

Update from General Manager July 2009.

I have now had the pleasure of being in post for 10 weeks and have really appreciated the warm welcome I have received from everybody. I have spent my time learning and listening and have now been able to develop a strategy to improve the way we communicate and manage volunteers.

This involves us taking a long hard look at some of the blockages that you have told us exist. I have identified the following areas where you think we need to improve

1. Communication
2. Being valued
3. Culture

Communication has been understandably very difficult with the previous structure and the directors recognised this by putting in place a GM. Now we need to go further and set up a management team. I am pleased to say this is mostly complete and I provide the details below. The managers will be the point of contact for volunteers and new arrivals, once they have signed up with Phil Smith. This will give us a much better process for looking after such a valuable body of people. From end of August, the management team will produce a brief of how each department is getting on to keep you informed.

Post	Name	Contact	Tel no
Finance Manager	Vacant	GM	07771831637
Human Resources Mgr	Bob Whitehouse	Phil Smith	Usual contact
Health and Safety	David Butler	GM	07771831637
M&EE [Fleet Maintenance]	Steve Deane	Steve Deane	07813309946
Infrastructure Manager	Provisionally filled	GM	07771831637
Marketing Manager	Mike Sheehan [temp]	GM	07771831637
Property & Estates Manager	David Walker	John Tong	01325710210
Contacts & technology	John Mazucchi	Phil Smith	Usual contact
Customer service and offices	Amanda Pearson	Amanda Pearson	07749084428
Marketing Manager	Vacant	GM	07771 831637

Notes

Norman Ash has retired from mainstream employment, I am sure you will all join me in wishing him all the very best. He is a man that has done so much and without him we would never have run trains like we do. I am delighted to say he will still be with us as a volunteer and will work part time training operating staff and acting as an operations advisor.

I am also looking for people with marketing expertise as we will be aggressively promoting our railway over the coming year

Under these managers is a structure and we are urgently needing volunteers to assist. Examples of roles are overleaf please help. In the first instance call Phil Smith who will put you in contact with the number of the relevant manager to talk to. Then you will be a valued member of the team with a manager to guide and assist you.

We urgently require a finance manager and expertise in managing and working with infrastructure. Particularly in the areas of electrical engineering of points and crossings and P/Way.

We have the following opportunities and really need your assistance

Finance	Property & Estates
<ul style="list-style-type: none"> • Managerial information compilation 	<ul style="list-style-type: none"> • Anyone interested in building maintenance, development, encroachment management, building signal boxes & station development
<ul style="list-style-type: none"> • Financial analysis 	
<ul style="list-style-type: none"> • Cash accounting 	Marketing
<ul style="list-style-type: none"> • Administration 	<ul style="list-style-type: none"> • leaflet design & Distribution • Write ups • Linking with the local area to market the global package • Web experts in ensuring excellent exposure on search engines.
<ul style="list-style-type: none"> • Financial control/ audits 	
Leeming Bar office	M&EE
<ul style="list-style-type: none"> • Telephonist [this could be done at home through diverting phone] 	<ul style="list-style-type: none"> • Extra volunteers required to maintain the fleet
<ul style="list-style-type: none"> • Group and party bookings 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • General Admin assistance [especially weekends] 	Infrastructure
<ul style="list-style-type: none"> • Letter writers 	<ul style="list-style-type: none"> • Expertise in track maintenance • Coordinator of vegetation control and fencing
Bedale Station Group	
<ul style="list-style-type: none"> • General assistance 	Safety
	<ul style="list-style-type: none"> • Policy and procedures
Contacts & technology	<ul style="list-style-type: none"> • Audits
<ul style="list-style-type: none"> • Insurance policy management 	<ul style="list-style-type: none"> • Rail Safety professionals with experience in compiling safety standards
<ul style="list-style-type: none"> • Contracts management 	
	Northallerton Kiosk
Human Resources	<ul style="list-style-type: none"> • Volunteers to staff the kiosk
<ul style="list-style-type: none"> • Trainers 	
<ul style="list-style-type: none"> • Procedure writers 	Customer Services
<ul style="list-style-type: none"> • HR policy 	<ul style="list-style-type: none"> • Catering & Ticket staff [urgent]
<ul style="list-style-type: none"> • Record keepers 	<ul style="list-style-type: none"> • Catering Manager

Being Valued

The new structure is the first step in ensuring volunteers feel valued and a key part of this railway. The population of the teams below management level is essential now to ensure this. Please come forward. The managers are there to guide and assist you and give you someone to liaise with. Already there is some sterling work being done. Dalesman has been a great success all thanks to volunteers and our small paid staff. Be part of next year .

Culture

It is evident to me that the culture needs to change and I have picked up that sometimes we are perceived as suffering from a culture of criticism, dismissal of ideas and things not moving quickly enough. If you are a previous volunteer who may have left as a result of feeling this way... Come back ! You are needed. Below are the values that we are using from now on. These will expand and be built on through time.

Values

Courteous, encouraging, empowered, willing, patient, customer focussed, action based, forward thinking and inclusive.

Latest News.

The PLC is progressing plans to develop our railway for next year. We have plans to raise the capital. In essence the broad bones are:-

1. Install interlocked points at Constable Burton
2. Erect new maintenance shed and purchase equipment
3. Provide security cameras to protect assets.
4. Link Vintage bus to undertake same outward and return route
5. Promote a global product of the "dales" via our railway using the theme of eras of transport, strong links with the vintage bus and our key partner attractions.
6. Depict eras of rail travel accurately e.g. 50's , 60's 70's 80's. With educational information on the stock, infrastructure and the line / attractions.
7. Increase service to two train running.
8. Attract steam locos and diesel locos to the line to deliver the theme of "Eras of Rail Travel Through the Dales"
9. Undertake the necessary work to upgrade the track to meet the requirements for the service
10. Upgrade Bedale to cafeteria and function hall with shop.
11. To serve our community through providing a rail service for them and an increase in business through tourism.

This is the immediate plan. The extensions to Northallerton and Aisgarth are part of medium term strategy which is being avidly progressed by the strategy group.

So as you can see..... We're gonna need your help ! Help us make this work

Many thanks for all your help and patience... Now it's onward and Upward

All the very best

Kevin