



**West Somerset Railway Association
Minutes of the Board Meeting
held at Bishops Lydeard
on Monday 14 January 2019 at 1800**

- Present:** Geoff Garfield (GG)
John Glover (JSDG)
Mike Lea (ML)
Nigel Power (NP)
Mike Sherwood (MS)
Robin White (RW)
Paul Whitehouse (PCW) (Chair)
- In Attendance:** Jacquie Green (JAG), General Manager
- By Invitation:** Jack Baird (potential Trustee)
Mark Smith, representing Jonathan Jones-Pratt, Chairman WSR Plc
- Apologies:** Will Foster

B01/19 Welcome to Visitors

We welcomed Jack Baird, a potential new trustee, and Mark Smith, a director of the WSR Plc, both until Minute B09/19.

B02/19 Conflicts of Interest

Mark Smith declared that he is a Director of the WSR Plc and the Heritage Railway Association. RW declared that she is a member of the HPC Fund Awarding Committee.

B03/19 Minutes of Meeting of 18 December 2018

We approve these Minutes.

B04/19 Matters Arising (not included elsewhere)

a. Appointment of HPCF Award Community Engagement Officer

PCW reported that he had chaired a panel including Katherine Nolan from Spark Somerset (the Association's appointed mentors for this award) and Mark Smith which had interviewed three candidates earlier in the day. The post had been offered to Catherine Dance subject to references. Her CV will be circulated later. RW reported that she had maintained the link with Hinkley Point, and would be talking to Mark Hill about later this week. We ask Catherine to make a presentation to an early meeting of this Board, and expect a regular progress report from her.

Action MS

b. Actions against Former Trustees: Shares Claim

We noted progress.

c. Draft Code of Conduct for Trustees

RW reported that this will be ready for our next meeting.

Action RW

d. Redacted (Commercial in Confidence)

e. Restructuring the charity

GG reported that the working group will meet on Thursday 17th January.

- f. Station Signs Castings:** RW had received only one comment. We agree that this crowdfunding should now go ahead.

Action JAG

B05/19 Membership Benefits

We considered this report (for original report please see the Minute Book). We were pleased that we shall be running the envelopes on train, and thought the KESR leaflet was a good example. We discussed the possibility that the Association should take responsibility for recruiting volunteers, and that might come with the expectation that new volunteers become members. We also emphasised the need for passengers to be offered Association Membership. Mark Smith thought that this could be carried out by the raffle ticket sellers, whose training package he would require be signed off. We ask JAG to manage the introduction of both the raffle and the envelopes.

We also ask her to enquire about a cellphone donation system used on the NYMR (subject to Mark Smith checking with the Plc). We thanked Mark Smith for offering to put us in touch with Richard Hillman, of the HRA Legal & Parliamentary Affairs Committee on the question of Gift Aid. We agree that we would welcome any Friends of Stations Group which would like to become a branch of the Association, with the possibility of attracting Gift Aid and simplifying their accounting. They would still retain control over their funds.

Action JAG, Mark Smith

B06/19 Fundraiser's Report

We considered this report (for original report please see the Minute Book). We agree that it is essential that there is commonality of purpose and should consider how best we can achieve this, perhaps by a joint day of all directors and trustees of the disparate groups on the railway. We agree to return to this at our April meeting. We note particularly the benefit of fewer charities when applications to big grant givers are considered.

Action PCW

B07/19 Locomotive 4110

We discussed this matter. We agree that if we receive sufficient donations we shall purchase this loco in line with the Plc's position that the core stable of locomotives should be owned by the Plc or the Association. RW informed us that Ken Davidge is prepared, as the Moderator of the 4110 Facebook page, to work on persuading the pledgers to the 4110 Group to transfer their pledges to the Association. We accept his offer with pleasure. [*Secretary's Note: this offer did not materialise.*]

B08/19 WSR Plc Support Requests

We agree to support the reintroduction of loco 9351 into service by paying the entire cost of the work for which we have quoted to achieve this. We ask JAG to start crowdfunding for this. We need more information about the replacement of switches at BA. We ask JAG to obtain the costs of the trackpad at BL and emphasise that we shall be refunding expenditure of this type against invoices. We ask JAG to run crowdfunding for this expenditure.

Action JAG

B09/19 Jack Baird

Jack Baird spoke about his background as a formal naval officer, recently arrived in Taunton, and his success as a fundraiser for different charitable organisations. We agree to co-opt him and ask him to take responsibility for fundraising.

B10/19 Redacted (Commercial in Confidence)

B11/19 Annual General Meeting

We agree to hold out AGM at Crowcombe Village Hall on Saturday 13 April 2019. PCW informed us that he was discussing with the Plc the possibility of free travel for members to Stogumber, and with a bus company the provision of a shuttle.

B12/19 Land at Norton

GG reminded us that the planning permission for the use of Norton Fields would lapse at the end of 2019. JAG informed us that she will be meeting Paul Conibeare and John Luffman to discuss this. We recognise that Network Rail is likely to continue reducing or even cease stone deliveries entirely. We ask JAG to report to our next meeting and include

- John Luffman's view of the business prospects;
- best and worse case projections of income; and
- the planning permission's remediation requirements.

Action JAG

The meeting closed at 2020.



**West Somerset Railway Association
Minutes of the Board Meeting
held at Bishops Lydeard
on Monday 11 February 2019 at 1800**

- Present:** Jack Baird (JB)
Will Foster (WF)
Geoff Garfield (GG)
John Glover (JSDG)
Mike Lea (ML)
Nigel Power (NP)
Mike Sherwood (MS)
Robin White (RW)
Paul Whitehouse (PCW) (Chair)
- Apologies:** Jacquie Green

B013/19 Conflicts of Interest

None were declared.

B14/19 Minutes of Meeting of 14 January 2019

We approve these Minutes.

B15/19 Matters Arising (not included elsewhere)

a. Actions against Former Trustees: Shares Claim

We noted progress. We ask PCW and RW to prepare a report on the way forward for our next meeting.

- b. Draft Code of Conduct for Trustees:** We considered this document, approve it in principle and ask colleagues to sign it as soon as practicable.

Action ALL

- c. Norton Fields:** GG reported that he had learnt from Paul Conibeare that the developer of the land on the upside of the railway had suggested the possibility of using our land for parking. We ask him to continue discussing this and the future of the stone traffic.

Action GG

- d. Peterborough Crescent Wagon Shed:** We considered a report on this and agree that RW should be authorised to continue to work with the Steam Trust on reaching an agreement with Network Rail to allow the Shed to be brought to the railway.

Action RW

B16/19 Redacted

B17/19 Sherrings Yard Economic Rent

We considered this report (for original report please see the Minute Book). We agree to wait on the outcome of the sale of Promotions before making any decision on this matter.

B18/19 AGM: Retirement of Directors by Rotation

We considered this report (for original report please see the Minute Book). John Glover and Mike Sherwood will be retiring by rotation and will be offering themselves for re-election. Mike Lea has to stand down and will be offering himself for election. There will be five vacancies but we hope that it will be possible after the AGM to co-opt Jack Baird back on to the Board.

B19/19 AGM: Proposed Change of Company Name

We considered this report (for original report please see the Minute Book). We agree that we should consider a change of name to the West Somerset Railway Trust in due time.

B20/19 Attendance of Plc Director as Observer

We considered this report (for original report please see the Minute Book). We are pleased to accept Mark Smith's offer to attend future meetings of this Board as an observer. We ask our Chairman to request that the Plc welcome a representative of the Association at their Board meetings.

Action PCW

B21/19 General Manager's Report

We considered this report (for original report please see the Minute Book).

- We noted doubts about the work required to erect the new signboards at Stogumber, and RW assured us that the Stationmaster there has the matter in hand.
- We agree that we are not in a position, given the current demands on us from the PLC, to fund a book to celebrate 40 years of the railway. We ask Ian Coleby to use the remaining issues of *The Journal* in 2019 to celebrate the railway's 40 years and JAG to publish relevant material on our website during the year.
- We note that the Dunster project has the blessing of the Chair of the Plc, and that Robin Wichard has offered to lead on this project.
- We remain determined to obtain our share of the profits on the QB from the Plc so that we may use it to improve our coaches.

Action JAG

B22/19 Fundraiser's Report

We considered this report (for original report please see the Minute Book). We recognise that we need to put more effort into better costing of our requirements. We thank RW for offering to suggest people who could provide useful information to JB and Kate Williams to enable them obtain to his information and JSDG for offering to provide information about permanent way from his experience in that department. We also agree that we need to produce a user friendly version of the annual report and are grateful to GG & JB for offering to design this. We agree that the number of charities on the railway needs to be reduced. JB will provide feedback on this to Kate Williams.

Action JB

B23/19 Community Engagement Manager's Report

We considered this report (for original report please see the Minute Book). In view of the concerns expressed by her and Kate Williams we ask our Chairman to propose to the Plc that our two Boards should meet after the Stakeholder Meeting at Oake on Saturday 2 March.

Action PCW

B24/19 Proposed change of Articles for 2020 AGM

We considered this report (for original report please see the Minute Book). We agree that we should revisit our charitable objectives and ask our Chairman to bring a report later in the year about the charitable objectives of other similar societies.

Meeting without Staff

B25/19 Future Staffing Working Group

We considered the Minutes of this WG, a short survey of the membership arrangements on other railways, and some ideas from Spark Somerset of how we could reduce our costs. We ask the WG to produce a further report on the Association's needs in the future.

B26/19 Communication between Trustees

We had a long conversation about the need for better communication. We agree to discuss the manner of holding of our meetings.



West Somerset Railway Association

**Minutes of the Board Meeting
held at Bishops Lydeard
on Monday 8 April 2019 at 1800**

Present: Jack Baird (JB)
Will Foster (WF)
Geoff Garfield (GG)
John Glover (JSDG)
Mike Lea (ML)
Nigel Power (NP)
Mike Sherwood (MiS)
Robin White (RW)
Paul Whitehouse (PCW) (Chair)

Observer: Mark Smith (MaS)

In Attendance: Jacquie Green

B42/19 Conflicts of Interest

None were declared.

B43/19 Minutes of Meeting of 11 March 2019

We approve these Minutes.

B44/19 Matters Arising (not included elsewhere)

- a. **Norton Fields:** GG reported that a meeting is planned for 10 April.
- b. **Peterborough Crescent Wagon Shed:** RW reported that as the Steam Trust and the Association have approved progressing this she and Chris Austin would be writing a letter to the Plc to seek their approval as well.
- c. **Benefits for Members**
MaS reported that there had been difficulties on these with his colleagues for which he apologised.
- d. **Home Counties Group:** WF reported that he was still waiting to hear from Keith Smith, who had just undergone a kidney transplant.
- e. **Annual Review:** GG reported that this was nearly complete and he hoped to publish it in May.
- f. **[Redacted]**
- g. **Lloyds Bank:** We note that Lloyds Bank has been refusing to accept cheques where the payee is not the full name of the Association. The following Resolution was passed:
The Chairman explained to the meeting the arrangements which had been made with the Company's bankers, Lloyds Bank plc (the "Bank"), whereby the Bank be instructed to collect any credit to any account of the Company credits of whatever nature payable to any of the payees (or their respective trading

names) listed in Section 1 and the Continuation sheet (if applicable). A draft of the indemnity to the Bank was produced to the meeting and approved. It was resolved that any two directors be authorised to sign the indemnity and to advise the Bank of any payee to be added to or deleted from the indemnity from time to time.

B45/19 General Manager's Report

We considered this report (for original report please see the Minute Book). We hope to introduce envelopes on to trains in the near future. MaS undertook to take the envelope to the next Plc Board meeting for approval. He noted that staff on trains will need to be informed of what the purpose of the collection is, and that the provision of a laminated sheet would greatly assist.

- a. **Conservation Policy:** We confirm the Chairman's decision to approve this policy and adopt it accordingly.
- b. **AGM Arrangements:** We agree that we should run a collection towards infrastructure, as the greatest need and decided to specify bullhead rails. MaS undertook to provide a list of what different donations would purchase (eg, £22 buys a sleeper).

Action MaS(2)

B46/19 Actions against Former Trustees: Shares Claim

We considered this report (for original report please see the Minute Book). We authorised the Chairman to proceed.

Action PCW

B47/19 Joint Working Progress

We considered this report (for original report please see the Minute Book).

- a. **[Redacted]**
- b. **Proposed Joint Boards Meeting:** We note that all colleagues hope to attend this meeting on 4 May. We note JDSG's point that the Plc's website contains too much emphasis on fundraising. We ask GG and JB to work on the production of a one page document. We agree to pay for the hire of the hall, provide modest refreshments and request a donation from those attending.

Action GG & JB

B48/19 Requests for Support from Plc

We agreed that identifiable, properly costed projects, on which progress could be regularly reported, were essential to success. We recognised that there may have to be several running at once to allow for the different constituencies of donors (eg those who support locos rather than carriages etc).

B49/19 Community Engagement Officer's Report

We considered this report (for original report please see the Minute Book). We asked the Future Staffing WG to consider how we could provide a volunteer manager.

We are determined to give our full support to the newly formed Learning and Engagement Committee, and that Robin Wichard needs to be recognised as a significant actor in this area. We hope that the Boards of the PLC and Steam Trust will do likewise and ask for it to be included in the Agenda for our meeting on 4 May.

Action GG, JSDG, RW



**West Somerset Railway Association
Minutes of the Board Meeting
held at Bishops Lydeard
on Monday 13 May 2019 at 1800**

Present:	Jack Baird (JB) Will Foster (WF) Geoff Garfield (GG) John Glover (JSDG) Mike Sherwood (MikeS) Robin White (RW) Paul Whitehouse (PCW) (Chair)
By Invitation:	Diana Ricketts-Tanner (DRT)
In Attendance:	Jacquie Green (JAG)
Apologies:	Mark Lea Nigel Power Mark Smith

B51/19 Appointment of New Trustee

We agree to co-opt Jack Baird as a Trustee with effect from Saturday 13 April 2019.

B52/19 Conflicts of Interest

None were declared.

B53/19 Minutes of Meeting of 8 April 2019

We approve these Minutes.

B54/19 Matters Arising (not included elsewhere)

- a. **Norton Fields:** GG had yet to meet the developer. JAG and he would work with John Luffman on the planning application to continue the stone trains.
- b. **Peterborough Crescent Wagon Shed:** RW reported that the Plc and Steam Trust have now endorsed the project.
- c. **Home Counties Group:** WF reported that he had now made contact with both remaining members of the group. They had agreed to transfer the balance of their bank account to us on the basis that it would be restricted to their use. We agree to accept this offer. We note that while they do not accept that they are a branch of the Association they use the Association's VAT number on their correspondence.

Action WF

B55/19 Joint Working Progress

- a. **Redacted**
- b. **Joint Boards Meeting – Vision Statement:** We noted this report (for original report please see the Minute Book). GG informed us that SW had agreed his proposed

mission statement with a few tweaks, but that he had not yet heard from Mark Smith:

“WSR: we work together to provide all visitors with an enjoyable experience on a journey celebrating our great railway heritage enabled by the passion of our volunteers.”

We thank DRT for offering to wordsmith this taking account of RW’s comment on community involvement.

Action DRT

[JB joined the meeting]

c. **Volunteer Recruitment:** We noted these reports (for original reports please see the Minute Book).

- ◆ We note that we need formal approval from the Plc Board of our role as the recruiter of volunteers to all parts of the railway.
- ◆ We request that the Plc Board should require all new volunteers to become members of the Association, and actively encourage existing volunteers to join.
- ◆ We ask our chairman to remind the Plc Board of the absolute need for them to arrange for potential volunteers to be welcomed and mentored in every department.
- ◆ In view of the current problems in this area we agree that we shall need to carry out regular audits.
- ◆ We note that Keith Sandford will be able to handle the administrative work associated with this task within his existing hours.
- ◆ We agree to increase Catherine Dance’s hours by 15 hours per week for the next 12 months at an estimated total cost of £11,000.
- ◆ We accept Ian Harrison’s offer to be the strategic lead on this project.

Action JAG, PCW

B56/19 Annual Review

We thanked GG for producing this this excellent production, which will be a substantial aid in our fundraising efforts.

B57/19 Proposed Fundraising Event (Race the Train)

We welcomed this proposal (for original report please see the Minute Book). We welcome this proposal and authorise JB to proceed, although he may need to return for approval of expenditure.

Action JB

B58/19 Representation at Plc Board meetings

By Minute B55/18 we nominated Mike Sherwood as our appointed director on the Plc. He had attended several meetings as an observer, until March 2019 when as he was on leave our Chairman had attended. He had subsequently attended the April 2019 meeting as well. The Chairman of the Plc had requested that our Chairman should continue to attend and we agree that he should so in future.

B59/19 Redacted

B60/19 Quantock Belle Agreement

We considered this report (for original report please see the Minute Book). We ask MS to progress this as soon as possible and bring a proposal in respect of the Hawksworth Saloon at our next meeting.

Action MS

B61/19 Requests for Support from Plc

We considered this report (for original report please see the Minute Book). We agree to pay the invoice for the supply of the switch at Blue Anchor directly and note that we shall need to decide whether or not to capitalise this expenditure (as for our assistance with the track pad at Bishops Lydeard). We note that we need to ensure that our educational purpose is achieved by involving the Plc in explaining about bullhead rail to groups of visitors.

B62/19 Community Engagement Manager's Report

We congratulated Catherine Dance on the success of Somerset Day.

B63/19 Fundraiser's Report

We were pleased to note that Kate Williams had been successful in obtaining a grant from the Foyle Foundation for the Dunster Project. The offer required acceptance within two week, and expenditure within two years. We agree that much may have changed in that time and that we should therefore accept it. Should the project not go ahead we shall be able to report that fact before drawing it down.

B66/19 Redacted

B67/19 Appointment of New Trustee

We heard from DRT on why she would like to be appointed a Trustee, and were unanimous in our wish to co-opt her.



West Somerset Railway Association

**Minutes of the Board Meeting
held at Bishops Lydeard
on Monday 10 June 2019 at 1800**

Present:	Jack Baird (JB) Geoff Garfield (GG) John Glover (JSDG) Mike Lea (ML) Nigel Power (NP) Diana Ricketts-Tanner (DRT) Mike Sherwood (MiS) Robin White (RW) Paul Whitehouse (PCW) (Chair)
Observer:	Mark Smith (MaS)
In Attendance:	Jacque Green (JAG)
Apologies	Will Foster (WF)

B68/19 Conflicts of Interest

None were declared.

B69/19 Minutes of Meeting of 13 May 2019

We approve these Minutes.

B70/19 Matters Arising (not included elsewhere)

- a. **Co-option of Diana Ricketts-Tanner:** we note that in accordance with Minute B67/19 Diana was co-opted on 3 June 2019.
- b. **Norton Fields Development:** GG reported that he had met Andy Lehner (the developer) with Chris Pratt earlier in the day. Andy's plan is to build 350 houses and finish off Taunton Bypass which will require flood risk mitigation. One option is to turn the space under the pylon adjacent to the railway into a lagoon; another is to construct a bund, give the land to the Association, but expect flooding to affect the Association's land to an expected 100mm for a 100 year flood uplifted by 40% for climate change. Chris Pratt would be writing to GG with his thoughts following the meeting. We asked GG to share the flood risk report with MiS. We noted that it is not yet clear who will carry out any development, that we should deal with the final developer and that we should negotiate hard.

Action GG
- c. **Norton Fields Stone Traffic Planning Permission Extension:** GG reported that John Luffman has this in hand.
- d. **Peterborough Crescent Wagon Shed:** RW reported that the Plc had agreed they would welcome this. The next step is a second meeting with Network Rail.
- e. **Quantock House:** GG reported that MaS and he will be progressing this.

f. Joint Boards Vision Statement: MaS reported that this would be considered at the Plc Board meeting on 28 June.

g. Association Membership for Volunteers: PCW reported that he would be raising this matter at the next Plc Board meeting. We agreed that the only exception should be for those who work solely for one of the separate trusts, and do no operational work for the Plc. PCW and MS agreed to draft a form of words for this.

Action MiS, PCW

h. Annual Review: GG reported that this would be published shortly.

B71/19 General Manager's Report

We considered this report (for original report please see the Minute Book). We welcomed the future presentation of Cash Flow with statements of free cash and separate restricted funds.

We note that we have continued work on 9351 and its tender, but the lesson we have learnt is that project management on this railway has to be significantly better in order for our fundraising efforts to be successful. We agree that we should request the fixing of a plaque on the loco to record our contribution to its refurbishment before it returns to service.

We note that the erection of cast signs at Stogumber is not feasible while the state of the embankment is not certain. We considered a request from the Stationmaster at Stogumber for the restoration of the Cattle Dock and agree to grant £1,150, which with the £600 the Friends of Stogumber will no longer be paying for the signs will cover the cost. As we have restricted funds for cast signs we ask JAG to obtain new quotes for their provision at Dunster and Watchet, and to obtain Plc approval for their erection. We ask JAG to bring a draft policy on fundraising costs to our next Board meeting.

Action JAG

B72/19 Policy on Financial Assistance to the Plc

We considered this report (for original report please see the Minute Book) and agreed that we should support renewal of the track and formation.

Action PCW

B73/19 WSR Plc Board Composition

MiS identified the lack of breadth and depth on the Plc Board. He suggested that the Plc should be ready to accept nominations to its Board from the Association Board. MaS pointed out that there could be a significant conflict of interest. He also reported that he had written the terms of a governance review for the running of the Plc. We agree that we are concerned that there is a crying need for a governance structure across the entire railway so that all the participating organisations can be brought together, not least to prevent the problems which have beset both the Association and the Plc Boards recurring in future. We consider that an external consultant should be used.

Action PCW

B74/19 Hawksworth Saloon

We considered this report (for original report please see the Minute Book). We note that the problems identified in the report need to be addressed in respect of all our vehicles. We ask MiS and JSDG to lead on this for us, and MaS will check with the railway's CME, whether he is the right person to lead for the Plc. The object would be to come to a clear understanding on the costs of maintenance of our vehicles.

We agree to replace the alarms in the Quantock Belle.

Action MiS, JSDG, MaS

B75/19 Community Engagement Manager's Report

We note that there are a number of items which require the Plc to take action. We emphasise that it is essential to the success of this project, and therefore to the effects of the long term fundraising that these actions are approved and followed through.

Action MaS

B76/19 Fundraiser's Report

We considered this report (for original report please see the Minute Book). We congratulate Kate Williams on her continued success. We asked RW to lead on the Dunster Project and in the first instance establish what needs to be done and the likely benefits, then seek Plc buy in before taking any further action. We asked JAG to write a role description for on train ambassadors. We asked MaS to ensure that the appropriate arrangements for the on train envelopes are put in place to enable the Association to take them over.

Action RW, MaS, JAG



West Somerset Railway Association

**Minutes of the Board Meeting
held at Bishops Lydeard
on Monday 8 July 2019 at 1800**

Present: Jack Baird (JB)
Geoff Garfield (GG)
John Glover (JSDG)
Nigel Power (NP)
Diana Ricketts-Tanner (DRT)
Robin White (RW)
Paul Whitehouse (PCW) (Chair)

Observer: Mark Smith (MaS)

In Attendance: Jacquie Green (JG)

Apologies Will Foster
Mike Lea
Mike Sherwood

B78/19 Conflicts of Interest

None were declared.

B79/19 Minutes of Meeting of 10 June 2019

We approve these Minutes.

B80/19 Matters Arising (not included elsewhere)

- a. **Peterborough Crescent Wagon Shed:** RW reported Chris Austin was writing to Network Rail.
- b. **Quantock House:** GG reported that MaS and he were progressing this.
- c. **Joint Boards Vision Statement:** GG reported that this awaited Plc Board approval.
- d. **Association Membership for Volunteers:** we discussed the Association's role in retaining volunteers who were unable to fill their chosen role. We asked the Volunteers Committee to consider. We agreed to appoint Diana Ricketts-Tanner as our second member that Committee.
- e. **Rolling Stock (was Hawksworth Saloon):** PCW reported that he had discussed this proposal with Jonathan Jones-Pratt and he agreed it was the right way forward. That would be formally approved at the next Plc Board Meeting. We appoint John Glover and Mike Sherwood to represent us on this Working Group, which will also include Bob Meanley and another Plc appointee.

Action JSDG, MiS

B81/19 General Manager's Report

We considered this report (for original report please see the Minute Book). We agreed that fundraising progress on 4561 was sufficiently well advanced for a workplan to be needed. We asked Mike Sherwood to produce one.

We agreed that the railway urgently needed to know the total donations made so far for the Rail Renewal Appeal. The Association had so far raised over £32,000, but the figures for the Steam Trust and the Plc were not yet known.

JAG would be drawing up an organisational fundraising plan within which project plans can be sat, and a Cost of Fundraising Policy, both in consultation with Kate Williams.

We asked MaS, as a matter of urgency to ensure that the current outdated WSR Plc Legacy leaflet is withdrawn, so that we may replace it with a current one.

JAG reported that she had asked Catherine Dance to draft a volunteer role description for ambassadors on trains (who would handle envelopes, raffle tickets, membership enquiries, and point people to other opportunities (eg cream teas or the Quantock Belle).

Action JAG, MaS

B82/19 Norton Fields

We considered this report (for original report please see the Minute Book). We agreed that we need to establish exactly what the hydraulic options and risks are, and authorised PCW to set up a meeting between the firm which had advised us in 2011 (Aardvark Environmental Services). He would try to arrange a meeting between them and the developer's experts. He would also ask John Gibbins whether he had any specialist knowledge in this area. DRT would enquire about a Williton resident she knew with substantial experience in this field.

Action PCW, DRT

B83/19 Redacted

B84/19 Community Engagement Manager's Report

We considered this report (for original report please see the Minute Book). We were emphatically agreed that there would need to be one database for all volunteers, as well as donors and members. We asked MaS to request the Plc to adopt a policy of sharing data with us (just as we already have one with them). This will substantially reduce work in fundraising, and minimise the risk of error and duplication.

Action MaS

B85/19 Jack Baird

Jack Baird informed the meeting that he had been offered a Commission in the RAF, and did not feel he would be able to commit sufficiently to the Association at present, although he hoped to remain connected to the railway. We thanked him for his services and wished him well.

B86/19 Rally Raffle

GG reported that there would be, as usual, a Raffle in the Rally Bar, which this year would be for the Rail Renewal Fund.



West Somerset Railway Association

**Minutes of the Board Meeting
held at Bishops Lydeard
on Monday 12 August 2019 at 1800**

Present: Will Foster (WF)
Geoff Garfield (GG)
Mike Lea (ML)
Nigel Power (NP)
Diana Ricketts-Tanner (DRT)
Mike Sherwood (MiS)
Robin White (RW)
Paul Whitehouse (PCW) (Chair)

Observer: Mike Thompson, Commercial Adviser to the WSR Plc Board (MT)

In Attendance: Jacquie Green (JAG)

Apologies: John Glover
Mark Smith

B87/19 Conflicts of Interest

None were declared.

B88/19 Minutes of Meeting of 8 July 2019

We approve these Minutes.

B89/19 Matters Arising (not included elsewhere)

- a. **Peterborough Crescent Wagon Shed:** we noted that Chris Austin had set out our position in a letter to Network Rail which had been acknowledged.
- b. **Quantock House:** We considered this report (for original report please see the Minute Book). We note that progress in the hands of Mark Smith and asked MT to chase this.

Action MT

- c. **Joint Boards Vision Statement:** MT & PCW will mention this to the Chair of the WSR Plc.

Action MT, PCW

- d. **Association Rolling Stock:** PCW reported that the setting up of this working group had been agreed at the last WSR Plc Board Meeting. We asked MT to inform MS of the names of those representing the WSR Plc.

Action MT

- e. **Norton Fields:** PCW reported that he had approached the firm that had advised on flood risk for the original planning application, which had in turn referred him to RMA Environmental in Tiverton, which had quoted £1,550 excluding VAT for the work. Fortunately DRT had introduced [Mike McDonald](#), Emeritus Professor of Transportation Engineering within Engineering and Physical Sciences at the University of Southampton (and a resident of Watchet) to the railway and he had offered to consider this matter with his colleagues pro bono. He had visited the

Rally and walked the whole site with Ian Jonas. GG and Ian Jonas hope to meet him in the near future to discuss the way forward. MS was firm that we should object to any planning application unless we had reached an agreement beforehand.

Action GG

- f. **Rally:** GG reported a very good year, with over 6,400 visitors, and a likely profit of at least £37K. He informed us that there was a survey in progress of exhibitors and volunteers on whether the date should be moved one week later in August, but that this is unlikely to happen in 2020, as there will not be a clash with Taunton Flower Show next year.

B90/19 General Manager's Report

We considered this report (for original report please see the Minute Book). We noted that we do not yet know how much money has been raised in additional share purchases for the Rail Renewal Appeal, which would greatly assist in encouraging more donations. Although we have agreed with the WSR Plc that we shall be the advertised recipient of legacies for the railway we are concerned that there is still out of date advertising material on display and hope this will be rectified soon.

We are quite clear that fundraising in the vital area of infrastructure will not succeed unless we have a properly costed long term plan. As arrangements for the on train ambassadors (for the raffle and donation envelopes) are still not finalised by the WSR Plc we agree that we should postpone their introduction to the start of the 2020 operating season. We thank WF for his offer to assist in this area. We ask MT to mention these matters to the acting General Manager of the WSR Plc.

Action WF, MT

We were pleased to see the mid year SOFA. JAG undertook to provide a cashflow forecast for our next meeting. We asked JAG to ensure that there are regular membership reports at future Board meetings, showing annual and monthly trends.

Action JAG

B91/19 Volunteer Steering Committee

DRT reported on the outcome of the meeting this committee earlier in the day. Safeguarding training had started. We agreed with their proposal that all senior management on the railway should set an example by being DBS checked and ask DRT and JAG to make those arrangements for all trustees.

Action JAG, DRT

B92/19 Association Membership for Volunteers

We considered this report (for original report please see the Minute Book). We agreed with the proposals and ask our Chair to exchange letters with the Chair of the WSR Plc to formalise the arrangements.

Action PCW

B93/19 Presentation by Mike Thompson

MT explained his background as a volunteer Guard and TTI on the railway, and a career as a provider of systems to airlines on maximising revenue from passengers and minimising costs. Following a review of operations on the WSR, he developed a basic cost model that had indicated to the Board that there should be a reduction in operating days so that all running days should make a minimum operating profit. By coincidence,

these calculations had suggested a similar number of days as Mark Smith had always used as a benchmark when he was Managing Director. There will also be an increase in headline fares which is expected to bring about a 10% increase in revenue. In future fares will not be included in any printed material to allow some flexibility and dynamic pricing online if required. He also recognised the need for upselling to generate additional revenues but this was only stage one of the plan. RW pointed out that there were more ABC1s in the passenger mix on heritage railways than in the population at large.

B94/19 **[Redacted]**

B95/19 **Community Engagement Manager's Report**

We considered this report (for original report please see the Minute Book). We agree that Catherine Dance should have a credit card on one of our bank accounts in order to facilitate her expenditure. We note the importance of having the lease at Quantock House finalised as soon as possible. We agree that a Volunteer Manager is essential and hope that the Volunteer Steering Committee will expedite the appointment of a suitable volunteer to such a post. We ask MT to request the WSR Plc to agree to this. We remind ourselves of the critical need to meet all the KPIs in the project. MS will discuss our decision with Catherine Dance.

Action MS, MT

B96/19 **Fundraiser's Report**

We noted this report (for original report please see the Minute Book).

The meeting closed at 2010.



West Somerset Railway Association

**Minutes of the Board Meeting
held at Bishops Lydeard
on Monday 9 September 2019 at 1800**

Present: Geoff Garfield (GG)
John Glover (JSDG)
Nigel Power (NP)
Diana Ricketts-Tanner (DRT)
Mike Sherwood (MS)
Robin White (RW)
Paul Whitehouse (PCW) (Chair)

In Attendance: Jacquie Green (JG)

Apologies Will Foster
Mark Smith

B98/19 Conflicts of Interest

None were declared.

B99/19 Minutes of Meeting of 12 August 2019

We approve these Minutes.

B100/19 Matters Arising (not included elsewhere)

- a. **Peterborough Crescent Wagon Shed:** RW reported that Network Rail was still determining who would be responsible for negotiating.
- b. **Quantock House:** We considered a note from GG (for original report please see the Minute Book). We hope that we shall be able to occupy this by 1 October.
- c. **Joint Boards Vision Statement:** We ask our Chairman to raise this at the next Plc Board Meeting.
- d. **Dunster Project:** RW reported that he would be presenting to the WSR Plc Board on Friday 27 September 2019.

B101/19 2019 Steam & Vintage Vehicle Rally Outturn

We considered this report (for original report please see the Minute Book). While there was greater income costs had increased. However we expect a total contribution of £40,500. We record our grateful thanks to all who helped achieve this excellent result.

B102/19 Ford Farm (Norton Fields) Development

We considered this report (for original report please see the Minute Book). We ask GG, PCW and Ian Jonas to meet the developer, express our concerns about his proposals and ask him how he proposes to mitigate the risk to us.

We agreed at the suggestion of DRT that we should offer a year's free membership to the engineers who had helped in this matter.

Action GG, PCW, JAG

B103/19 General Manager's Report

We considered this report (for original report please see the Minute Book). We agreed that we need to be clear how we are going to release the money for the Rail Renewal Appeal. In order to maintain the momentum we have already achieved we shall need to see the Project Plan for this work and the report currently being prepared by an independent civil engineer. Once the work commences a monthly progress report will be essential.

We ask JAG to chase the Station Sign casting firm.

Action JAG

B104/19 [Redacted]

B105/19 Community Engagement Manager's Report

We noted this report (for original report please see the Minute Book).

B106/19 Fundraiser's Report

We noted this report (for original report please see the Minute Book).

B107/19 Future Staffing Arrangements

DRT spoke to a paper which she had prepared in consultation with ML. She expressed her concern about the lack of proper records to enable effective resilience should a member of staff be incapacitated.

She had drafted a job description to cover all the tasks that might be required but was unclear on the status of Promotions. We agreed that we should leave all discussion on this topic until the future of Promotions had been determined.



West Somerset Railway Association

**Minutes of the Board Meeting
held at Bishops Lydeard
on Monday 14 October 2019 at 1800**

Present: Will Foster (WF)
Geoff Garfield (GG)
John Glover (JSDG)
Mike Lea (ML)
Diana Ricketts-Tanner (DRT)
Mike Sherwood (MS)
Robin White (RW)
Paul Whitehouse (PCW) (Chair)

In Attendance: Jacquie Green (JAG)

Apologies: Nigel Power (NP)
Mark Smith

B108/19 Conflicts of Interest

None were declared.

B109/19 Minutes of Meeting of 9 September 2019

We approve these Minutes.

B110/19 Matters Arising (not included elsewhere)

- a. **Peterborough Crescent Wagon Shed:** RW had nothing to report..
- b. **Quantock House:** We noted that this had been let to a third party.
- c. **Joint Boards Vision Statement:** PCW had nothing to report.
- d. [Redacted]
- e. **Ford Farm (Norton Fields) Development:** GG reported that he would be meeting the developer with Ian Jonas and PCW on Wednesday 16 October.
- f. [Redacted]

B111/19 [Redacted]

B112/19 [Redacted]

B113/19 Change to the Financial Year End

PCW explained that the benefit of changing our year end to 31 March would not only align us with the Plc, but allow a clean break from the closure of Promotions. ML expressed his agreement with the proposal. We agreed to revisit this matter at our next meeting.

B114/19 Rail Renewal Appeal

MS suggested that this restricted fund should be used to buy the materials required by the Plc, delivered to the relevant worksite and remain in the Association's ownership until they have been installed. We ask our Chair to write to the Chair of the Plc to explain this position, and to ask the

Plc to propose a system for ensuring that this happens properly, including appropriate publicity at the conclusion of the work.

B115/19 Association Coaches (including Quantock Belle & Hawksworth Saloon)

We agreed that we were concerned that the Plc were not maintaining our coaches, especially the higher value ones, to a suitable standard. We note Mark Smith's suggestion that we should restore the coaches properly, and then allow the Plc free use of them until they needed refurbishment. We accept this general proposition, which indicates that the Plc has at last recognised that the way forward is for it to become a trading company of a charity, and we ask our Chair to write to the Chair of the Plc accordingly. We agree that if the Plc are not interested in contributing to the maintenance of these coaches we should consider selling them.

B116/19 Locomotive Restoration Fund

JAG pointed out the need to change this following the sale of 4110, and we ask her to redraft the leaflet to reflect our desire that it should in future be used for the restoration of locomotives in use on or being restored for the WSR. The current priority is 4561 followed by 7821. JSDG told us of the excellent presentation of 7821 in the shopping centre at Swindon. We ask JAG and JSDG to consider how there could be better publicity for the Association and a credit card donation machine adjacent to this locomotive. We ask our Chair to thank the Tuesday gang from STEAM for their work on 7821 and ask JAG to establish whether we can provide them with any cleaning materials.

Action JAG, JSDG

B117/19 Thornbury Castle

MS informed us that JJP had requested him to ask the Association whether it was interested in purchasing this locomotive. We thank him for the offer but agree that we are not interested. We ask MS to write to him accordingly.

Action MS

B118/19 General Manager's Report (including Finance to 31 August 2019)

We considered this report (for original report please see the Minute Book). We thank RW for offering to work with JAG to formulate a plan for on train fundraising and legacies in time for implementation in Spring 2020.

Action JAG, RW

B120/19 Community Engagement Manager's Report

We noted this report (for original report please see the Minute Book).

B121/19 Fundraiser's Report

We noted this report (for original report please see the Minute Book).

The meeting finished at 1955.



West Somerset Railway Association

**Minutes of the Board Meeting
held at Bishops Lydeard
on Monday 11 November 2019 at 1800**

Present: Will Foster (WF)
Geoff Garfield (GG)
John Glover (JSDG)
Nigel Power (NP)
Diana Ricketts-Tanner (DRT)
Mike Sherwood (MS)
Robin White (RW)
Paul Whitehouse (PCW) (Chair)

In Attendance: Jacquie Green (JG)

Apologies Mike Lea
Mark Smith

B122/19 Conflicts of Interest

None were declared.

B123/19 Minutes of Meeting of 12 October 2019

We approve these Minutes.

B124/19 Matters Arising (not included elsewhere)

- a. **Sale of Thornbury Castle:** We note that there was a misunderstanding between MS and Jonathan Jones-Pratt.
- b. **Peterborough Crescent Wagon Shed:** RW reported that Network Rail had requested further information. Chris Austin and she would respond.
- c. **Joint Boards Vision Statement:** Nothing to report.
- d. **Association Coaches:** Nothing to report.
- e. **Ditcheat Manor:** We agree that PCW should send a cheque for £100 to STEAM for the use of the Tuesday Gang when he writes, and that he should invite them for a trip on the WSR in 2020.

Action JAG, PCW

B125/19 Ford Farm (Norton Fields) Development

We considered this report (for original report please see the Minute Book). We heard from GG that he would be asking the University of Southampton for their comments so that negotiations could continue.

B126/19 General Manager's Report

We considered this report (for original report please see the Minute Book). We agree to maintain subscription fees at the current level for the time being. We agree to defer

consideration of what we should do with the legacy of £75,000 we recently received, and are minded to apply it to one project. JAG told us of a request for the storage of coal on our land at Norton. We approve this request subject to the outcome of a site meeting she would be arranging with John Luffman and Merv Hebditch, and agreement on the arrangements for the return of the land used to its current condition.

Action JAG

B127/19 Engagement Events

We agree to invite all donors to 9351 (plus one) for a trip in the Hawksworth Saloon at the WSF. We ask JAG to request the Gala Planning Group to run it behind 9351 at the WSF and authorise her to spend up to £6,000 to ensure that it is FTR. We ask RW to organise a roster of Trustees so that there is always at least one on board, and arrange the provision of tea, cakes etc. We agree that we should run a *Chairman's Special* in the spring of 2020 to thank those who have donated to the Rail Renewal Appeal.

Action JAG, RW

B128/19 Strategic Framework for the Association

We considered this report (for original report please see the Minute Book). We ask DRT to provide a short paper about her idea on adding in training and welcome contributions from others. We agree to hold an AwayDay on Saturday 18 January to discuss this matter and ask GG to make the arrangements for this.

Action GG, DRT

B129/19 Fundraising Ideas

We agree to consider this paper at our AwayDay, and ask RW to liaise with Kate Williams about she might best contribute.

Action RW

B130/19 [Redacted]

B131/19 Fundraiser's Report

We noted this report (for original report please see the Minute Book). We continue to be impressed and grateful to Kate Williams for her very successful work.

B132/19 2019 Steam & Vintage Vehicle Rally

We noted this report (for original report please see the Minute Book).

B133/19 Community Engagement Project

We congratulated and thanked Catherine Dance for her *Spooktacular* success, particularly the excellent publicity which it had given the railway.

B134/19 [Redacted]



West Somerset Railway Association

**Minutes of the Board Meeting
held at Bishops Lydeard
on Monday 9 December 2019 at 1800**

- Present:** Geoff Garfield (GG)
John Glover (JSDG)
Mike Lea (ML)
Nigel Power (NP)
Diana Ricketts-Tanner (DRT)
Mike Sherwood (MiS)
Robin White (RW)
Paul Whitehouse (PCW) (Chair)
- In Attendance:** Jacquie Green (JAG)
Mark Smith (MaS)
- Apologies:** Will Foster

B135/19 Conflicts of Interest

None were declared.

B136/19 Minutes of Meeting of 11 November 2019

We approve these Minutes.

B137/19 Matters Arising (not included elsewhere)

- a. **Peterborough Crescent Wagon Shed:** RW had nothing to report.
- b. **Joint Boards Vision Statement:** PCW had nothing to report.
- c. **Ford Farm (Norton Fields) Development:** GG and PCW had met the developer earlier today and had reached agreement in principle on the way forward. The Plc were aware of the negotiations and would be consulted again once a draft contract was available.
- d. **Engagement Event with 9351 Donors:** RW reported that there were 16 takers so far and more were expected, that footplate passes were in hand, and that David Noble will provide refreshment facilities in view of the problems with the electrics on the Hawksworth.

B138/19 Sale of Promotions

- a. PCW reported that the Shop & Cafe had been sold to the WSR Plc for the stock at cost plus the values in the asset register of the fixtures and fittings and the building. There were still some adjustments to be made but the final figure would be of the order of £79,000. As this was the transfer of a going concern VAT would not be payable, but the WSR Plc would provide an indemnity for VAT in case HMRC were to take a different view. We agreed that there should be a press release, and a piece on our website, with a photograph of both Chairmen.

B139/19 Funding Choices

We noted that we have raised in the last year considerably more money than has been raised on this railway for many years, in spite of the fact that we did not have all the information normally required to fundraise. The Plc has not shared its thinking on the change in its financial position which has meant that its previous optimism about its cash flow through to April has apparently been adversely affected. We give authority to our Chairman to spend from the Rail Renewal Appeal restricted funds on labour and/or equipment for the first project in January 2020, provided he is satisfied that this is essential to the continuation of the winter works and not available from existing resources. We agree to return to this matter at our January Board meeting.

We agreed to spend £28,000 (net after one coach already promised) on maintaining the QB set, including painting the roofs.

B140/19 Change to the Financial Year End

We agree to change the year end to 31 March, in order to make a clean break following the disposal of the trading company and allow expenditure from the Rail Renewal Appeal to be shown in the same year as it was raised.

Action PCW

B141/19 Awayday 18 January

GG reported that Nether Stowey Village Hall had been booked from 1000 to 1600. There would be tea and coffee available but we agreed we would have a pub lunch. The purpose of the day would be to set a strategy for the next five years and an operating plan for the next two. GG would circulate thoughts on the programme.

Action GG

B142/19 Somerset Industrial Archeological Society

We thanked GG for offering to speak (and RW for offering to prepare a presentation) to this society, which had made a donation to the Rail Renewal Appeal. MS reported that he had provided 1,000 words to Kate Williams for inclusion in the Society's newsletter.

B143/19 General Manager's Report

We noted this report (for original report please see the Minute Book). We agreed that renewal invitations to our members should seek donations for covered accommodation for our heritage vehicles, particularly the Hawksworth Saloon.

B144/19 WSRA vote at WSR Plc AGM

We agreed to exercise the Association's vote in favour of all the resolutions on the Agenda.

B145/19 Management of Volunteer Recruitment

We noted this report (for original report please see the Minute Book). We agreed to maintain Catherine Dance on full time hours from our unrestricted funds to work on volunteering project.

B146/19 Fundraiser's Report

We noted this report (for original report please see the Minute Book). We continue to be impressed by Kate Williams success, and agree to her request for an increase in her hourly pay.

B147/19 Community Engagement Manager's Report

We noted this report (for original report please see the Minute Book).

B148/19 Station House

RW reported that she had offered to be the link person with the Association at a meeting with Martin Brown. She had pointed out that that requests for support with work which might be heritage could be considered by this Board.

The meeting finished at 2048.