



Candidate Brief

Railway Manager

Executive Summary

Reporting directly to the CEO and as part of the Senior Management Team, this is an infrastructure role to manage the delivery and forward planning of railway works and projects in

- Rolling stock engineering
- Permanent Way
- Signals & Telecoms
- Estates

The successful candidate will have the engineering background of Brunel, the work ethic of Thatcher, the patience of Mandela, the kindness of Mother Theresa, the diplomacy of Elizabeth II and the sense of humour of Izzard.

About The Watercress Line

- The Watercress Line is Hampshire's Heritage Railway that preserves the memories and skills of railway operations and engineering; and explains how railways changed the world through the story of the Watercress Line
- The Watercress Line is a partnership between the Mid-Hants Railway Ltd that manages and operates the railway along 10 miles of track and four stations bordering the South Downs National Park; and the Watercress Line Heritage Railway Trust that supports the Railway through fundraising and advocacy.
- The Watercress Line is a major regional employer of more than 45 staff; benefits from the volunteering services of more than 500 people to run the railway and keep it working; and is one of the top five heritage railways in the country and one of the largest visitor attractions in Hampshire with nearly 100,000 visitors per year.

About The Watercress Line Governance

The railway is governed by a registered charity, the Watercress Line Heritage Railway Trust, and operated by Mid-Hants Railway Ltd which holds the authority to operate a railway regulated by the Office of Rail & Road.

A Board of four Directors governs Mid-Hants Railway Ltd

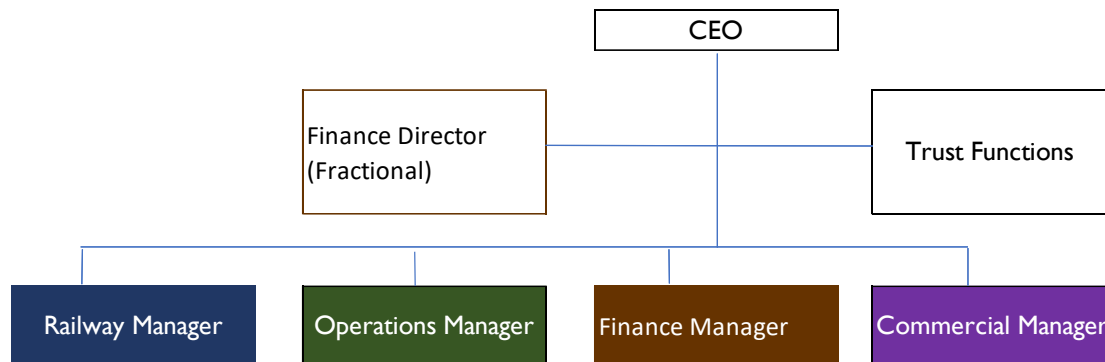
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|-------------------------------|-----------------|
| ▪ Chair | Mervyn Dunwoody |
| ▪ Treasurer | Gregory Watson |
| ▪ Director Safety & Standards | Jim Russell |
| ▪ CEO | Rebecca Dalley |

About the Watercress Line Team

The Watercress Line has a staff of 44FTE supporting more than 500 volunteers who occupy roles across management, regulatory areas, executive, technical and administration.

The CEO is answerable to a volunteer Board of Trustees for the Watercress Line Heritage Railway Trust, and is a member of the Mid-Hants Railway Ltd Board of company directors.

The Watercress Line is managed by a Senior Management Team of four. The separation of responsibilities is outlined in Appendix A.



The Railway Manager will be

- A Director of MHR Ltd
- A member of the Senior Management Team
- Part of the Safety & Assurance Committee

Accountabilities for the role will be

- Engineering
- Permanent Way
- Signals & Telecoms (incl IT)
- Estates

About the role

The Railway Manager will be accountable for the infrastructure and engineering activity at The Watercress Line. The objectives of the role are to

- Provide safe and compliant railway infrastructure
- Provide safe and appropriate rolling stock
- Manage and develop trained and competent staff and volunteers
- Develop and manage appropriate work banks of maintenance
- Develop and oversee strategic investment in the estate and rolling stock aligned with the business plan.

Role Description

Team Management

- To manage and develop the Infrastructure and Engineering team, comprising paid and volunteer managers and contractors
- To support the Foremen in specifying, training and managing appropriate competencies and ensuring these are recorded on HOPS
- To support the role definition, recruitment, training and integration of volunteers at all levels of the organisation, including management and accountable roles.
- To rebuild the PWay and Estates teams to allow for more ambitious project work.
- To encourage and promote partnership and collaborative working across the network of heritage and mainline rail companies

Railway Infrastructure and Estate Management

- To manage the historic estate buildings, plant and infrastructure
- To recruit and lead the Estates & Environment Committee
- To plan and lead estate and infrastructure repair and maintenance projects
- To support the Trustees and Directors in strategic Estate planning

Safety Management

- To develop and encourage safety management policy and protocols across the Infrastructure and Engineering teams
- To attend and contribute to the Safety & Assurance Committee
- To review and ensure the update of departmental risk assessments
- To support to update of the Safety Management System and its continuous review.

Project Management

- To ensure projects are appropriately scoped, budgeted and managed in accordance with best practice
- To drive projects to conclusion, developing team skills along the way
- To promote project management skills across the organisation

Budget Management and Financial Planning

- To set, monitor and manage departmental budgets in line with organisational priorities and funding
- To prioritise spend across Estates and Infrastructure budgets
- To leverage budgets with opportunities for funding, match funding or sponsorship
- To work with the CEO and FD to scope and prioritise capital spending

Strategic Planning

- To contribute to the strategic planning of the future of the Railway
- To represent the Railway as a senior level within the railway and heritage railway industries, and to external visitors to the Railway

Candidate Profile

Experience and Qualifications

- Successful leadership in the management of infrastructure, ideally in a railway environment, delivered in an open and transparent manner.
- A professional or QBE background in engineering: civil, mechanical or structural
- Experience of the management of volunteers alongside staff with volunteering experience at an appropriate level
- Experience of creatively managing limited budgets and balancing priorities
- A strong, practical and clear approach to risk management in order to determine policy and actions
- A high level of financial competence and acumen. Able to understand fully and manage business financial matters as well as project and department spend.
- An understanding of the obligations arising from Health & Safety legislation and how to apply these and other industry requirements in a transport and engineering environment.
- Has, or is able to obtain, a sufficient knowledge of the rail industry to enable productive links with partners, regulatory bodies and other agencies to be developed and maintained
- An understanding of ROGS as they relate to heritage railways.
- PRINCE2 or other project management qualification
- Familiarity with HOPS or other competence management systems

Skills and Aptitudes

- Excellent interpersonal skills, able to inspire and motivate a diverse team of individuals including paid staff, volunteers, stakeholders and others
- Strong team player with a willingness to reinforce the successful challenge of traditional silos
- Enthusiasm for the development of staff, volunteers and apprentices
- High levels of business and commercial awareness
- Accuracy, attention to detail and the ability and drive to complete and finish tasks
- Ability to drive complex projects to conclusion
- Excellent influencing and negotiating skills developed at a senior level
- High levels of financial literacy
- Excellent networking skills, developed in a range of settings
- Personable, approachable and a good listener

Key terms and conditions expectations

Weekend and holiday working should be expected from time to time

This is a split location role with key offices in Ropley and Medstead, and some working at Alresford.

Working from home from time to time is possible, but this is primarily an on-site face-to-face role.

To apply for this role:

EOI

Please send your expression of interest in this role to

applications@watercressline.co.uk

to book an informal chat with the CEO about your suitability or go straight to application:

Send your CV and a covering letter outlining why you believe you will excel in the role to

applications@watercressline.co.uk/

Interview process

Shortlisted candidates will be invited to a two-stage interview process in late March/early April

Appendix A

OPERATIONS					RAILWAY					BUSINESS					CHARITY & GOVERNANCE				
OPERATIONS MANAGER					RAILWAY MANAGER					COMMERCIAL MANAGER					CEO				
TRAFFIC DEPARTMENT					ENGINEERING					CATERING AND EXPERIENCES					EDUCATION				
Head of Signalmen					S&T MANAGER					F&B Manager					Learning Co-ordinator				
Signal Inspectors x3					TELECOMMS					Cook					Education volunteers				
Signalmen					TRACK MAINTENANCE					Catering Supervisor					FINANCE				
GUARDS					SIGNALS ENGINEERING					RMB volunteers					Treasurer				
Head of Guards					Signals Engineering Manager					Midweek catering volunteers					Finance Director				
Guards Inspectors					Chief Signal Engineer					WCB casual staff & volunteers					Finance Manager				
Guards					Signals Engineer Works & Maintenance					T-Junction volunteers					Accounts Assistant				
TTIs					Signals Engineer Testing & Commissioning					Train Managers					Auditors				
STATION MASTERS					Signals Engineer Mechanical Signalling					RAT Volunteers					HR				
Station Master Alton & Ropley					Signals Engineer Design					Countryman volunteers					Fractional HR Admin				
Station Inspector Alton & Ropley					Signalling Technicians					Belle & Royal Wesssex Volunteers					HR Advisors				
Station Foreman					STATION ASSETS					Maintenance & provisioning					Volunteering Steering Group				
Station Porters					Alton and Ropley Station Master					Loading					Safeguarding Officer				
Station Porters					Medstead & Four Marks Station Master					Check in volunteers					GOVERNANCE				
Station Site Care Team					Alresford Station Master					SALES					Company Secretary				
Station Master Alresford					Site care teams					Experiences partners					Board of Directors				
Station Inspector Alresford					CIVILS					Experiences & Group Sales Coordinator					Charity Trustees				
Station Foreman					Incoming supply, data management Ropley					Reactive Sales Exec					Committee Chairs				
Station Porters					Local Area Networks					Information office volunteers					Registrar				
Station Asset Team					Servers & data points					Information email volunteer					FUNDRAISING				
Station Booking Office					IT Users & Helpdes					Business Admin Apprentices					Campaign Comms & Events Exec				
STATION MASTER MEDSTEAD & FOUR MARKS					Security & Firewall					Digital Apprentices					Membership volunteers				
Station Inspector Medstead & Four Marks					Physical Infrastructure					Retail Supervisor					Fundraising Consultant				
Station Foreman					Software System Leads					Alton Kiosk Volunteers					Fundraising Ambassadors				
Station Porters					PARTNERSHIPS					Ropley shop volunteers					SAFETY				
Station Asset Team					Unia Society					Alresford Shop volunteers					Safety Committee				
MOTIVE POWER					75 Group					EVENTS					Safety Director				
Footplate Inspectors					Crane owners					Events Coordinator									
Running Foreman					Wagon Group					Parking and admissions volunteers									
Drivers					S&D Trust					Site set up volunteers									
Firemen					ERPS					Events partners									
Cleaners					Private Owners					Events Apprentice									
					Diesel Groups					MARKETING									
										Marketing Manager									
										Marketing Executive									
										Marketing volunteers									
										Marketing partners									