



Volunteer Role Profile (2023)

Portfolio Title	Swanage Railway Company Board of Directors Volunteer Commercial Director	Source
Overview	Swanage Railway Company Limited (SRC) is the wholly owned trading subsidiary of the Swanage Railway Trust (SRT). SRC is responsible for the running of rail services and associated trading activities. The Board of Directors of SRC are ultimately responsible for the strategic leadership, oversight and performance of the Company.	
Our Vision	"To be a vibrant, volunteer led heritage railway attraction supporting the local economy"	SRT Strategic Plan 2023
Our Mission	"To ensure the preservation and safe operation of a heritage railway attraction that appeals to local residents, visitors to Purbeck, rail enthusiasts and volunteers, in order to be able to continually develop and bring economic benefit to the area".	SRT Strategic Plan 2023
General role of a UK Director	<ol style="list-style-type: none"> 1. You must follow the Company's constitution and the Articles of Association. 2. You must act in the Company's best interests to promote its success. 3. You must not allow other people to control your powers as a director. 4. You must perform to the best of your ability. 5. You must avoid situations where your loyalties might be divided. 6. You must not accept benefits from a third party that are offered to you because you're a director. 7. You must tell the other directors and members if you might personally benefit from a transaction the company makes. 	Seven duties of a UK director prescribed under the Companies Act 2006.
Regulator – Bottom Line of Governance	<p>The four basic tasks of the Board, as identified by our Regulator are:</p> <ul style="list-style-type: none"> • Establishing and maintaining <i>Vision, Mission, and Values</i> • Deciding strategy and structure. • Delegating the authority to manage to monitor and evaluate performance. • Communicating with its members and all internal and external stakeholders. 	See ORR Risk Management Maturity Model' Topic One, Heritage Rlys. Appendix 1 Page 42
Regulator - Safety Management	<p>As the independent economic and safety regulator for Britain's railways, the Office of Rail and Road (ORR) has a key role in securing sustained improvement in the health, safety, efficiency, and performance of the rail industry. Purpose:</p> <ul style="list-style-type: none"> • To make sure that the organisation is effectively governed and led. • To make sure that the board, leaders, and safety management system clearly express expectation, 	See ORR Risk Management Maturity Model' Topic One, Heritage Rlys. Pages 5 & 13

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	<p>accurately defining what the organisation wants to achieve, how it will achieve it (through effective leadership) and how management will know when that expectation has been met.</p> <ul style="list-style-type: none"> To make sure that the organisation (specifically the board) effectively challenges whether a policy and its associated activity is correct, in place and effective. 	
<p>General role of a Swanage Railway Director</p>	<p>You will demonstrate leadership, inspiration and a high level of emotional intelligence, whilst assisting the ‘director team’ to lead the Swanage Railway to deliver its Vision, Mission & Values by:</p> <ul style="list-style-type: none"> Supporting volunteers, paid staff and the Chief Executive Officer (CEO) *1, regularly engaging at all levels so as to fully understand the holistic needs of the business. Complying with statutory requirements as laid out by Companies House, our Regulator The Office of Rail and Road (ORR) *2, and any other applicable organisation. Following the SR Vision, Mission & Values *3. The board demonstrates transparency & diversity across a range of expertise, opinion, age, culture, religion, sexuality & background. *4 Reviewing and updating (where applicable) wider SR policies especially the Strategic Plan and Business Plan. The delivery and audit of such plans, in particular reporting Key Performance indicators. Attending monthly, Annual and Extraordinary General Meetings, and other SRT or departmental meetings as required. Positively liaising with external stakeholders and following adopted policy when engaging with the press or social media. Actively considering and enacting a succession plan for your role; including the delegation of tasks to other personnel. 	<p>*1 CEO post is currently not filled</p> <p>*2 See ORR Risk Management Maturity Model’ Topic One, Heritage Rlys. Appendix 1</p> <p>*3 To Follow</p> <p>*4 See ORR Risk Management Maturity Model’ Topic One, Heritage Rlys. SP3 Governance Page 16.</p>
<p>Specific duties relevant to this portfolio</p>	<ol style="list-style-type: none"> Assessing the economic climate and advising the Board of strategic risks. Developing & delivering key commercial activities in tandem with the CEO & relevant managers. Developing all aspects of ‘The Passenger Experience’ at all stations and on all services (passenger, driving or freight). Broadening every all aspects of potential ‘secondary spend’ Proactively engaging and meeting with other stakeholders in the leisure and heritage railway sectors to understand current risks & opportunities. Developing, owning and reporting on policies and/or projects which you have agreed to sponsor. Using your experience to lead and support the development of the staff who work with you. 	<p>See SR Business & Strategic Plans.</p> <p>Criteria is specific to this portfolio.</p>

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<p>Relevant Experience/Qualifications for this portfolio</p>	<ul style="list-style-type: none"> • Experience at senior/board level in a Small to Medium-sized Enterprise (SME). • Appropriate educational, professional and experiential qualifications to support this specific role. • A broad understanding of legal and financial responsibilities together with knowledge of corporate governance. • Can provide a proven track record of delivery in a business environment. • Ability to demonstrate commitment to an organisation's ethos. • Strong interpersonal and communication skills, demonstrating tact and diplomacy. • Volunteering experience, preferably in the heritage railway, leisure, or tourism sector. • Professional experience in one or more of the following areas: safety management; customer service; railway operational management; heavy engineering, asset or infrastructure management; fundraising and financial management. • Membership of appropriate professional institutions/organisations. 	<p>Criteria is specific to this role.</p>
<p>Required Characteristics</p>	<p>The Swanage Railway requires leaders in their respective fields. A successful applicant must be able to demonstrate the ability to communicate well. Whilst building and working within a team environment. The railway must inspire volunteers and paid staff from a wide variety of backgrounds and so a positive, tolerant and measures approach will be essential. By contrast, the ability to quickly comprehend complex matters, and disseminate clear decisions will be essential.</p>	
<p>Benefits of working at Swanage Railway</p>	<p>The Swanage Railway is a well-respected award winning business. Successful applicants will:</p> <ul style="list-style-type: none"> • Join a team of over 500 volunteers and paid staff. • Be offered challenging opportunities associated with growing our current business, for example through new special events, whilst also supporting a 90-day trial following the reconnection of Swanage Railway to the mainline network at Wareham. • Offered skilled tuition to support any appropriate operational railway role. • Be entitled to staff and other benefits; some dependant on becoming a member of the Swanage Railway Trust. 	
<p>Role specific training</p>	<p>The Swanage Railway will provide appropriate professional training to aid your integration within the organisation including, where appropriate:</p> <ul style="list-style-type: none"> • Safety training. • Bespoke management training to support roles in leadership & administration, finance, fundraising, health & safety. 	



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Direct Reports	Up to: Chairman, Swanage Railway Company Limited. Down to: Catering Manager, Passenger Services Manager & Retail Manager.	Criteria is specific to this role.
Work Location	Home-based with access to Swanage Railway office facilities; in addition, you will be expected to provide a motivational presence at key times on the Railway.	
Commitment	This is a hands-on role. While the Board aspires to a structure with a CEO leading a team of managers who are able together to run the business from day to day leaving the Board to deal with strategic issues, at present and for the foreseeable future the business requires each Director to play an active role in leading their department and contribute to the overall running of the business. This is especially true of the finance function which will always need to have a level of direct accountability to the Board for governance purposes. Ideally you should live within 30 miles of Swanage and be willing and able to attend the Railway on a regular basis.	
Appointment & Review	Having followed the Company's Memorandum & Articles, the Search Committee will recommend a successful applicant for co-optation as a director onto the Swanage Railway Company Board. Each appointment is subject to endorsement by the Swanage Railway Trust at the next AGM (normally October). Election is for a three-year term, subject to satisfactory performance.	

Accompanying Documents

1. Office of Rail & Road. ORR Risk Management Maturity Model' Topic One, Heritage Rlys.
2. Appendix 1 of the above.
3. Swanage Railway Trust. Strategic Plan 2023.
4. Swanage Railway Company. Business Plan 2023



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Document Control

Srl	Date	Review or Change	Version Released	Name
1	07 Mar 23	2023 Initial review of 2017 documents	Draft V0.1	FER
2	08 Mar 23	Duncalf/Patterson review	Draft V0.2	FER
3	16 Mar 23	Final prof read of draft version following Search Committee meeting 15 Mar 23	V1.0	FER