



# ISLE OF WIGHT STEAM RAILWAY

THE ISLE OF WIGHT  
RAILWAY COMPANY LIMITED

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A Registered Educational Charity

Dear Applicant

We thank you for your interest in the vacancy for the position of **General Manager**.

The Isle of Wight Steam Railway is a registered educational charity with an objective to preserve the history of railways on the Isle of Wight. We are a leading heritage railway and, in terms of visitor numbers, one of the top five Island tourist attractions.

Each year we run trains on over 200 operating days and stage up to 30 special events. Our rolling stock dates back to 1864 and our running line between Smallbrook Junction and Wootton is five miles long.

Enclosed with this covering letter are the following:

- The job description
- The terms of reference
- Information sheet – The Railway's Structure

Our latest annual report and accounts will be sent on request

Further information relating to employment with us:

- The salary is negotiable based on experience and qualifications
- The position will enjoy 25 days paid annual leave plus statutory bank holidays (or days off in lieu)
- The contract will be for a five-day working week. Hours of work are 40 per week of which 37.5 is paid and there is a daily half-hour unpaid lunch break
- Flexible working is required. At times this will include weekends and bank holidays
- Overtime is not paid. Where the working of additional hours work is required time off in lieu is agreed
- We operate a workplace pension scheme
- The position is subject to a six month probationary period
- On satisfactory completion of the probationary period we are able to offer a staff travel privilege card for use on the national railway network. This provides a most attractive 75% discount on 'off peak' or 'anytime' fares. A similar arrangement exists with Wightlink Ferries which provides 75% discount on foot passenger fares.
- Staff receive a 50% discount on most food products sold in our refreshment rooms and up to a 10% discount on gift shop purchases.

To progress your application please post or email to our Chairman your full CV together with a statement of suitability for the role and your salary expectations to:

Peter Conway, Chairman, Isle of Wight Steam Railway [chairman@iwsteamrailway.co.uk](mailto:chairman@iwsteamrailway.co.uk).

We look forward to hearing from you.

Yours sincerely

Peter Conway  
Chairman

# ISLE OF WIGHT STEAM RAILWAY

## JOB DESCRIPTION

Job title:	GENERAL MANAGER
Reporting to:	Chairman and Board of Directors, The Isle of Wight Railway Co. Ltd
Place of work:	Havenstreet, Company Office
Contract type:	Permanent

## **JOB PURPOSE**

**Direct and oversee the business and operations of the organisation and ensure that its resources are directed towards its agreed goals while maintaining a safe environment for stakeholders, ensuring long term financial stability and meeting legislative and policy requirements.**

## **JOB ROLE**

- 1. Work with and serve the board of trustees of the Railway:**
  - a. Prepare a business review in advance of each board meeting
  - b. Attend all board meetings and participate actively
  - c. Implement policy and actions arising from board meetings and other board instructions.
  
- 2. Responsibility for all matters of safety:**
  - a. Assume ultimate responsibility for all aspects of safety in the business
  - b. Ensure the business operates strictly in accordance with safety legislation
  - c. Ensure the business operates in accordance with internally generated safety procedures
  - d. Sit on the Safety, Standards and Procedures Committee (SS&P)
  - e. Lead the enquiry into any reportable accidents or incidents
  - f. Oversee regular audits of all aspects of the Railway with a focus on competencies.
  
- 3. To manage the finances of the Railway:**
  - a. Generate, obtain approval for and manage the revenue budget
  - b. Generate, obtain approval for and manage the capital budget including planning the 5 year Capital Expenditure Projects schedule
  - c. Monitor and manage cash flow including detail understanding of income and expenditure streams
  - d. Oversee the Railway's insurance, effective use of suppliers and services across all levels of the business.

**4. Manage the team (Managers, Paid Staff, Volunteers):**

- a. Communicate with the team
- b. Form close relationships with the managers and seek feedback
- c. Arrange and attend managers' meetings
- d. Arrange and attend periodic staff meetings
- e. Attend department team meetings as required
- f. Work with the designated Directors with Functional Leadership to ensure their link to and work with their respective managers are effective
- g. Work closely with the Railway's Volunteer Coordinator to ensure a flow of new, suitable volunteers
- h. Work closely with the Railway's Membership Secretary to promote increased membership.

**5. Responsibility for Human Resource matters and administration**

- a. Maintain all paid manager and staff files / records
- b. In consultation with the board agree salary levels, annual salary increases and any bonus
- c. Manage any agreed payments for additional hours worked
- d. Issue contracts of employment in accordance with budgets and board agreements
- e. Oversee and take the lead in the managing of staffing matters to include situations of discipline and grievance
- f. Working with the director with responsibility for human resources and training to ensure that all staff members receive adequate and relevant training – both internal and external
- g. Within board guidelines and agreements, lead all recruitment
- h. Operate an effective staff appraisal system.

**6. Compliance General:**

- a. Ensure the Railway is compliant with the General Data Protection Regulations Act 2018
- b. Together with the Company Secretary take a responsibility for our conformance with the Charities Act 2006 and Charity Commission guidelines
- c. Ensure the Railway complies with the Alcohol Licensing Act 2003 and be the Personal Licence Holder and the Railway's Designated Premises Supervisor
- d. Ensure the holding of a current and appropriate PPL / PRS licence for music, and entertainment
- e. Oversee conformance with food hygiene regulations and standards
- f. Comply with the Arts Council England Museum Accreditation standards
- g. Ensure compliance with the rules relating to Gift Aid on donations and admissions
- h. Ensure compliance with all other statutory requirements and codes of conduct applicable to the business.

**7. Take a lead in commercial aspects of driving the business and marketing:**

- a. Closely work with the Railway's Commercial Manager to ensure all opportunities are taken to drive sales and develop new revenue streams from our existing 'core' product, special events and other opportunities
- b. Effective use of timely news releases for railway press and other, non-specialist media
- c. Increase public relations profile
- d. Seek opportunities to apply for relevant awards and lead the application process
- e. Sit on the *Island Rail News* magazine editorial committee and provide regular contributions.

**8. Customer Service:**

- a. Work with volunteers and staff to ensure consistent delivery of outstanding customer service including ensuring a clean and tidy site, rolling stock and visitor presentation
- b. Working together with the Commercial Manager, accept, investigate, find solutions and respond appropriately to compliments and complaints
- c. Maintain and develop customer service standards
- d. Audit the quality of the railway's 'products'.

**9. Work in the Community:**

- a. Take a lead in promoting the Railway's local profile. This will include a need to work closely with Visit Isle of Wight and the Chamber of Commerce
- b. Maintain a good working relationship with Havenstreet and Ashley Parish Council, Wootton Bridge Parish Council and the Isle of Wight Council. Where appropriate attend parish council meetings
- c. Ensure a good working relationship with our neighbours, to include lineside neighbours, and communicate as appropriate
- d. Promote positive working relationships with other Island businesses and community groups.

**10. Take a pro-active approach towards future progress:**

- a. Sit on the Forward Planning Committee and, as appropriate, contribute to the Railway's 'Strategic Vision'
- b. Sit on the Ryde St John's Road committee to progress the promotion of a future extension beyond Smallbrook Junction
- c. Sit on the 'Grand Plan' committee to progress future major plans.

**CORE STANDARDS - Personal Integrity, Business Integrity**

- Act with honesty and integrity, recognising that personal conduct reflects on IWSR
- Demonstrate commitment to IWSR, its values, culture and imperatives
- Be visible to and approachable by all stakeholders in the business
- Be a good communicator: inspire, encourage and support all staff and volunteers to deliver success
- Maintain IWSR internal control standards, including implementations of set deadlines

- Conduct all conversations with customers, staff and volunteers in an ethical manner
  - Embrace change, responding positively and flexibly when shifting priorities
  - Listen and understand customers, managers, staff and volunteers, delivering solutions appropriate to their needs
  - Understand and meet customer expectations of standards and quality
  - Demonstrate flexibility to days and hours of work. Weekend, bank holiday and evening work is required frequently.
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**Title: Safety Procedures Manual**  
**Date of issue March 2019**  
**SPM056**

## **Terms of Reference**

### **General Manager**

#### **1. Preamble**

The post of General Manager is appointed by the Chairman of the Board of Directors and is currently a full-time position.

#### **2. Purposes**

##### **Primary Purposes**

2.1 To implement Board policy for delivering a safe, efficient and profitable business undertaking, so that the overall objectives of the IWRC are met in full.

##### **Secondary purposes.**

2.2 To own the responsibility for Health and Safety on the railway and deliver the outcomes as described in the latest version of the IWR Safety Management System (SMS).

2.3 To direct and co-ordinate, as line manager, the activities of Departmental Managers so that the necessary efficiency and targets are met.

2.4 To ensure that the interfaces with the local community and other authorities are maintained so that the business is properly represented.

2.5 To oversee the management of all aspects of IWR Trading Limited so that profits are maximised.

#### **3. Accountability**

The General Manager is accountable to Board for both the primary and all secondary purposes.

#### **4. Authority**

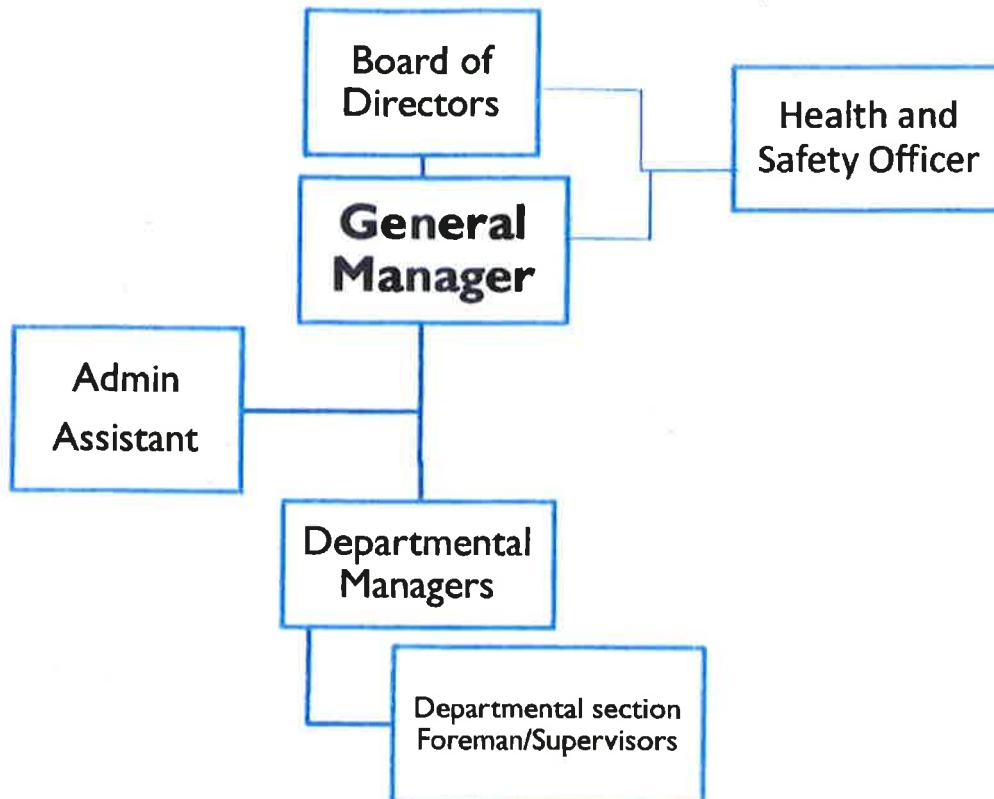
The General Manager is authorised to: -

- Approve spending in accordance with current budgets agreed by the board;
- Correspond direct with external bodies;
- Sign in behalf of the railway;
- Liaise with local authorities;

The General Manager is Chairman of: -

- The Management Team;
- The incident review committee;

## 5. Organisation Diagram



## 6. Principal Tasks

- Planning and agreement with Board various financial budgets including capital and departmental expenditure.
- Monitoring financial performance against agreed budgets and reporting to the Board as required.
- Monitoring and controlling all aspects of reserved and restricted funds and ensuring that expenditure is correctly authorised.
- Chairing monthly Manager's meetings.
- Meeting external bodies on matters of development, promotion and marketing.
- Attending Board meetings and reporting to the Board on a regular basis.
- Managing all HR administration including staff contracts and records.
- Ensuring the IWVSR's ongoing compliance with legislation in connection with safeguarding and data protection.

**END**

# ISLE OF WIGHT STEAM RAILWAY

## THE RAILWAY'S STRUCTURE

The Isle of Wight Steam Railway has a database of over 500 volunteers. The work undertaken by our volunteers varies and is based on individual circumstances and preferences. Our paid workforce now totals 40 (30 full time equivalent), supplemented by up to 10 seasonal staff.

It is important that the Railway's structure is understood and I take this opportunity to provide a detailed explanation.

An unfortunate distraction suffered by many preserved railways relates to difficulties and disputes that can arise between different controlling groups, boards and organisations. This can be further complicated by the owners of rolling stock essential to the operation of the railway. In extreme situations, conflicts can result in adverse publicity, major fall-outs and even litigation.

The Isle of Wight Steam Railway is fortunate insofar as our governance structure is straightforward. We have one board which represents both the Railway Company and our trading company. The trading company oversees our retail and catering outlets plus selected special events. We have no reliance on any third parties as all rolling stock on our Railway is owned by our Railway.

Our enviable structure is a fortunate legacy that came about through foresight and good advice. We originated in 1966 as the unincorporated 'Wight Locomotive Society'. The Society purchased the original stock – an Adams' O2 Class locomotive W24 *Calbourne* and five bogie carriages and acquired subsequent stock and smaller museum exhibits. In 1972, soon after starting to operate passenger trains, a company limited by guarantee, The Isle of Wight Railway Company Ltd, was established to provide corporate status. This enabled contracts to be arranged for lease of the track bed (since purchased outright), public liability insurance, and so on. The choice of company limited by guarantee does not allow capital to be raised by issuing shares. However, with no shareholders there is not the risk of a change of policy or takeover merely by dint of personal whim from whoever has acquired the largest shareholding.

The Company registered as a charity in 1981. IWR Trading Ltd was incorporated in 2001 as a subsidiary to segregate non-charitable activities for accounting and tax purposes. In 1990 the Society, the Company's support organisation, was merged with the Company; this recognised that an unincorporated society did not offer any security of the historical assets from risks of excessive commercialism: the success of both organisations was in reality interwoven and would be seen thus were any legal dispute to have arisen. This merger eliminated duplication of administration. The Company trades under the name 'Isle of Wight Steam Railway'.

To explain our present structure:

- The Isle of Wight Railway Company Ltd is a registered educational charity.
- Our 1,750 plus members effectively 'own' the Railway.
- Members elect directors to the board (directors are also known as Trustees for charity purposes). The board elects its Chairman annually. Our Articles of Association require a board of between three and 15 directors. It is the function of the board to set policy and



take overall responsibility for the good governance of the Railway. No paid manager or member of staff can be a director.

- The board appoints a General Manager who has overall responsibility for the management and day to day operation of the Railway.
- In consultation with the board, the General Manager appoints an agreed number of managers and staff.
- The Railway relies heavily on the goodwill and work of members and volunteers.

Our Railway owns all of our locomotives, carriages and wagons. Therefore there are no private or group rolling stock owners with whom the Railway need negotiate.

In addition all of the land used by the Railway is owned by the Railway. Apart from an off-site storage facility nothing is leasehold with the potential related uncertainties.

In summary, through historic and continued good management we have a very sensible and simple structure. This serves us well and provides a good, sound platform from which we continue to grow and develop the Railway.

Peter Conway  
Chairman

May 2019