with other members of the team • Willingness to attend appropriate training and develop your skills • Computer-literacy, or willingness to learn use of computers
Supervision or management	Supervision and training by an external trainer and the Interpretation Officer and coordination by the Interpretation Trainee. After Year 2 this role is intended to be semi-autonomous. The volunteer leaders will report to and support both the Customer Services Manager and Volunteer Director.
Expectations of volunteer commitment	Due to the nature of the training involved you will be expected to two days training and then to volunteer for a minimum of ten days during of the NLHF project.
FfWHR commitment to volunteers	Appropriate guided tour and volunteer management training Organisation induction including: Equality and diversity, customer care A Healthy & Safe working environment Appropriate Welfare Respect and Good Communication
Subsistence and Expenses	Expenses will not normally be paid. If this presents a significant barrier to your involvement then you can apply to the FfWHR hardship fund.
NLHF or ongoing?	During NLHF project and ongoing by agreement. This role has been created especially for the NLHF project, although the intention is for guided tours of Boston Lodge Works to be ongoing. Other volunteer opportunities will also be available with the organisation which you may be able to utilise your skills for.
Employment Disclaimer	This role is intended as a gift relationship between volunteers and the organisation, it is binding in honour and trust only and not intended to be legally binding.

Name	3E Volunteer Guide
Summary	Volunteers will train as interpretive guides to deliver tours of Boston Lodge Works.
Key Tasks	<ul style="list-style-type: none"> • Undertake guided tour training • Deliver guided tours of Boston Lodge Works as part of the NLHF Interpretation and Boston Lodge Project activity programme • Be a principal point of contact for public visitors to Boston Lodge Works, facilitating their engagement with the heritage
Purpose of Role	<ul style="list-style-type: none"> • Develop an understanding of the railway's history, Boston Lodge Works and the archive collections • Facilitate/lead tours at Boston Lodge Works • Gain knowledge and experience.
Skills / Attributes	<ul style="list-style-type: none"> • A keen interest in the organisation and Boston Lodge Works • Reasonable familiarity with the heritage of the railway and/or Boston Lodge Works • Excellent communication and team-working skills • An interest in working at Boston Lodge Works • An interest in working with and communicating to a range of diverse audiences • Ability to work as part of a team • Ability to communicate effectively with other members of the team • Willingness to attend appropriate training and develop your skills.
Supervision or management (who by?)	Supervision and management by the Interpretation Officer.
Expectations of volunteer commitment	Due to the nature of the training involved you will be expected to attend two days training, and then to volunteer for five days minimum for the duration of the NLHF project
FfWHR commitment to volunteers	<p>Appropriate guided tour training</p> <p>Organisation induction including: Equality and diversity, customer care</p> <p>A Healthy & Safe working environment</p> <p>Appropriate Welfare</p> <p>Respect and Good Communication</p>
Subsistence and Expenses	Expenses will not normally be paid. If this presents a significant barrier to your involvement then you can apply to the FfWHR hardship fund.
NLHF or ongoing?	<p>During NLHF project and ongoing by agreement</p> <p>This role has been created especially for the NLHF project, although the intention is for guided tours of Boston Lodge Works to be ongoing.</p> <p>Other volunteer opportunities will also be available with the organisation which you may be able to utilise your skills for.</p>
Employment Disclaimer	This role is intended as a gift relationship between volunteers and the organisation, it is binding in honour and trust only and not intended to be legally binding.

3F Volunteer Trainer/Assessor

Name	3F Volunteer Trainer/Assessor
Summary	Volunteers will support the delivery of skills training and workshops, and support the work of the Training Events and Workshops Supervisor.
Key Tasks	<ul style="list-style-type: none"> • Undertake train-the-trainer training • Undertake skills workshop delivery training • Support the work of the Training and Events Supervisor
Purpose of Role	<ul style="list-style-type: none"> • Develop an understanding of skills training • Develop an understanding of delivering skills workshops • Gain knowledge and experience of skills training • Gain knowledge and experience of heritage conservation skills
Skills / Attributes	<ul style="list-style-type: none"> • Reasonable familiarity with the railway and/or slate industry • Good communication and team-working skills • An interest in supporting railway/engineering skills training • Ability to work as part of a team • Ability to communicate effectively with other members of the team • Willingness to attend appropriate training and develop your skills
Supervision or management	Supervision and training by Training and Events Supervisor
Expectations of volunteer commitment	Due to the nature of the training involved you will be expected to commit two days training, and then to deliver a minimum of one training session/workshop
FfWHR commitment to volunteers	Training in skills workshop delivery training Organisation induction including: Equality and diversity, customer care A Healthy & Safe working environment Appropriate Welfare Respect and Good Communication
Subsistence and Expenses	Expenses will not normally be paid. If this presents a significant barrier to your involvement then you can apply to the FfWHR hardship fund.
NLHF or ongoing?	During NLHF project only and ongoing by agreement
Employment Disclaimer	This role is intended as a gift relationship between volunteers and the organisation, it is binding in honour and trust only and not intended to be legally binding.

3G Volunteer Engineering Project Leader

Name	3G Volunteer Engineering Project Leader
Summary	Volunteers will supervise and support the delivery of engineering working parties/projects. They will report to the Engineering Volunteer Supervisor and Volunteer Director. Each would each be responsible for their own project or projects. While volunteers would work between different projects, the Engineering Project Leaders may lead multiple projects while working on others.
Key Tasks	<ul style="list-style-type: none"> • Communicate working party details to engineering volunteers • Lead and coordinate the pool of engineering projects volunteers • Supervise the work of individual engineering volunteers • Prepare work party working areas • Help to ensure skills transfer and development in the engineering projects / work parties • Help to manage availability, capacity, needs and welfare
Purpose of Role	<ul style="list-style-type: none"> • Develop an understanding of volunteer management and training • Develop an understanding of skills transfer and development • Gain knowledge and experience of leading volunteer work parties and training
Skills / Attributes	<ul style="list-style-type: none"> • Good knowledge of the railway and/or slate industry • Good communication and team-working skills • Ability to work as part of a team • Ability to undertake desk-based work for a period of time • Ability to communicate effectively with other members of the team • Willingness to attend appropriate training and develop your skills • Computer-literacy, or willingness to learn use of computers
Supervision or management	Training, supervision and management by the Engineering Volunteer Supervisor.
Expectations of volunteer commitment	Due to the nature of the training involved you will be expected to commit two days training, and then to lead at least one working party/project
FfWHR commitment to volunteers	Appropriate training bespoke to the projects / work parties Organisation induction including: Equality and diversity, customer care A Healthy & Safe working environment Appropriate Welfare Respect and Good Communication
Subsistence and Expenses	Expenses will not normally be paid. If this presents a significant barrier to your involvement then you can apply to the FfWHR hardship fund.
NLHF or ongoing?	During NLHF project and ongoing by agreement
Employment Disclaimer	This role is intended as a gift relationship between volunteers and the organisation, it is binding in honour and trust only and not intended to be legally binding.

3G Engineering Volunteer

Name	3G Engineering Volunteer
Summary	Volunteers will undertake conservation work on rolling stock, locomotives and/or railway infrastructure at Boston Lodge Works or elsewhere on FfWHR; help develop plans for further projects / work parties; contribute to skills audits; and help to transfer and develop (heritage conservation, engineering etc) skills within project / work party groups
Key Tasks	<ul style="list-style-type: none"> • Undertake heritage conservation training • Undertake heritage conservation work on rolling stock, locomotives, and/or railway infrastructure at Boston Lodge Works or elsewhere on FfWHR as per nature of individual projects/ work parties • help to develop plans for further projects / work parties • contribute to volunteer skills audits • help to transfer and develop (heritage conservation, engineering etc) skills within project / work party groups
Purpose of Role	<ul style="list-style-type: none"> • Develop an understanding of railway and slate industry heritage • Develop an understanding of heritage conservation and skills • Develop an understanding of how volunteers' skills support FfWHR • Gain knowledge and experience of heritage conservation and heritage railways
Skills / Attributes	<ul style="list-style-type: none"> • Reasonable familiarity with the railway and/or slate industry • Good communication and team-working skills • An interest in railway / engineering heritage • Ability to work as part of and to communicate effectively with other members of a team • Willingness to attend appropriate training and develop your skills
Supervision or management (who by?)	Supervised and managed by the Engineering Volunteer Supervisor
Expectations of volunteer commitment	Due to the nature of the training involved you will be expected to volunteer for a minimum of one working party over the course of the NLHF project.
FfWHR commitment to volunteers	Appropriate training bespoke to the projects / work parties Organisation induction including: Equality and diversity, customer care A Healthy & Safe working environment Appropriate Welfare Respect and Good Communication
Subsistence and Expenses	Expenses will not normally be paid. If this presents a significant barrier to your involvement then you can apply to the FfWHR hardship fund.
NLHF or ongoing?	During NLHF project and ongoing by agreement
Employment Disclaimer	This role is intended as a gift relationship between volunteers and the organisation, it is binding in honour and trust only and not intended to be legally binding.

3H Project Evaluation Volunteer

Name	3H Project Evaluation Volunteer
Summary	Volunteers will collect evaluation data regularly, attending some of the outreach and other public-facing events, in particular guided tours, project and public workshops, heritage learning sessions and schools workshops. As well as observing visitor behaviour they will help to distribute and collect surveys, record 'vox pops' and write up notes from findings.
Key Tasks	<ul style="list-style-type: none"> • Gather feedback for evaluation • Methods will include distributing and collecting visitor surveys; observing and noting visitor behaviour, questions and reactions; collecting informal feedback and 'vox pops' • Provide brief informal reports to evaluation team • Collate information from surveys for evaluation team • Support facilitators by providing visitor/participant welcome • Representing the public face of FFWHR • Liaising with evaluators, who will provide appropriate training.
Purpose of Role	<ul style="list-style-type: none"> • To gather feedback to help FFWHR improve events and activities • To support public-facing activities and make attendees welcome
Skills / Attributes	<ul style="list-style-type: none"> • Good communication and team-working skills • An interest in working with FFWHR • Ability to work as part of a team • Ability to undertake desk-based work for a period of time • Ability to communicate effectively with other members of team • Willingness to attend appropriate training and develop your skills • Computer-literacy, or willingness to learn use of computers
Supervision or management (who by?)	Supervised and managed by the Project Evaluation Consultant
Expectations of volunteer commitment	Due to the nature of the training involved you will be expected to commit to a two-hour training session, and then to support the evaluation of eight activities over the course of the NLHF project.
FfWHR commitment to volunteers	<p>Appropriate training in public-facing evaluation</p> <p>Organisation induction including: Equality and diversity, customer care</p> <p>A Healthy & Safe working environment</p> <p>Appropriate Welfare</p> <p>Respect and Good Communication</p>
Subsistence and Expenses	Expenses will not normally be paid. If this presents a significant barrier to your involvement then you can apply to the FfWHR hardship fund.
NLHF or ongoing?	<p>During NLHF project</p> <p>There will be volunteer opportunities available with the organisation after the end of this role which you may be able to utilise your skills for.</p>
Employment Disclaimer	This role is intended as a gift relationship between volunteers and the organisation, it is binding in honour and trust only and not intended to be legally binding.

3I Project Support Volunteer

Name	3I Project Support Volunteer
Summary	Volunteers will undertake fit out works on some of the buildings being renovated including the volunteer workspaces in the Blacksmiths and the Iron Foundry and the erection of the Small Loco Shed. Volunteers will also help with a short archaeological excavation of the original stables in front of the Barracks. This is an opportunity to literally delve into the history of the site and strengthen our understanding of the very earliest days of the site.
Key Tasks	<ul style="list-style-type: none"> • Undertake specific on-the-job training, where required • Undertake general building works to fit out new volunteer workspaces and support the building of the Small Loco Shed • Undertake electrical fit out of new volunteer workspace and the new Small Loco Shed • Relocate the rails and turntables near the Blacksmiths • Help with re-location of stores during the project • Undertake manual digging and finer archaeological excavation of the site in front of the Barracks
Purpose of Role	<ul style="list-style-type: none"> • Support the delivery of the capital phase of the project • Develop an understanding of how volunteers' skills support FfWHR • Gain knowledge and experience of practical building work to support heritage railways
Skills / Attributes	<ul style="list-style-type: none"> • Reasonable familiarity with the railway and/or slate industry • Good communication and team-working skills • An interest in railway heritage • Ability to work as part of and to communicate effectively with other members of a team • Willingness to attend appropriate training and develop your skills
Supervision or management (who by?)	<ul style="list-style-type: none"> • General labour supervised and managed by the Engineering Volunteer Supervisor • Electrical installation volunteers supervised and managed by the Senior Electrical Volunteer • Archaeology volunteers supervised and managed by Archaeologist (Volunteer)
Expectations of volunteer commitment	The work will be split into packages and working groups established. Volunteers will be expected to sign up for specific working groups which are expected to either be weekends or the inside of a week
FfWHR commitment to volunteers	Appropriate training bespoke to the projects / work parties Organisation induction including: Equality and diversity, customer care A Healthy & Safe working environment Appropriate Welfare Respect and Good Communication
Subsistence and Expenses	Expenses will not normally be paid. If this presents a significant barrier to your involvement then you can apply to the FfWHR hardship fund.
NLHF or ongoing?	During NLHF project – capital works phase only

3I Project Support Volunteer

Employment Disclaimer	This role is intended as a gift relationship between volunteers and the organisation, it is binding in honour and trust only and not intended to be legally binding.
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NLHF Interpretation and Boston Lodge Project

Appendix 5: Brief for Explainer and Guided Tour Training

Minerva Heritage in association with Creative Core
Submission – May 2021

Explainer and guided tour training

Staff and volunteers will undertake training in delivery of ‘explaining’ and ‘guided tour’ as part of the NLHF Interpretation and Boston Lodge Project. This training will be delivered by project staff (Interpretation Officer and Customer Services Manager).

Purpose

Staff will provide training for other staff members and volunteers to enable them to become:

Explainers

- Half day training – Commercial retail, Catering & Operating
Awareness and importance of story, what facts are to be delivered at their stage of the customer journey, how to engage their audience, using the story to sell, get the customer ready for the next stage of the journey and thirsty for more
- Full day training – On train hosts, Station Hosts, Booking Office teams
As above plus, more facts about the line and journey, how and when to use them, how to keep people engaged, other places to visit, dealing with situations, delivering the personal story, upselling using stories (would you like to sit 1st class? The Queen travelled in that carriage)

Guided Tour of Boston Lodge Volunteers

- One day – How to develop a guided tour
- Two full days - How to deliver guided tours
 - Route planning
 - Telling stories
 - Techniques (especially keeping audience engaged)
 - Answering enquiries and taking live feedback
 - Practicalities
 - Use of Welsh language

Commission

Project staff require the support from a suitably experience live interpretation trainer, to ensure that the training is based on best interpretive practice, to ensure that they are confident to deliver training in the future and to support the development of training manuals for future use.

Training must be bespoke developed for the railway and Boston Lodge Works but include:

- General best practice principles for live interpretation
- How to use ‘storytelling’ as a vehicle for explaining and guided tour delivery
- Using welsh language in first-person interactions

Support required for the commission will include:

- Development of training for explainers (at two levels)
- Development of a guided tour at Boston Lode in two languages
- Development of a training programme for guided tour volunteers

- Develop 'train-the-trainer' and associated training manuals to enable staff to deliver training in the future

Outputs

- Training programme for explainers and guided tour leaders
- Guided tour content (working with staff and volunteers)
- Training manual for use by staff to implement training going forwards

Budget

The budget for the work is £4500

NLHF Interpretation and Boston Lodge Project

Appendix 6: Engineering Volunteer Skills and Knowledge Transfer programme: Competencies and ‘Slate Waggon Renovation Appraisal Form for Projects’

Minerva Heritage in association with Creative Core
Submission – May 2021

1. Core Competencies

Training in the core competencies will be covered by two module areas:

1. Basic Workshop Skills

Hand tools

Essential for delivery over the course of the project:

- Marking out and measuring tools
- Hacksaw work
- Filing
- Thread cutting – tap and die
- Using spanners

Opportunities for further development:

- Cold chiselling/centre punching/pin punching
- Hand reaming
- Riveting

Handheld power tools

Essential for delivery over the course of the project:

- Pistol drill
- Angle grinder
- Air powered rivet hammer

Opportunity for further development:

- Impact wrench

Working with heat

Essential for delivery over the course of the project:

- Warming and annealing
- Propane heating

Opportunity for further development:

- Gas cutting

Machine tools

Essential for delivery over the course of the project:

- Pillar drilling machine
- Metal cutting bandsaw

Opportunities for further development:

- Radial arm drilling machine
- Cut off grinder
- Lathe – facing off/parallel turning/taper turning/drilling/boring/screwcutting
- Milling machine – surfacing/slotting/drilling/tapping/dividing head/CNC machining

- Surface and cylindrical grinding (not currently carried out)
- Horizontal borer – surfacing/boring/trepanning/slotting/tapping
- Cropper
- Guillotine
- Magnetic base drill
- Hydraulic presses

Processes

Essential for delivery over the course of the project:

- Angle grinding/disc cutting
- Hot and cold riveting

Opportunities for further development:

- CAD drawings and 3D virtual modelling
- Marking out/measuring/gauging
- Component assembly – mechanical assembly/shrink fitting crankpins, etc
- Welding – MMA/MIG/TIG to various codes up to pressure vessels
- Oxy-acetylene cutting and welding/brazing
- Plasma cutting
- White metalling
- Wheelset turning/profiling
- Fabrication – welding/forging
- Lifting – telehandler/hoists/electric jacks
- Broaching
- Tool sharpening – drills/chisels/punches/scribers

2. Basic Woodwork Skills

Hand tools

Essential for delivery over the course of the project:

- Marking out and measuring tools
- Hand sawing – tenon saw/hand saw/coping saw
- Chiselling
- Planing – smoothing/jack/rebate
- Screwdriver

Hand held power tools

Opportunities for further development:

- Planer
- Pistol drill/screwdriver
- Jigsaw
- Plunge router – rebates/grooves/housings

Machine tools

Essential for delivery over the course of the project:

- Bandsaw
- Circular saw – rip/dimension
- Planer/thicknesser

- Chop saw (slide saw)

Opportunities for further development:

- Spindle moulder
- Radial arm saw
- Vertical panel saw
- Mortiser
- Tenoner
- Wood lathe
- Overarm router

Processes

Essential for delivery over the course of the project:

- Marking out and measuring
- Preparing timber
- Cutting and assembling joints

Opportunities for further development:

- Assembling carriage body frameworks and interior fittings
- Electrical installations
- Upholstery
- Coach painting by brush

2. Slate Waggon Renovation Appraisal Form for Projects



Heritage Projects Appraisal Form

Name of Project	Restoration of 12 Slate Wagons
Sponsoring Group	Heritage Wagon Team
Lead Contact	William High (williamchigh@gmail.com)
Type [Minor – up to £5000 and/or 200 volunteer hours; Major – over that]	Major
Guide estimate of project cost [while it is accepted that this can change it should be based on best evidence/experience]	Approx. £6000

Introduction. Please read first.

Heritage projects on company property (be it real estate, rolling stock, archives, etc) or using or affecting company funds, time or business can only be allowed after FRC Board approval (actual or delegated through the General Manager). It is the role of F&WHRHL to filter these projects and advise FRC as to those most beneficial to the heritage or most pressing for the survival of that heritage (i.e. the 'heritage merit' of a scheme).

Please note that this form is a management tool, designed to facilitate the objective appraisal of various aspects of heritage related projects; their place within greater schemes; the degree of preparation and, by inference, pointers to further work, if required; the strength of their financial planning and so on. It is also now essential that projects give a firm commitment to NLHF outcomes around skills transfer, ongoing education and increasing the audience for F&WHR heritage and that of its surrounding landscape.

Groups and project champions should use the form to show to them how mature and desirable (in a heritage sense) a project is. There is no 'winning score' or level for success, but experience is showing that scores of below 70 (before corporate input) may indicate projects that are not mature or are of secondary priority/viability. It is probably impossible for any project to score top points on every question.

Projects may be re-submitted to F&WHRHL for appraisal on several occasions if not ratified on a first occasion, unless otherwise decided. The process should however be used as a tool to assist planning, development and maturity until it



reaches an advanced state. F&WHRHL will at any time be happy to give informal but non-binding indications of its general attitude to projects if requested to do so.

The better a project's score the more likely it is to gain approval.

Once submitted to F&WHRHL for consideration and possible referral upwards, it will be sent forward to FRC Board for final permission if and as deemed appropriate. A maximum of two projects from a single group can be on the general railway work programme at any time. Further projects will have to await completion of those previously approved.

Until final FRC Board approval has been gained, no fundraising or work should be carried out, other than for exploratory reasons.



SHORT DESCRIPTION OF PROJECT

As part of the ongoing restoration and maintenance of the railway's heritage vehicles, 12 slate wagons will be restored between 2021 and 2024. The chosen vehicles are currently safely stored in the Waggon Tracks building and will only be removed when work starts.

This restoration will form part of the F&WHR NLHF bid and so there is a clear commitment herein to use the project to transfer skills and increase knowledge and participation in the process of restoration.

Funding will come from private donors and FR Heritage Group, where there is a commitment to fund this work already. However, funding needed is thought to be relatively low (for the number of vehicles restored to full running order). This is due to previous investment by the Wagon Team funded by the FR Society and FR Heritage Group:

- Couplings procured en masse in 2013. Funded by FRS.
- Wheelsets materials procured in 2015 and assembled into wheelsets during 2021. Funded by FRHG.
- Various stockpiling of materials and fixings since 1998.

Work will be undertaken by the Wagon Team with a clear commitment to bolster their ranks with new volunteers and to undertake a skills transfer between all team members to ensure/ There will be a full audit then commitment to keep competencies up to date on HOPS, in conjunction with the Engineering Volunteer Supervisor.

The work will take place at Boston Lodge and it is thought the majority will happen in the newly restored Blacksmiths' Shop in the Top Yard. This will ensure that visitors to the site get to see this project as it progresses. On working days, this will include the demonstration of traditional skills. Even on non-active days, however, there will be a chance for visitors to see works in progress; careful 'leaving' of each job, along with communication with the Lead Tour Guide will mean that the wagons can form a source of discussion and illustration of the restoration process even when work is not taking place.

Once complete, the wagons will take their place in demonstration heritage trains, notably the mixed trains and of course the gravity slate train.



PROJECT APPRAISAL

A. MERIT AND SUPPORT

HERITAGE MERIT

Heritage merit	Little merit	Duplicates present provision	Substantial merit / unique element	Essential to core heritage	SCORE
<i>How VITAL is it to the railway's history?</i>	0	3	10	20	20

Overall – and on each submeasure - the Ffestiniog Railway's fleet of heritage wagons is of international significance as a distinctive type of regional railway vehicle that was instrumental to the economic and social development of the North Wales region, to the emergence of its slate industry as a major world supplier, and to the Railway's own role in international technology transfer.

Conservation considerations (including enhancements to ambience)	No perceived need for conservation or preservation	Need for some preventative conservation work	Conservation needed to safeguard item	Work vital for preservation of significant artefact /area	SCORE
<i>Is the work needed to keep it in good condition? OR Will the heritage ambience be improved?</i>	0	4	8	10	10

Heritage status and ambience will be improved through the enhancement of the state of historic vehicles.

Perception of importance	Important to sectoral enthusiasts only (e.g. comms, locos)	Appealing to active / paying supporters	Appealing to public or required for keeping good name	Project vital for good heritage management	SCORE
<i>Is this a 'private passion' or how widely will it appeal to the wider community on the railway and beyond?</i>	0	4	8	10	10

The railway's gravity train is proven to have appeal well beyond railway enthusiasts: to visitors without railway experience, local people who appreciate its importance to the history of the area and even to TV and media crews which furthermore enhances the audience for the gravity train, F&WHR and the local area.



SUPPORT

Support from sponsoring group / charity	None proven – individual endeavour	Single interest group	Support from FRS/WHRS/FRHG/ WHHG	Minuted support and fin. commitment from soc /group	SCORE
<i>This shows how proactively people support the project and how many do so</i>	0	3	7	10	10

This form originates from the Wagon Team who are fully committed to the project.

Prioritisation by groupings	Group (FRS/WHRS/ FRHG/ WHHG) says 'nice to have'	Group gives medium priority in prioritised table	Group gives high priority in prioritised table	2 or more groups give medium or high priority in prioritised table	SCORE
<i>This shows 'sectional' prioritisation and gives groups a chance to grade their support. Copy resolutions etc if appropriate</i>	2	4	6	8 or 10	9

This is one of the key Activities in the bid to NLHF for Interpretation and Development at Boston Lodge. It is therefore sanctioned and encouraged from the highest levels within F&WHR Trust and FRC.

Non-group support and encouragement	No outside active support	Third party desire (e.g. sponsor) being supported by group	Driven by Heritage policy	Requested by Company to assist operation / in FRC capital works list	SCORE
<i>This shows prioritisation from other sources, i.e. not from interest groups</i>	0	2	7	10	9

As above: a key part of the F&WHR NLHF bid.



B. FINANCE

Source of finance	Unknown/ general company funds	General funds of group/ society	50%+ dedicated fund/ previously allocated to project	100% dedicated fund	SCORE
<i>A funding plan should be submitted if available</i>	0	5	7	10	10

As above, funding required will be limited to the non high-value items. This is committed.

Availability of finance	Not identified	Grant applied for /fundraising in process	50%+ funds and vol. labour guaranteed	100% funds and vol. labour secured	SCORE
<i>This must be substantiatable</i>	0	3	5	10	10

As above.

Costings inc contingency	None available	Estimates of cost/time on paper	Fully costed	Fixed price estimate or full underwrite	SCORE
<i>These must cover all costs, inc development and knock-on costs</i>	0	1	3	5	3

Exact costs are still being prepared but will be outlined in full at the next stage of the NLHF bid.

C. READINESS FOR IMPLEMENTATION

PRACTICALITY AND PROJECT MANAGEMENT

Practical to carry through	Impractical / not quantified	Major difficulty in way of successful delivery	Some practical-ities need resolving	Ways and means defined and facilities available	SCORE
<i>Measures feasibility and readiness. No project will be allowed through until this scores at 5</i>	0	1	3	5	5

The project is known to be achievable using known methods and facilities at Boston Lodge. Support is existing from Boston Lodge works staff and the new posts through NLHF will aid this work.



Project management	Not identified	Project manager role defined	Project manager identified	Project manager identified and approved	SCORE
<i>No project will be allowed through until this scores at 5</i>	0	2	5	10	5

William High will be the project manager. Will has a proven track record of delivering such projects.

Permissions	No permissions obtained	Internal permissions sought and obtained in principle	External permissions sought through appropriate company channels	All permissions obtained and legal requirements satisfied	SCORE
<i>e.g. Planning/building regs/listed building/ H&S/HMRI/Internal Management and including permission to raise/expend funds</i> <i>Projects can only score 10 where a full minuted set of internal permissions are available and external permissions are either in place OR can be shown not to be necessary</i>	0	3	6	10	8

As above, this document forms part of the approvals process. Approval for the NLHF bid has been achieved and minuted by F&WHR Trust, F&WHR Heritage Ltd and FRC.



D. MAPPING TO NLHF OUTCOMES

Please assess your project's contribution to the following outcomes for F&WHR and its community:

OUTCOME	SCORE 1-5
A wider range of people will be involved in Heritage Comment: As part of the overall NLHF scheme, this project will help enhance the number and diversity of people involved in heritage, either as a visitor or – hopefully – as a volunteer.	4
Heritage will be in a better condition Comment: This project will fully restore wagons of international significance to a fully operational state.	5
Heritage will be better identified and explained Comment: On a wider scale, this project will contribute to the growth of the operational gravity train and this, in turn helps to explain the history of the railway and locale. On a smaller scale, volunteers and visitors will learn about the construction of the wagons the traditional skills and processes used to maintain/restore them.	4
People will have developed skills Comment: A huge part of this project is not just about the wagons themselves but provided a means of volunteers developing and tracking competencies. Skills transfer is just as important as the actual restoration work.	5

TOTAL FROM SECTION D:	18
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RISKS

Risk analysis re success	Major risk to FRC funds or property if project fails	No risk analysis available	Risks and any ameliorat-ion measures identified	Low risk and measures in place	SCORE
<i>Must be written</i>	-10	-8	5	10	10

This is low risk. A committed team, a dedicated workshop and – hopefully – an enhanced staff presence at Boston Lodge will all assist.

Risk analysis re damage / injury	Major risk to FRC or volunteer personnel or property during project	No risk analysis available	Risks and any ameliorat-ion measures identified	Low risk and measures in place	SCORE
<i>Must be cleared by H&S where appropriate</i>	-10	-8	5	10	10



All processes are known and risk assessed. Project will also entail an enhancement of competencies/skills and the required record keeping.

MAJOR PROJECTS ONLY: STRATEGIC SUPPORT [to be added after discussion at corporate level]

Support from FRC/WNRConstLtd/FRHL	Vetoed by Company for operational / financial reasons	Given low heritage priority by FRHL or harmful to heritage artefacts	Approved and recommen- ded by FRHL	Approved by F&WHRHL and positively encouraged by FRC	SCORE
	-50	-20	10	15	15

MINOR PROJECTS ONLY: STRATEGIC SUPPORT [to be added after discussion at corporate level]

Support from FRC/WNRConstLtd/FRHL	Vetoed by Company for operational / financial reasons	Given low heritage priority by FRHL or harmful to heritage artefacts	FRHL indifferent to project going ahead	Approved and recommen- ded by FRHL	SCORE
	-50	-20	0	10	--

TOTAL SCORE

Total score before strategic support (out of 155)	147
Total score after strategic support considered (out of 165/170)	162

NLHF Interpretation and Boston Lodge Project

Appendix 7: Marketing and Communication Plan

Minerva Heritage in association with Creative Core
Submission – May 2021



Rheilffyrdd Ffestiniog ac Eryri Ffestiniog & Welsh Highland Railways

Interpretation and Boston Lodge Project

OL-19-00516

Marketing and Communication Plan

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Appendix 1 Detailed Marketing Plan

1 Introduction

Through this ambitious and exciting project we will tell the story of the railway and so help thousands of visitors understand the area's pioneering spirit and global impact and explain how the industry has shaped the landscape and community over 200 years.

The project will enable us to involve more people in the railway and help those people develop their skills. The project will also rescue historic buildings at Boston Lodge bringing them back into use as well as creating some new buildings.

The work at Boston Lodge will enable us to allow people to see behind the scenes, and get involved if they wish. It is hoped this will further invigorate the involvement of volunteers, in the oldest operating railway engineering works in the world.

Good marketing and communication will be vital to the success to the Interpretation and Boston Lodge Project.

There are a wide range of stakeholders including staff, volunteers, the supporting societies and the various groups and organisations the project will work with in addition to the wide range of visitor audiences.

This is a project that reaches across both the Ffestiniog and Welsh Highland Railways so crosses many local communities and with staff and volunteers working in several locations and keeping people informed and engaged throughout is key as is providing timely information on matters that may affect them directly.

The project also, inevitably, cuts across general marketing for the railway as our understanding of our existing audiences and development of new audiences as part of the project are closely linked. In effect this means that this document also includes a summary of the usual railway marketing and communications for completeness.

Appendix 1 contains a detailed breakdown of marketing activity by Activity Plan Strand and the contributions in-kind and budget. This will be used to create the yearly plans as the project progresses.

2 Strategic message and objectives

This project is significant for the Ffestiniog and Welsh Highland Railway (FfWHR) and will provide a step change in interpretation across the railway and at Boston Lodge.

The purpose of this document is to detail how marketing will be targeted and how we will communicate through the project.

2.1 Strategic messages

Specific strategic messages are designed to deliver the organisation's strategic messaging and provide purpose and direction for the project's marketing. For this project and generally they are:

- This railway makes up the scenic historic slate landscape of North Wales
- This railway is steeped in history linked to the Slate Industry of North Wales
- Skilled people, especially volunteers, are at the heart of its operation

- The railway provides memorable, life-changing experiences - from a ride on a train to a hands-on
- We are an innovative can-do organisation and we are making a difference in our community

2.2 Objectives

Strategic project marketing objectives re designed to support the aims of the interpretation and activity plans (REF) and reach new audiences:

- To support delivery of the organisation's strategic messages
- To present a clear vision of what the project aims to achieve
- To make sure people are targeted appropriately so that they find out about the specific opportunities that are related to them and that the project encourages wider range of people to get involved
- To help people learn about the history of the railway and its landscape at every touchpoint
- To ensure opportunities and success stories are disseminated widely and actively acknowledge the NLHF funding
- To inform and enthuse those living near the two railways from Caernarfon to Porthmadog to Blaenau Ffestiniog
- To communicate progress on the project
- To report on and celebrate the successes and achievement of the project

Practical project objectives

- Publicise and encourage take-up of volunteering opportunities to support the project, the railway and events
- Publicise and encourage take-up of opportunities for tours of Boston Lodge during and after the works
- Advertise and encourage take up of training opportunities
- Provide a range of ways of providing feedback from stakeholders and local communities.

Existing audiences objectives

- To ensure we identify and communicate the revised key messages to our existing audience groups
- To ensure our existing audience groups are aware of opportunities to visit Boston Lodge
- To ensure staff and volunteers are kept informed about and engaged with the project

2.3 Understanding our market and new audiences

A key lesson learnt over the years has been that the railway appeals to a very broad spectrum of visitors. It is perfectly normal to have a family on a low-cost camping holiday in one section of the carriage enjoying the big treat of the holiday whilst in the next carriage we might find a couple sat in first class taking a trip as part of a weekend visit to nearby Portmeirion, costing over a thousand pounds. Whilst marketing gurus have often suggested specialising in certain markets to increase yield we have learnt that railways need volume and that volume comes from having a broad appeal. The marketing skill needed is to describe the product in an appealing manner to entice a broad range of

customers. (This is common to many railways both tourist and commercially driven by the large fixed asset base).

We have also learnt over the years, that we have many repeat customers. At times as many as 40% will report that they have visited before, although we have rarely picked up on the time frame of previous visit. As a result, we are mindful of the need for our product to evolve both in quality and breadth of offer during each visit. Our work with interpretation through the NLHF project is pivotal to achieving this as is the additional offer of a tour of Boston Lodge.

The project will provide opportunities to work with a range of new potential audiences and marketing and communication will need to be adapted and targeted accordingly. The railway wants to work on attracting:

- Non-traditional railway visitors – we are already aware of the estimated 50,000 people who watch trains or visit stations as part of exploring the area. We want to encourage them to ride the trains and reach out to others visiting Snowdonia to make a visit to railway part of their holiday.
- People visiting from centres of urban deprivation – we already know that a significant proportion of our visitors come from large urban centres bordering North Wales and we want to explore ways of encouraging those from centres of urban deprivation to come here and enjoy Snowdonia and the railway.
- Local people with family connections – this is a key part of building on our links with the local community to encourage pride in and involvement with their rich industrial heritage – and to capture some of their family stories of the railway before they are lost.
- Schools in communities along FfWHR - there is an opportunity here to engage youngsters with the industrial heritage of the area and understanding the many roles there are in running a steam railway in the present.
- Young people in Gwynedd looking to develop skills – this is crucial to the project both for the benefit to young people and the benefit to the railway, demonstrating that there are good employment opportunities and helping them develop relevant skills. Now even more important with the loss of so many jobs because of Covid.
- Older people at risk of social isolation – we would like to get people involved at whatever level they can from research to practical tasks, to become part of the railway community which is highly valued by our volunteers.
- Adults working or living in stressful environments – the railway provides an opportunity to destress by getting involved in very practical projects

2.4 Welsh language

The railway is currently updating its Welsh language policy to better reflect usage on the digital platform and strengthen the links with the local culture and language and ensure both written and spoken Welsh are encouraged and that all new physical interpretation is always bilingual and that digital information is also bilingual whenever relevant including

social media. The Company encourage the use of Welsh in the workplace and a number of staff are currently learning Welsh through a programme sponsored by the Ffestiniog Railway Trust.

The Marketing Department has a fully bilingual member of staff who ensures the use of Welsh, where appropriate, on material such as posters, social media and adverts.

3 Resources

The existing FfWHR Marketing Team will have overall responsibility for ensuring the delivery of this marketing and communications strategy but will be supported by project staff including trainees. This will include:

Managing the main website	Marketing supported by Interpretation Officer
Managing social media accounts – Facebook, Twitter and Instagram	Marketing supported by project staff
Designing and producing any printed literature	Marketing supported by Interpretation Officer
External advertising	Marketing supported by Interpretation Officer
Project website	Company webmaster with support from Heritage Project Manager and Project Management Trainee
Press Releases and media	General Managers office and Heritage Project Manager
Internal communications via	Heritage Project Manager and Project Management Trainee
Vlogs	Marketing supported by project staff
Timelapse	Marketing supported by project staff

The Marketing Team comprises:

- Clare Britton – Commercial Manager. Leads the Marketing Team, Booking Offices and ticketing and retail shops. Is the contact for Great Little Trains of Wales consortia and a former chair of North Wales Tourism. Clare sits on the Conwy Valley Line Partnership and Cambrian Coast Line Partnership and is part of the Wales on Rails working group.
- Osian Hughes - Marketing Lead. Osian helps to manage the marketing plan and is working closely with Click Pilot on digital marketing and monitoring. He writes newsletters and other promotional text as well as contributing to social media posts. As a fluent Welsh speaker, he does simple translation work and communicates confidently in both languages.

- Chris Parry - Marketing Officer & Webmaster- press and website. Chris also acts as press officer, working in conjunction with the General Manager. He escorts the many journalists and film crews who visit. Chris sits on the Attractions of Snowdonia consortia and attends Mid Wales Tourism meetings. Chris posts on Insider Facebook page, twitter and Instagram. He collates copy for and sends out the internal newsletter Inside Motion.
- Roger Dimmick – Marketing Officer, graphic and print support. Roger designs leaflets, posters, signage etc. and is the curator of the house style. He is the main contributor to the Facebook pages and answers many of the enquiries from Facebook. He works closely with printing and publishing companies and is the go-to person regarding anything that is designed and printed in house.
- John Wooden - Moving Media Manager. John often works with volunteers to create videos for web use, instruction, safety, exhibitions, talks and many other uses. John has made films for North Wales Tourism and the Great Little Trains of Wales amongst others. John is a regular contributor to You Tube and Instagram.

The time of the Marketing Team directly spent on the project is included as an in-kind contribution and amounts to 384 days over the course of the project and therefore provides a substantial in-kind contribution in excess of £34,000.

4 Budget

The budget for publicity and promotion specifically for the project is £9,930 and can be broken down as follows:

Activity Plan Strand	Boosted posts	Leaflets	Adverts	Filming kit	Banner & Other	Total
1 Trainees	20					20
2 Work placement and outreach	160	1,250	600			2,010
3 Volunteers	200	800	700			1,700
4 Skills training and workshops	200	300	800			1,300
5 Guided tours		500	200	1,700		2,400
Wider project marketing					2,500	2,500
	580	2,850	2,300	1,700	2,500	9,930

Most of the budget is targeted at specific strands of the Activity Plan but a small sum has been allocated to general marketing to include a large banner on Boston Lodge Curve (that can be seen from the road) and potentially for social media influencers or other marketing to support the project specifically.

General marketing spend (excluding staff) per year was of the order of £165,000 pre Covid. The budget was significantly reduced in 2020 due to Covid and again in 2021 with a significant reduction in the use of print media and a much greater focus on on-line marketing and a budget of only £17,000. It is anticipated that as the railway recovers the budget for print media will increase again but the greater emphasis on digital marketing will remain. This matches the move from a turn up go, point to point ticketing to a predominately on-line booking of experiences/ excursions.

5 Key target audiences

As the activity plan is developed and delivered, further details will be publicised to encourage engagement from different groups. There will also be the opportunity for volunteers to get involved in archive research, developing interpretation material, training in storytelling, guided tours and a range of engineering projects. See the Activity Plan for further detail on the many different volunteering opportunities and training available throughout the project. The key audiences identified are in the table below and the objectives cover both project communication and activities as appropriate:

5.1 Internal audiences – general project communication

Who	Objectives and key messages	Communication/Marketing Tools
Permanent staff at Boston Lodge	This project is going to vastly change your working environment, but in a good way. It will improve facilities. It will provide better work-spaces. It will showcase the skilled work you do. There will be some disruption. There will be more visitors on site who may want to engage with you. Great care is being taken to keep your work-space safe and your time unhindered.	Regular meetings with staff. Update information left in common spaces. Range of digital comms routes including Inside Motion which summarises progress.
Permanent staff at other locations	This project is going to change the way we portray the railways with more importance given to their history and their place in that of the local area. It will provide new facilities at Boston Lodge and new experiences that we can sell. It is a great opportunity to be involved with NLHF and the World Heritage Bid.	Meetings with staff when relevant. Information left in common spaces. Range of digital comms routes including Inside Motion which summarises progress.
Seasonal paid staff at all locations	Need to inform and educate about the history and empower front line staff to engage and tell the story.	Training. Videos provided by marketing dept to support. Handy facts pocket booklet.
Local volunteers	All of the above. This project will offer a variety of new volunteer roles. Do you know anybody who would enjoy and benefit from getting involved with this project/the railway? Could you become a project leader to help manage the new projects that have been identified?	Inside Motion. Website. Newsletters. Facebook pages. Links to the volunteer projects section of the project website. Information left in common spaces. Training opportunities to further volunteer career.

Regular volunteers, part of the 'family'	This is going to be great and will help you in your volunteering. It is something you should be proud to be a part of. there is lots going on. Could you become a supervisor to help us train other volunteers? There are many new volunteering opportunities being created.	Inside Motion. Website. Newsletters. Facebook pages. Information left in common spaces. Moving pictures. training opportunities to further volunteer career.
Occasional volunteers/ more remote	Ensure that those who live further away do not miss out on what is happening. You may not be able to visit very regularly but there will be things you can be involved with when you are able to come.	Inside Motion, newsletters, Facebook pages, Moving Pictures.

5.2 Project stakeholders – general project and specific activity communication

Group	Objectives and key messages	Tools
FFWHR Board	Understanding project progress	Monthly reports
Ffestiniog Society WHR Society FFWHR Trust	Ensure understanding of the project and its importance for the railway Keep informed of progress. Awareness of different opportunities for volunteering Encourage them to get more involved	Monthly Vlog Quarterly update on project website Regular news on project website and social media Access to site tours
Other Internal Stakeholders Heritage Company Boston Lodge Steering Group	Ensure understanding of the project and its importance for the railway Keep informed of progress.	Written reports in addition to quarterly public updates.
Local organisations Gwynedd Council, Snowdonia National Park, World Heritage Site working groups, other tourist attractions	Promoting the project and building links	Quarterly public updates with customised cover email

Activity Plan partners	Ensure understanding of the project and the links to the area and other organisations	Regular email contact with links to project updates
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5.3 Existing audiences – general project and activity focus

Who	Objectives and key messages	Communication/Marketing Tools
Families at weekends and school holidays People holidaying in the area with their family, mostly at prime holiday periods such as school holidays who travel on the train as part of a family day out	While you are with us, did you that our railway has a fascinating history... Most of the staff you see are volunteers enjoying being a part of this amazing place and there even more that you can't see. We are a big part of the Slate World Heritage Bid. You don't have to do the entire route. There are a number of shorter experiences (guided tours and workshops) you can enjoy with the family and several of our stations have fascinating interpretation to help you to explore and learn more.	Google ads. Social media. Website. Booking confirmation. Staff conversations. Post visit communication - sign up to newsletter for further engagement.
Adults on holiday Regularly taking short breaks and visiting outside the main holiday periods. they are visiting the railway as a treat or as a day out or a means to visit something	There is much more to this railway than just a train ride. It has a fascinating history that is interwoven with the local area. It may all look pretty but it has an important industrial past. If you want to find out more, we can help. There are loads of ways you get more involved. We have many volunteers doing a wide variety of jobs all year round. Why not come back and have a go? There are also tours and have a go experiences that you may be interested in.	Google ads. social media. website. booking confirmation. Staff conversations. Post visit communication - sign up to newsletter for further engagement.
Tour Groups North Wales has long been a mecca for traditional coach holidays, many of whom include a visit to the	To the tour operator: There are more opportunities for groups to engage than you may think. Workshop tours will be an option for your group. We are an important	Groups section of the website. On-line brochure showing opportunities. B2B opportunities such as British travel trade Show. Working with our partners such as

<p>railway but the passengers have little interaction during their short visit. New audiences within the groups market are now looking for more out of their holiday.</p>	<p>part of the Slate World heritage bid. We welcome special interest tours. To the customer: we hope you enjoy your train ride. did you know there is a lot more to see and do. We have an amazing history - you can find out more, or even become involved.</p>	<p>North Wales Tourism, Attractions of Snowdonia and Great Little Trains of Wales.</p>
<p>International visitors Some international visitors come as part of an organised tour but increasingly more are independent travellers. Some arrive in the area by car and many others by public transport. There has been a noticeable increase in recent years (pre-Covid-19) of Japanese and Chinese visitors</p>	<p>North Wales has beautiful scenery but also some amazing history. The slate industry is part of a World heritage bid and the railways are a big part of it. This is great place to find out about traditional skills and see them being used - or have a go yourself. The FFWHR has shaped many railways around the World. we can show you more. It is easy to get to the area and there is good accommodation and public transport.</p>	<p>Mostly working with our partners such as North Wales Tourism, Great Little Trains of Wales and Visit Wales to get them to Wales. A section on the website with useful information for overseas visitors. Locator maps with trunk roads, railways and airports. This might include basic/helpful information in several key languages e.g. French, Spanish, Mandarin and Japanese. Longer term ambition pending return to international tourism.</p>
<p>Spectators watching the trains or visiting stations Many people stop to watch the steam train go past or visit one of the intermediate stations. There is a feeling of well being and nostalgia. They may not travel but the still enjoy the interaction.</p>	<p>This is definitely something you should do. come back and visit another time. You could even get involved if you like what you see. This station is lovingly cared for by volunteers. Our gardens are a credit to their hard work. The railways are an important part of the Slate Landscape of North Wales World Heritage bid.</p>	<p>Information and maps at stations. Website and social media information. Posterboards. Very important that this information is conveyed in a format which is understandable by all including those with minimal knowledge of trains and the railway.</p>
<p>Special Interest Groups These groups are visiting for a purpose or due to a combined interest. e.g. car clubs, U3A groups, gardening clubs. They enjoy travelling on the trains for varying reasons and would often lie to get</p>	<p>This railway is living history. There are so many opportunities to work with special interest groups. You can have a go with our specialist skills workshops, take a workshop tour. We can help you to tailor a package to suit your group and make sure they have a great time. E.g. Car clubs - fun, safe</p>	<p>Groups section of website. Google ads. Targeted social media posts. Well trained and empowered group booking staff to engage and steer in the right direction.</p>

more from their visit such as a works tour or a guided experience.	parking, transport, see how it works.	
Ardent rail enthusiasts These people have a keen interest in many aspects of railways. For many it is a latent interest - they read the magazines but do not take an active part. For others, they have specific interests such as engineering or operating. They tend to be avid readers and so are used to seeing the FFWHR name.	The FFWHR is doing some exciting stuff! it is part of the Slate World heritage bid. It is doing extensive work on its heritage workshops. You can come and have a look round on a tour. you can have a go by taking part on one of our specialist skills courses or you could get involved as a volunteer. We are working with NLHF and we have some exciting volunteer projects going on. Make this the year to visit the FFWHR>	Railway magazines and associated websites. Special enthusiast area of website with added stories and news. googles ads and targeted social media. Model railway exhibitions. encourage to subscribe to newsletters, look at Inside Motion, watch moving pictures.
Local people attending special events Not all the special events the company holds are enthusiast lead. Many attract the local community such as the Beer Festival or Santa Trains. it is probably the only connection they have with the railways during the year so would not consider themselves regular travellers. Their interest is in the event not the train which is merely the carrier.	Do you know about the railways place in the history of this area? Have you ever visited our workshops at Boston Lodge? There are any skilled job opportunities or you may like to have a go as a volunteer. we welcome local volunteers and there are some busy groups of people who would be delighted for you to join them. Why not try a workshop tour or one of the specialist skills courses? They may be useful to those renovating houses or machinery.	Local face book groups. Leaflet and stalls at our events manned by Welsh speaking volunteers. Talks to local special interest groups. Source some local ambassadors. Targeted bilingual social media posts.

5.4 Potential new audiences –general project and activity focus

Who	Objectives and key messages	Communication/Marketing Tools
Non-traditional Railway visitors Different ethnic backgrounds and different cultural values. Most non-Europeans. Low income families. Local residents.	This is an internationally significant organisation with an amazing history that is worth finding out about. There are a number of ways to find out more including workshop tours showcasing traditional skills. We welcome visitors from all over the world and	Google ads. Easy and clear online booking information via our new booking system.

	are proud to be a part of the Slate World heritage bid.	
<p>People visiting from areas of urban deprivation</p> <p>With holidays now being considered an essential part of life and the acute need to find fresh air and green fields, more people from inner cities are looking to visit North Wales for the first time. The railway may be seen as being too expensive, too middle class and only for tourists. There may be potential volunteers in this group.</p>	<p>This railway is really special and has a diverse family of volunteers who help to look after it. There are many opportunities to come and get involved. There is cheap accommodation for those working and it will get you out and into the fresh air and give you a chance to learn a new skill and make new friends. It has an interesting heritage and you can learn about some traditional skills that are still used. You would be surprised how many opportunities there are to use these skills all over the country as many of them are transferrable.</p>	<p>Social Media boosted posts which target these adults via specific demographic features such as geographic location, age, employment, income etc. Radio advertisements.</p>
<p>Local people with family connections</p> <p>Many local families have had in the past, family members who have been employed at the railway or have worked closely with it. Some only have a scant knowledge of their family history or may not associate it with the modern tourist attraction they see today.</p>	<p>This project aims to build greater ties with the local community by encouraging locals to share their stories of prior family involvement at the railway. The railway spans many generations and it's important that we gather relevant stories of these local involvements at the railway from across the years. This is only possible if the local community begin to view the company as more than a tourist attraction. Local involvement can be encouraged via invitational tours around Boston Lodge, online feedback seminars and surveys. It is also hugely important that the project is delivered bilingually, this includes the NLHF Project website, the interpretation panels and all promotional content. The railway must be viewed as a bilingual company in order to attract</p>	<p>Local community Facebook groups, leaflets distributed locally. Boston Lodge Tours for local residents.</p>

	favourable impressions by the local community.	
Schools in communities along the FFWHR route primary and secondary schools and sixth form colleges (few local schools have their own sixth form)	This project aims to build greater ties with local primary and secondary schools, as well as sixth form colleges. There will be volunteering opportunities which will allow young people to develop a variety of employability skills. It is also important that young local residents view the railway as a company which offers future opportunities. We will reach out to these schools and colleges bilingually.	Social Media boosted posts. Local community Facebook pages. Sponsorships via local radio advertisements. Utilising partnership avenues e.g. Careers Wales.
Young people in Gwynedd looking to develop skills There is a strong perception that there are few good job opportunities in the local area for young people. The railway is thought of only as a tourist attraction and young people may not realise the other opportunities that exist such as woodwork, engineering, research, marketing, as well as the hospitality side of the business.	Similarly to our aims of developing greater ties with local schools and colleges, this project aims to alter the perception of the railway in the viewpoint of young people living in Gwynedd. Our aim is to promote both the employment and volunteering possibilities available at the Railway. We need to make them aware of the variety of roles available and actively promote the array of skills which they could acquire at the railway. We will promote a range of work placement opportunities that are available.	Social Media boosted posts. Local community Facebook pages. Utilising partnership avenues e.g. Careers Wales.
Older people at risk of social isolation People living alone. People who have moved to the local area but have found it hard to integrate.	Our volunteers are hugely important to our railway and we rely heavily on their dedication and their wide array of skills. Many of our volunteers are older and at risk of social isolation. Volunteering at the railway offers them an opportunity to meet and socialise with like-minded people. It is important that we develop and innovate new ways to attract these older people who are at risk	Leaflets distributed in the local community. Word of mouth. Local community groups. Utilising local avenues e.g. Volunteering Wales

	of social isolation to the railway. Whilst advertisements on the website and our social media pages attracts some volunteers there are others who are not online and therefore we must develop new methods to reach them.	
Adults working or living in stressful environments People working in hard jobs, either physically or more often mentally. People living in the city centre in flats away from areas of green. People living in a stressful household.	This project first aims to attract adults working or living in stressful environments to visit the railway as a passenger. This is often advertised as a 'Cheeky Short Break' for couples from cities such as Manchester and Birmingham on the weekend. Once these adults visit the railway our aim is to inform them about the volunteering possibilities. This would be promoted on the basis that volunteering in the beauty of Snowdonia would offer them an alternative to their stressful environments in the city. A break from the office - drive a steam engine! Do something completely different that requires you to concentrate your mind on something that takes you away from your work environment, both physically and mentally.	Social media boosted posts which target these adults via specific demographic features such as geographic location, age, employment, income etc. Radio advertisements.

6 How we communicate

FFWHR already utilises a range of channels for communication and the project will make use of these as well as introduce some project specific ones.

	Channel	Details	Delivery
Direct	Project Awareness Workshops and Capital works tours	Keeping people informed Activities 4B and 5A	6 x project awareness workshops. Max 12 attendees on each 12 Capital works tours. Max 12 attendees on each
	Presentations/talks	The Outreach? And other will be providing customised presentations to various stakeholders	Project overview and then activity specific information to engage people. The Project Manager will be responsible for general project presentations. The Work Placement Officer will be responsible for delivering presentation on work placement and volunteering opportunities available during the project.
	Press release	Relevant points in delivery starting with news of a R2 pass	Project milestones

Example: A list of emails of stakeholders and activity plan partners will be compiled in association with the project group to enable information in the form of e-newsletters to be sent out to invite people to presentations, talks or capital works tours. Tours would be booked via the Fareharbor on line booking platform. Presentations may be on site or via Teams to permit wider participation.

Online	Main FFWHR website	This website is under continuous development and the project will add functionality to allow users to explore the heritage of the railway. It will point to the project website. It is maintained by the marketing team although interpretation content will come from the project staff	Interpretation information Video volunteer stories from all project staff working with volunteers Stories from local families
	Project website	This is a separate but linked site with much more detail about the project and maintained by the project staff	Monthly VLOGs Quarterly updates News items Timelapse (Activity 5C) – to show the progress of works Project information and documents

	Email	Staff all users Activity Plan Partners	Quarterly reports
	Social media	Using existing FFWHR social media accounts #hashtag name needed	List FFWHR social media (and number of followers)
	Surveys	Used to obtain feedback at mid-point and end of project. Baselines done during development phase.	Railway users Local community Participant surveys Staff and volunteer survey

Example: The Company produce a monthly video round up, 'Moving Pictures' which typically sees around 7.5k views each month. This is promoted via social media and can also be found on You Tube and on the website. A 10 minute section will be dedicated to the project each month with project staff giving updates, pleas for help and interesting snippets from the previous month.

Example: When making a booking, passengers are asked for email address and permission to contact for marketing purposes. Surveys will be used regularly to monitor the success of increased exposure of passengers to heritage through Survey Monkey.

7 Digital and Social Media

7.1 Main Website

FfWHR has a main website (Festrail.co.uk) through which visitors can book tickets, read news and events, find out more and visit the on-line shop. As part of the project the main website will be re-ordered to bring into focus the following:

- The importance of our history and heritage and our place in that of the local area.
- The vital contribution made by volunteers
- The new opportunities created by the project (link to project website)

And to make it more dynamic by:

- Greater levels of news content, variety and regularity
- The stories of volunteers and what they are doing
- A better way of selling different experiences

The main website will support visitor throughout the visitor experience as follows:

- **Before the trip:** make it easy to purchase tickets, provide clear information on the heritage and emphasise the whole experience and the provision of further pre-visit information once a ticket has been purchases
- **During the trip:** Create a dynamic area on the website where social media posts from visitors can be stored for the benefit of both potential and past visitors
- **After the trip:** Provide for follow up contact and links to more detailed (but carefully curated) information about the railway encouraging future visits or potential involvement.

7.2 Project website

There is also a separate bilingual project website (nlhfproject.festrail.co.uk) which gives more detail about the project including:

- Up to date information and project news.
- Regular bulletins
- Photographs and videos
- Adverts for positions
- Lists of projects
- Opportunities

Production and delivery of regular photography/video updates to support to include:

- Monthly 10 minute round up on monthly Vlog 'Moving Pictures' , typically attracting approx 7k views
- Quarterly General Manager/Project Manager update for website.
- Video volunteer stories
- Photographic record of changes to Boston Lodge

7.3 Social media

Social Media channels	Number of followers
YouTube	Up to 15,000 viewing on YouTube video within a week of uploading new materials
Facebook	21,372
Twitter	14,000
Instagram	9,655

Any post with any relevance to the local community and being placed on local groups will be bilingual.

The railway makes good use of social media and this will continue with the project.

To unite the content and make it easier for interested parties to find relevant posts a specific hashtag will be agreed which can then also be used to monitor social media interactions to analyse project success.

It is expected that the Marketing Team, Interpretation Officer, Interpretation Trainee, Project Management Trainee will have access.

Vlogs and timelapse will be hosted on the railways YouTube channel and flagged in other social media.

There may also be an opportunity to use social media influencers and a small budget has been allocated for this.

8 Publicity and promotion campaign

The marketing plan will split into four successive phases for the works at Boston Lodge each triggered by a key milestone. Each milestone will be supported by internal marketing staff and specific project staff, where appropriate. The four distinct phases are:

- Round 2 award
- Start of works at Boston Lodge
- Boston Lodge works and interpretation completed
- Ongoing activities and interpretation

Core planned activity

When	Milestone/Activity	Method of communication	Who
Round 2 pass			
Sept 2021	Following permission to start	<ul style="list-style-type: none"> • Press release 	Project Manager/Marketing
Dec 2021	Recruit Project Management and Interpretation Trainee	<ul style="list-style-type: none"> • Job advert 	Project Manager and HR (Recruitment agency)
Dec 2021	Recruit Work Placement Officer, Engineering Volunteer Supervisor and Interpretation Officer	<ul style="list-style-type: none"> • Job advert 	Project Manager and HR (Recruitment agency)
Works at Boston Lodge			
Jan 2022	Start of works	<ul style="list-style-type: none"> • Banner - <i>"Oldest continuously operating railway workshop in the world...find out what is a happening... nlhfproject.festrail.co.uk"</i> 	Project Manager
Jan 2022	Start of volunteer outreach	<ul style="list-style-type: none"> • Website • Social media • Partner avenues 	Work Placement Officer and HR
Jan 2022	Interpretation volunteer recruitment	<ul style="list-style-type: none"> • Website • Social media • Partner avenues 	Work Placement Officer and Interpretation Officer
Jan 2022	Engineering volunteer recruitment	<ul style="list-style-type: none"> • Internal communications • Website • Social media • Partner avenues 	Work Placement Officer with Engineering Volunteer Supervisor
Jan 2022	Start of work placement programme	<ul style="list-style-type: none"> • Social media • Partner avenues e.g. Careers Wales 	Work Placement Officer and HR

Jan 2022	Start of project awareness workshops	Internal	Project Manager and Marketing
Jan 2022	Start of capital works tours	<ul style="list-style-type: none"> • Press release • Website • Social media • Partner avenues 	Project Manager and Marketing
Jan 2022	Start of Explainer training programme	Internal	Project Manager and Marketing
Apr 2022	Project update	<ul style="list-style-type: none"> • Internal communications, • Website • Social media • Time-lapse video 	Project Manager and Marketing
Jun 2022	Recruit Works Administration Management Trainee	<ul style="list-style-type: none"> • Job advert 	Project Manager and HR
Jun 2022	Recruit guided tour volunteers	<ul style="list-style-type: none"> • Internal communications • Website • Social media • Partner avenues 	Work Placement Officer and Interpretation Officer
Sep 2022	Project update	<ul style="list-style-type: none"> • Internal communications, • Website • Social media • Time-lapse video 	Project Manager and Marketing
Jan 2023	Specialist heritage learning workshops	<ul style="list-style-type: none"> • Internal communications • Website • Social media • Partner avenues 	Project Manager, Training and Events Supervisor
Jan 2023	Recruit Training and Events Supervisor	<ul style="list-style-type: none"> • Job advert 	Project Manager and HR (Recruitment agency)
Feb 2023	Project update	<ul style="list-style-type: none"> • Internal communications, • Website • Social media • Time-lapse video 	Project Manager and Marketing
Boston Lodge works and interpretation completed			
Jun 2023	Opening event	<ul style="list-style-type: none"> • Press release • Opening event • Stakeholder and partner event 	Project Manager and Marketing
Jun 2023	Recruit training and workshop leader volunteers	Internal communications, website, Social media, Partner avenues	Work Placement Officer and Training and Events Supervisor
Ongoing activities and interpretation			
Jul 2023	Start of schools workshops and experiences	<ul style="list-style-type: none"> • Directly through schools channels • Through Careers Wales 	Work Placement Officer and

			Training and Events Supervisor
Jul 2023	Start of public workshop programme	<ul style="list-style-type: none"> • Through ticket purchase (online website) • Social media 	Training and Events Supervisor
Jul 2023	Start of guided tours at Boston Lodge	<ul style="list-style-type: none"> • Through ticket purchase (online website) • Social media 	Interpretation Officer and Marketing
Jul 2023	Interpretation mini hubs completed	<ul style="list-style-type: none"> • Local opening event • Local press release • Posters 	Interpretation Officer and Marketing

9 PR Plan

The team aim to maximise coverage of the project across all media platforms to help drive and increase visitors to the two railways and in due course to Boston Lodge.

The team need to keep people interested and intrigued in the project whilst works are underway and encourage excitement about what's to come.

The team will work with stakeholders to develop a joined up campaign for promoting the history, the works and the future programme of activities and events.

The team will also work closely with partners in the Slate Landscape of North Wales World heritage Site nomination doing joint promotion of the project and the World Heritage Site if the nomination is successful.

As this is a major, large scale project, certain announcements related to it will be pushed far and wide to the regional and trade press, and, if appropriate, the national media.

Spokespeople are expected to be the General Manager and Heritage Project Manager although we hope there will also be opportunities for professional, volunteers and other staff to talk to the media about specific activities when relevant. External spokespeople would include representatives from the National Lottery Heritage Fund, Gwynedd Council and Cadw.

Main media opportunities:

- Announcement of stage 2 submission result
- Start of works on site
- Completion of various phases of work on site
- Completion of all works on site
- Completion of interpretation at stations

Welsh language PR will go hand in hand with English. It is expected that there will be some bilingual members of the project team who will be able to assist Osian Hughes who will be the main Welsh speaking Company spokesperson. For instance, many of the TV and radio

production teams will record in one language then the other to be used across their channels.

Target media

Broadcast	Print/Online
<p>TV</p> <ul style="list-style-type: none"> • BBC Wales • ITV Wales • S4C • Channel 4 • Channel 5 • History channel • Other specialist channels <p>Radio</p> <ul style="list-style-type: none"> • Radio Cymru • BBC Radio Wales • Heart FM • Other independent radio stations 	<p>Press</p> <p>The railway already has good press contacts</p> <ul style="list-style-type: none"> • Local media • National media • Railway press <p>Social media influencers</p> <p>Trade media</p> <ul style="list-style-type: none"> • Visit Wales • NWT • MWT • Attractions of Snowdonia • Travel press <p>Railway magazines</p> <p>Articles in specialist magazines: Steam Railway Heritage Railway Railway magazine NG World Steam Days</p> <p>Specialist journals</p> <p>Opportunities to provide articles for specialist architectural, heritage or activity journals will be sought through project team contacts.</p>

The list of milestones/activities in section 8 details how each will be marketed.
In terms of PR:

Significant milestones will go out at national level with press and photocall to be arranged Boston Lodge with General Manager etc. All broadcast to be invited. All editors of magazines to be invited. Social media influencers to be invited. Bilingual Press release to go out to all lists plus all social media channels. Post event write up to be sent out to press list. This will include Round 2 award confirmation, completion of capital works, completion of interpretation.

Other milestones or events will be announced with a bilingual press release to go out to all local lists, local facebook groups plus on all social media channels and through

activity partner contacts. Written articles and blogs in specialist magazines. This will include recruitment of staff, work placements, tours and workshops, volunteer opportunities.

10 Evaluation

Project Steering Group meetings will review communications quarterly taking account of the following information:

- Main website traffic
- Project website traffic
- Social media followers
- Social media comments, retweets/reposts
- Uptake of leaflets
- Number of talks presentations
- Press releases

A monthly marketing report is proposed that includes all project communications including information on number of events and number attending and this will complement to activity reports for the various Activity Plan Strands. The Interpretation Officer with support from the and Interpretation Trainee will be responsible for collating these reports and providing an overall summary.

A detailed Evaluation framework is in place for the project to monitor the project outcomes. This marketing and communication strategy will form part of the overall delivery of the project aims and so form part of the wider evaluation, However the principle here will be to continually evaluate the effectiveness of marketing & communication, assess the value for money and so inform future plans.

Appendix 1: Detailed Plan by Activity Showing In-kind contributions and budget

Marking and Communication Appendix 1: Detailed Plan				When in the year				In-kind days provided					
Subject	Audiences	Marketing Activity	Detail	2021	2022	2023	2021	2021	2022	2023	2021	Who	Cost
1. Traineeships													
All three posts	Staff	Inform staff/volunteers of new position being created. How it fits within the organisational chart.	Regular bulletins including Inside Motion.	Sep/Oct				0.50				Chris	
	Volunteers/Society members	Make position advert available via internal publications.	Regular bulletins including Inside Motion. Society magazines. Facebook pages. Project website	Sep/Oct				0.50				Chris	
	Young People in Gwynedd	Make position advert available via all social media channels and targetted posts.	Bilingual social media posts with link to advert on project website. Focus on the learning opportunity and being part of a big and exciting project that will bring local history to more people	Oct				1.00				Roger/Osian	20.00
		Seek out and inform colleges/universities with relevant courses to whom to send information	Work with HR department and local higher education providers. Plus specialist courses held in other areas	Sep								HR	
Subtotals for Strand 1								2.00	0.00	0.00	0.00		20.00
2. Work Placements and Outreach													
2B Work Placement Outreach	Volunteers	inform volunteer community of opportunities for young people	Regular bulletins including Inside Motion. Society magazines. We can offer work placement as we have hostels for accommodation		Apr	Jan	Jan		1.00	1.00	1.00	1 day Chris/Osian	
	School Communities on our route	inform local schools of opportunities for young people and how it fits into their curricula	Personal approach with bilinugual leaflets/brochure to leave at the school. Opportunites section on project website		Mar	Jan	Jan		3.00	7.00	1.00	2022: 2 days Roger/ 1 day Osian 2023: 5 days Roger/ 2 days Osian 2024: 1 day Osian	1100.00
	Young people looking to develop skills	inform community of opportunities for young people	facebook/instagram sponsored posts. Downloadable bilingual brochures. All pointing to opportunities section on the project website		Mar	Jan	Jan		1.50	6.00	2.00	2022: 1 day Roger/0.5 days Osian 2023: 2 day Chris/ 3 day Roger/ 1 day Osian 2024: 2 days Osian	60.00
2C Volunteer Outreach	Volunteers	Innovative and creative methods to attract new volunteers to the railway. E.g. Interviews with current volunteers of all ages, discussing the social benefits of volunteering, their most memorable experiences and the skills they have aquired.	Regular bulletins including Inside Motion. Society magazines.	Jul-Dec				4.00				2 day Chris/2 day Osian	
	Ardent Rail Enthusiasts	A dedicated Railway Ethusiasts page on the website will collate all the news content which rail enthusiasts might find interesting. The reconstructed news section on the website will also be segmented so that rail enthusiasts can view news items which are relevant to them e.g. special events, NLHF updates and insights into engineering projects at Boston Lodge. This page will also be central to promoting our specialist skills courses and encouraging rail enthusiasts to attend tours around Boston Lodge and cosider the possibility of volunteering for the railway. This page will have close links to our NLHF Project website.	Come and Volunteer' / 'Get involved in our NLHF project' adverts on the Railway Enthusiasts page. Adverts in Railway Enthusiasts magazines e.g. Steam Railway magazine.	Oct				2.00				2 day Roger/Osian	600.00
	Local people with family connections	Local people with family connections are an integral part of the NLHF project. Their stories which span generations must be collected and preserved. In order to encourage local involvement, we must ensure all our communications and promotional techniques are bilingual. This involvement can be encouraged via invitational tours around Boston Lodge, online feedback seminars and surveys. We hope these methods will strengthen the ties between the railway and the local community and encourage local residents to consider the possibility of volunteering for the railway.	Local community Facebook groups. Leaflets distributed locally. Boston lodge tours and invitational workshops for local residents.	Oct				4.00				4 days Roger/Osian	150.00
	Older people at risk of social isolation	Volunteering at the railway offers older people at risk of social isolation an opportunity to meet and socialise with like minded people. We aim to develop new ways to encourage them to volunteer at the railway. These methods must be a mix of both digital and physical as older people do not always have online access. Therefore we cannot solely rely on website and social media promotional methods.	Leaflets distributed in the local community. Word of mouth. Local Community Groups.	Oct								Included in above	

	Adults working/living in a stressful environmonet	We aim to attract adults working or living in stressful enviroments to volunteer at the railway by firstly visiting the railway as a passenger. This is often advertised as a 'Cheeky Short Break' for couples from cities such as Manchester and Birimgham on the weekend. Once these adults visit the railway, our aim is to inform them about the volunteering possibilities. This would be promoted on the basis that volunteering in the beauty of Snowdonia would offer them an alternative to their stressful enviroments in the city. A break from the office - drive a steam engine! This would offer them a completly different experience to their everyday job in the city.	Social Media boosted posts which target these adults via specific demographic features such as geographic location, age, employment, income etc. Radio advertisements.	Oct				2.00				2 days Osian	100.00
Subtotals for Strand 2												0.00	2010.00
3. Volunteer Projects													
3A Developing Interpretation: researching and digitalising Archives.	Staff	keep informed of what is happening	explain about the process.		Jan	Quarterly							
3B Developing Interpretation; tell me a story	Volunteers/Society members	inform and recruit help for these volunteer projects. can you help/ have you got stories?	Regular bulletins including Inside Motion. Society magazines. Listing of the different projects and opportunities. Direct towards the new project staff.		Jan	Jan+		2.00	4.00			2 day Chris/Osian	
3C Developing Interpretation: new exhibition at hubs, mini hubs and other interpretation points.	Local people with family connections/Older people at risk of social isolation/people in stressed environments/ardent railway enthusiasts	Inform about the projects and the opportunities. Can you help/ we welcome researchers. Can you help? have you got stories	Press release to local papers, railway magazines and local lifestyle magazines. Posts on local social media and own social media asking for help		Jan	Jan+		6.00	5.00			2 day Chris/ 2 days Osian/2 days Roger	400.00
3C Developing Interpretation: new exhibition at hubs, mini hubs and other interpretation points.	Local people with family connections/Older people at risk of social isolation/people in stressed environments/ardent railway enthusiasts	Interpretive posters	Explain about history of stations with high footfall but no interpetation		Jan	Jan+		6.00	5.00				500.00
3D Developing a guided tour of Boston Lodge Works	Volunteers/Society members	recruit volunteers to help with this specific project.	Regular bulletins including Inside Motion. Society magazines. Listing of the different projects and opportunities. Direct towards the project staff. 2023 marketing support required from RD and JDW		Oct	Mar+		2.00	15.00			2 day Chris/Osian	300.00
	Local people with family connections/Older people at risk of soical isolation/people in stressed environments/ardent railway enthusiasts	recruit volunteers to help with this specific project. 2023 Give practical help such as filming and helping to produce video clips/literature etc	Press release to local papers, railway magazines and local lifestyle magazines. Posts on local social media and own social media asking for help		Oct			5.00	2.00			2 day Chris/ 2 days Osian/ 1 day Roger	400.00
3E Becoming a guide	volunteers/Society members	come and tell the story of the place you love	Regular bulletins including Inside Motion. Society magazines and newsletters			Jan+			1.00			1 day Chris	
	Local people with family connections/Older people at risk of social isolation	are you interested in local history? do you like talking to people? would you like to get involved with this project and train to be a tour guide?	local social media groups. Local papers.			Jan+			1.00			1 day Osian	100.00
Subtotals for Strand 3												0.00	1700.00
4. Skills training and Workshops													
4A Specialist heritage learning	staff/volunteers	inform about workshops	Regular bulletins including Inside Motion.		Aug/Sep	Jan+	Jan+						
	ardent railway enthusiasts/people working and living in stressful enviroments	publicise and inform as required by project team	press release to local papers, railway magazines and local lifestyle magazines. Posts on local social media and own social media. Sell on main website experiences		Oct	Jan+	Jan+	11.00	11.00	11.00		3 day Chris/3 day Osian/ 3 day Roger/ 2 day John	150.00
4B Project awareness workshops	staff/volunteers	inform about workshops	Regular bulletins including Inside Motion.		Apr	Jan+	Jan+	0.50				Chris 0.5 day	
	ardent railway enthusiasts	publicise and inform as required by project team	press releases to railway specialist press, social media, website. Flyers at events		Apr	Jan+	Jan+	2.00	3.00	5.00		Roger 1 day/ Osian 1 day	
	Local people attending special events	publicise and inform as required by project team???	social media, website, Flyers at events		Apr	Jan+	Jan+	2.00	3.00			Roger 1 day/ Osian 1 day translation	350.00
4C Schools workshops and experiences	school Communities on our route/young people in Gwynedd looking to develop skills	We have a great new facilities. This is history at your finger tips. Courses and visits available.	Direct marketing by personal approach and follow up literature.			Jan+			2.00	1.00		2023 2 day Roger 2024 1	200.00
4D Public workshops	Adults on holiday/local people attending special events	have a go!	flyers. social media. website promotion and online sales point. google ads				Jan+					flyer see below	
	Ardent railway enthusiasts	here is a great opportunity for you to get your hands dirty in a very special workshop environment	enthusiast magazines. press releases. social media. newsletters. website				Jan+			6.00		2 day Chris/ 2 day Roger/ 2 day Osian	600.00
	Adults living and working in stressful environments	come and do something completely different. learn a new skill in a wonderful historic workshop in the beautiful surroundings of Snowdonia. make it part of a de-stress short break!	google ads, articles in lifestyle magazines. bloggs. on partner websites. website promotion and on line selling point				Jan +			6.00		2 day Chris/ 2 day Roger/ 2 day Osian	
Subtotals for Strand 4												0.00	1300.00

5. Guided Tours of Boston Lodge Works

5A Capital Works Tours	staff/volunteers	assume staff communication done by project team. Volunteers to be informed of tour opportunities.	Regular bulletins including Inside Motion. Newsletters.		Apr	Throughout			0.50	1.00		Chris 0.5 day	
	ardent railway enthusiasts	hard hat' tours to be available during special events to show enthusiasts followed by a call to action to encourage volunteering.	special event pages and booking pages on website. social media		Apr	Throughout			2.00	3.00		Roger 1 day/Chris 1 day. 2023	
	local people attending special events/local people with family connections	hard hat' tours specifically for the local audience to encourage engagement with heritage, draw out stories and possibly enlist volunteers. raise understanding of the railway and its position in the area's heritage.	through local social media groups. posters in local shops.		Apr	Throughout			2.00	2.00		Roger 1 day/ Osian 1 day translation	
5B Storytelling guided tours	staff/volunteers	Guinea pig' trial tours. is the railway section correct? assume communications through project team	Regular bulletins including Inside Motion. Society magazines and newsletters.			During	Jan+			2.00		2023 1 day Chris/ 1 day Osian 2024	
	local people attending special events/local people with family connections	Guinea pig tours. is the local information correct?	via newsletter to those who have attended earlier tours or given stories or artefacts			During	Jan+			3.00	5.00	2023 2 day Osian/ 1 day Chris 2024 3 day Roger/2 day Osian	200.00
	Families at weekends and school holidays/adults on holiday/ardent rail enthusiasts	Whilst on holiday, come and find out more about the legacy of the slate industry and the local area and the railway. Regular tours available. Book now.	Google ads, articles in lifestyle magazines. bloggs. on partner websites. website promotion and on line selling point. Welcome aboard flyer.				Jan+			Missing?	13.00	5 day Roger/3 day Osian/ 3 day John/2 day Chris	
	Schools communities along the route	Fam tours for local teachers - look at this? is there anything more that would help you? any further ideas?	use previous contacts list to do email invite. Brochure for hand out and list			Sep	Jan+			7.00	2.00	2023 5 day Roger/ 2 day Osian 2024 2 days Osian	500.00
5C Video time-lapse of works		Purchase following camera equipment; Hero 9 x 3 (£380) Jaws [Clamp] x 3 (£50) Media mod [Mic] x1 (£80) [Tripod] x1 (£60) x1 (£50) Battery x 3 (£20) charger x2 (£50) SDHC card x3 (£45) 55PL Roller Protective Case x1 (£300)	This is for the timelapse filming and time for John to monitor and post updates	Sep					14.00	12.00		2 Day John to include training trainees on using the kit. Then 1 day a month	1700.00
Subtotals for Strand 5									0.00	18.50	30.00	20.00	2400.00

6. Wider project marketing activities

6A Press releases and social media at round 2 grant award	General/Railway/Local	If appropriate once the project is confirmed. Social media updates to all parties, all channels announce the project and the next steps.	Press release in conjunction with GM and Project Manager to all lists.Check on correct format working with NLHF plus as above	Sep					4.50			1.5 man days Chris 3 man days Roger/Osian	
6B Press releases quarterly and/or coninciding with key stages of the project	General/Railway/Local	3 slightly different (general, railway, local) press releases to go out quarterly with a progress report and any exciting news. General one will also go onto website. Sent out to press lists.	Chris to write with assistance from project management team		Mar, Jun,Sep,Dec				4.00			4 days Chris	
6C Project website work monthly updates		Updating news and information on the NLHF project website. Includes translation work.	Updating news and information on the NLHF project website. Includes translation work.	Sep					10.00	10.00	10.00	6 days - Chris 4 days - Osian	4
6D Digital NLHF Project Vlogs - Quarterly	Staff/Volunteers. Passengers, Supporters, Members, Railway Enthusiasts, Local Community.	These NLHF Project vlogs will be presented by GM Paul Lewin and will provide a quarterly update on the progress of the project. These will be filmed by the Railway's Marketing Department and will also act as a record to be preserved in digital archives. These update vlogs will be accessible by staff and volunteers via email and to all including passengers, supporters, members and railway enthusiasts via our websites and social media channels. The vlogs will be added onto the end of every Inside Motion episode.	NLHF Project update vlogs to be filmed in-house and published on the digital staff bulletin boards and emailed to volunteers. John to work with GM and Project Managment Team. Also available via Inside Motion episodes.		Mar, Jun,Sep,Dec				12.00	12.00	12.00	John - 12 days	
6E Digital NLHF Project vlogs - Monthly	Staff/volunteers. Passengers, Supporters, Members, Railway Enthusiasts, Local Community.	These NLHF Project vlogs will be presented by Project Management Team and will provide a short monthly update on the progress of the project. These will be filmed by the Railway's Marketing Department and will also act as a record to be preserved in digital archives. These update vlogs will be accessible by staff and volunteers via email and to all including passengers, supporters, members and railway enthusiasts via our websites and social media channels. The vlogs will be added onto the end of every Inside Motion episdoes.	NLHF Project update vlogs to be filmed in-house and published on our websites and social media channels. John to work with Project Management Team. Also available via Inside Motion episodes.		Monthly				6.00	6.00	6.00	John - 6 Days	
6F General video around the site to show the starting point		This video will help staff, volunteers and potential visitors to understand the general layout of Boston Lodge prior to their visit.	John will film a virtual video around the Boston Lodge site.	Sep								2 man days John	
6G Feedback via Survey Monkey		Gather feedback from staff, volunteers, passengers and the loca community.	Surveys created in house via Marketing Team. Assume two per year.	?					4.00	4.00	4.00	Osian - 2 surveys @ 2 days each per year	

6H Project banners for site	Local community Adults families at weekends and school holidays		Site banners						1.00				500.00
6I Paid for blog posts	Different blogs for different audiences		Paid for blog posts						1.00				2000.00
6J Promoting Experiences including Boston Lodge tours, skills days etc	Adults on holiday	We will aim to promote new experiences, primarily focused around Boston Lodge Tours where passengers will be able to pre-book packages e.g. Train Journey and a Boston Lodge Tour combination package.	Booking System which allows efficient and easily promotable experiences and packages on our website.				Jan+				4.00	2 day Osian/2 day Chris	
	Tour Groups	The ability to pre-book packages e.g. Train Journey and a Boston Lodge Tour combination package will be of particular interest to Tour Groups. Tour Groups will be encouraged to book this combination package for their tour group offering them a whole day out at the railway.	Developing relationships with existing and new tour groups via trade shows etc. to encourage future bookings and partnerships. Advertising the packages on Tour Group websites and through our partners such as North Wales Tourism				Jan+				10.00	5 day Roger/3 day Osian/ 2 day Chris	
	International Visitors	Use link with Slate World Heritage Site for this market. Come and see. come and try something and learn about the area you are visiting. Possibly investigate using other languages for international groups.	Sell the tours through partner sites such as Go North Wales and Visit Britain as well as on own site to expand the reach.				Jan+				4.00	2 day Osian/2 day Chris	
	Spectators watching the trains or visiting the stations	information and interpretation at stations with easy links to website. flyer to take away	Station posters.				Mar+					5 day Roger Included in 3C	
	Special Interest Groups	look at ways of working with different groups. taylor offers to match	As above tour groups plus specific targetted marketing using Google ads to try and attract specific markets				Jan+				5.00	3 day Osian/2 day Chris	
	Ardent Rail Enthusiasts	promote as the new opportunity for 2024 to get behind the scenes.	Railway interest social media and own social media and website. possible advert in railway interest magazines				Jan+				6.00	2 day Osian/2 day Chris/2 day Roger	
	Non-traditional Railway visitors	Use link with Slate World Heritage Site for this market. Come and see. come and try something and learn about the area. learn a new traditional skill. Volunteering opportunities	Social media. links with WHS information. Google ads. working to make promotional material more inclusive.				Jan+				11.00	3 day Osian/2 day Chris/2 day Roger/4 day John	
	People visiting from areas of urban deprivation	Use link with Slate World Heritage Site for this market.	Social media. Links with WHS information. Google ads. working to make promotional material more inclusive.				Jan+						
	Local Community	Come and see. come and try something and learn about the railway's heritage links with your area. learn a new traditional skill. volunteering opportunities	Local social media groups. Articles in local papers. Posters. Flyers around the stations and in our catering establishments.				Jan+						
	Adults working or living in stressful environments	Come and see. come and try something and learn about the area. Learn a new traditional skill. volunteering opportunities in a beautiful environment to give you a new focus	Google ads. pop up when looking for luxury accomodation in the area. Possible radio campaign in a certain area using Solus email promotion, i.e. Smooth Radio in North West. Articles in lifestyle magazines.				Jan+						
Subtotals for additional marketing									18.50	38.00	32.00	72.00	2500.00
Overall totals									32.50	98.50	128.00	125.00	9930.00

NLHF Interpretation and Boston Lodge Project

Appendix 8: Costs Breakdown

Minerva Heritage in association with Creative Core
Submission – May 2021

NLHF Interpretation and Boston Lodge Project Activity Plan Cost Breakdown																	
			Delivery phase - activity costs														
Activity	Cost Description	New staff costs	Training for staff	Paid training placements	Training for volunteers	Travel and expenses for staff	Travel and expenses for volunteers	Event costs	Equipment and materials (activity)	Other costs (activity)	Professional Fees relating to any of the above (activity)	Delivery Phase Activity Totals	Recruitment	Publicity and promotion	Delivery Phase - other costs totals		
1. Traineeships																	
1A	1 x Project Management Trainee	E62,700 for 3 year traineeship - Living wage 18,533 pa (rising to 18,907 in 2022) plus on-costs IT - £1000 PPE and Safety gear - £150 Training/qualification/professional membership/work placement expenses - £1000 per year Marketing - £20 boosted post - applies to all three traineeship posts		3,000	62,700				1,150			66,850	500	20	520		
1B	1 x Works Administration Management Trainee	E41,800 for 2 year traineeship - - Living wage 18,533 pa (rising to 18,907 in 2022) plus on-costs Recruitment costs £500 IT - £1000 PPE and Safety gear - £150 Training/qualification/professional membership/work placement expenses - £1000 per year		2,000	41,800				1,150			44,950	500		500		
1C	1 x Interpretation Trainee	E41,800 for 2 year traineeship - - Living wage 18,533 pa (rising to 18,907 in 2022) plus on-costs Recruitment costs - £500 IT and software - £1000 PPE and Safety gear - £150 Training/qualification - £1000 per year Uplift to Interpretation consultant's fee to mentor <i>Mentoring covered by Interpretation Plan costs</i>		2,000	41,800				1,150			44,950	500		500		
2. Work placements and outreach																	
2A	Work Placements	Allowance for PPE for work placements (to contribute to shared pot) = £500 £50 pw travel allowance for 10 x participants					500		500			1,000			-		
2B	Work Placement Outreach	Travel for outreach by Work Placement Officer - £80 per year (for three years £160) Translation costs £500 Marketing - Brochures £500 and £600 (2 x years) plus £60 boosted post				240				500		740		1,160	1,160		
2C	Volunteer Outreach	Travel for outreach by Work Placement Officer - £80 per year (for three years £240) Translation costs £500 Marketing - £600 adverts, £150 leaflets, £100 social media boost £1,000 for volunteer awards and development days				240		1,000		500		1,740		850	850		
3. Volunteer Projects																	
3A	Developing Interpretation: Researching and Digitising Archives	5x volunteers 1d training per volunteer, 3d commitment per volunteer Volunteer Expenses hardship fund - £100 Camera / SD card storage equipment - included in equipment for Interpretation Officer					100					100			-		
3B	Developing Interpretation: Tell me a Story	5x volunteers 1d training per volunteer, 3d commitment per volunteer Volunteer Expenses hardship fund - £100 Recording equipment - £250 Marketing - £400					100		250			350		400	400		
3C	Developing Interpretation: New Interpretation at hubs, mini-hubs and interpretation points	5x Volunteers 1d training per volunteer, 3d commitment per volunteer Volunteer Expenses hardship fund - £100					100					100		500	500		
3D	Developing the Guided Tour of Boston Lodge Works	5x volunteers How to develop a guided tour training - 1d training from external trainer plus 1d prep @ £450 per day = £900 Volunteer Expenses hardship fund - £100 Marketing - £700			900		100					1,000		700	700		
3E	Learning to be a Guide	20x guiding volunteers How to deliver guided tours and train the trainer - 2d training from external trainer plus 2d prep and 1 d train the trainer @ £450 per day= £2250 Volunteer Expenses hardship fund - £100 Marketing (social media) - £100			2,250		100					2,350		100	100		

3F	Volunteer trainer/assessor	Volunteer Expenses hardship fund - £100						100							100				-
3G	Engineering Volunteer Skills and Knowledge Transfer Programme	3 x working parties (1 party per 2 x Quarters) 12 volunteers per party; 10d per party = 360 volunteer days Volunteer Expenses hardship fund - £500 Allowance for PPE (to contribute to shared pot) = £1000 Materials for projects £3K						500		3,000					3,500				-
3H	Project Evaluation Volunteers	Training provided by Evaluation Consultant Volunteer Expenses hardship fund - £100						100							100				-
3I	Project Support Volunteers	Materials and equipment covered by capital works contract. Allowance for PPE for participants (to contribute to shared pot) = £500						500							500				-
4. Skills Training and Workshops																			
4A	Specialist heritage learning	External instructor fees - £3,000 Allowance for PPE for participants (to contribute to shared pot) = £250 Volunteer Expenses hardship fund - £50						50		250					3,300		150		150
4B	Project awareness workshops	Marketline - £150 Marketing - £350				3,000									-		350		350
4C	Schools workshops and experiences	£500 to support local school involvement in the development of the workshops and experiences £1500 to support external Professional Heritage Educator to create resources/support workshop development Volunteer Expenses hardship fund - £50 Translation Costs £500 Marketing - £200						50		500			500	1,500	2,550		200		200
4D	Public workshops	Full cost recovery through charging for workshops. Initial £500 set-up costs Volunteer Expenses hardship fund - £200 Marketing - £600						200		500					700		600		600
5. Explaining and Guided Tours																			
5A	Capital Works Tours	Allowance for PPE (to contribute to shared pot) = £250 Marketing support from FWHR Marketing Department (promotion by email and telephone invitation)								250					250				-
5B	Guided Tours	Training and volunteer training expenses covered under Activity 3B Volunteer Expenses hardship fund - £200 Marketing budget- £700						200							200		700		700
5C	Timelapse Tour of Boston Lodge Works	Translation costs £500 Marketing - £1700 - for camera equipment								500					500		1,700		
5D	Explainer training	How to 'explain' and train the trainer - 2d prep and 1 d train the trainer @ £450 per day= £1350				1,350									1,350				-
STAFF																			
	Heritage Project Manager	Staff and recruitment costs for 3.5 years of NLHF project 3.5 years PTE (0.6). Includes on-costs General project marketing - £2500				147,500									147,500		2,500		2,500
	Construction Project Manager	Staff and recruitment costs for 1.5 years of NLHF project. 1.5 years PTE (0.5). Includes on-costs. IT (laptop, software), camera and phone - £1000 PPE and Safety gear - £150				23,600					1,150				24,750		1,000		
	Work Placement Officer	Staff and recruitment costs over 3 years of NLHF project 3Y PTE (0.6) including on-costs Training (CPD) - £750 IT (laptop, software), camera and phone - £1000 PPE and Safety gear - £150				52,100	750				1,150				54,000		1,000		1,000
	Engineering Volunteer Supervisor	Staff and recruitment costs over Years 2-3 of NLHF project 3Y FT including on-costs Training (CPD) - £1500 IT (laptop, software), camera and phone - £1000 PPE and Safety gear - £150				89,300	1,500				1,150				91,950		1,000		1,000
	Training and Events Supervisor	Staff and recruitment costs over Years 2-3 of NLHF project 2Y PTE (0.6) including on-costs Training (CPD) - £500 IT (laptop, software), camera and phone - £1000 PPE and Safety gear - £150				34,800	500				1,150				36,450		1,000		1,000
	Interpretation Officer	Staff and recruitment costs over 3 years of NLHF project 2.5 PTE (0.8) including on-costs Training (CPD) - £1000 IT (laptop, software), camera and phone - £1000 PPE and Safety gear - £150				58,900	1,000				1,150				61,050		1,000		1,000
Totals (not including VAT)																			
						406,200	12,100	146,300	6,150	480	2,700	2,000	13,450	2,000	1,500	592,880	6,500	9,930	13,730

[illegible]