

How Are We Going To Do It?

By Bob Pamment, Rolling Stock Director

Back in March of this year I put together a little article entitled “Keeping the Show on the Road”. In that article I mentioned the important developments planned as part of the OP4 project, in particular an additional jacking pad, the tramway, a water medium grit blaster, and additional crane capacity over the jacking pad/tramway area.

I am pleased to report that all of these, with the exception of the crane system, have been put in place and are working exceptionally well. The Carriage & Wagon Department has had several vehicles up in the air recently including the body of car No. 54 and the new grit blaster is being used to strip all the corrosion off car No. 54’s underframe at great speed, ready to facilitate returning the underframe into something approaching “as new” condition.

On the tramway, the bogies for No. 21246 are being overhauled, whilst No. 21246 itself is up in the air ready for underframe overhaul, having had its asbestos stripped. So on the overhaul front, it feels as though we are starting to “cook with gas,” we just now need the additional crane (if you happen to have around £45K looking for a home!)

So far so good then. However, how we quantify “Keeping the Show on the Road” and achieve it effectively—bearing in mind the most important asset we have is people—the management team spent a long sunny day in August in a huddle to see what it could come up with.

One of the outputs of this huddle was a “mission statement”. Now, you might moan about “management-speak,” but bear with me. In fact I hope you find a very useful reference below that will keep C&W on track.

So, below is an extract from the Mission Statement that the management team put together with view to embracing all that we do and how we are going to do it. This is, of course, relevant to the entire

C&W team, volunteers and paid staff alike. I hope you find it encouraging. It is by no means in “tablets of stone,” and it will no doubt develop along the way.

Extract from the C&W Mission Statement

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4. Purpose

This document describes what the Carriage & Wagon organisation sets out to accomplish, the associated goals and describes the values and undertakings that it embodies in the processes in place to achieve them.

5. Scope

This document applies to all activities Managed by the Carriage & Wagon Department of the Bluebell Railway.

6. Definitions and Abbreviations

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6.2 Staff

Team Members—Personnel working on Bluebell Railway business whether paid or volunteer employees or contractors. Any person, paid or volunteer, working in, or in connection with, the Carriage & Wagon department.

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8. Mission

8.1 To provide safe, comfortable and reliable Rolling Stock to satisfy the requirements of the Operations department of the Bluebell Railway Plc and in accordance with budgetary constraints.

8.2 To provide the range of Rolling Stock variants in accordance with the Bluebell Railway preservation Society aspirations.

8.3 To provide the above described rolling stock in a condition that, in so far as modern safety standards allow, matches the condition that it was when in main line service.

8.4 To preserve and demonstrate the traditional skills associated with rolling stock manufacture, overhaul and maintenance.

8.5 To arrange for presentations that demonstrate the development and use of rolling stock in the south of England over the years since inception.

9. Goals

9.1 To undertake one “30 year Carriage overhaul”, including full re-paint, per year.

9.2 To undertake one “15 year Carriage Underframe Overhaul” per year.

9.3 To undertake two “Carriage Door & Lock Overhauls” per year.

9.4 To be working on one innovative project (carriage or wagon) at any one time.

9.5 To be undertaking one carriage restoration at any one time.

9.6 To be undertaking one wagon overhaul at any one time.

9.7 To undertake carriage and wagon maintenance in accordance with the maintenance plan.

9.8 To continuously improve the exhibition.

9.9 To encourage volunteers to undertake regular visitor talks to a standard format.

10. Values

10.1 Making safety, strategic and practical, part of everything we do.

10.2 High-quality, communication-active, listening-sharing of aspirations.

10.3 Being invested in the success of other team members.

10.4 High integrity relationships.

10.5 Work of high quality and effectiveness.

10.6 Trust and involvement.

11. Undertakings

11.1 To hold quarterly Operating and Safety meetings in accordance with the agenda as detailed in L&RS-MA-002.

11.2.1 To attend quarterly Rolling Stock Committee meetings.

11.2.2 To hold weekly production meetings in accordance with the agenda as detailed in L&RS-MA-001.

11.3.1 To strive to play to other team members strengths and make their weaknesses irrelevant.

11.3.2 To be polite and courteous to our visitors & colleagues.

11.4 To make deposits in the emotional bank accounts of each other.

11.5.1 To strive to continuously improve level of achievement of technical standards.

11.5.2 To strive to continuously improve standards of carriage presentation. To apply "Stewardship Delegation" where possible to do so.