

Business Plan for the Western Locomotive Association Ltd

2021 to 2024

Version 1.4 (Revised December 2021 – to be reviewed November/December 2022)



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1. Executive Summary

- 1.1 The Western Locomotive Association (WLA) has been in existence since 1974 and was incorporated in 1999, a company limited by guarantee in order to protect its members.
- 1.2 The WLA owns two Class 52 diesel hydraulic locomotives D1013 Western Ranger and D1062 Western Courier, which are maintained and operated on the Severn Valley Railway (SVR). The current WLA web site is at:

<https://www.westernlocomotives.co.uk/>
- 1.3 At the present time, D1062 is operational, whilst D1013 is undergoing an extensive major overhaul. The WLA normally has one locomotive operational on the SVR during the running season (June to October) each year.
- 1.4 The WLA is run by a Board of 6 members and a Committee of 14 members who normally meet approx. 4 times a year in addition to the AGM, which is held in November of each year.
- 1.5 The workshop and storage facilities are located on the SVR at Bridgnorth, Shropshire, with access to major facilities at Kidderminster TMD, including some further storage for tools etc
- 1.6 The WLA complies with all safety requirements advocated by the SVR who have a “Target Zero” policy for eliminating accidents. In addition, the WLA adopts a “Best Practice” maintenance regime where the locomotives are maintained to the standards achieved by British Rail or higher.
- 1.7 The WLA complies with all environmental rules and procedures such as disposing of used oils and antifreeze etc, making use of advanced facilities at Kidderminster TMD. In addition, it is believed that the WLA is the first diesel preservation group in the UK to become carbon neutral, as from 2021 through the Trees for Life scheme at:

<https://treesforlife.org.uk/groves/315992/>
- 1.8 Revenue for the WLA is achieved through membership subscriptions, donations, driver experience courses and allowances from the SVR. Additional revenue is also secured through an active Sales Team, promoting unique WLA merchandise from sales stands at SVR events and at various diesel galas held around the country, and from a successful on-line store (part of the WLA web site), and through regular social media promotion as new items are added to the catalogue.
- 1.9 The WLA is supported by approx. 300 members, and these include approx. 12 or so regular “Working Members” who help maintain the locomotives either at Kidderminster or at Bridgnorth.
- 1.10 In order to survive for the long-term future, the WLA must aim to increase its membership numbers by raising its profile and appealing to a wider market. The WLA is aiming to raise its profile in order to double its membership numbers to 600 over the next three years, which would see a resultant increase in much needed regular “Working Members” to 20 or so.

- 1.11 Membership of the WLA is fully inclusive and welcomed whatever ethnicity, gender, age or disability for individuals, juniors, seniors and for families. Membership fees can be paid annually or, for a one-off payment, can be made for life. All fees can be gift aided. For volunteers, committee and working members, the WLA provides a useful guide to explain expectations and requirements, which can be seen in Appendix 1.
- 1.12 The WLA needs to complete the substantial overhaul of D1013 whilst undertaking an application for NHLF funding for a full bogie overhaul and re-tyre for D1013, which would extend the operational life of the locomotives by a further 40 years. Details of the bogie overhaul and proposed NHLF application are at:
- <https://d1013bogieappeal.uk/>
- 1.13 During 2018, the WLA received a much-appreciated legacy bequest of c. £100k from the late Greg Heathcliffe. This has enabled the WLA to overhaul or purchase replacement parts for both D1013 and D1062 (such as cardan shafts, batteries, engine parts, tools etc), which will continue for the next three years or so, as funds allow.
- 1.14 The key financial figures for the WLA are as follows; the Balance Sheet Capital Reserves allowed for the acquisition of D1013 (£15k) and a more realistic, but conservative valuation for D1013 and D1062 (£65k):

	2017	2018	2019	2020	2021+	2022*	2023*	2024*
TOTAL INCOME	£49k	*£153k	£29.1k	£26.3k	£39.6k	£39.2k	£44.3k	£49.4k
Total Expenditure	£39k	£49k	£25k	£46k	£66.9k	£69.2k	£74.3k	£44.4k
Profit/(loss) before tax	£10k	£104k	£4k	(£20k)	(£27k)	(£30k)	(£30k)	£5k
BALANCE SHEET Capital & Reserves	£143k	£247k	£251k	£230k	£203k	£173k	£143	£148k

2018: Includes legacy bequest of £100k from Greg Heathcliffe
 2019 & 2020: Covid-19 restrictions in place + limited availability of D1062
 2021: Projection +
 2022 to 2024: Business Plan (excluding any NHLF contribution) *

2. Mission

The mission of the Western Locomotive Association Ltd is as follows:

“To preserve and operate D1013 and D1062 on the Severn Valley Railway, maintaining the locomotives to at least the standard achieved by the former British Railways Western Region and fit for main line running, dead in tow.”

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3. History & Background

- 3.1 In 1973, founder members of the Western Locomotive Association (WLA) gathered together to discuss the possibility of saving one of British Rail's Class 52 "Western" diesel-hydraulic locomotives. The first withdrawals of the class had taken place in May 1973, hence the need to take action and, at a meeting in Bristol in January 1974, the "Western" Locomotive Association was formally launched.
- 3.2 After a year as a largely local group, with membership concentrated in the Bristol area, an advertising fund was set up. With the aid of advertisements in the railway press, membership grew nationally, along with the popularity of the class in general. The remaining locomotives were withdrawn by B.R. gradually through 1975 and 1976, while contributions were steadily flowing into the WLA's locomotive appeal fund.
- 3.3 In October 1976 the Association successfully purchased D1062 "Western Courier" and restored the locomotive to full operational condition in original maroon livery by May 1977, only a few months after the final demise of the class on British Rail. Meanwhile Mr Richard Holdsworth, a businessman and WLA member, had privately purchased D1013 "Western Ranger" and this locomotive joined D1062 in the care of the Association. Western Ranger was subsequently purchased by Roger Smith, also a businessman and WLA member in 1995. D1013 was then officially purchased by the WLA on 14th August 2004.
- 3.4 First operations took place on the Torbay and Dartmouth Railway in Devon during 1977 and 1978, followed by a move to the Severn Valley Railway at the end of 1978 which greatly increased the opportunities to operate the locomotives. Over the years, a considerable amount of overhaul and maintenance work has been undertaken to ensure that the locomotives remain in top condition.
- 3.5 D1062 has undergone an extensive overhaul, including a complete re-wire. D1013 has been out of traffic since 2010 and is in the process of a similar overhaul at Kidderminster TMD and has been completely re-wired. Both locomotives remain based on the Severn Valley Railway, which runs over 16 miles between Kidderminster and Bridgnorth.
- 3.6 The WLA's workshop and storage facilities are based at Bridgnorth, which also includes a crane for medium weight component exchanges and storage for spare parts. The WLA also has a limited amount of storage space (mainly for tools) at Kidderminster TMD, where facilities such as pits and an overhead crane are shared with other groups.
- 3.7 During 2022, the WLA will be reducing its storage container footprint at Bridgnorth in order to help the SVR develop the Bridgnorth station site. Additional storage containers will be made available to the WLA at Kidderminster TMD by the SVR.
- 3.8 The WLA provided initial support for the construction of Kidderminster TMD (£11k SVR share purchase by two WLA members), which has enabled the WLA to access the facilities on a regular basis.
- 3.9 From 2021 the WLA has taken the initiative to become the first diesel preservation group to become carbon neutral with a "Corporate Grove" at Trees for Life, supporting wild forest revitalisation in the Highlands of Scotland. The objective is to plant at least 62 trees each year (the target has already been reached in 2021).

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- 3.10 The WLA currently has approx. 300 members and is a company “Limited by guarantee”, having been incorporated in 1999. The registration number is 3873466. The maximum liability to its members is just £1.00.
- 3.11 The WLA is classed as a “not for profit organisation” and charitable status was achieved in 2007; the Charity Number is 1115058.
- 3.12 VAT registration was granted on 8th August 2020; the VAT registration number is 355949353.
- 3.13 The WLA has a Board comprising of six members (5 Directors and a Treasurer), who meet four or five times a year to review the accounts and to oversee the running of the Company. The WLA is run by a committee who usually meet three or four times a year. These meetings are usually held by Zoom or at Kidderminster to review the general running of the Association and to discuss any recommendations being made by the Board. The Company’s Annual General Meeting is held in November of each year where a resume of the WLA’s activities will be given by all members of the Committee.
- 3.14 The Directors of the WLA are also the Trustees.
- 3.15 The present Committee structure is as follows:
- | | |
|--------------------------------------|--------------------|
| Chairman/Director/Trustee: | Roger Smith |
| Vice Chairman/Director/Trustee: | Paul Finch |
| Company Secretary/Director/Trustee: | Ian Clayton |
| Publicity/Director/Trustee: | Paul Finch |
| Charitable Officer/Director/Trustee: | Derek Payne |
| Treasurer/Board Member: | Mike Targett |
| Membership: | Paul Tucker |
| Maintenance & Standards Engineer: | Robin Jones |
| Engineering Coordinator: | Darren Shelmerdine |
| Sales Officer: | Peter Bamber |
| Editor: | Mark Perry |
| Legal Officer: | Jonathan Sandiford |
| Working Members Officer: | Lyn Jones |
| Ordinary Members Officer: | Marty Kent |
- 3.16 The Chairman is primarily the spokesman for the Committee and WLA as a whole. The Chairman is responsible for chairing the Committees and AGM, handling correspondence on behalf of the group and ensuring that a good working relationship is maintained with the SVR.
- 3.17 The Secretary is responsible for the Minutes of the Committee Meetings and AGM and for ensuring that the Company meets all legal requirements where paperwork etc is concerned. The Secretary also ensures that the rules governing the WLA are observed, in conjunction with the Legal Officer.
- 3.18 The Treasurer ensures that the VAT returns are submitted and that the accounts are kept up to date with the Directors receiving a report on the finances of the WLA at each Board Meeting. A financial summary is provided to the Committee Members at each Committee Meeting. The Statutory Accounts are produced by Ashgates Corporate Services Ltd.

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- 3.19 The Editor helps to ensure that a magazine is produced two times a year for the WLA membership. This provides a valuable opportunity to keep the members informed of news with the running of the Association including details of work carried out on the locomotives, running dates, notice for the AGM etc.
- 3.20 The Membership Secretary keeps all records of members and subscriptions paid. The period of membership runs from 1st January to 31st December and new members who join after the 1st June pay one half of the appropriate membership fee. Membership is fully inclusive, and the categories are as follows:
- | | |
|--------------------|-----------|
| Adult: | £25.00 |
| Family: | £30.00 |
| Junior (under 16): | £10.00 |
| Senior Citizens: | £10.00 |
| Life: | £1,013.00 |
| Life (Family): | £1,062.00 |
- 3.21 The membership fees and any donations made to the WLA may be gift aided, where the Charitable Officer will register all claims (25p on the pound in tax back from HMRC). To be eligible, the person making the subscription or donation must be a UK taxpayer and pay an amount of tax at least equivalent to the amount of tax that the WLA can claim in the same tax year.
- 3.22 The Publicity Officer helps to keep the railway press up to date with any news on the locomotives and submits articles for publication. A monthly newsletter is sent out by email to WLA members who have opted-in for email correspondence (the WLA is registered with the Information Commissioner's Office - ICO).
- 3.23 The Maintenance & Standards Engineer ensures that the locomotives are maintained using "best practice" in order meet the same standards (or higher) that would have been achieved by British Rail. In practical terms, the locomotives are maintained to be fit enough to travel "dead in tow" over Network Rail. A schedule of work for each locomotive is regularly monitored and updated to ensure that locomotives can operate reliably and safely over the SVR and other heritage railway lines. In addition, it is intended to implement a skills-based competency system for all working members who carry out maintenance activities on the locomotives, who would be competent in carrying out safety critical work. This would enable more WLA working members to become involved in carrying out exams in accordance with the WLA's vehicle maintenance schedule.
- 3.24 The Engineering Coordinator's post (created in 2021) will help the WLA remain focussed on engineering items requiring attention, including ongoing maintenance, repairs and overhauls.
- 3.25 The Sales Officer is responsible for the merchandise being sold from the WLA web site and from sales stands at diesel galas. Additional revenue is also achieved from organising two raffles held each year. New products or merchandise are considered at regular sales meetings with volunteer members, who assist with the sales activities.
- 3.26 The Legal Officer helps to ensure that the WLA is run correctly, within the rules of the Association. A review and potential update of the Articles of Association will be made during 2022, with any amendments put forward for the AGM (held in November of each year).

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- 3.27 The Working Members and Ordinary Members Officers are available to pass on ideas, thoughts or opinions, on behalf of the Membership to the Management Committee.

4. Company Values

- 4.1 The WLA seeks to be regarded as a professional organisation achieving high standards particularly where safety, business and railway preservation are concerned.
- 4.2 The WLA values its members and supporters, without which the WLA would not exist. All volunteers, working and committee members are expected to work in the best interests of the Association and locomotives, as outlined in the “Guide to Volunteers, Working and Committee Members” in Appendix 1.
- 4.3 The WLA will seek to ensure that its locomotives maintain their authenticity, except where genuine improvements can be made to the original specifications, without compromising overall authenticity.
- 4.4 The WLA values safety and will work to “best practices” in conjunction with and in compliance with Health & Safety Policies laid down by the Severn Valley Railway.
- 4.5 The WLA seeks to live within its means, without running into debt or unsustainable borrowings, whilst remaining a “not for profit” organisation.
- 4.6 The WLA values its good working relationship with the Severn Valley Railway and strives to maintain good relationships with other preservation groups and heritage railways.
- 4.7 The WLA values the environment and undertakes to comply with all “best practice” to minimise any harm to the environment, whilst retaining its position as carbon neutral organisation, through the Trees for Life scheme at:

<https://treesforlife.org.uk/groves/315992/>

5. Critical Success Factors for the WLA

- 5.1 The critical success factors for the WLA are as follows:
- Safety of Locomotives & Working Members
 - Communication & Teamwork
 - Increasing Volunteers
 - Increasing Membership numbers
 - Locomotive availability
 - Donations & Support
 - SVR relationship

5.1.2 *Safety of Locomotives and Working Members*

The safety of the locomotives is overseen by Maintenance & Standards Engineer where maintenance schedules and requirements will be coordinated by the Engineering Coordinator. A skill-based competency system will be introduced from 2022 to enable more working members to become competent to carrying out safety critical work. Working members are working within the WLA guidelines and under the safety requirements of the SVR. Running maintenance is normally planned around the need to ensure that the WLA can meet the operational requirements of the SVR.

5.1.3 *Communication & Teamwork*

The WLA must continue to develop ways of communicating both its achievements and requirements, not just within the group but externally as well. This includes regular Board and Committee Meeting together with Working Members meetings within the group. Minutes of meetings, with the action required is essential which must then be progressed and followed up. The WLA needs to continue its recently introduced and much-appreciated Monthly Newsletter to its membership, in addition to the excellent Courier magazine, issued out twice a year. Externally, the WLA will aim to issue out regular Press Releases, making use of social media with Facebook Groups and LinkedIn.

5.1.4 *Increasing Volunteers and Membership Numbers, Donations & Support*

The future success of the WLA is totally dependent on increasing the numbers of volunteers to help run the association and to maintain the locomotives, in conjunction with an increasing membership from which the WLA receives valuable income (normally around £14k in donations and subscriptions each year). Without the support of the volunteers and members, the WLA would cease to exist. To help double the membership numbers from 300 to 600 in three years, the WLA will need to invest in marketing to take advantage of social media advertising in order to raise its profile further and encourage people to join.

5.1.5 *Locomotive Availability*

Whilst D1062 is classed as “operational” there are a number of programmed maintenance items that need attention, to ensure continued availability as of September 2021:

- Defer brake valve change until 2022 providing that the brake system is tested & remains compliant.
- Investigate engine overspeed/transmission temperature sensing equipment electrical faults.
- Confirm no safety issues regarding the design/installation of new cardan shafts.
- Investigate gear train noise at 'B' end when under power in trailing direction. Oil samples required from transmissions, intermediate gearboxes & final drives.
- Agree way forward to repair/overhaul torque arm trunnions.
- Prepare float & overhaul brake cylinders.
- Secure supply of spare wax elements for Serck controllers.

Although the return to traffic for D1013 is still somewhat off, the overhaul can progress more fully as work needed on D1062 reduces:

- Progress NHLF bogie overhaul bid/identify prospective third-party overhaul partners.
- Develop alternative maintenance proposal to examine/repair running gear in lieu of NHLF bid being unsuccessful & to enable the loco to operate on SVR for limited duration. This would require detailed assessment of bogies, primary & secondary suspension components and wheel condition.
- Complete electrical re-wire & preparatory testing.
- Repaint in Spring 2022
- Produce overhaul plan for re-work of both engines & associated systems.
- Complete/install cooler groups.
- Carry out KR1 Relay valve modification & install new auxiliary air receivers.
- Fit overhauled brake valves.

5.1.6 *SVR Relationship*

Whilst the WLA has enjoyed an excellent relationship with the SVR during the past with the SVR Management, Directors and Volunteers. However, there is a need to realise that there have been many recent changes, particularly within the SVR Management Team and therefore, efforts need to continue to help inform the SVR of future progress being made within the WLA, if its locomotives are to be recognised as a reliable and valuable contributor to the SVR's operation.

6. Sales

6.1 Sales revenue is usually generated by the following means:

- Membership Donations
- Appeals
- General Donations
- SVR Operating Income
- Merchandise Sales
- Raffle Receipts
- Gift Aid

6.2 The following table outlines the sales revenue summary for the WLA:

	2018	2019	2020	2021+	2022*	2023*	2024*
Membership Subscriptions	£5.2k	£5.9k	£6.6k	£6.6k	£9.7k	£10.8k	£12.9k
Appeals	£119.8k	£2.5k	£1k	£8k	£5k	£5k	£5k
General Donations	£4.1k	£5.5k	£6.4k	£6k	£6k	£6k	£6k
SVR Operating Income	£10.1k	£5.3k	£1.4k	£2.8k	£6k	£10k	£10k
Merchandise Sales	£8.4k	£6.9k	£5.9k	£6.1k	£7.5k	£7.5k	£7.5k
Raffle Receipts	£2.6k	£2.8k	£4.8k	£5k	£5k	£5k	£5k
Gift Aid	£2.7k	-	-	£5.1k	-	-	£3k
TOTAL (2018/19/20 per stat. accs)	£153k	£28.9k	£26.1k	£39.6k	£39.2k	£44.3k	£49.4k

+ Projection * Forecast

6.2.1 Membership Subscriptions

Currently, the WLA has approx. 300 members, which has increased from 250 over the last few years. During the early days of the WLA, when interest in the Westerns was at its highest the membership was approx. 900. Bearing in mind that the WLA's resources are largely generated from the membership support in terms of funding and working members, the WLA cannot afford to see membership numbers decline and must strive to increase numbers to ensure its long-term survival. Bearing in mind that there is still a great deal of interest in the Westerns (the Class 52 Enthusiast Group on Facebook has over 2.2k members), there is no reason why the WLA shouldn't be able to double membership to 600 over the next three years through marketing. A breakdown of membership number is as follows:

Year	Adult	Senior	Family	Life	TOTAL
2018	195	50	25	18	288
2019	197	57	21	17	292
2020	170	44	11	18	243
2021	196	75	16	19	306
2022 *					450
2023 *					500
2024 *					600

* Forecast

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6.2.2 *Appeals*

During 2018, the WLA received a much-appreciated legacy bequest of c. £100k from the late Greg Heathcliffe. During 2021, an appeal was launched to overhaul the bogies on D1013, which included a new web site which is at: <https://d1013bogieappeal.uk/>. To date, the WLA has raised **£10.8k** towards the bogie overhaul. The objective is to apply for NHLF funding as the full overhaul costs are likely to be in excess of £200k. To help progress, a detailed Project Technical Requirements Document has been produced which will enable the WLA to approach contractors during 2021 to provide estimates for the work required, in order to apply for NHLF funding. No allowance has been made for NHLF funding in this plan.

6.2.3 *General Donations*

General donations are usually received from WLA members and have remained steady, despite the Covid-19 restrictions in 2020 and 2021. In addition, D1062 had very limited availability due to essential bogie work required and a brake problem to overcome, resulting in a substantial amount of technical work to replace front end air receivers and pipework.

6.2.4 *SVR Operating Income*

The figure of £10.1k in 2018 illustrates what should normally be achieved when the WLA operates a locomotive on the SVR during a normal running season. Unfortunately, for 2019 and 2020, this income was substantially reduced due to the lack of availability of D1062 undergoing essential maintenance and repairs and the Covid-19 restrictions during 2020 and 2021. This is expected to change from 2022 onwards. Revenue is generated by an SVR mileage allowance, income from WLA/SVR Driver Experience Courses and an annual SVR maintenance allowance.

6.2.5 *Merchandise Sales & Raffle Receipts*

A very reasonable level of merchandise sales has been maintained despite the lack of running from 2019 into 2021, which illustrates the support generated from the WLA membership. During 2018, the Merchandise Sales were slightly inflated by the sale of Dapol OO gauge models being sold during the year with sales during 2019 being more typical. However, sales during 2020 and 2021 were without the benefit of a sales stand due to Covid-19 restrictions but with the WLA's on-line store helping to make up some of the shortfall. The average sales margin has been maintained at approx. 35%. During 2018 a normal single raffle was held but this has since been doubled to twice a year, as reflected in the figures. The projected for 2021 is £6.1k for Merchandise Sales and £5k for raffles, with a forecast figure of £7.5k and £5k respectively from 2022 to 2024.

6.2.6 *Gift Aid*

Gift aid is applied for from time to time and work is progressing to apply for Gift Aid during 2021 which will provide a useful contribution of **£5.1k**.

7. Marketing

7.1 The WLA currently uses several ways to communicate and to keep the membership and supporter informed of progress, events and general news, including:

- Regular emails to Board, Committee and Working Members.
- Instant and regular Facebook Group updates.
- Regular news updates on the main web site.
- Occasional news updates on the bogie appeal web site for D1013.
- Monthly e-newsletter sent to Membership who have opted-in.
- Courier magazine issued out to the Membership twice a year.
- Individual posts on Linked-In.
- Occasional magazine advertising.
- Sales stands on SVR running days, when permitted.

7.2 From 2021, additional forms of marketing will be considered to try and raise the profile of the WLA:

- Creation of “news videos” to promote on-line, including Facebook.
- Creation of adverts for specific Facebook advertising.
- Increase in railway press coverage such as behind the scenes activities on the locos, running highlights etc.
- Further promotion of D1013 Bogie Overhaul Appeal, and work on D1013, as the 60th anniversary of entry into service approaches (December 2022).
- Pop-up stands to promote both D1013 overhaul, and the WLA, to increase visibility at events where a full sales stand is not possible.
- Develop relationships with other heritage organisations and railwayana auction houses, attend their events and thus further increase WLA visibility.
- Seek corporate sponsorship, by looking at potential corporate days similar to the OBBO events enjoyed by WLA members.
- Continue to promote the success of the WLA’s carbon neutral campaign, which is currently attracting a lot of attention.

7.3 The target market for the WLA has traditionally been individuals who are “Western enthusiasts”; mainly people who can remember Westerns running on the main line. However, whilst this market remains relevant, the Association must also appeal to wider market, especially for the younger generation. To help survive for the longer-term future, the WLA must aim to increase its membership numbers in order to secure future support, in terms of working members and donations.

7.4 The WLA has set itself an objective to raise the membership number from 300 to 600 members over the next 3 years. Membership of the WLA is fully inclusive and welcomed whatever ethnicity, gender, age or disability for individuals, juniors, seniors and for families.

7.5 To help increase the membership numbers, the WLA must raise its profile in several ways:

- Create a new main web site
- Develop a new marketing campaign for new members
- Create a new adverts and videos
- Invest in social media

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7.6 The WLA has its main web site at the following address:

<https://www.westernlocomotives.co.uk/>

Unfortunately, there are recurring technical issues through the use of Vistaprint and therefore, the decision has been made to create a new web site. The aim will be to have a new web site set up ready for 2022. The WLA owns the following domain names:

www.westernlocomotives.com

www.westernloco.co.uk

www.westernloco.uk

7.7 The bogie appeal for D1013 has its own web site, which was set up in 2021 and can be seen at:

<https://d1013bogieappeal.uk/>

7.8 As from May 2021, the WLA is believed to be one of the first diesel preservation groups in the UK to become carbon neutral through the Trees for Life scheme, supporting wild forest revitalisation in the Highlands of Scotland. The WLA has a Corporate Grove at “Whizzo Woods”, which can be seen at:

<https://treesforlife.org.uk/groves/315992/>

7.9 Based on how much diesel fuel used in an average running season, the WLA has calculated its approximate annual carbon emissions and how much is needed to offset through other means:

- One gallon of diesel fuel burnt produces 10.9kg of carbon dioxide.
- A Class 52 Western consumes one gallon of fuel per mile (whether on one engine or two).
- An average day on the SVR of two round trips from Kidderminster to Bridgnorth totals 64 miles.
- A single day’s operation on the SVR therefore produces 697.6kg of carbon (64miles x 10.9kg).
- The WLA would normally operate on 20 days per year, so will produce 13,952kg of carbon.
- On average, it is assumed that the WLA produces 15,000kg (15 metric tonnes) of carbon per annum.
- Trees for Life advise that to offset 1 metric tonne of carbon, 4.19 trees need to be planted. Therefore, the WLA objective is to plant a minimum of 62 trees per annum
- As at August 2021, the WLA has 68 trees planted.

There is some good publicity to be had out of this achievement for 2021 and 2022.

7.10 The WLA has a Facebook Group page for instant and regular updates, which can be seen at:

<https://www.facebook.com/groups/1573213916268073>

- 7.11 Once additional, programmed maintenance work has been completed on D1062, consideration will be given to attending open days at Depot events and possibly running on other preserved lines, subject to agreement with the SVR. This would help generate additional operating and sales income not included in this plan.

8. SWOT Analysis

Strengths	Weaknesses
Ownership of two Westerns	Main Web site for WLA
Supportive membership	No internal cover for locos
Relationship with SVR	Minimum number of working members
Financial information	Bogies on D1013 life expired
Positive cash balance	"B" end noise on D1062 transmission
General Spare parts	D1013 overhaul still to be completed
Engines for D1013 & D1062	
Existing working members	
D1062 available for traffic	
Use of Kidderminster TMD	
Strong Balance Sheet	
Charitable Status	
VAT Registered	
Governance with Board & Committee Members	
Opportunities	Threats
Membership recruitment	Potential loss of BH Workshop/Storage
New main web site	Further decline in working members
D1013 overhaul	Equipment failure
D1062 depot Open Days/visiting other railways	Fire, theft, vandalism or weather damage
Safety Critical Training for working members	Increased cost for specialist spares
Marketing & Publicity for WLA	Decreasing availability of spares
NHLF application for bogie overhaul & retyre	Decreasing number of specialist suppliers

9. Grand Strategy (Vision)

"The Grand Strategy is to have both D1013 and D1062 restored to the highest standards, fit for main line running as and when future resources allow."

10. Company Objectives

The four main Company Objectives for the WLA are as follows:

- To increase membership from 300 to 600 by 2024.
- To complete D1062's planned maintenance by the end of 2022.
- To submit an NHLF application for D1013's bogie overhaul 2022/23
- To complete D1013's overhaul by the end of 2023, to celebrate first year in service (+60)

12. Strategy & Action Plans relating to objectives

12.1 OBJECTIVE: *"To increase membership from 300 to 600 by 2024"*

Strategy: To increase awareness and raise the profile of the WLA

Action: Ensure new web site created by 2022 **Sales**

Action: Consider Depot Open Days & visits to other heritage railways for D1062 when available **Board/Committee**

Action: Offer membership with SVR Driver Experience Courses **Sales/Publicity**

Action: Agree a budget for social media marketing **Board/Committee**

Action: Develop adverts and videos for social media **Sales/Publicity**

Action: Promote Carbon Neutral policy **Publicity**

12.2 OBJECTIVE: *"To complete the D1062's planned maintenance by the end of 2022"*

Strategy: To coordinate work required with Working Members

Action: Regular updates with work required **Eng. Coordinator**

12.3 OBJECTIVE: *"To submit an NHLF application for D1013's bogie overhaul 2022/23"*

Strategy: To identify potential contractors for guide prices

Action: Complete current approaches with potential contractors **Board**

Action: Submit application to NHLF **Board**

12.4 OBJECTIVE: *"To complete D1013's overhaul by the end of 2023"*

Strategy: To coordinate work required with Working Members

Action: Regular updates with work required **Eng. Coordinator**

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13. Key Financial Figures

The key financial figures are as follows:

	2018	2019	2020	2021+	2022*	2023*	2024*
Membership Subscriptions	£5.2k	£5.9k	£6.6k	£6.6k	£9.7k	£10.8k	£12.9k
Appeals	£119.8k	£2.5k	£1k	£8k	£5k	£5k	£5k
General Donations	£4.1k	£5.5k	£6.4k	£6k	£6k	£6k	£6k
SVR Operating Income	£10.1k	£5.3k	£1.4k	£2.8k	£6k	£10k	£10k
Merchandise Sales	£8.4k	£6.9k	£5.9k	£6.1k	£7.5k	£7.5k	£7.5k
Raffle Receipts	£2.6k	£2.8k	£4.8k	£5k	£5k	£5k	£5k
Gift Aid	£2.7k	-	-	£5.1k	-	-	£3k
TOTAL INCOME	£153k	£29.1k	£26.3k	£39.6k	£39.2k	£44.3k	£49.4k
Total Expenditure	£49k	£25k	£46k	£66.9k	£69.2k	£74.3k	£44.4k
Profit/(loss) before tax	£104k	£4k	(£20k)	(£27k)	(£30k)	(£30k)	£5k
BALANCE SHEET Capital & Reserves	£247k	£251k	£230k	£203k	£173k	£143k	£148k

+ Forecast

* Projection

Assumptions:

- Membership numbers increase from 300 to 600 by 2024
- Average membership subscription remains at £21.60
- Covid-19 restrictions lifted from end of 2021
- D1062 available for traffic 2021 to 2024
- Two raffles per year from 2020
- Locomotive Expenditure continues approx. £30k above break-even point to 2023

APENDIX 1



Version 2.5 (Issued December 2021)

WESTERN LOCOMOTIVE ASSOCIATION LTD

Guidance for Volunteers, Committee & Working Members

1. Welcome!

- 1.1 Welcome to the Western Locomotive Association (WLA), which was formed as long ago as 1974, before the British Rail Class 52 “Western” diesel hydraulic locomotives were withdrawn from traffic! Since then, the WLA went on to become the proud owner of D1062 Western Courier, whilst looking after D1013 Western Ranger from its withdrawal date in 1977, until D1013 was finally purchased by the WLA in 2004.
- 1.2 Looking after two former main line locomotives is a massive undertaking with limited amounts of cash and resources available. In fact, the WLA is totally reliant on support from its membership base and from its volunteers to look after not just the locomotives but also to run the WLA as a Company, not only as a registered charity but also as a business in its own right. Indeed, the success of the WLA is dependent upon support from people who have a cross-section of skills, whether it be from basic jobs such as scraping and painting metal, to understanding and dealing with complex engineering tasks relating to bogies and engines or helping out with difficult management and administrative issues.
- 1.3 The ongoing future of the success of the WLA will always be dependent upon the support and goodwill of its Member and Volunteers, working to the very best of abilities, in order to maintain our passion to preserve and operate what we believe to be amongst the very best locomotives in private railway preservation.
- 1.4 The WLA is very much aligned with the guidance offered to volunteers through the SVR’s Volunteer Staff Handbook, which provides essential basic information about being a volunteer on the SVR, setting out a code of practice on which staff-volunteer teamwork is based. Volunteering is fully inclusive, open to all, and welcomed whatever ethnicity, gender, age or disability for individuals, juniors, seniors and for families.
- 1.5 These notes are just to provide a basic overview of what’s required, if you wish to become a Committee or Working Member of the WLA, or to work alongside as a Volunteer. These notes should not be seen to be a complete and comprehensive guide to cover every aspect of work.

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2. Working Members

2.1 Becoming a Working Member

- 2.1.1 To become a working member, you must be a fully paid up member of the WLA and you must also be a member of the Severn Valley Railway (SVR) for insurance purposes. You must also register with the SVR's Volunteer Liaison Office (VLO) and undertake an induction course with other members who wish to become a Working Member on the SVR.
- 2.1.2 If you just wish to do just one or two days' work with an existing WLA Working Member then, that is acceptable, so long as you work under supervision. People below the age of 18 may also help as a Working Member but must be closely supervised by their responsible person and not undertake safety critical work which can only be carried out by competent, skilled people.
- 2.1.3 On occasions, it may be possible to work on WLA components from home, with permission from a Director or the Maintenance & Standards Engineer.

2.2 Place of Work

- 2.2.1 The normal place of work for Working Members will either be at our workshop facilities at Bridgnorth Motive Power Depot (Bridgnorth MPD) or at Kidderminster Traction Maintenance Depot (Kidderminster TMD).
- 2.2.2 When working at Kidderminster TMD, you will need to have an induction course to familiarise yourself with all the safety aspects unique to this purpose-built building such as open pits, cranes, emergency exits, lighting, power supplies etc.
- 2.2.3 From time to time, meetings are organised for Working Members to help agree plans for the year ahead or to discuss ongoing projects within the WLA. These meetings usually take place by Zoom or on location at Bridgnorth or Kidderminster Museum.

2.3 Safety Workwear, Use of Tools, Equipment & Spares

- 2.3.1 The basic requirement to work on our locomotives and in our workshops is for you to wear overalls and steel toe-capped boots, which will need to be provided by yourself. When using power tools or undertaking hazardous work, you will be expected to wear the appropriate protective gear and comply with all Health & Safety requirements.
- 2.3.2 When carrying out tasks, you will be expected to use the correct tools and appliances for the nature of the work involved. If you know or suspect that any of the tools are faulty or incomplete, then you must inform the person in charge of work.
- 2.3.3 When borrowing tools from the WLA, it is your responsibility to return them to their normal place of storage preferably immediately after use or at the end of each day, (unless they are needed in place for work in progress where it is totally impractical to return them).
- 2.3.4 Specialist tools may only be transferred between Bridgnorth & Kidderminster sites with the knowledge and permission of the Engineering Coordinator and/or Maintenance & Standards Engineer, preferably confirmed in writing by email. Except in special circumstances, normal hand tools should not be removed from site and away their normal place of storage.

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- 2.3.5 Under no circumstances are WLA tools, equipment or spares to be removed, borrowed, or scrapped from the WLA sites, unless you have written permission from a Director.
- 2.3.6 Any tools, spares or equipment loaned to other groups or individuals, MUST have a written WLA Agreement in place, signed by at least TWO Directors, covering the terms of use and return.

2.4 Undertaking Work

- 2.4.1 Before undertaking any work on a locomotive or on site, it is a legal requirement that you sign-on in accordance with the SVR's signing on procedure and sign-off at the end of your workday.
- 2.4.2 Please note that the SVR has a very strict safety policy and expects all volunteers to use safety equipment provided and have method statements and risk assessments in place for hazardous jobs. In addition, there are procedures in place for you to report any safety concerns and expects any accident or incident to be reported. Should there be a PICOS (Person in charge of Safety) in place, then you will be expected to abide by any instructions given at any time.
- 2.4.3 Particular attention must be paid to "working at height" rules where these simple steps must be followed:
- avoid work at height where it is reasonably practicable to do so.
 - where work at height cannot be avoided, prevent falls using either an existing place of work that is already safe or the right type of equipment.
 - minimise the distance and consequences of a fall, by using the right type of equipment where the risk cannot be eliminated.
- 2.4.4 Before undertaking any actual work, please make sure that the tasks are required with one of the regular Working Members. Please bear in mind that some aspects of work may be "work in progress" with an existing Working Member who may be acting as a "Project Manager" and therefore, do not assume that any work can be just carried out without cross-checking first. If you are not sure, please ask!
- 2.4.5 If you happen to be working alone on a locomotive or on a WLA site, then please make sure that you inform someone on the SVR that you are working alone, so that they can check on your safety from time to time. Unless you are specifically qualified, you cannot work completely alone on any SVR site as a whole.
- 2.4.6 Please be prepared to follow instructions on any tasks that require specific requirements or where the Working Members need to work as a team. Under no circumstances is the authority of the person in charge of work to be disregarded or undermined. Likewise, when working as a team, then you must fully co-operate and help to the best of your ability to ensure that work can be completed safely and competently.

- 2.4.7 Any work carried out by you as a Working Member should be recorded, with a brief detail of work undertaken provided to your Project Manager. Please note that it is extremely important that any maintenance work carried out on the locomotives is recorded and signed off. A "Repairs Arising Sheet" should be completed (see copy attached) and returned to the WLA Maintenance & Standards Engineer. Any doubt in completing or filing this form, please ask!
- 2.4.8 When working with other Working Members, you will be expected to work in a friendly and courteous manner. Please bear in mind that you will be working with people with differing backgrounds and skill sets which helps make the WLA the success that it is today. A degree of understanding will be required to "accept people for who they are" and that not everyone will think the same way as you!
- 2.4.9 Existing Working Members must understand that new Working Members or prospective Working Members will help to secure the future of the WLA and therefore, it is absolutely essential that these Members are made to feel welcome and treated in a friendly, courteous and helpful manner.
- 2.4.10 Whatever your position within the WLA there is no room for undeserved criticism, rudeness or ridicule to another Member and if you feel that you are being victimised or bullied in any way by any individual(s), you must notify the person in charge of work and/or report the matter to a Director of the WLA, preferably in writing, outlining the circumstances. In serious circumstances, any Member may risk suspension or expulsion if it is found that there have been instances of bullying or similar.

2.5 Purchasing Goods or Services and Benefits

- 2.5.1 From time to time, there may be the need to purchase goods or services for the WLA. Some members may wish to purchase items themselves and claim back from the WLA. Other items may be purchased direct by the WLA or on behalf of the WLA by the SVR. For items under £1,000 the purchase must be approved in advance by at least one Director. For items over £1,000, then a purchase order form will need to be raised against a quotation, with approval of at least two Directors. For items over £5,000, the Directors would normally expect to see three alternative quotations before approval.
- 2.5.2 Payments for goods and services paid for privately by WLA Members will normally be paid for by BACS or cheque, against a valid receipt, approved by a Director. No reimbursement will be made without documentation (preferably an invoice), for expenses incurred by individuals on behalf of the WLA.
- 2.5.3 No goods or services may be ordered through or on behalf of the WLA without the approval at Director level.
- 2.5.4 Travelling, hotel, meals and refreshment expenses will normally be paid from your own account although consideration can be given by the Directors in exceptional circumstances, approved in advance.
- 2.5.5 No WLA Member may receive rewards or stand to gain any personal benefit from any supplier, without approval of the WLA Committee.

- 2.5.6 Regular Working Members are recognised by the SVR and are entitled to benefits such as free car park passes, travel passes and free tickets. However, to retain these benefits you must be seen to be as a regular Working Member each year (whichever Group you work with or belong to). Where Footplate Crews are concerned, your duties are considered by the SVR to be a privilege and therefore, you must be prepared to help out with the Group or the SVR as a Working Member in general, and not just solely on the Footplate.

3. Committee Members

3.1 Becoming a Committee Member

- 3.1.1 Should a Committee post become vacant during the year; you may agree to be co-opted on to the Committee, if you feel that you have the skills for the post and you agree.
- 3.1.2 Each Committee Member is elected to the respective post each year at the Annual General Meeting (AGM), through a Proposer and a Secunder, followed by a show of hands. In theory, it would be possible to have more than one person to be put forward for any one post. Prior to the vote, you will be given the opportunity to say a few words as to why you would like to put your name forward.

3.2 Place of Work

- 3.2.1 Your work as a Committee Member will either take place from your home or place of work or on a WLA/SVR site. Committee Meetings are normally held two or three times a year and usually held as Zoom Meetings or at the SVR Kidderminster Museum but may take place at other locations.
- 3.2.2 All Committee Members are expected to attend the AGM and provide both an electronic report to the Secretary in advance and a verbal report of their duties of the year to Members in attendance. If it is not possible to attend, you will need to let the Secretary know in advance and submit an electronic report to the Secretary, where your report will be provided to the Membership verbally, on your behalf. The AGM is normally held at the SVR Kidderminster Museum or in Central Birmingham in November of each year.

3.3 Requirements to become a Committee Member

- 3.3.1 As a WLA Committee Member you must undertake your work to the best of your ability and in circumstances where you feel that you need any help and assistance, you must be prepared to ask.
- 3.3.2 During your role of a Committee Member, you must act at all times in the best interests of the WLA and not let your position become compromised by accepting rewards or stand to gain any personal benefit from any supplier, without approval of the WLA Committee.
- 3.3.3 For Committee Meetings, you must be prepared to submit an electronic report to the Secretary both before the meeting and also verbally at the meeting to other Committee Members. This is to outline the activities for your area of responsibility. If you cannot attend a Committee Meeting you must let the Secretary know and submit an electronic report outlining your activities.

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- 3.3.4 As a Committee Member you will need to work as part of a team and to be seen as polite and helpful as possible to other WLA Members with any aspects of your responsibilities.
- 3.3.5 When attending meetings or working with other WLA Members you will be expected to treat others with respect, to work in a friendly manner and to understand that any form of verbal abuse or unwarranted personal criticism, will not be accepted or tolerated.

4. Summary

- 4.1 You can be assured that any positive contribution for the good of the WLA will be very much appreciated, not just by the people you work with but by the Board, Committee and the Membership as a whole.
- 4.2 The ultimate aim of the WLA is to ensure that all WLA Members have an enjoyable, worthwhile and rewarding experience, contributing towards our ongoing passion to achieve the very best locomotives in preservation.

www.westernlocomotives.co.uk

The Western Locomotive Association Limited is the owner of D1013 Western Ranger and D1062 Western Courier on the Severn Valley Railway, Bridgnorth, Shropshire and is a Company Limited by Guarantee Registered number 3873466
Registered office: 5 Prospect Place, Millennium Way, Pride Park, Derby, DE24 8HG
The WLA is registered as a charity under number 1115058



Loco Number:	Exam Number:
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REPAIRS ARISING SHEET (for all Maintenance Work)

No.	Job Description	Safety Critical	Signature:

	Work Completed Date:	Completed By Signature:
	If Safety Critical Checked By Name:	Authorised Signature:

Form to be completed and returned to Robin Jones - Maintenance & Standards Engineer or emailed to: robinjones63@hotmail.com