



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

### **Activity Plan**

Minerva Heritage in association with Creative Core

Submission - May 2021

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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).<sup>1</sup> 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 future<sup>2</sup>. 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.

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<sup>1</sup> FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p33

<sup>2</sup> 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 beneficial<sup>3</sup>. 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](http://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.

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<sup>3</sup> 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.*<sup>4</sup>

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*<sup>5</sup>

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.<sup>6</sup> 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.<sup>7</sup>

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

<sup>5</sup> FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc

<sup>6</sup> Steering Group Consultee

<sup>7</sup> 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 locomotives<sup>8</sup>] and the first steam engine in Wales.<sup>9</sup>*

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

- 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. <sup>11</sup>

*"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"<sup>12</sup>*

The archive includes the following components:

- photographic archive ([www.ffwhresource.com](http://www.ffwhresource.com))
- video archive (in progress)
- Festipedia ([https://www.festipedia.org.uk/wiki/Main\\_Page](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)

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<sup>8</sup> Steering Group Consultee

<sup>9</sup> FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p10

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

<sup>11</sup> Steering Group Consultee

<sup>12</sup> 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*<sup>13</sup>.

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.* <sup>14</sup>

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

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<sup>13</sup> FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p3

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

<sup>15</sup> 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 <sup>16</sup>, a story which the railway is very much part of.

The Economic Plan<sup>17</sup> 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 Heritage<sup>18</sup> 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 Park<sup>19</sup>. 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.

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

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

<sup>18</sup> Gwynedd Council, *Gwynedd Council Plan 2018-23*, p9

<sup>19</sup> 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.<sup>20</sup> 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**<sup>21</sup> 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 people<sup>22</sup>; 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 employers<sup>23</sup>. 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 Department<sup>24</sup>
- More Gwynedd residents playing a full part in the world of work is an Improvement Priority 1 for the Economy and Community Department<sup>25</sup>

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<sup>20</sup> Steering Group Consultee

<sup>21</sup> Gwynedd Council, *Gwynedd Destination Management Plan 2013-2020*

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

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

<sup>24</sup> Gwynedd Council, *Gwynedd Council Plan 2018-23*, p74

<sup>25</sup> 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 Department<sup>26</sup>

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 attainment<sup>27</sup>*

The **Snowdonia National Park Authority Recreation Strategy 2012-17**<sup>28</sup> 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.<sup>29</sup> 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.<sup>30</sup>*

The **Welsh Government's Cymraeg 2050 strategy**<sup>31</sup> 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*

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<sup>26</sup> Gwynedd Council, *Gwynedd Council Plan 2018-23*, p56

<sup>27</sup> FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p25

<sup>28</sup> Snowdonia National Park Authority, *Recreation Strategy 2012-17*

<sup>29</sup> Gwynedd Council, *Wellbeing Plan for Gwynedd and Anglesey 2018*

<sup>30</sup> Gwynedd Council, *Gwynedd Council Plan 2018-23*, p74

<sup>31</sup> 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)**<sup>32</sup>, 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 2018**<sup>33</sup> 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 curriculum<sup>34</sup>. Learners should be grounded in an understanding of the identities, landscapes and histories that come together to form their ***cynefin***<sup>35</sup>.

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

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

<sup>33</sup> Gwynedd And Môn Public Services Board 2018, *Gwynedd and Anglesey Wellbeing Plan 2018*, p6

<sup>34</sup> Welsh Government 2020, *Curriculum for Wales Guidance*, Education Wales, p21

<sup>35</sup> 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.

<sup>36</sup> 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*.<sup>37</sup> 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.<sup>38</sup>

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.*<sup>39</sup>

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.*<sup>40</sup>

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.<sup>41</sup>

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.

<sup>37</sup> <https://whc.unesco.org/en/faq/19>

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

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

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

<sup>41</sup> 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.<sup>42</sup> 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.”<sup>43</sup>*

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.”<sup>44</sup>*

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

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

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

<sup>44</sup> 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 <sup>45</sup>
- A place where volunteers form a deep connection with the railway <sup>46</sup>

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. <sup>47</sup>

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. <sup>48</sup>

*I enjoy the work and social interactions of volunteering, to be part of keeping our history and heritage alive, to learn some new skills<sup>49</sup>.*

*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<sup>50</sup>.*

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<sup>45</sup> Alexander J 2015, *Boston Lodge Conservation Management Plan*

<sup>46</sup> Steering Group Consultee

<sup>47</sup> Alexander J 2015, *Boston Lodge Conservation Management Plan*

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

<sup>49</sup> Volunteer Consultation Respondent

<sup>50</sup> Volunteer Consultation Respondent

## Why now?

Organisational resilience

**The most pressing current needs for the FfWHR organisation are skills development and supporting wider volunteer recruitment.**<sup>51</sup>

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.<sup>52</sup>

*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?*<sup>53</sup>

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*<sup>54</sup>

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.*<sup>55</sup>

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.

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<sup>51</sup> FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p14

<sup>52</sup> Volunteer Consultation Respondents

<sup>53</sup> Volunteer Consultation Respondent

<sup>54</sup> Volunteer Consultation Respondent

<sup>55</sup> 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 experience<sup>56</sup>*

#### 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.*

<sup>57</sup>

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!<sup>58</sup>*

#### Disappearing heritage skills

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

*Ancient skills are still practiced every day at Boston Lodge.<sup>59</sup>*

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.<sup>60</sup>

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.*<sup>61</sup> 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.

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<sup>56</sup> Steering Group Consultee

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

<sup>58</sup> Steering Group Consultee

<sup>59</sup> Volunteer Consultation Respondent

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

<sup>61</sup> 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.*<sup>62</sup>

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.*<sup>63</sup>

Two lost buildings in the Top Yard will be rebuilt, and two new buildings provided<sup>64</sup>. 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 society<sup>65</sup>. 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.**

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<sup>62</sup> Steering Group Consultee

<sup>63</sup> FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p14

<sup>64</sup> FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p3

<sup>65</sup> 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*<sup>66</sup>

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*<sup>67</sup>

Lack of understanding of the heritage

### **The heritage is not widely shared or understood.**<sup>68</sup>

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*<sup>69</sup>.

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*<sup>70</sup>

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.

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<sup>66</sup> Volunteer Consultation Respondent

<sup>67</sup> Volunteer Consultation Respondent

<sup>68</sup> FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p11

<sup>69</sup> FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p3

<sup>70</sup> 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 depth<sup>71</sup>*

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.<sup>72</sup> 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 (Llechweidd Slate Cavern, National Slate Museum and Penrhyn Castle).<sup>73</sup>

*FfWHR is one of three major projects identified for new interpretation of the slate story<sup>74</sup>*

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.**

<sup>71</sup> Volunteer Consultation Respondent

<sup>72</sup> FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p5

<sup>73</sup> FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p6

<sup>74</sup> FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p4 and p18

Education staff will be required to design their own curriculum from 2022 <sup>75</sup>. School-age learners should be grounded in an understanding of the identities, landscapes and histories that come together to form their ***cynefin***. <sup>76</sup>

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.

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<sup>75</sup> Welsh Government 2020, *Curriculum for Wales Guidance*, Education Wales, p21

<sup>76</sup> 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"> <li>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.</li> <li>The other (Training and Events Supervisor) has responsibility for arranging heritage skills training, skills development and workshops</li> </ul>
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.

<b>Activities</b>		
<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>		
<b>Round 1</b>	<b>Change since Round 1</b>	<b>Why the change?</b>
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"> <li>• new volunteers have a point of contact when first approaching the organisation</li> <li>• volunteers are directed to their area of interest by liaising with the appropriate staff roles</li> </ul>
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"> <li>• the nature of the archive resource</li> <li>• the archive/digitization workload</li> </ul>
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"> <li>• the volunteer appetite for the activity; and</li> <li>• FfWHR's desire to engage its staff and volunteers in this activity</li> </ul>

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"> <li>• staff and volunteers receive appropriate support and training to lead workshops, and</li> <li>• the delivery of training is high quality and consistent</li> </ul>
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"> <li>• Support the capital works programme</li> <li>• involve volunteers in the renovation of the volunteer workspaces</li> <li>• involve volunteers in the archaeological excavation of the original stables</li> </ul>
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"> <li>• skills can be brought into FfWHR via specialist contractors working on the project</li> <li>• the workshops can be used to promote the project (and FfWHR) within the local community</li> <li>• the workshops can be stored digitally for ongoing marketing and training</li> </ul>
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"> <li>• Consultation strongly indicated the need for the Project to engage with schools</li> <li>• Local teachers are keen to see opportunities for pupils to engage more deeply with the railway's heritage</li> <li>• Schools are seen as the most effective route to long-term community engagement</li> </ul>

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"> <li>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.</li> <li>Careers Fairs are currently on hold and it will not be possible to commit to in-person outreach until later in 2021</li> </ul>

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"> <li>the type of engineering heritage projects that can be carried out, and</li> <li>the direction of the activity as informed by volunteer interest.</li> </ul>
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"> <li>which of the specialist contractors' skills will support these workshops</li> <li>how the workshops will promote the project (and FfWHR) ongoing, as marketing and training assets</li> </ul>
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"> <li>• Traineeships unable to work on-site with FfWHR staff</li> <li>• Elongated time-line, incurring extra cost</li> </ul>	<ul style="list-style-type: none"> <li>• Digital/remote working</li> <li>• Delay appointments and amend project timeline</li> <li>• Furlough posts if needed</li> </ul>
Strand 2 – Work placements and outreach	<ul style="list-style-type: none"> <li>• Unable to recruit work placements due to partner restrictions (especially schools)</li> <li>• Unable to recruit volunteers</li> <li>• Reduced engagement numbers</li> </ul>	<ul style="list-style-type: none"> <li>• Delay work placements until restrictions ease</li> <li>• Delay some volunteering activities until restrictions ease</li> <li>• Digital outreach programme (working with partners like Careers Wales and Volunteering Wales)</li> <li>• Divert costs of physical activity to digital activity</li> </ul>

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



## 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
<b>Why?</b>	<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>
<b>How and why are they currently engaged with the heritage?</b>	<ul style="list-style-type: none"> <li>• Customer-facing staff are the face and voice of the organisation and communicators of the heritage message</li> <li>• Day-to-day conservation and preservation of heritage</li> <li>• Sense of community and family</li> </ul>
<b>Barriers to engagement with heritage</b>	<ul style="list-style-type: none"> <li>• "It's a job"</li> <li>• Lack of opportunities for ongoing training</li> <li>• Lack of knowledge about the heritage</li> <li>• Time</li> <li>• Balancing organisation need for working efficiently against engagement of people in heritage</li> </ul>
<b>What activities can be developed for them?</b>	<p>Activities which support:</p> <ul style="list-style-type: none"> <li>• Trainees and work placement opportunities to inspire, encourage and provide skills for the next generation of railway employees</li> <li>• Skills transfer to new members of staff, trainees, work placement and volunteers</li> <li>• 'Inclusivity' and internal communication, making sure the members from each department group know what is going on in the others</li> <li>• Understanding of current skillsets and areas for development</li> <li>• Delivery of consistent messaging to audiences</li> </ul>

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

Audience	Volunteers
<b>Why?</b>	<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"> <li>• Workshops and locomotives</li> <li>• Operations, controllers, guards, signalmen</li> <li>• Infrastructure: track, signalling, buildings, parks and gardens</li> <li>• 'Incidental': interpretation (tour guides/station hosts), archives, administration steering groups and committees, and volunteers who help with marketing activities</li> </ul> <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>
<b>How and why are they currently engaged with the heritage?</b>	<ul style="list-style-type: none"> <li>• Passion and commitment for the railway</li> <li>• Want to be at the railway because of their own interest</li> <li>• Through the heritage skills that they have acquired and utilise</li> <li>• Considerable knowledge of the heritage</li> <li>• 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</li> <li>• Volunteers are mostly male - only 8% of volunteers who responded to the staff survey were women</li> </ul>
<b>Barriers to engagement with heritage</b>	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> <li>• Poor transport infrastructure in North Wales</li> <li>• Lack of knowledge of the railway's history and heritage</li> <li>• Lack of time</li> <li>• 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><sup>77</sup></li> </ul> <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> <li>• Lack of management structure, including coordinator and volunteer roles</li> <li>• Lack of structured programme and opportunity to progress and/or re-use learnt skills</li> <li>• Inadequate space and facilities</li> <li>• Limited volunteer offer – focussing largely on engineering and practical tasks – which limits diversity of volunteers</li> </ul>
<b>What activities can be developed for them?</b>	<p>Activities which support:</p> <ul style="list-style-type: none"> <li>• Skills mapping to support further training – both 'on the job' as well as for specific competencies and qualifications</li> <li>• Pathways, progression and repeat opportunities</li> </ul>

<sup>77</sup> Project Steering Group consultation

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

## External audiences (current)

Audience	Families (at weekends and school holidays)
<b>Why?</b>	<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>
<b>How and why are they currently engaged with the heritage?</b>	<ul style="list-style-type: none"> <li>• Train rides and visiting stations to watch the trains</li> <li>• Engaged with the heritage as part of an enjoyable day out</li> </ul>
<b>Barriers to engagement with heritage</b>	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> <li>• Poor transport infrastructure in North Wales</li> <li>• Lack of knowledge of the railway's history and heritage</li> <li>• Time – limited due to holiday</li> <li>• Distance from the railway – due to holiday</li> <li>• Cost of activities</li> </ul> <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> <li>• Safety on the railway and at Boston Lodge Works (latter not suitable for young people during work hours)</li> <li>• Lack of communication about opportunities to engage/become more involved</li> <li>• Lack of audience-appropriate interpretation</li> </ul>
<b>What activities can be developed for them?</b>	<p>Activities which support:</p> <ul style="list-style-type: none"> <li>• Active engagement with the history and 'living' heritage e.g. events, tours, hands-on engagement</li> <li>• Entertaining activities that tie in with motivation for visit</li> <li>• 'Gentle' immersion through interpretation and tours</li> <li>• High quality, value for money activities that promote deeper engagement</li> </ul>

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

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

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"> <li>Engagement is limited to 'spectator'</li> </ul>
Barriers to engagement with heritage	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> <li>Lack of knowledge of the railway's history and heritage</li> <li>Not necessarily interested in engaging with the railway or its heritage</li> <li>Time – limited to their activities</li> </ul> <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> <li>Opportunity to capture their interest is limited</li> </ul>
What activities can be developed for them?	<p>Activities which support:</p> <ul style="list-style-type: none"> <li>Deepening knowledge and understanding of the industrial heritage, including the slate and railway heritage</li> </ul>

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"> <li>Have linked interest in railway e.g. landscape/old buildings/photography</li> <li>Meet at the railway</li> </ul>
Barriers to engagement with heritage	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> <li>Lack of knowledge of the railway's history and heritage</li> <li>Not necessarily interested in engaging with the railway or its heritage</li> <li>Time – limited to the activity that is their primary motivation</li> </ul> <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> <li>Capacity/opportunity to deepen their engagement is limited</li> </ul>
What activities can be developed for them?	<p>Activities which support:</p> <ul style="list-style-type: none"> <li>Their existing activity interest</li> <li>Specific, targeted offer</li> <li>Opportunity to deepen knowledge and understanding of the industrial heritage, including the slate and railway heritage</li> <li>Opportunity to become volunteers</li> </ul>

<b>Audience</b>	<b>Ardent rail enthusiasts</b>
<b>Why?</b>	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.
<b>How and why are they currently engaged with the heritage?</b>	<ul style="list-style-type: none"> <li>• Have linked interest in railway e.g. landscape/old buildings/photography</li> <li>• Meet at the railway</li> </ul>
<b>Barriers to engagement with heritage</b>	<i>Audience barriers</i> <ul style="list-style-type: none"> <li>• Lack of knowledge of the railway's history and heritage</li> <li>• Not necessarily interested in engaging with the railway or its heritage</li> <li>• Time – limited to the activity that is their primary motivation</li> </ul>
<b>What activities can be developed for them?</b>	Activities which support: <ul style="list-style-type: none"> <li>• Specific, targeted activities</li> <li>• Deepens engagement with the railway through events or volunteering</li> </ul>

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

## 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
<b>Why?</b>	<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"> <li>• Scenery / landscape (54%),</li> <li>• Coast (48%),</li> <li>• Previous visit (44%),</li> <li>• Peace and quiet (35%),</li> <li>• Sightseeing / attractions (28%).</li> </ul> <p>There is clearly then good potential to attract some of the 'current non-visitor' tourist market (the other 96.5%).</p>
<b>Barriers to engagement with heritage</b>	<ul style="list-style-type: none"> <li>• Lack of knowledge of the railway's history and heritage</li> <li>• Lack of interest in the current offer</li> </ul>
<b>What activities can be developed for them?</b>	<p>Activities which support:</p> <ul style="list-style-type: none"> <li>• Tying in with existing activities</li> <li>• Engagement at access points e.g. stations</li> <li>• Specific targeted activity offers</li> </ul>

Audience	People visiting from centres of urban deprivation
<b>Why?</b>	<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>
<b>Barriers to engagement with heritage</b>	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> <li>• Lack of knowledge of the railway's history and heritage</li> <li>• Lack of time – normally visiting as part of a holiday</li> </ul>

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

## Local community

Audience	Local people with family connections
<b>Why?</b>	<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>
<b>Barriers to engagement with heritage</b>	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> <li>• Perception that this is an 'English Railway'</li> <li>• Lack of knowledge of the railway's history and heritage</li> </ul> <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> <li>• Limited information/engagement in Welsh</li> <li>• Limited capacity to develop relationship</li> </ul>
<b>What activities can be developed for them?</b>	<p>Activities which support:</p> <ul style="list-style-type: none"> <li>• Developing a relationship with local community</li> <li>• Capture of local stories, memories and ephemera to support interpretation</li> <li>• Interpretation that features more local community stories</li> <li>• Local people to feel pride in the heritage on their doorstep</li> <li>• Volunteering to tell 'my' story</li> </ul>



Audience	Schools in communities along the Ffestiniog and Welsh Highland Railways
<b>Why?</b>	<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>
<b>Barriers to engagement with heritage</b>	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> <li>• Perception that this is an 'English Railway'</li> <li>• Time</li> <li>• Suitable links to the curriculum</li> <li>• Cost</li> <li>• Difficulty persuading local schools to get involved/teach children about the railway's heritage</li> </ul> <p><i>Organisational barriers</i></p> <ul style="list-style-type: none"> <li>• Limited information in Welsh and railway announcements are rarely bilingual</li> <li>• No capacity to develop or deliver activities</li> </ul>
<b>What activities can be developed for them?</b>	<p>Activities which support:</p> <ul style="list-style-type: none"> <li>• Capitalise on the new curriculum which focusses on learning about local context</li> <li>• Cross-curricular, bilingual resources that support understanding and learning about the heritage – background information, reading and source material</li> <li>• Interpretation of the heritage in their locality</li> <li>• Practical, education skills sessions, workshops and experiences</li> <li>• Wider engagement with the local community – schools can facilitate wider connections with adults e.g. grandparents</li> <li>• Work with consortium adviser</li> </ul>

Audience	Schools in communities along the Ffestiniog and Welsh Highland Railways
	<ul style="list-style-type: none"> <li>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</li> </ul>

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

Audience	Older people at risk of social isolation
<b>Why?</b>	<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>
<b>Barriers to engagement with heritage</b>	<p><i>Audience barriers</i></p> <ul style="list-style-type: none"> <li>Lack of knowledge of the railway's history and heritage</li> <li>Lack of information and support to access opportunities</li> <li>Travel – in particular lack of access to a car</li> <li>Public transport</li> </ul>

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

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

## 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.<sup>78</sup>

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!*<sup>79</sup>

*You are part of 'The Ffestiniog family'*<sup>80</sup>

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

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

<sup>79</sup> Volunteer Consultation Respondent

<sup>80</sup> 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*<sup>81</sup>

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.*<sup>82</sup>

*Most of my training has resulted from long experience*<sup>83</sup>

*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*<sup>84</sup>

*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*<sup>85</sup>

*We have a lot of laughs, overcome challenges and achieve a lot*<sup>86</sup>

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*<sup>87</sup>

*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,*

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<sup>81</sup> Volunteer Consultation Respondent

<sup>82</sup> Volunteer Consultation Respondent

<sup>83</sup> Volunteer Consultation Respondent

<sup>84</sup> Volunteer Consultation Respondent

<sup>85</sup> Volunteer Consultation Respondent

<sup>86</sup> Volunteer Consultation Respondent

<sup>87</sup> 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.*<sup>88</sup>

*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.<sup>89</sup> Apart from print publications, there is almost no

<sup>88</sup> Volunteer Consultation Respondent

<sup>89</sup> Headland Design Associates 2019, *Ffestiniog Railway: Interpretive Strategy: August 2019*, unpubl doc

interpretation about the railway and its heritage for visitors or passengers.<sup>90</sup> 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.*<sup>91</sup>

**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.*<sup>92</sup>

*We want facts to become myths, not the other way round*<sup>93</sup>

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

*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*<sup>95</sup>

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

<sup>90</sup> Headland Design Associates 2019, *Ffestiniog Railway: Interpretive Strategy: August 2019*, unpubl doc

<sup>91</sup> FfWHR 2019, *NLHF Round 1 Submission*, unpubl doc, p3

<sup>92</sup> Volunteer Consultation Respondent

<sup>93</sup> Steering Group Participant

<sup>94</sup> Volunteer Consultation Respondent

<sup>95</sup> Volunteer Consultation Respondent

<sup>96</sup> Volunteer Consultation Respondent

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

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*<sup>98</sup>.

*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 website<sup>99</sup> 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.

<sup>97</sup> Steering Group Participant

<sup>98</sup> Bygones Weekend Survey Respondent

<sup>99</sup> <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
<b>Comparators</b> <ul style="list-style-type: none"> <li>• Dorset Wildlife Trust: Conservation Skills Programme</li> <li>• Heritage Engineering Skills: Tyne &amp; Wear Archives &amp; Museums</li> <li>• Historic Environment Scotland Engine Shed</li> <li>• Museum Futures Trainee, Atkinson Museum</li> <li>• Skills for the Future, FfWHR</li> </ul>	<b>Challenges</b> <ul style="list-style-type: none"> <li>• Often favours people with existing skills and qualifications</li> <li>• Barriers to engagement include lack of public/own transport, lack of organisational capacity and staff understanding</li> <li>• Organisational capacity is low, particularly in trainee managers and skills development</li> <li>• High investment of time and funds</li> <li>• Strain on organisational capacity</li> <li>• Need full training plans to ensure quality of placement and delivery of funder outcomes</li> <li>• Managing varying degree of need</li> <li>• Turnover of trainees is typically high</li> <li>• No guarantee of future employment at the organisation</li> </ul>
<b>Competitors</b> <ul style="list-style-type: none"> <li>• National Heritage Training Group</li> <li>• Skills for the Future</li> </ul>	<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Bring new ideas and vibrancy to organisation</li> <li>• Upskill individuals and provide qualifications to enable them to go on to other places of work</li> <li>• Allow trainees to co-curate their learning programme</li> <li>• Develop organisational capacity, particularly in skills development and training</li> <li>• Trainee programme can be a route to strengthening relationships with local community</li> <li>• Offer training opportunities at all levels of the organisation</li> </ul>

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

## 3 Volunteering

- *Heritage Railways ... rely on large amounts of volunteer labour and goodwill to operate.*<sup>100</sup>
- 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.

<sup>100</sup> *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
<b>Comparators</b> <ul style="list-style-type: none"> <li>• London Archaeological Archives Research Centre</li> <li>• Wigan Archives and Local Studies</li> </ul>	<b>Challenges</b> <ul style="list-style-type: none"> <li>• Varied programme needed to ensure ongoing offer for volunteers</li> <li>• Ensuring that new skills learnt are retained/reused</li> <li>• Time- and resource-heavy, particularly staff capacity to support volunteers</li> <li>• Noise and space – need to reconcile sociable needs with ability to concentrate and supervise</li> </ul> <b>Opportunities</b> <ul style="list-style-type: none"> <li>• Improve access to heritage for people and for organisation</li> <li>• A new route into volunteering with FFWHR</li> <li>• Creates opportunity for connecting with new people and communities</li> <li>• Provide new material for interpretation</li> <li>• Digitally recording and publishing heritage (i.e. 3D scanning) is an effective means of reaching anyone with an internet connection</li> </ul>
<b>Competitors</b> <ul style="list-style-type: none"> <li>• Bangor University Archives and Special Collections</li> </ul>	

### 3A - Interpretation - Oral history

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

	<ul style="list-style-type: none"> <li>• Staff and time resource to make oral history archive accessible is rare opportunity</li> <li>• Projects record and improve access to heritage for people and for organisation</li> <li>• Using oral history collection is often very positive for public engagement</li> <li>• Creates opportunity for connecting with new people and communities</li> <li>• 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</li> </ul>
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## 3B Interpretive guiding

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

## 3C Volunteer led engineering / heritage projects

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

## 4 Skills workshops, experiences and lecture program

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

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

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

Relevant Examples	Key Takeaways
<p>Comparators</p> <ul style="list-style-type: none"> <li>Grosmont Engine Shed Tours (North Yorks Moors Railway)</li> <li>Heritage Distillery Visitor Tour: Jameson Distillery Bow St, Midleton, Co. Cork, IE <sup>101</sup></li> <li>Heritage Railway Workshop Tour: Keighley &amp; Worth Valley Railway, West Yorks <sup>102</sup></li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>Live working environment and safety</li> <li>Requires careful planning and programming</li> <li>Children often excluded from tours</li> <li>Ongoing COVID situation affecting group sizes</li> <li>A range of offers may be required for range of interests and price points</li> <li>Tours should be available in Welsh and English</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Well-trained volunteers as part of ongoing activity delivery team</li> <li>Meaningful involvement of staff and volunteers through co-curation</li> <li>Tours can be easily adapted and added to over time</li> <li>Virtual tours can maximise engagement</li> <li>To integrate UNESCO WHS information</li> <li>To present guided tours as led by expert local people with historic family links to the slate industry</li> <li>The Llechwedd Slate Caverns organisation is clearly a potential strong partner</li> </ul>
<p>Competitors</p> <ul style="list-style-type: none"> <li>Llechwedd Slate Caverns</li> </ul>	

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.

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

<sup>102</sup> <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
<b>Engagement 1</b>	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
<b>Engagement 2</b>	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
<b>Engagement 3</b>	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
<b>Engagement 4a</b>	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.	
<b>Engagement 5a</b>	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
<b>Engagement 4b</b>	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
<b>Engagement 5b</b>	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)																								
Adults on holiday (increasingly during the shoulder season)						x					x		x						x		x	x		
Tour groups and international visitors																					x	x		
Spectators watching the trains and visiting the stations																								
Special interest groups																						x		
Ardent rail enthusiasts						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		
Potential Audiences																								
Non-traditional railway visitors																								
People visiting from centres of urban deprivation																								
Local people with family connections						x	x	x	x	x	x		x							x	x	x		
Schools in communities on the FFWHR routes				x	x													x			x	x		
Young people in Gwynedd looking to develop skills	x	x	x	x	x													x						
Older people at risk of social isolation						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					

## 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

<b>Description</b> <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"> <li>• Be recruited as a cohort to allow cross-organisational learning and mutual support</li> <li>• Experience all aspects of the business and project operation, in addition to their specific area of specialism</li> <li>• Be managed by the Work Placement Supervisor, also receiving day-to-day specialist supervision and professional mentoring from within the organisation</li> <li>• 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</li> <li>• Develop specialist skills that support management, restoration, preservation and communication of the heritage</li> <li>• Provide structured development and training to support progression into jobs at FfWHR or other organisation</li> </ul>
<b>Target audience</b> <ul style="list-style-type: none"> <li>• Staff</li> <li>• Volunteers</li> <li>• 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</li> </ul>
<b>Need/opportunity</b> <b>Need</b> <p>In order to provide high quality traineeship positions, trainees will require:</p> <ul style="list-style-type: none"> <li>• Staff member to manage and oversee, support varying degrees of need</li> <li>• Professional mentoring</li> <li>• Shared experience with other trainees</li> <li>• Bespoke learning programme and individual training plans – including basic introduction and essential skills training, specialist training and specific projects</li> <li>• Structured training and where appropriate and relevant, qualifications along with development opportunities</li> </ul> <b>Opportunity</b>

- *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'
<b>NLHF outcomes</b>	
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

<b>Description</b> 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.	
<b>Target audience</b> <ul style="list-style-type: none"> <li>• Volunteers</li> <li>• Adults on holiday (increasingly during the shoulder season)</li> <li>• Schools in communities on the FfWHR routes</li> <li>• Young people in Gwynedd Looking to develop skills</li> </ul>	
<b>Need/opportunity</b> <b>Need</b> 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: <ul style="list-style-type: none"> <li>• To offer curriculum enrichment</li> <li>• To be supported by bilingual resources for presentations to schools/colleges</li> <li>• Bespoke work placement plans</li> <li>• Staff member to manage and oversee, to support varying degrees of need</li> </ul> <b>Opportunity</b> 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: <ul style="list-style-type: none"> <li>• Have a positive impact on organisation</li> <li>• Provide routes into local community</li> <li>• Tie in with Careers Wales ‘Business Engagement’ schools outreach programme</li> <li>• Motivate and inspire young people about career choices</li> <li>• Show young people the range of jobs and job pathways in the local area, and barriers that have been overcome</li> <li>• Build on existing Kids Week offer</li> </ul>	
<b>Barriers to engagement</b>	<b>Mitigation</b>

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)
<b>NLHF outcomes</b>	
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](http://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
<b>NLHF outcomes</b>	
1, 2, 3, 4, 5, 6, 7	

## 3A – Developing Interpretation: Researching and digitising archives

Interpretation
<p><b>3A – Developing Interpretation: Researching and Digitising Archives</b></p> <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><b>Need</b></p> <p>FfWHR needs to:</p> <ul style="list-style-type: none"> <li>• Provide accurate storytelling</li> <li>• Increase digital provision across its interpretive outputs</li> <li>• Better explain the heritage including then and now</li> <li>• Replenish the ageing volunteer base</li> </ul> <p>The activity will provide opportunities to:</p> <ul style="list-style-type: none"> <li>• Encourage volunteering, particularly among members of the local community</li> <li>• Combine experience, knowledge and passion of staff and volunteers</li> <li>• Effectively use the existing archive assets to improve the organisation of the heritage and the presentation of it to audiences</li> </ul> <p><b>Evidence</b></p> <ul style="list-style-type: none"> <li>• 14 of the existing FfWHR volunteers have expressed an interest in carrying out this activity</li> <li>• 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</li> <li>• 3 people attending the pilot guided tours were very interested in this activity</li> <li>• “Archives are a difficult challenge as now housed and organised” (Volunteer Response)</li> <li>• “Explain the archives and how to access them. Making access more user friendly.” (Volunteer Response)</li> <li>• [looking for] “Something to do with history, something to look through the archives. Something different to do.” (Young Ambassadors response)</li> </ul>

## 3B – Developing Interpretation: Tell me a story

Interpretation
<p><b>3B – Developing Interpretation: Tell me a story</b></p> <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><b>Description</b></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"> <li>• Develop skills amongst the FfWHR staff, volunteers, trainees and work placements</li> <li>• Explore the specialist skills used within the capital works programme at Boston Lodge Works and share these with a wider audience</li> <li>• 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.</li> </ul> <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><b>Target audience</b></p> <ul style="list-style-type: none"> <li>• Staff</li> <li>• Volunteers</li> <li>• Families (at weekends and school holidays)</li> <li>• Adults on holiday (increasingly during the shoulder season)</li> <li>• Ardent rail enthusiasts</li> <li>• Local people attending special events</li> <li>• Schools in communities on the FfWHR routes</li> <li>• Young people in Gwynedd looking to develop skills</li> <li>• Older people at risk of social isolation</li> <li>• Adults working or living in stressful environments</li> </ul>
<p><b>Need/opportunity</b></p> <p><b>Need</b></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"> <li>• Experiences that showcase and highlight skills that are being undertaken by the railway at Boston Lodge Works</li> <li>• Workshop space that is relevant to current and historic activities</li> <li>• Dedicated training space for workshops</li> <li>• Suitably trained individuals/professionals (internal and external) to deliver the training</li> </ul> <p><b>Opportunity</b></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
<b>NLHF outcomes</b>	
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

<b>Description</b> <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>
<b>Target audience</b> <ul style="list-style-type: none"> <li>• Staff</li> <li>• Volunteers</li> <li>• Families (at weekends and school holidays)</li> <li>• Adults on holiday (increasingly during the shoulder season)</li> <li>• Ardent rail enthusiasts</li> <li>• Local people attending special events</li> <li>• Local people with family connections</li> <li>• Schools in communities on the FfWHR routes</li> </ul>
<b>Need/opportunity</b> <p><b>Need</b></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"> <li>• Provide interpretive guiding and essential customer-facing training for staff and volunteers</li> <li>• Supervisory role</li> <li>• Develop a guide and ‘script’ for all interventions and guided tours</li> <li>• Co-curation of tours with existing staff and volunteers (to capture knowledge/stories) and local community</li> <li>• Embed Welsh language and culture in the guided tour and ‘explainer’ delivery</li> </ul> <p><b>Opportunity</b></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.
<b>NLHF outcomes</b>	
1, 2, 5, 8, 9	

## 5A – Capital Works Tours

<p><b>5A – Capital Works Tours</b></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

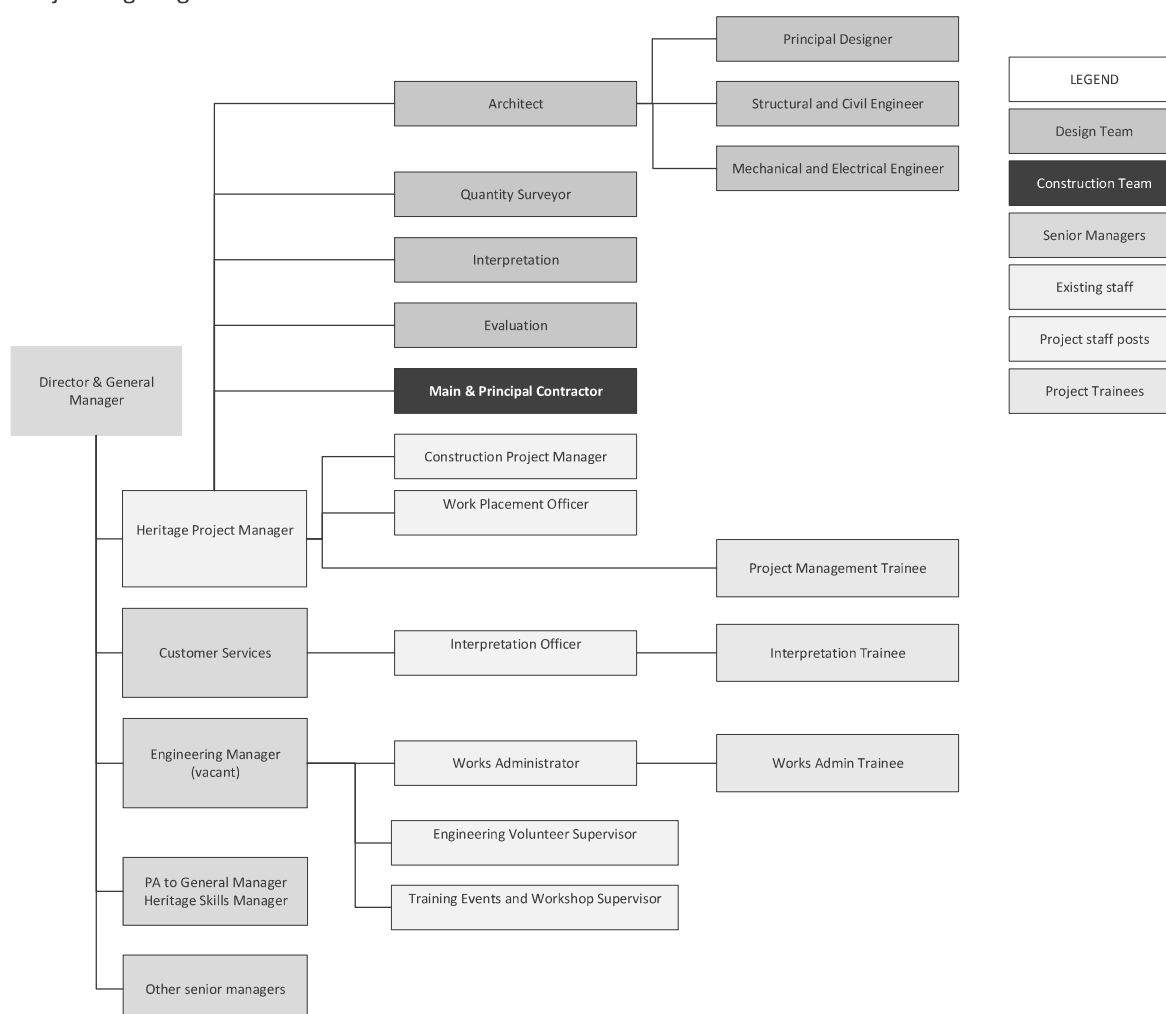
The Project Board will assume oversight over the delivery of the Activity Plan, with new and existing staff members responsible for day-to-day delivery.

### 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:

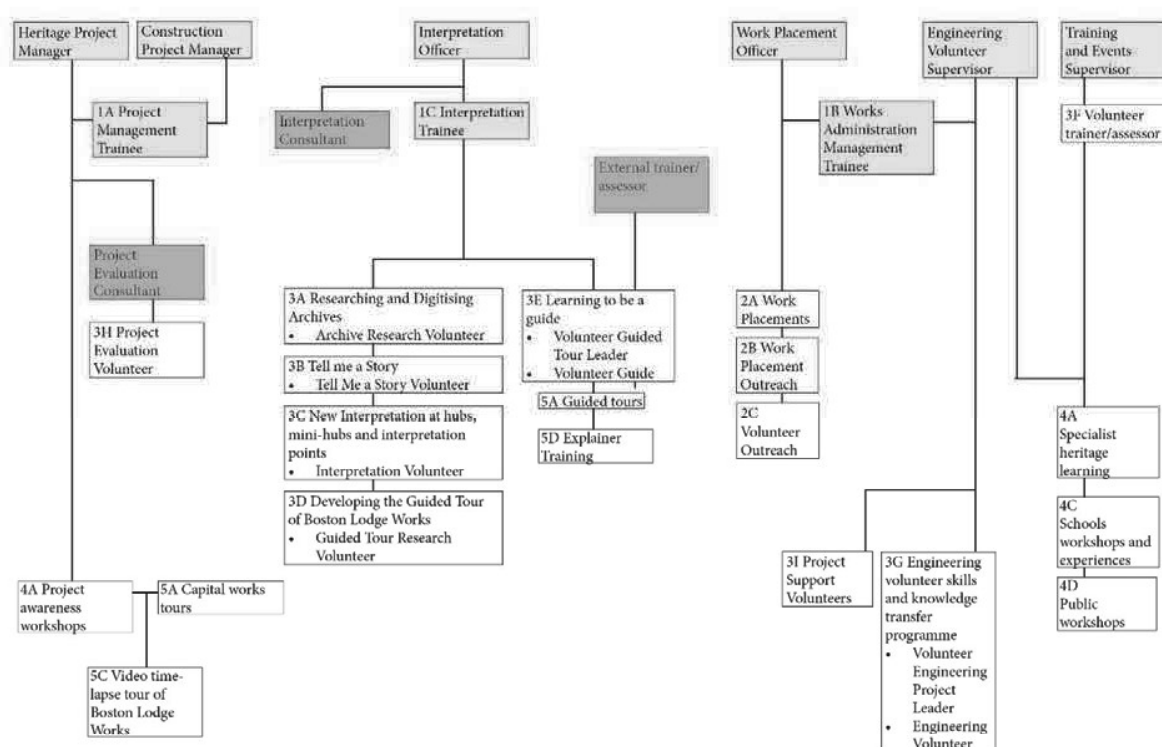
- 1 x Heritage Project Manager (3.5-year 0.6 FTE) who will: provide day to day project management (including coordination of Consultants and management of Project Costs). The Heritage Project Manager will coordinate the input of the Activities team during the delivery phase including ensuring that they 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.